

Grameenphone Integrates Key Technology: Group 1 Software Enhances Flexible Invoice Generation System

BACKGROUND

Founded by Muhammad Yunus, the 2006 Nobel Peace Prize Winner, Grameen Bank has created a new category of banking by granting millions of small loans to poor people with no collateral. While originally established as a village bank (Grameen in the local language means Village), Grameen Bank has since lent more than \$5.1 billion to 5.3 million people.

It is from this background that Grameen Bank teamed with Norway's Telenor communications company to provide phone services to rural areas. The organization born of the joint venture, Grameenphone Ltd., developed a program through which poor women in rural villages could buy cell phones with a loan from the bank and then sell the use of them on a per-call basis. Through the program, Grameenphone has become one of Telenor's fastest-growing markets. This truly reflected a social business enterprise – and the only one of its kind in the world.

THE CHALLENGE

Grameenphone has quickly grown beyond its initial services and currently serves as the major telecommunications company in Bangladesh. In a span of three years, the organization moved from 1 million to 10+ million customers. With 8 million additional rural customers, Grameenphone has faced a considerable challenge to effectively communicate with such a large, broad array of customers.

Grameenphone's payment collection system was unable to match the needs of a such rapidly growing and diverse customer base. There was an additional need to present invoices with interactive marketing capabilities. Unlike developed countries, the region's average revenue per user (ARPU) is among the lowest in the world at a mere 6 to 7 US dollars. Thus, resource optimization has been critical to remain profitable.

Grameenphone's customer service organization lacked an "exact replica" view of invoices, leading to higher service costs and customer dissatisfaction. The previous system was unable to communicate using modern means (like email) and could not provide local language support or on-demand customer service.



A SWIFT, COMPREHENSIVE SOLUTION

The key project objectives were to relieve the business pain areas and provide Grameenphone with the ability to manage its own systems without external dependencies. Seamless integration with Grameenphone's billing, CRM, data warehouse systems and stringent internal compliance was required. The solution also had to be based on service-oriented architecture to provide for web services and xml support for future proofing.

To achieve this, Grameenphone partnered with Pitney Bowes Group 1 Software, which offered a comprehensive Customer Communication Management (CCM) solution set. The entire project, from requirements gathering and analysis to final implementation and go-live, was managed between the months of August and November 2006. Given the short timeframe, Grameenphone's team worked with Group 1's team over most weekends.

Key Project Achievements

The Group 1 solution met Grameenphone's challenges, including managing the electronic and physical communication of the subscribers in both remote villages and urban areas.

With particular attention on the villages, Group 1 crafted a solution to maximize Grameenphone's current asset reuse in terms of existing people, applications, printers and other hardware and provided local language support. The focus of the entire solution was on how to add value in Grameenphone's entire CCM value chain.

Impressive Metrics

- 60% positive customer feedback on new “English” invoices.** Grameenphone expects positive feedback to grow as customers adjust to the process change.
- Fast access to two years of exact replica documents.** CSRs that were limited by access to only one year of historic data (not an exact replica), are now enjoying access to two years of exact replica data within seconds. And the system is easily scalable, with the only constraint being hardware.
- Faster fetching of itemized details per customer.** Fetching time for CSRs has been reduced from 20 seconds to under 3 seconds.

- Automated corporate summaries generated.** Corporate summary sheet creation was previously a manual activity that took up to several days for each report. The current system automatically provides corporate summaries along with the rest of the invoices.
- Local language invoicing implementation completed within days.** Implementation of local language invoicing would earlier been extremely costly and time consuming, and would require several months of work.

As the system became operational in November 2006, additional metrics are still being captured.

Group 1 CCM technology has been deployed for more efficient operations and greater customer convenience.

Group 1 Solution	Operation and Benefit
Data Flow™	Aggregates and transforms data from various sources to allow more and meaningful data, such as product names and configurable call categorization, to be presented in the invoice Aggregates complex data associated with corporate summary sheets for corporate accounts Performs end-to-end automation, resulting in optimized resources and a lower cost of operation
DOC1®	Used to design and present more customer-centric invoices, with graphics, charts and local language support Works in combination with Data Flow for the use of product names and multi-level call categorization Works in combination with Message1 to embed product/customer/time-specific marketing messages in the invoice Used to email customer invoices to selected customers as needed to reduce the cost of producing hard copy
DOC1 Generate	Creates customer invoices within minutes
DOC1 PCE	Sorts output invoices based on various configurable parameters
DOC1 Message1	Enables marketing department to create marketing messages to be incorporated later in the production process
e2™ Vault	Provides CSRs with an exact replica view of up to 7 years of customer invoices within seconds, with the archived invoice exactly the same as the printed version
e2 Mobile Vault	Allows archiving features to be captured along with data on a CD for portability
DCS (Document Composition Service)	Generates invoices on demand, in real time
Emtex VIP™	Converts print streams and performs load balancing of printers to save print time



GROUP 1 SOFTWARE

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For more information about Pitney Bowes, visit www.pb.com

About Pitney Bowes Group 1 Software

Pitney Bowes Group 1 Software turns data into results, providing innovative software solutions that enable our clients to better understand and connect with their millions of customers, prospects and partners. Group 1 helps over 3,000 organizations maximize the value of customer data to improve profitability, increase effectiveness and strengthen customer relationships, through consolidating, cleansing and enriching corporate data, and generating personalized business documents for multi-channel delivery, customer care and efficient business processing. Our comprehensive Customer Communication Management (CCM) solutions span from database to delivery, adding value to every aspect of communication and allowing clients to integrate intelligence throughout their mailstream.

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