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Study Of Factors Determining Effective Customer Experience Management In Telecom Brands: An Empirical Research

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Abstract
Indian Mobile service provider industry is going through very intense cut throat competition at present in India. It is very important for current players to gain competitive advantage over rivals. Customer Experience is one of the major concepts that gain importance in the present time amongst researcher. This paper aims at exploration and evaluation of various factors that works as determinant and provides valuable experience to customers.

1. Introduction

In the globalized and competitive scenario in mobile service provider industry, customer experience (CE) has now become hotspot in the growth cycle of any business. It is because of the diversified and customized needs of customers which are ever growing and strength of competition in terms of homogenized offerings, experiential aspect of mobile industry environment have become central to the customers (Liu and Liu, 2008). So, industry marketing managers in organizations need to craft appealing and long-lasting CE for their customers (Macmillan and McGrath, 1997; Pine and Gilmore, 1998; Berry et al., 2002). Customer experience management strategies need to take into consideration several elements which influence the customer experience. It also has to consider the possible moderating effects, if any. So, a detailed empirical study in this area is a compelling necessity owing to the fact that mobile service organization is growing both qualitatively and quantitatively. As a result of fast Growth and severe competition, customer retention and managing high churn rate are the most important challenges faced by telecom companies today. Customer retention can be achieved by identifying maximum revenue generating customers and managing the customer experience for such profitable customers.

India is currently the world's second-largest telecommunications market with a subscriber base of 1.05 billion and has registered strong growth in the past decade and half. The Indian mobile economy is growing rapidly and will contribute substantially to India's Gross Domestic Product (GDP), according to report prepared by GSM Association (GSMA) in collaboration with the Boston Consulting Group (BCG). The country is the fourth largest app economy in the world.

The Indian telecom sector is expected to generate four million direct and indirect jobs over the next five years according to estimates by Randstad India. The employment opportunities are expected to be created due to combination of government's efforts to increase penetration in rural areas and the rapid increase in Smartphone sales and rising internet usage.

International Data Corporation (IDC) predicts India to overtake US as the second-largest Smartphone market globally by 2025 and to maintain high growth rate over the next few years as people switch to smart phones and gradually upgrade to 5G.

2. Literature review

Experience has been cited as important in marketing for a long time. Abbott (1955), cited in Holbrook (2006, p. 40) said that: "What people really desire are not products, but satisfying Experiences". Experiences were gained through activities that required physical objects for the services. People wanted products because they wanted the experience which they hoped the products would render. Dewey (1963) added the dimension of uniqueness and noted that experiences involved a progression over time and the involvement and uniqueness made the activity stand out from the ordinary.

A diversity of dictionary definitions of experience gave rise to some confusion. Collins English Dictionary described experience as "The accumulation of knowledge or skill that results from direct participation in events or activities" and ". . . the content of direct observation or participation in an event" (Collins, 2007). The Oxford English Dictionary stated that "Active participation in events or activities, leading to the accumulation of knowledge or skill" (OUP, 2006). A more affective and process based definitions was provided by the American Heritage Dictionary of the English Language (2006), which defined experience as "The feeling of emotions and sensations as opposed to thinking" and ". . . involvement in what is happening rather than abstract reflection on an event".

Similar to Customer Experience, many definitions of Customer Experience Management can be found in literature. Schmitt (2003) defined "Customer Experience Management is the process of strategically managing a customer's entire experience with a product or a company" (Schmitt, 2003,p.17).

Schmitt emphasized on integrating different elements of customers' experience across variety of touch points. However, the above definition does not vividly recognize integrating rational and emotional aspects into the CEM framework. In this respect, CEM definition provided by Carbone and Haeckel (1994) adds value to the overall CEM concept. As mentioned by them, managing customer experiences is an integrated approach to create distinctive customer value through systematic design and implementation of various context clues. These clues emanate from the product or service it; behaviours of people i.e. service providers and other customers and the physical environment in which the service is being offered. Given the fact that understanding of the concept of clues which emanate from a range of contexts are of crucial importance for successful implementation of CEM, discussions on

contexts will be returned to later. By synthesizing the definitions above, a workable definition on CEM in context of this thesis
– Customer Experience Management is a strategic approach which can be characterized as an **ongoing process** to create **sustainable competitive advantage**, by combining both **rational and emotional experiences** and managing a company's' **touchpoints wheel** effectively.

3. Statement of the Problem

The problem identified in this research is to seek relationships of the determinants on CE with and/or without the moderating variables. This would necessitate a systematic procedure of identifying the determinants, development of a metric of measurement of the endogenous and exogenous variables, and establishing hypothetical relationships between the variables of the study followed by the testing of this model. The end result would be the development of a model which can be analysed for the significance of influence so that managerial implications can be drawn.

4. Research Objectives

Having identified the research gap in the literature available in CE, following objectives have been identified to fill the gap.

- Identifying the determinants of CE for mobile services providers.
- Develop a metric for the measurement of CE and validate and test the same.
- Draw managerial implications based on the study and make suggestions for the mobile service organizations to enhance CE so as to gain the competitive advantage in mobile industry

- Impact of success or failure of Service Offers on CE in mobile service industry

- To evaluate the impact of Brand on CE in mobile service industry
- To evaluate the impact of network efficiency on CE in mobile industry

- To study impact of pricing on CE in mobile services

- To understand impact of Billing reliability on CE in Mobile services

- To study impact of service offers on CE in mobile services

5. Hypothetical Model

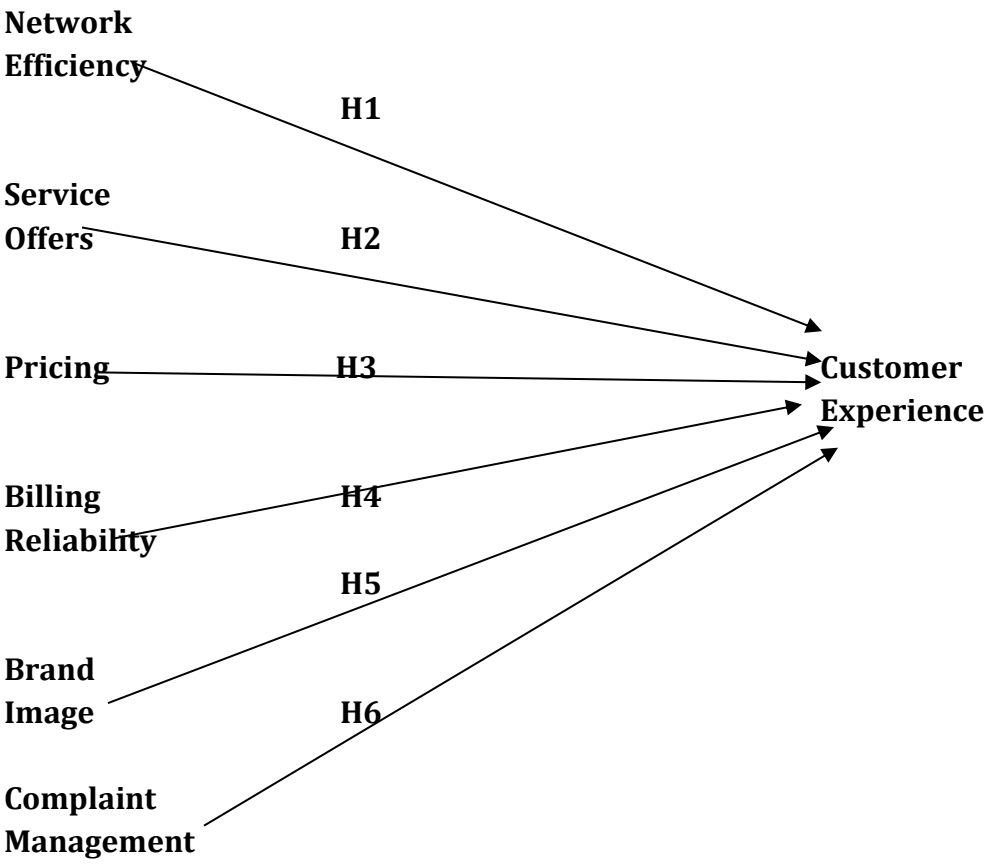

Figure 1. Hypothetical Research Model for CE

5.1 List of Hypothesis

H1= There is no significant Influence of Network Efficiency on Customer experience

H2= There is no significant influence of Service offers on Customer experience

H3= There is no significant influence of Pricing on Customer experience

H4= There is no significant influence of Billing Reliability on Customer experience

H5= There is no significant influence of Brand Image on Customer experience

H6= There is no significant influence of Complaint Management on Customer experience

6. Research Design

Research Design is a blue print or complete plan of research, which guides researcher on various aspects of research. Research Design used for this research are Exploratory, Descriptive and causal.

6.1 Sampling

1) Population: Customers of Organised retail in Ahmedabad
2) Sample Size: 520
3) Sampling Method: Non Probability convenience Sampling

6.2 Contact Method

Survey method, especially mall intercept was used in the research to collect primary data from respondent

6.3 Research Instrument

Structured questionnaire was used to collect data. Questionnaire consists of close ended questions to be evaluated on 5- point likert scale

7. Data Analysis

Data analysis involves various types of statistical techniques to test the proposed hypothesis. In present paper simple and multiple regression techniques are used to evaluate significance of impact of various independent determinants i.e. network efficiency, service offers, billing reliability, pricing, Brand Management and Complaint management on dependent variable of the study i.e. Customer Experience.

7.1 Simple Regression

One of the main research objectives of this study was to how and at which extent dynamic environment of the retail organization influence on the customer experience. There are six factors which are explored through factor analysis whose impact shown on Customer experience. The relationship between explored marketing factors and customer experience established through regression analysis.

7.1.1 Network Efficiency

The relationship between Network efficiency and customer experience was examined using OLS method of estimation in simple linear regression. In the simple regression Average score of the Network efficiency inserted as the independent variable and Average customer experience treated as the dependent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.521	.520	.53551
a. Predictors: (Constant), Network Efficency				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.589	1	161.589	563.476	.000[b]
	Residual	148.547	518	.287		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Network Efficency						

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.232	.101		12.219	.000
	Network Efficency	.640	.027	.722	23.738	.000
a. Dependent Variable: Customer Experience						

The model summary of Network efficiency and consumer experience is given in Table and it shows the coefficient of determination (R^2) under model which is 0.521, which meant the Network efficiency factor explained 52.1 percent of the variations in customer experience.

The ANOVA Table is used to assess the overall significance of the regression model. In Table, the F-value (563.476) and the p-value is 0.000. This meant that model is significant as p-values less than 0.05 at $\alpha = 0.05$ level, so it provides enough evidence for the significant of the model.

Further Table provides the coefficient of the model. According to the table t it can be said that Network efficiency factor is significantly influence on the consumer experience with the standardized beta weight of 0.722.

7.1.2 Service offers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587[a]	.345	.343	.62645
a. Predictors: (Constant), Service offers				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.854	1	106.854	272.283	.000[b]
	Residual	203.282	518	.392		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Service offers						

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.436	.132		10.919	.000
	Service offers	.577	.035	.587	16.501	.000
a. Dependent Variable: Customer Experience						

The model summary of customer experience and service offers in Table shows the coefficient of determination (R^2) under model which is 0.345, which meant the service offers factor explained 34.5 percent of the variations in customer experience.

The ANOVA Table was used to assess the overall significance of the regression model. In Table, the F-value (272.283) and the p-value were 0.000. This meant that model is significant with p-values less than 0.05 at $\alpha = 0.05$ level that provide causal relationship between service offers and customer experience.

The study examines the significance influence of service offers on customer experience. Table provides the evidence for that as the p value which is 0.0000, is lesser than the level of significant. As the p value is less than the significant level so it can be rejected the null hypothesis and concludes than service offers factor is significantly make impact on customer experience.

7.1.3 Pricing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.530	.530	.53023
a. Predictors: (Constant), Pricing				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.505	1	164.505	585.133	.000[b]
	Residual	145.631	518	.281		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Pricing						

Coefficients[a]				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	1.433	.091		15.770	.000
	Pricing	.613	.025	.728	24.190	.000
a. Dependent Variable: Customer Experience						

The model summary which is shown in the table provides the information regarding coefficient of determination of the model and which is .530, it means that Pricing explained 53.0 percent of the variance in customer experience.
The ANOVA Table was used to assess the overall significance of the regression model. It shows p value 0.000 which is statistically significant at 5 % level of significant. The study examined the significance of Pricing in Table. Pricing have p-value of 0.000 which is significant, and the regression weight of Pricing is 0.728.

7.1.4 Billing Reliability

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641[a]	.411	.409	.59408
a. Predictors: (Constant), Billing Reliability				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.319	1	127.319	360.751	.000[b]
	Residual	182.817	518	.353		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Billing Reliability						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.187	.077		28.481	.000
	Billing Reliability	.425	.022	.641	18.993	.000
a. Dependent Variable: Customer Experience						

The model summary of customer experience and Billing Reliability in Table shows the coefficient of determination (R^2) under model which is 0.411, which meant Billing Reliability explained 41.1 percent of the variations in customer experience.

The ANOVA Table was used to assess the overall significance of the regression model. In Table, the F-value (360.751) and the p-value was 0.000. This meant that model is significant with p-values less than 0.05 at $\alpha = 0.05$ level. In indicate the causal relationship between Billing Reliability and customer experience.

The study examines the significance influence of Billing Reliability on customer experience. Table provides the evidence for that as the p value which is 0.0000, is lesser than the level of significant. As the p value is less than the significant level so it can be rejected the null hypothesis and conclude that Billing Reliability is significantly make impact on customer experience.

7.1.5 Brand Image

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756[a]	.571	.570	.50693
a. Predictors: (Constant), Brand Image				

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	177.023	1	177.023	688.874	.000[b]
	Residual	133.113	518	.257		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Brand Image						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.491	.082		18.206	.000
	Brand Image	.566	.022	.756	26.246	.000
a. Dependent Variable: Customer Experience						

The model summary of customer experience and Brand Image factor in Table shows the coefficient of determination (R^2) under model which is 0.571, which meant the Brand Image factor explained 57.1 percent of the variations in customer experience.

The ANOVA Table was used to assess the overall significance of the regression model. In Table, the F-value (688.874) and the p-value is 0.000. This meant that model is significant with p-values less than 0.05 at $\alpha = 0.05$ level.

The study examines the significance influence of Brand Image factor on the customer experience. Table provides the evidence for that as the p value which is 0.0000, is lesser than the level of significant. As the p value is less than the significant level so it can be rejected the null hypothesis and conclude that Brand Image is significantly make impact on customer experience.

7.1.6 Complaint Management

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700[a]	.491	.490	.55222
a. Predictors: (Constant), Complaint Management				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.173	1	152.173	499.016	.000[b]
	Residual	157.963	518	.305		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Complaint management						

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.379	.101		13.717	.000
	Brand	.600	.027	.700	22.339	.000
a. Dependent Variable: Customer Experience						

The model summary of customer experience and Complaint Management in Table shows the coefficient of determination (R^2) under model which is 0.491, which mean the Complaint management factor explained 49.1 percent of the variations in customer experience.

The ANOVA Table is used to assess the overall significance of the regression model. In Table, the F-value (499.016) and the p-value was 0.000. This meant that model is significant with p-values less than 0.05 at $\alpha = 0.05$ level.

The study examines the significance influence of Complaint Management factor on customer experience. Table provides the evidence for that as the p value which is 0.0000, is lesser than the level of significant. As the p value is less than the significant level so it can be rejected the null hypothesis and conclude that Complaint management factor is significantly make impact on customer experience.

In summary, all the explored factors are founded significant through simple linear regression. Customer experience is influenced by all the factors but intensity of the influences are difference from factor to factor.

8. Multiple regressions Analysis

In the first phase 1, through simple linear regression impact of the all the six factors explored variables shown on customer experience. The results of the simple regression indicate that all factors significantly make impact on customer experience.

In the next part of the study carry forward same hypothesis using multiple regression. All six factors are inserted as independent variables combined and consumer experience inserted as the dependent variable. Mean score was taken as the representative value for that particular variable.

Person correlation was performed first to make base for the multiple regression. Table provides the Coefficient of relation between all independent variables and dependent variable.

Correlation							
	Customer Experience	Network efficency	Service Offers	Pricing	Billing Reliability	Brand Image	Complaint management
Customer Experience	1.000	.722	.587	.728	.641	.756	.700
Network efficency	.722	1.000	.386	.349	.576	.507	.646
Service Offers	.587	.386	1.000	.343	.446	.493	.449
Pricing	.728	.349	.343	1.000	.437	.517	.336
Billing Reliability	.641	.576	.446	.437	1.000	.263	.405
Brand Image	.756	.507	.493	.517	.263	1.000	.655
Complaint management	.700	.646	.449	.336	.405	.655	1.000

N= 520, All Correlation are statistically significant at 5% level of significant

Coefficient of correlation was positive for all the variables and varied between 0.263 to 0.722. All coefficient of correlation were statistically significant at 5% level of the significant. Correlation summary provides the good base for the multiple regressions.

The model summary of customer experience and all six explored variables is given in Table and it shows the coefficient of determination (R^2) under model which is 0.897, which meant all six factors combine explained 89.7 percent of the variations in customer experience.

Model Summary[b]									
				Std. Error of the Estimate	Change Statistics				
Model	R	R Square	Adjusted R Square		R Square Change	F Change	df1	df2	Sig. F Change
1	.947[a]	.897	.896	.24958	.897	744.308	6	513	.000
a. Predictors: (Constant), Complaint management, Pricing, Service Offers, Billing Reliability, Network efficiency, Brand Image									
b. Dependent Variable: Customer Experience									

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	278.181	6	46.363	744.308	.000[b]
	Residual	31.955	513	.062		
	Total	310.136	519			
a. Dependent Variable: Customer Experience						
b. Predictors: (Constant), Complaint management, Pricing, Service Offers, Billing Reliability, Network efficiency, Brand Image						

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF

1	(Constant)	-.125	.065		-1.933	.054		
	Network efficency	.202	.019	.228	10.796	.000	.449	2.227
	Service Offers	.100	.017	.102	5.773	.000	.643	1.556
	Pricing	.291	.015	.346	19.248	.000	.622	1.609
	Billing Reliability	.123	.013	.185	9.373	.000	.516	1.938
	Brand Image	.203	.017	.271	12.194	.000	.406	2.464
	Complaint management	.118	.019	.138	6.367	.000	.426	2.346
a. Dependent Variable: Customer Experience								

The ANOVA Table is used to assess the overall significance of the regression model. In Table, the F-value (744.308) and the p-value is 0.000. This meant that model is significant as p-values less than 0.05 at $\alpha = 0.05$ level. It further said that explored six variables significantly contribute in the variation of the customer experience.

Further Table provides the coefficient of the model. According to the table it can be said that all explored factors is significantly influence on the customer experience. All factors are statistically significant as the p value of all the factors are less than 0.05. Among all the factors Pricing, Brand Image and Network efficency are mainly contributors which influence mostly in the customer experience. Other factors are also statistically significant but the intensity of the influence is low compare to other factors. Model can be written as:

Customer experience = -.125 + .202 (Network efficency) + .100 (Service Offers) + .291 (Pricing) + .123 (Billing Reliability) + .203 (Brand Image) + .118 (Complaint management)

7. Conclusion, Findings and Future Research Directions

Based on above simple and multiple regression techniques used in the present paper it can be said that all the identified independent factors have very strong influence on dependent variable i.e. Customer experience. So, it can be concluded that Network efficiency, service offers, Pricing, Billing Reliability, Brand Image and Complaint Management are key determinants in providing very successful and pleasant customer experience in the area of Telecommunication service provider industry. So, all the present players of this industry should look at these determinants of customer experience and based on this, strategies for

market should be crafted. Present paper focus on determinants of customer experience in telecom industry only. Further research can be carried out in other service oriented sectors also.

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