Katrin Göransson & Felix Frenzel

Switching Behaviour within the Telecommunication Business
A qualitative study of former TeliaSonera customers

Business Administration Program
Magister Thesis

Date/Term: Spring 2009
Supervisor: Bo Edvardsson & Inger Roos
Acknowledgment

As a starting point of our thesis, we had the opportunity to do a research about triggers of telecommunication customers to switch among different providers. We would like to thank our supervisor Professor Bo Edvardsson who introduced us to this subject. During the research, he has been a great support for us with all his knowledge within this segment.

In addition, Professor Inger Roos has been a great source of expert knowledge. With her unstoppable desire to help and with all her feedback she helped the researchers with this project successfully.

Finally, we like to send a thank you to all the people that have been encouraging our work during our research.

Karlstad, June 12th 2009

________________________________________  ______________________________________
Katrin Göransson                        Felix Frenzel
Abstract

The telecommunication business has changed in Sweden during the recent years. From being a monopoly, the market has switched into a more competitive market with more competitors that offer more services. *TeliaSonera* is one of the largest telecommunication providers in Sweden. *TeliaSonera* is a co-operation between the companies *Telia*, which was one of the leading telecommunication companies in Sweden, and the Finnish counterpart *Sonera*. At the present time of this thesis, they provide their customers with services like Broadband, TV, Stationary phone and Mobile phone. These services are provided both to residential and business customers.

The aim of this research project is to understand the switching behaviour of former *TeliaSonera* customers by investigating the background of the customers’ motivation to switch. Through analysing the findings, the researchers will be able to make assumptions about customer switching processes.

The research has been conducted with an explorative research approach and qualitative interviewing via telephone with 22 former *TeliaSonera* customers. The questions were related to their behaviour before, while and after the switching from *TeliaSonera* to a competing provider. From the interviews, the researchers seek to get a better understanding what triggers sway customers to switch. Additionally, it is equally important to understand the switching process customers go through.

The theoretical framework is based on prior research on customer behaviour and customer relationship management in the field of service management and marketing. Theories as triggers, active and passive customers or suggestions like the unconscious decision-making are being discussed. Triggers are the point where the customer begins to be aware of a possible switch of services. An active customer searches for the information oneself and a passive customer often are influenced by a third party. The theory about unconscious decision-making questions if the human subconscious can make decision for customers before they are even aware of it. This theory is being applied to the collected data.

The results of the research show that there can be found two different switching paths of interviewed customers, which are generated based on the collected customer stories. The two different paths are categorised into a *reactional* and *situational* switching path and an *influenced* switching path.
# Table of content

1. Introduction .................................................................................................................. 1  
   1.1 Background .............................................................................................................. 1  
   1.2 Problem Formulation/ Discussion .......................................................................... 3  
   1.3 Purpose .................................................................................................................... 3  
   1.4 Delimitation ............................................................................................................ 3  
   1.5 Disposition .............................................................................................................. 3  

2. Method .......................................................................................................................... 5  
   2.1 Research Design ...................................................................................................... 5  
   2.2 Research Process ..................................................................................................... 6  
   2.3 Switching Path Analysis Technique ....................................................................... 8  
   2.4 Data Collection ....................................................................................................... 10  
      2.4.1 Interview Process ............................................................................................... 11  
      2.4.2 Limitation .......................................................................................................... 12  
   2.5 Analysing and Presenting the Interview Results ...................................................... 12  
      2.5.1 Coding ................................................................................................................ 13  
      2.5.2 Presentation ....................................................................................................... 14  
   2.6 Reliability and Validity ............................................................................................. 15  
      2.6.1 Reliability .......................................................................................................... 15  
      2.6.2 Validity .............................................................................................................. 15  
   2.7 Reflections on the Research Process ....................................................................... 16  

3. Theoretical Framework ................................................................................................. 18  
   3.1 Customer Loyalty .................................................................................................... 18  
      3.1.1 Switching behaviour ......................................................................................... 18  
   3.2 Prior Research ......................................................................................................... 19  
      3.2.1 Trigger Models - driving forces of customer relationship ................................. 19  
      3.2.2 Delimitation Critical Incidents ......................................................................... 20  
      3.2.3 Active and passive customers .......................................................................... 21
1. Introduction
This first chapter of the thesis includes the background of this study, a formulation of the research problem and the description of the research purpose. Additionally, background information about Sweden’s telecommunication industry and TeliaSonera is provided. Closing, the disposition with a short content description of each chapter is presented.

1.1 Background
In order to understand why customers change from the services of a certain company, it is important to gather background information about the switching process. Recognising a customer’s switching pattern can be most useful in order to create sustainable relationships for future customer relationships. There are different ways of acting while changing a service provider and there are factors that make the customers start thinking about changing. The latter are called triggers. According to Roos et al. (2004) there are three different kinds of triggers; situational, influential and reactional. Situational triggers are changes in the customers’ environment, for example the life situation or a demographic change. In situations where competitive forces are the driving factors, the trigger is called influential. This can be a situation where a competitor is trying to increase their market share. Reactional triggers have a direct connection to an incident that occurred between the provider and the customer.

This thesis has been conducted to investigate triggers that were the main reasons for customers to switch providers and what stories lay behind the switching. The decision to switch is based on either active or passive response. The researchers seek to find out if the customers have made an active choice to change providers, or if they were influenced to make the change. The difference is that active customers search and compare information themselves while passive customers are provided with the information.

Sweden’s telecommunication history and TeliaSonera

Until 1992, Sweden had an unregulated monopoly in the telecommunication industry. At that time, Televerket was the only provider on the market. For other companies the telecommunication market officially opened in 1992/1993 as a new law against monopolies was passed. By creating the competitive situation, the market would force the companies to create better telecommunication solutions (Nyqvist 2004).

TeliaSonera is one of the largest telecommunication providers in Sweden. They provide their customers with services like Broadband, TV, Stationary phone and Mobile phone. These services are provided both to residential and business customers. TeliaSonera is a consortium between the companies Telia, which was one of the leading telecommunication companies in Sweden, and the Finnish counterpart Sonera. The venture was made in December 2002.
TeliaSonera is a leading telecommunication company which provides its services in the Scandinavian countries and the Baltic States. Also TeliaSonera has a growth market in Eurasia including Russia and Turkey, and also in Spain. TeliaSonera provides its services in a total of 20 countries (TeliaSonera 2009).

TeliaSonera’s official aim is to provide customers with reliable, innovative and easy to use telecommunications services. Simplicity, accessibility and security are some of the key words in their development (www.TeliaSonera.se). The main competitors within the mobile telephony service are Tele2, Telenor and 3. Within the broadband and internet service Telenor, Comhem and Tele2 are the main competitors. TeliaSonera’s penetration in the Swedish market is as follows: Mobile 115%, Stationary phone 58%, Broadband 37% (Statistiska centralbyrån, referred to in TeliaSonera 2009)

TeliaSonera’s services are marketed under the brands Telia, Halebop, Skanova and Cygate.

Telia offers telecommunication services to a wide extent in Sweden, which is the country this thesis focuses on. They offer their services to residential and business customers as well as organisations. The company is the market leading company within all their provided services in Sweden. Telia has its own retailers and customer service.

Halebop offers mobile services that are aimed to the segment of young adults.

On January 1, 2008 TeliaSonera established Skanova which is the leading infrastructure company in Sweden.

As a supplier of secure and managed IP-network solutions, Cygate has grown in the market and they are a leading supplier. Cygate provides their business customers with a platform that can handle all their communication in one solution.

TeliaSonera has started cooperation with The Service Research Center (Centrum för Tjänsteforskning CTF) at Karlstad University to find out which kind of triggers their customers respond to when switching to a competitor. The research project of CTF seeks to improve the competitive strengths for Swedish companies by increasing the understanding of customer relationships.

In order to add valuable facts to the project of the CTF the researchers of this thesis will attempt to find out which kind of triggers are likely to cause a service switch and how the switching process proceeds.
1.2 Problem Formulation/ Discussion
Understanding the relationship with customers is crucial for service and product development of a company. Being able to sustain a long relationship between the provider and the customer is essential since it is easier to hold customers than attract new ones. Therefore, it is important for the companies to develop an understanding of what the customer’s decisions are influenced by. Due to the complexity of the customer’s minds there is often not just one single reason for a customer to switch services. The factors that lead to the final decision to switch have to be recognised and companies need to adjust their actions to it. Many companies adjust their services by offering lower prices compared to the competitors to take advantage of the customer’s price perception. However, companies cannot only concentrate on the price for their services but consider also other factors that influence the customers. To begin with the price might be the most important argument for customers but outcome and value of the service will also be significant as soon as the customers realise problems with these. Therefore, the price is not the only component; customers have also other perceptions of services, what they are and why those animate to switch varies from service to service and they are often is vague.

1.3 Purpose
The aim of this research project is to investigate and understand the switching behaviour of former TeliaSonera customers by learning about their background stories; to eventually be able to make assumptions about the nature of customer switching processes.

1.4 Delimitation
The research has been delimitated by only including customers that have switched from TeliaSonera. Nevertheless, included were also customers that have switched back to TeliaSonera and that are currently their customers again. Contact information was handed to the researchers by TeliaSonera. Unfortunately, customers who had never switched away from TeliaSonera were also on the provided contact information; those customers could not tell a switching story and had to be excluded from the research.

1.5 Disposition
This introduction chapter closes with the disposition of the thesis in order to inform the reader about all following chapters and their contents. Then the researchers present their sources for the study and an attached appendix that includes all information around the conducted interviews.
Chapter 2

This chapter describes the methods used to conduct the research in order to accomplish the purpose of the thesis. Included are the Switching Path Analysis Technique, the methods of data collecting and analysing.

Chapter 3

The theoretical framework deals with theories and models that are the background to this thesis. The models included are customer loyalty, active or passive customer’s decision, triggers, and a discussion about unconscious decision-making.

Chapter 4

This chapter presents all the data that has been collected during the research is being presented. A comprehensive analysis of the data is provided and a connection with the theoretical framework is established.

Chapter 5

This last chapter includes the researchers’ conclusion, a final discussion, recommendations to TeliaSonera and finally the authors’ reflections on the results of the thesis.
2. Method

In this chapter, the researchers present the design of the research and the methodology used to conduct the study. Additionally, the researchers introduce the research process and Switching Path Analysis Technique (SPAT). The collecting of the compulsory data, the way of presenting it and the analysis are also included. Finally, the researchers reflect on the methods use during this study.

2.1 Research Design

In order to meet the set purpose of this study it is necessary that the researchers implement the right methodology approach to gather information that will lead to better comprehension of the research issue.

The research was conducted using an explorative approach; that means the researchers had no or only little previous knowledge about the research issue and its background (Dul and Hak 2008). There are two other types of research designs, the descriptive and the causal. The descriptive approach aims to describe situations, it is static and its attained data is factual, systematic but cannot answer a question about how a researched situation came about. The objective of the causal research approach is to verify hypotheses about the relationship between cause and effect of actions (Kotler 2008).

The explorative research is used for example to discover insights to the general nature of a problem and to disclose relevant variables that ought to be considered in the analysis part of the thesis; in the explorative approach hypotheses are either unclear, poorly defined or non-existent due to lack of prior knowledge (Aaker et al. 2004). Aaker et al. (2004) state that this research method is highly flexible, unstructured and qualitative, for the researcher begins without firm preconceptions as to what will be found. Since the attributes of the explorative approach meet the conditions of this study and in combination with the aim of the study to receive background information, the researches chose an explorative research paradigm with a qualitative approach for the data collecting.

The qualitative research, which is according to Aaker et al. (2004) is primarily designed for explorative purposes, usually, but not necessarily, emphasises words rather than numerical data (Bryman & Bell 2007; Robson 2007). The qualitative approach can answer questions like how and why which is most important to the researchers (Bryman & Bell 2007). The qualitative research gives qualitative data that can be described as rich or soft data; the results are usually comprehensive and uncountable or cannot be statistically captured. Through qualitative data a basic idea of the problem and its background information can be obtained which may be more valuable to a researcher than numbers, therefore it is richer (Aaker et al. 2004). Since it may also be possible to interpret the data because it is not stiff numbers that have to be taken as they are, qualitative data is designated as soft (Bryman & Bell 2007; Creswell 2009). Another approach is quantitative data collecting which can be described as
more structured, statistical and it is often described as *hard* data because it is measureable and countable. Therefore it is easier to draw conclusions from a group of participants to a larger population represented by the group (Robson 2007). However, even if the researchers eventually seek to find patterns and make generalisations about customers, the processes within a customer cannot be described numerically and hence rich data is needed such that the qualitative research approach can provide. Therefore, the researchers chose the qualitative research approach as it seems to be more suitable.

In this study, the researchers primarily collected qualitative data through interviews with the received answers being words and not numerical data. As an end point of this qualitative study the researchers will present a generated theory, a pattern, or a generalisation that emerges from a theoretical framework and the collected data (Creswell 2009).

Relevant for this study are two approaches for the development of theory, the deductive approach that tests theory for its adaptability, and the inductive approach, theory building (Jacobsen 2002). The induction begins with collecting empirical data and results in creating theories or models. The deduction collects also empirical data, as it wants to verify whether the empirical findings meet the terms of expectations in the theoretical background. Jacobsen (2002) argues that it may not be possible to tackle a research task and separate the two approaches since it is difficult to conduct a study without any theoretical background that can show researchers what to consider or what can be disregarded. The researchers are collecting primary data that after an analysis will be applied to existing theories to create own models concerning the research objectives.

### 2.2 Research Process

This section introduces the research process of the study and includes several steps the researchers took to complete the work successfully; the whole process is called switching path analysis (Chapter 2.3). The description of the research process functions as a more detailed preview for this study with the aim to connect the single steps. Figure 1 displays the schedule the researchers used as *milestones*. 
Foremost the researchers ask themselves questions about how former customers of TeliaSonera experienced their switch to a competing provider. After learning about the customer’s path of the switching, the researchers then might be able to understand if there are general reasons for customers to switch their telecommunication services and maybe identify a general pattern for why they did so. To approach the study, the researchers need a broad knowledge of theory that is the basis to all further work.

Subsequently, the researchers obtain information from former customers about their experiences. As a method serves the personal interviewing; this can provide the study with a qualitative outcome and personal background information of customers.

Thereafter, the researchers need to analyse the collected data in order to disclose possible links and correlations. The task is then to describe the results taking into account theoretical aspects and methodological guidelines.

It may be possible that the researchers find regular patterns in the collected data; theory that is being discussed in a separate part of the study helps the researchers to name and discuss those similarities.

The findings of this study will be presented hand in hand with recommendations to TeliaSonera in order to assist their improvement in managing customer relationships.
2.3 Switching Path Analysis Technique

The Critical Incident Technique (CIT) is a traditional research method that may be used to find out why customers switch their service providers (Roos 1999). As the name implies this method focuses on one particular situation, interaction or encounter that may be noticed by the customers as positive or negative, and therefore it can strengthen or weaken the relationship between customers and the service provider. In the traditional view, the critical incident is held responsible for the customer’s decision to switch the service (Roos 1999). However, prior research has shown that the relationship between a service provider and a customer is not completely ruined based on one decisive moment, the relationship will remain (Edvardsson & Strandvik 1998 referred in Roos 1999). Roos (1999) argues that the customer switching from the relationship perspective, meaning the view overall term of the partnership, is potentially a much longer process and is not dependent on just one critical incident.

To analyse the process that leads to the switching, the Switching Path Analysis Technique (SPAT) has been developed to better understand the background of the complete motivation of the customer and not just the switching activator.

The SPAT is an improvement on the CIT; the consequence of the critical incident is always switching, therefore the result is clear but the process, the history, how the customer came to the switch is unclear (Roos 1999). The main purpose of SPAT is to observe this mentioned process, explain the connections between the different triggers and to recognize and arrange the different factors influencing the switching path.

The CIT is included as part of the SPAT as a switching path generally starts with a trigger, a critical encounter, that changes the customer’s point of view in a negative way towards the recent provider or in a positive way towards an alternative to the service; that very same trigger does not essentially have to be the reason for the end of the relationship (Roos 1999), but it can be. The trigger “provides energy and direction” for the one on the switching path, which is a metaphor for the customer’s motivation to enter and finish the switching path by changing to a new provider (Roos 1999, page 114). A trigger is the activator that starts or triggers the switching path, the existing relationship between customer and service provider changes through the customer beginning to consider different reasons to switch the service. On the switching path the customer becomes more sensitive to various factors, for instance competitor offers, recommendations by intimates but most of all the performances of the current provider that finally, if dissatisfied, leads to the switch. Figure 1 shows a universal SPAT-model. The researchers collect the data about the customer’s switching path after the switch from provider A to provider B is conducted.
The SPAT influences also the interviewing methods, in particular the questions, since the researchers are seeking to find out about the switching process, former and the new relationship. These questions are about the past, present and future (Roos 1999).

Furthermore, the SPAT has also an influence on the analysis of the interviews. Since they are not directly named the researchers have to identify triggers and other factors for the switching the customers mention during the interviews. The analysis stage of the SPAT can start with the researchers categorising the decisions, the customers have made, into revocable or irrevocable. These categories explain where the customers are situated at the time of the interview. Are they for example already on another switching path back to the switched-from service or not. This new path is called revocable-path or irrevocable-path; for short the re-path and the ir-path. Additionally, there is a conditional revocable decision that indicates that customers would be willing to switch back to the old service provider if certain adjustments were to be made that might change the customers’ opinion about the former service or be more satisfactory.

Thereafter, the researchers identify the switching determinants that are the motives the interviewee claims to have for switching from one service provider to another; according to Roos (1999) there are three different kinds of determinants that need to be seen from the perspective of the original service provider the customer is switching from or has switched from.

Firstly, the pushing determinant is the switching determinant that is recognised by the customers as their reason for switching to a different service provider (Lopez et al. 2006).
The second switching determinant is the pulling determinant that describes the customer’s motivation to return to the service that was recently switched from (Lopez et al. 2006).

The swayer is the third switching determinant, although it is of a different character, as it does not cause the switching by itself. It is only able to diminish or support the switching decision. Many different swayers of positive or/ and negative nature can occur during a SPAT (Roos 1999; Lopez et al. 2006).

Subsequently, the SPAT-using researchers concentrate on identifying the three possible kinds of triggers (Chapter 4.3).

2.4 Data Collection
This section informs the reader about the way the researchers collected their rich data, the motivation for why they did it this way and the limitations that occurred.

A suitable tool for this research to investigate the underlying reasons for the switching behaviour of former TeliaSonera customers is the qualitative interviewing. Due to the convenience and a certain time limit for the whole thesis, the interviews were conducted over the telephone and not in person. The researchers were supplied with four lists of contact information for customers of four different services TeliaSonera provides. The questions were adapted from an interview guide that was created and used by Roos (1999) in a qualitative study about customers’ switching behaviour of their local supermarkets. This successfully tested interview guide was recommended to the researchers who used it as a model for the final version of the interview guide used in this study (Appendix 1). In other words, the researchers used the interview guide as a basis and adapted it according to their needs for the study. The advantage of the use was that the researchers had to adjust the questions only a small number of times since the guide were already thought through.

Most of the questions were open-ended which means that the respondents could reply to the questions in any way they wished. The researchers on the other hand received unexpected information and were then also able to ask follow-up questions that were not planned but of interest (Bryman & Bell 2007). Questions that merely give yes or no were not enough for the researchers; background was of interest and therefore qualitative questioning was employed. Following Christiansen et al. (1998) the interviews were semi-structured which means that the interviewers’ focus is on asking certain questions but the respondent has the possibility to express herself or himself at length. This means that our interviews were conducted after a set of questions that were also followed by relevant attendant questions.

The advantages of the telephone interviewing are that it is inexpensive and still makes it possible to cover a wide range of different people with different backgrounds in different regions. Additionally, telephone interviewing is quick, the interviewers can help the
respondent to answer completely by follow-up questions and the answers are directly accessible and ready to work with (Hague & Hague 2004).

The purpose with using the questionnaire is to make all interviews as comparable as possible. Then all interviews became relevant (Jacobsen-Krag 1993). According to Creswell (2009) the telephone interview is useful when participants cannot be observed directly, in this study the provided contacts were spread out over the whole of Sweden which made a face-to-face interview nearly impossible. The participants could provide historical information such as own experiences which is background information that helps to understand and answer the issue in a more detailed way (Creswell 2009).

Due to the explorative approach the researcher’s priorities among the research questions can change in the course of the interview (Aaker et al. 2004). Exempli gratia questions that seemed important before the process of data collecting, can lose the significance after a number of interviews. That is the learning process about the practical problems of the research (Aaker et al. 2004).

Other possible alternatives of collecting data like a survey via mail or email, face-to-face interview or observations were either not possible to conduct or not the right choice for the information the researchers were seeking to obtain. With the survey, more participants could have been reached but the interviewers would not have been able to ask follow-up questions.

2.4.1 Interview Process

The researchers were supplied with four lists with a total of 240 names to contact of supposedly former customers of four different TeliaSonera services such as Television, Broadband, Mobile Telephony and Stationary phone. These customers had changed one or more services of their telecommunication supplier TeliaSonera to another competitor.

The first interviews the researchers conducted were recorded conversations. Before every interview we asked the participant if they agreed to let the conversation be recorded. At an early stage it was obvious that many of the participants did not approve of the recorder, and were not willing to share their emotions. Therefore it was necessary to make notes of the answers which made the participants feel comfortable enough to answer all the questions. A summary of the notes was done immediately after each interview so that the risk of losing information was eliminated. Note-taking is also less time consuming since recording the interviews requires that the interviews are being overheard (Trost 2005). The down side by not using a recorder is that the interviewer has less time to think of follow-up questions that might be relevant (Kvale 2001). Not using the recorder but taking notes also brings the risk that answers are registered incorrectly as there is no possibility to go back and verify the answers (Jacobsen 2002).
The researchers made it clear to the interviewees that they were anonymous as we figured they would feel more comfortable when answering our questions. This way we eliminated the fear of having to be responsible for their answers.

The interviews were conducted mostly after two o’clock in the afternoon or on weekends since the chance to that people are available in the afternoon is higher than at other times of the day. One interview took between 5 and 15 minutes to finish.

After calling every single number of the 240 provided; the researchers obtained 22 complete useable interviews to analyse.

2.4.2 Limitation
For this study the telephone interviewing shows also limitations such as indirect information is provided that is filtered through the views of the interviewees – the interview information can end in a designated place rather than the natural field setting, exempli gratia if a customer is angry and negative about the company of concern that he knows at the beginning of the interview that all he is going to say will be negative about the company or the other way around.

Additionally, may the researchers presence bias responses, clever follow-up question can make the respondent give away more information as well as a wrong attitude towards the respondent can lead to the loss of motivation to finish the interview. The result of the interview is based on the participants will and ability to articulate, exempli gratia the researchers called a customer who might have been valuable to the study but who did not speak Swedish nor did he speak English – in this case a successful interview termination was based on the researchers ability to speak Spanish.

The difficulty with the open-ended questions is that they are rather time consuming and require a greater effort from the respondent who might lose motivation to carry on the interview (Creswell 2009), for example some of the questions had to be shortened as some of the interviews had to be stopped because the participants did not have the time or will to answer all questions.

2.5 Analysing and Presenting the Interview Results
After each interview the researchers wrote down all the answers directly so no information was forgotten; the list of all 22 interviews can be found in appendix 4. Thereafter all the interviews were summarised, once by each interview and once by questions, and the individual responses of the interviewees were categorised. According to Wolcott (2001) it is important to sort the data into very basic categories to provide an easy overview. This process of categorising the answers to the open-ended questions is called coding (Hague & Hague 2004). This way the information got more lucid and it got easier to interpret.
While using the SPAT the data was also analysed in three steps (Jacobsen 2002). The first steps are as mentioned to gather all information into a more legible approach that all the answers from each question from each participant are gathered in one document to have the answers clearly arranged (see appendix 3). Each question was then analysed one by one. The second step is to comment the answers obtained during the interview to collect thoughts and to ease a later analysis. The third step is to summaries the answers to arrange the outcome more clearly and, again, to ease a following analysis.

2.5.1 Coding
To be able to analyse the answers of the interviews it is necessary to arrange similar answers into groups, subsequently each group is ascribed a code, which makes it more convenient to handle the results. The list of the presented codes is called code frame (Hague & Hague 2004). The researchers selected several, or combined answers that are connected, of interest and performed a coding; the code frame is displayed below.

Since coding the categories into numerical numbers would not help analysing the results and make the presentation even more complex the researchers decided to categorise the various distributions into groups with names presented in the self-constructed table 1, an explanation of each group follows thereafter.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Competitive Situation</th>
<th>Trigger Distribution</th>
<th>Switching Determinants</th>
<th>Switching Behaviour</th>
<th>Attitude towards TeliaSonera</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication Service</td>
<td>Named competitors</td>
<td>Influential</td>
<td>Price</td>
<td>Active</td>
<td>Would consider</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Situational</td>
<td>Mutual Provider</td>
<td></td>
<td>Switch back</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reactional</td>
<td>Other/ better Service</td>
<td></td>
<td>Not switch back</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Competitor Action</td>
<td>Influenced</td>
<td>Already switched back</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Forced</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 1 – Coding distribution*
Competitive Situation

To provide an overview over the distribution of the former TeliaSonera customers among the competitors in Sweden the group competitive situation was formed.

Trigger Distribution

The group trigger distribution interpreted by the statements the respondents made to the question: How the contact with the competitor was established?, Where they received information from? or What factors influenced the switch?.

Switching Determinants

For the group of the switching determinants the researchers could filter the contemplated reasons and segment them into five different categories: price (the price the customer had to pay for the service), mutual provider (the customers switched to have all services at the same provider), other/ better service (customers wanted to use a service TeliaSonera could not provide them with or were curious about a similar service of a competitor), competitor actions (are individuals that were convinced to switch services by competitors actions) and forced (customers were forced to switch because of their living situation).

Switching Behaviour

Due to the discussion about active and passive customers in chapter 3.3.2, that there are no passive customers, the group switching behaviour has the values active and influenced. The group describes the number of respondents that were actively changing, the ones who had the idea to switch self and searched for alternatives, and the ones who were convinced by a third party, exempli gratia friends or a sales person, to take the path that leads to switching.

Attitude towards TeliaSonera

The group attitude towards TeliaSonera was assorted with the questions about the respondent’s satisfaction with the current provider, their reasons for switching, their previous thoughts about switching, their experiences with and thoughts about TeliaSonera. The group is formed by four characteristics that describe the position of the respondents towards their thoughts about changing back to TeliaSonera. Respondents that would consider switching back if certain conditions at TeliaSonera would change, exempli gratia a price lowering. The switch back- participants are waiting for their contract with their current provider to end or if they could regain the accessibility to TeliaSonera. The members of the other two characteristics do not think they will switch back or already have switched back.

2.5.2 Presentation

The empirical data will be presented in the self-constructed table 1, the interviews were interpreted and each interview participant was assigned to the suitable group. Additionally each interview and a summery arranger according to each question of the interviews and
each interviewee can be found in the appendix. The analysis of the results will be executed in form of text; interviews will be quoted and connected to the theoretical framework.

2.6 Reliability and Validity

As the researchers conducted interviews it is important to know that the data is accurate. Without an accurate and reliable outcome, the research is not valuable and the outcome is not useful in further researches (Silverman 2000).

2.6.1 Reliability

Reliability refers to the precise findings in the research. That means that there are no reasons for not believing that the answers that were given are not accurate. If the research would have been executed again, it would still have been the same results (Jacobsen 2002). Regardless of what observer or what occasion the research is conducted, the results would still be the same (Hammersley 1992, referred to in Silverman 2000).

In order to create reliability the researchers used the same questionnaire for every participant. This is done to eliminate inaccuracy in the different interviews. Also whenever the participant would not understand a question, it was explained to them in another way. This eliminated the reason for not answering because of the participant misunderstood the question.

However, the researchers are certain that the answers of the respondents would differ on different occasions or conducted by different observers. The qualitative interviewing with the open-ended questions relies much on the honesty and mood of the respondents. Below the line the results of the answers would be the same, exempli gratia an interviewee who names the price as a reason for the switch would not name a bad reception the next day because of mood swings or because a different interviewer asked the question differently. Therefore, the researchers claim to have reliable results.

Further, there also is the aspect of the reliability of the coding the researchers chose. Reliability is important to marketing researchers, not for its own sake, or because researchers inherently value internal consistency, but rather because high reliability makes it less likely that bad managerial decisions will result from using the data (Rust & Cooli 1994, page 11). The part of the quote about the managerial decisions that could result from bad coding might not apply for this study but it could result in incorrect conclusions and recommendations of the researchers.

2.6.2 Validity

Validity is with another word the truth. This means that the presented data is the actual primary data and not data filtered through the use in prior researches. This way the risk of losing the original information is eliminated. What intentionally was meant to be asked is in fact included in the research (Silverman 2000).
During the interviews, a template was used with the intention that all questions were covered in every interview. The conducted interviews were only made with the former customers who could provide knowledge about the subject. This way the data was given by true persons, which gave the researchers their backgrounds and stories as the primary data.

2.7 Reflections on the Research Process

In this section, the researchers reflect on the research process they went through. Challenges the researchers had to face will be presented. Problems of the study entailed will be contemplated and additionally self-criticism will be passed on.

As the interviews were conducted over the telephone, some of the participants gave short answers in order to keep the interviewing time short. This is a common strategy from the participant when the interviews are made over the telephone (Jacobsen, 1993). This was a negative aspect for the research as longer and deeper answers were needed to understand the customer’s way of thinking and acting. The ultimate way of conducting the interviews would be to ask the questions face-to-face. This way the participant would be more willing to answer more deep and comprehensive. Receiving a phone call from a stranger makes participants distant and be more careful of what words they should use, as they do not know what their words are really used for. The trust that is missing via a phone call could be built up immediately during a face-to-face interview. For this research face-to-face interviews were almost not possible to conduct due to the lack of time and financial resources (Jacobsen 2002).

The fact that we are not able to make any statistics and graphs for the interviews makes it more complicated to analyse. As this thesis is based on a qualitative study, we do not have the option to do a statistical comparison among the interviewees. The researchers were challenged with finding patterns in rich data that consist of the comments from the participant. However, the researchers managed to find categories such as switching determinants, triggers or switching behaviour, which the interviewees then could be assigned to and the researchers enabled to count a distribution.

The analysis would have been more accurate if the researchers would be able to capture more interviews. Unfortunately, this was not possible as the majority of customers was not willing to answer the questions. This includes the fact that some contact information was not accurate and the researchers were not able to reach the customers even after calling several times. Fifty-four participants that were called had never changed their telecommunication supplier and therefore had to be disregarded in this research as the study sighted to contact only customers who had been a customer with TeliaSonera in the past.

Some of the information in the interviews could be inaccurate as a few of the participants were not completely sure of the time at which they switched their telecommunication
supplier. This might have influenced the results. Often these doubtful answers from the participants were not important for the analysis.

As each participant is different and has different ways of thinking every interview was diverse and rather interesting. Some of the participants were more eager to help and to give all information possible, while some other participants wanted to keep the interview short. Before the interviews the participants were informed about the estimated time of the interview, which made the participants more willing to help. The participants were also informed that their participation would help with finishing an academic thesis. The researchers were under the impression that mentioning this made the interviewees more eager to help.

The ages of the participants have been slightly uneven. Most of the participants were over 60 years old, which might also have affected the results of the research. Ultimately, there would have been an even range between the ages of the participants. This would have prevented a result that is mainly accurate for the age group over 60. Due to the limited numbers of people presented on the lists, the researchers were not able to choose what interview to include in the thesis. If the researchers would have been able to capture more interviews it would have been possible to categorize them into age groups and try to have an equal number of participants in each age group.

The reason for not conducting more interviews is that the remaining customers from the lists could not be convinced to participate. There are different reasons for this. Either the person would not want to participate for personal reasons, the person would not remember the information accurately, or as said before they have never switched from TeliaSonera to another provider.
3. Theoretical Framework

Theory is not only being used as a broad explanation for the findings of the research but also as a perspective during the study that can raise questions (Creswell 2009). In order to succeed with the purpose of this thesis, the researchers present below the theories that explain why and how customers act.

3.1 Customer Loyalty

According to Bhote (1996) there are four stages that can categorise a company when it comes to the perspective of the customer loyalty.

Stage 1 is called the *Innocent Stage*. This stage summarises the companies that are interested in their internal needs. Often they focus on price and volume. They tend to offer the same products or services as their competitors. Therefore, the customers do not have any reasons for being loyal as they can get their need satisfied from any other competitor.

*Awakened Stage* is the name of Stage 2. These companies do understand their customers, but they usually fail to create a game plan and follow that plan. Often they tend to use cost reduction in order to create satisfaction. Even though they use technology to stay ahead of their competitors, there is a need for research and development.

In stage 3 the company’s has managed to create an infrastructure for customer satisfaction. This stage is called *Progressive Stage*. These companies always try to follow their competitors by matching their offers, even if it is not interesting for their customers. Quality is one of their main concerns. However, they lack the way of thinking of their customer’s best, and tend to focus on their own needs.

The fourth and final stage is called the *World Class Stage*. As the name reveals these companies has succeeded with their customer loyalty program. These companies focus much on their attention to customer satisfaction, as they are world leading within customer satisfaction, they live to create loyalty to the fullest.

Furthermore, Bhote (1996) argues that one of the main reasons for not creating customer satisfaction is the lack of knowledge and conviction about the subject. In other words as Reichheld (2001) claims remains loyalty the hallmark of great leadership.

3.1.1 Switching behaviour

Previous studies have shown that there are different ways of switching among customers, exempli gratia switching totally or partly (Roos et al 2004). If the outcome is total or partial, depends on the amount of energy in the determinant phase when the customer is faced with a trigger (recession below in chapter 3.2.1). The more energy the trigger contains, the more possibility there is for a total switch. Also there are studies that show that there are
ways of express the reasons for switching. These are called switching determinants. These are the reasons for the switching that is declared from the customers point of view. One common determinant is for example the price. By understanding the reasons for switching, the switching determinants, companies have a more solid ground when it comes to create loyal customers. The determinants present the important issues for the customers. If one determinant is not to the customer’s satisfaction, a switch might occur.

3.2 Prior Research
The starting point for this thesis is the research that has been conducted at the CTF; customer’s behaviour and customers relationships have been analysed and provided this thesis with valuable information of theory (Roos & Gustafsson 2007; Roos et al. 2004). This thesis is a follow-up to that research. Reasons for these prior researches have always been to understand customer’s behaviour better and help companies to adjust their services to their customers. Additionally, companies can achieve competitive advantage and will be able to create loyalty among their customers.

3.2.1 Trigger Models - driving forces of customer relationship
The starting point of the movement in customer relationships when it comes to switching is referred to as the trigger. This breaking point is a reason for customers to switch providers, there might be a trigger that starts the switching process. This can be a change in the relationship between the customer and the provider. This is caused by a factor or an event (Roos et al. 2004). The trigger can appear in two dimensions; latent and overt. A latent trigger is where an activated attitude about the current provider is not present. The customer is therefore not aware of the trigger until their attitude is activated and the customer is influenced by the trigger. When the customer is aware of the trigger, he or she develops an understanding and a clear attitude towards the provider; the trigger changes to an overt trigger. An overt trigger will at some point bring stability. The customer will become more and more aware of what provider that will be able to offer the services in a satisfying way. Through time the customer will become more experienced and their knowledge will increase (Roos & Gustafsson 2007).

According to Roos et al. (1999) there are three kinds of triggers; situational, influential and reactional. Situational triggers are defined as changes in a customer’s life such as demographical or social changes. There might be a change in the living situation or the family situation. These are changes in the customer’s life that in a way forces the customer to switch providers. The switching does not have to be related to the service provider. These kinds of triggers are active triggers.

Influential triggers are a competitive situation where the market share is a common factor. Competitors try to increase their market share by using for example promotion or price battle in order to stand out from their competitors. These actions can be a commercial
campaign. This way the competitive market influences the customers to get an interest in
the company and their products. In this trigger, there is a comparison between other
options. This trigger can be seen as both active and passive (Roos & Gustafsson 2007). The
passive side is where a service provider contacts the customer and a trigger is therefore
revealed. The customer does not himself or herself make any effort and are affected by a
third party. This passive trigger is often unconscious and therefore the switch can be seen as
a sudden decision. The active influential trigger is when the customers themselves have
found information, for example from a commercial. The customer has been influenced and
they do an active switch.

If the customer is exposed to a critical event, for example a disagreement between the
customer and the provider, it is called a reactional trigger. This is a good example of an
active trigger. There has been a recent incident in the relationship between the customer
and the provider. One situation can be a lack of service from the provider or mistakes in an
invoice. This trigger is the only one of the three mentioned above that are an immediate
reaction to the provider. Often this trigger is located within the company. By switching it is a
way of showing that the customers does not approve of the service provided, or the
communication has not been to their satisfaction.

Based on studies by Roos (1999) the fact that once a customer has experienced a trigger
means that the customer has more intentions to switch. This can be a long-term process and
gradually the customer gathers more experiences which could all affect the decision of
switching. This long-term process is one of the driving forces of being sensitive to switching.

Studies by Roos et al (2004) discuss the effects of situational or reactional triggers. They
explain when a customer is facing a situational trigger; they tend to think less of prior
performances. The reason for leaving is not because of bad experience but because they are
more or less forced to change. Therefore the past is not as relevant for switchers with
situational triggers. On the other hand, switchers that has faced reactional trigger are more
eager or able to focus on past and future performances. People that have been faced with
reactional triggers tend to be more problem solving. Focusing on the future performance
makes the present less interesting.

3.2.2 Delimitation Critical Incidents
A critical incident is often a point in time where customers usually make the final decision to
switch providers. This point of time can be a situation where the customer feels neglected;
therefore, it is a change in the business relationship (Holmlund & Strandvik 1999). This might
be a situation where the customer contacts the customer service with a complaint. If the
customer meets a bad service, it can be a reason for the customer to switch. These
situations are out of the ordinary whether it is positive or negative for the customer (Friman
2000). Critical incidents in customer relationships are typical reactional triggers. These
incidents make the customer sensitive to the service and also more sensitive to the present
and past performances of the provider (Roos et al. 2004). Also, according to Holmlund and Strandvik (1999), there are situations that the customer easily remembers. These actions can affect the business relationship. Roos and Strandvik (1996) (referred to in Holmlund & Strandvik 1999) argue that critical incidents should include four elements. These are: The initial state of the relationship, the trigger invoking the critical incident, the process, the outcome of the incident. If these four stages are included, they are to be referred as a study of critical incidents.

3.2.3 Active and passive customers
Prior research has shown that it is not only important to know why customers switch, it is equally important to understand how they switch. The importance lies within understanding how the customers act whilst switching provider.

There are two different terms to describe customers during the switching process; active and passive customers. The active customer switching is the customers that are actively searching for other options. They have made a choice to switch and are comparing options. These customers often contact the new provider themselves and are aware of what they want. There is a tendency to higher knowledge of the product and these customers know what applicants to compare. Passive switchers on the other hand are customers who get influenced by a third party and may not be aware that switching could be an option. This does not necessarily mean that they did not want to switch, often these customers have the intention to switch and are just waiting for the right moment (Roos & Gustafsson 2007).

A phenomenon that has been mentioned in prior studies is prejudices, which are mental processes that influence the customer’s behaviour outside the customer’s awareness (Roos & Gustafsson 2007). This phenomenon contains customers that unconsciously have made up their mind of switching before they get contacted by a competitor. An influence might be the price level. If they are to be contacted by a company that offers lower prices, they are more eager to change as they already had the intention to change once they got a cheaper option. Until they have received a new option, the prejudice state is latent. Customers can also lose this state. Roos & Gustafsson (2007) states; “As long as they are influenced by prejudice, they are motivated to switch. When they are no longer motivated, they move off the switching path to a no-trigger condition”.

3.2.4 Unconscious Decision Making
In this segment, the researchers introduce recent theories from a field that is not definitely to allocate in the science of service management or marketing, these theories are rather to be assigned to psychology or neuroscience. However, the researchers see adaptability to the field of customer relationships and believe that the psychology of customers will play a greater role in future service research; this combination of sciences is rather innovative.
Researchers of psychology and neuroscience have been exploring the human brain and how it functions for centuries and still not all mysteries about it are discovered. Recognized as the first to present the concept of the unconscious in a scientific manner is Paracelsus in his work *Von Den Krankheiten* (Magretts 1953). Later the German philosopher Friedrich J. W. Von Schelling gets more involved in the concept in his work *nature philosophy* (Bowie 2001). The psychiatrist Sigmund Freud made the concepts of the unconscious or the subconscious famous and widely excepted, even if he was not the first to work on the concept. Scientists from the field of neuroscience have been suspecting that the freedom of human decision making is an illusion and that the actions of humans are initiated by the unconscious before becoming aware of the attention to act (Haynes et al. 2008). In the recent study by Haynes et al. (2008) in German research institutes, the researcher group found first evidence for the truth of this theory. In a study, participants were connected to brain scanner that can locate where and when the brain is active; the participants had the simple choice between two buttons to push without a time limit. Simultaneously, the subjects were fixating on the centre of a screen where a stream of letters was shown. At any time, when they felt the need to push a button, they could freely decide between those buttons, operated by the left and right index fingers, and press it instantly. Additionally, the subjects have to remember the letter that was shown when the motor decision, the push of the button, was consciously made (Haynes et al. 2008). Every subject participated for various times and after some testing the researchers were able to predict the decision the subject is going to make on the basis of the brain region, the brain scanner was detecting activity before the motor decision. The researchers were able to predict the decision up to ten seconds before the subjects decided consciously which side they are going to pick.

Dijksterhuis and van Olden (2006) even argue that the conscious decision making often leads to worst decisions and unconsciously superior decision are made. The conscious thought can assess the importance of aspects of different alternatives suboptimal, while the unconscious decision is more rational (Dijksterhuis & Nordgren 2006). Additionally, the consciousness has a limited capacity, which means that people consciously take only a limited subset of information into account and disregard information that should be considered when making decisions. Dijksterhuis and Nordgren (2006) conclude that customers can make good, rational decisions, which may result from customers thinking more unconsciously than researchers acknowledge them to do. If customers would think consciously more often the rational decision and therewith their behaviour would not occur so often and therefore not be so predictable for researchers (Dijksterhuis & Nordgren 2006).

### 3.3 Price
Price has always been one of the most important valuation criteria. The choice of product or service depending on the price is a criterion that has been heavily evaluated. To understand how price sensitive customers has been an important issue for companies (Engel et al. 1995).
Within the Telecommunication business studies have shown that customers are sensitive to the price, and often they get tempted by lower prices from the competitors. The temptation might occur while being exposed to marketing campaigns (Roos & Gustafsson 2007). Price has been a high influence on switching decisions. Customers focus heavily on price and that is the one criterion that often is the first to compare among providers.

3.4 Theory discussion

During the research discussions were held by the researchers about the theoretical references appeared. These discussions will be presented below divided into the different theoretical objectives.

3.4.1 Discussion Triggers

In a previous study of Roos et al. (2007) the researchers disclose that a customer is not always the person that starts his own “awareness of sensitivity to change” a service; in other words it is possible that a competitor takes the initiative, contacts the customer and implements the idea for a serviceswitch that the customer never self thought of. This means that the current provider would benefit from making their customers aware of new campaigns, or just remind them of their prices. This helps the customers to have more knowledge about their products and they would have a deeper understanding for the service they are provided with. If a competitor contacts the customer they will create a trigger that might end up in a decision to switch (Roos et al. 2007).

3.4.2 Discussion active and passive customers

The researchers found that the theory about active and passive customers is vague in the sense that customer’s actions cannot be identified as just active or just passive. The discussion the researchers want to initiate is similar to the discussion about tangibility and intangibility (Edvardsson et al. 2005), and the researchers claim, that there is no such thing as a passive customer in the switching process or a passive decision.

As mentioned before, according to Roos et al. (2007) a customer is active through trying to find information by themselves; they search and compare other options. The passive customer might have help throughout the switching process but more importantly it was not the customer’s idea in the first place to switch, there was a third party that advised, convinced or persuaded him or her. However, these customers are not totally passive as they do learn the information that is given to them and after that makes a decision.

Concerning the beginning of a switch, when a customer thinks of a possible switch for the first time, the customer can act in the following way: the customer who hits on it through the customers own thought is active and the customer who receives an impulse from someone else is not passive but influenced. The right terms therefore should be active and influenced customer. Being an influenced customer does not mean that they do not have a free will. The customers make the decision alone but get help during the process of deciding
what provider would be suitable. These customers do not make the decision independently. This is where the customer is influenced. Nevertheless, in the end of the switching process they make an active decision about whether they should switch or not. The influenced customers will continually be named as passive throughout the thesis.

The influenced customer is the kind of customer that the telecommunication companies would benefit from contacting. These customers need or want a third party to inform them about the pros and cons of the new provider. The researchers argue that these customers might not have enough knowledge within the business to trust their own judgement. This is not mainly influenced customers but also active customers. Most customers get influenced by a spokesperson that supposedly has great knowledge about the product or service. However, the influenced customers are more likely to switch to recommended company. The active customer might want some time to think about the offer, and maybe search about more information themselves. This does not mean the influenced customers makes rational decisions without considering other options. The researchers argue that these customers unconsciously have made up their mind to switch but are waiting for the right moment. Once a good offer is presented to them, they are ready to switch.

3.4.3 Discussion Switching Path Analysis
Re-Path, Ir-Path and Con-Re-Path

The mentioned re-path, ir-path and con-re-path can be identified as the new paths the customers are located on after the switch, while being customers of new service providers. The customers can be categorized into will change back (re-path) and will NOT change back (ir-path); the interview questions about the new provider and their thoughts about the future with the particular service are the source for the categorization (Roos 1999).

By identifying the current path the customers are on the SPAT-using trail. The researchers can understand if the customer feels that the decision to switch was wrong or right. Since the decisions to switch are based on triggers, critical encounters and such, the researcher can realise together with the interviewee if the switch might have been for the wrong reasons. Exempli gratia, if a customer switched broadband services to take advantage of a better price but then experiences that the broadband connection is not as good as the one of the first provider, the customer might comprehend that his price perception should change. After the switch, the customer would rather pay the price for his old, more expensive provider; a shift of priorities could be understood or an awareness of a new determinant could be observed.

On the other hand if the switch was made for the right reasons because the customer is more satisfied, therewith his decision is irrevocable, the importance and strength of his personal arguments/ triggers may be enhanced for him personally. Exempli gratia, can the broadband connection, in the aforesaid example, be equal to the switched-from service, the
customer then might think that the same service is possible for a cheaper price, for him personally the price could gain enduring importance when it comes to using broadband.

When customers make their decisions, then switch the service and wander on the ir-path the customers have realized that their decision was the right and would therefore not reverse their choice because it would not be lucrative. However, identifying on whichever new path the customers are after the switch, if re-path or ir-path, it is only a statement for the moment of the interview and maybe for the close future, nonetheless certainly not forever. The customers triggers and their personal motivation to switch is only temporary even if the decision is identified as irrevocable in the interview; an exception are customers that had an incident that makes the customer detest and boycott the provider. Every customer can be swayed to stay or comeback if the disgraced provider can adjust to the customer needs, expectations and if the provider is able to continue fulfilling the needs that might change with time and its innovations. Therefore the researchers would suggest that the so called irrevocable switching decisions becomes a describing term for an extreme case and does not stay the term for an interviewee who does not consider switching back at the time of the interview, the regular term should be conditional revocable decision.

3.4.4 Discussion Unconscious Decision Making

The result of the Haynes’ study (2008), and important for the researchers of this TeliaSonera study, is that there are unconscious processes inside the participants before they entering the awareness. For the researchers of the Haynes’ study it was important to measure this process in time which is of secondary interest to the TeliaSonera researchers. Since the subjects of the Haynes’ study were asked to answer right away when they have made their decision the study did not disclose for how long it is possible that humans have a decision made up unconsciously before it enters the awareness.

If it is possible that an unconscious decision can be made and sit in the human brain weeks or months before it enters the awareness then theoretically it is possible that an incident, that changes the customers mind about the service provider, can occur and an unconscious decision is made even before a trigger happens. The trigger would then be the moment the decision enters the awareness. The question about the time spans between unconscious decision and trigger remains and might be impossible to answer.

Once more, can the concept of the unconscious decision making be applied to the model of the trigger. According to the study of Haynes et al. (2008) it is a fact that humans make unconscious decisions before they enter the awareness. At the point the trigger occurs the customer’s awareness is activated and the customer consciously thinks about switching. However, according to the definition when the trigger occurs customers have not yet definitely decided to switch. A trigger could also be the facing of a decision, the first moment the customer realises that there is the possibility to switch. What if this decision is already made unconsciously in the moment of the trigger? Then all following critical incidents are
irrelevant and all effort of the service provider to convince the customer to stay is unavailingly. Can the unconscious decision be reversed?

If the unconscious decision of customers is generally better, as Dijksterhuis and Nordgren (2006) claim, what is the decision based on? Is it based on the upbringing, personal values, primary instincts or conscience? How can companies influence these unconscious decision? According to Dijksterhuis and Nordgren (2006) the unconscious is able to process more information, faster and better than the conscious is. A solution could be that companies provide their customers with even more information, data and facts the unconscious would be processing and be making the rational choice for the customer; even if that would seem to be an overload of information in the marketing world.

If the unconscious is provided with much information about the service and if the subconscious approves of the relationship, which is not measurable, then it would be possible that occurring incidents in the relationship between customer and service provider. This could turn into a trigger that starts the switching path, are not that dangerous to the relationship anymore since the unconscious can balance the new information to all the others and see what is best. Naturally, that does not protect the service provider from a real trigger. In other words, more positive information for the unconscious can strengthen the relationship between the contractual partners.

The researchers would like to discuss another part of the connection between the unconscious and triggers. Triggers are sensitivity functions in the human brain whose evolving is not yet known. What is known, or rather what is labelled, is that an active trigger is being built up gradually until at some point the customer gets aware of the own unaware thoughts(). The members of the group realising a passive trigger do not have a building up process, the awareness happens abrupt generated by a third party. Both mentioned triggers have unconscious aspects only that the process respectively the evocation was active or passive.

The active customer was realising incidents by oneself but they were not fatal enough that the customer experienced a trigger until one did and then recognise all the incidents one actively experienced before. The unconscious aspect here was that the customer realised the incidents and stacked them in the back of the mind. Unclear is, if the last incident steps into the awareness and causes the trigger were the incidents stacked up in the conscious or unconscious?

The passive customer does not realise the incidents; they occur but the customer does not see them. The passive customer needs a third party to show him all the incidents and starts a passive trigger; has the customer a famous aha-effect then the incidents were unconscious, the customer experiences a trigger.
3.5 Summary

A primary focus for every business is to create a sustainable relationship with their customers. By having a sustainable relationship will hopefully lead to loyalty. To have a long-term relationship with the customers the company also needs to work on what it can improve to receive customer loyalty. It need to understand what phase they are in. Without a connection and with a lack of loyalty the customers might switch to another competitor. Whether the customers switch totally or partly it will still affect the company negative. It is also important for the company to understand what triggers the customers to switch, which are the switching determinants. An example of a determinant that has been widely used is the price. The price is a high focus for customers. These determinants can only be spoken by the customer as the final reason for making the switch. These triggers can be active or passive, and in some cases both. The active or passive side shows how the customers act in the way to make a decision about switching or not. These can be actions where the customer has been influenced by a third party (passive). An active decision reflects on the actions the customer is taking while switching. This can be actions where the customer searches for information about competitors. The final decision to switch is because of critical incidents that affect the customer to the extent that a decision of switching is made. The final decision can also be an effect of unconscious decisions. These decisions are made without the customer acknowledging them.

This thesis aims at an understanding of what triggers customers to switch provider. The trigger explains what action or event it is that affects the customer to make the switch. To create a deeper understanding of what triggers the customer to switch, and by understanding if it is an unconscious decision or not, the aims of the thesis is to find a general path in the switching decision.
4. Empirical Data and Analysis

In the chapter following, the researchers present the empirical data that was collected during the conducted interviews. Thereafter, an analysis follows that is arranged according to the questions asked in the interviews.

4.1 Empirical Data

As the purpose of this study is to look at the motivation of former TeliaSonera customers to switch, the researchers introduce the following table that contains the most important information gathered from the conducted qualitative interviews.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Sample Size</th>
<th>Competitive Situation</th>
<th>Trigger Distribution</th>
<th>Switching Determinants</th>
<th>Switching Behaviour</th>
<th>Attitude towards TeliaSonera</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication Service</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tele2</td>
<td>5</td>
<td>Influential</td>
<td>13</td>
<td>Price</td>
<td>9</td>
<td>Active</td>
</tr>
<tr>
<td>Telenor</td>
<td>5</td>
<td></td>
<td></td>
<td>Mutual Provider</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Comhem</td>
<td>3</td>
<td>Situational</td>
<td>8</td>
<td>Other/ better Service</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Globalnet</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Network</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bredbandsbolaget</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Halebop</td>
<td>1</td>
<td>Reactional</td>
<td>1</td>
<td>Competitor Action</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Rixnet</td>
<td>1</td>
<td></td>
<td></td>
<td>Forced</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>3 (tre)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total number of nine competitors</td>
<td>Total 25</td>
<td>Total 29</td>
<td>Total 22</td>
<td>Total 22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2 – Empirical data from interviews

In table 2, the researchers present a summary of the 22 interview results in the Swedish telecommunication industry. The five presented groups are not all necessarily connected to one single answer from each interview but to a combination of several as explained in chapter 2.5.

The participants named nine different telecommunication providers they switched from TeliaSonera to. Five respondents each switched to Tele2 and Telenor which therewith are
the competitors with the highest number of switchers respectively new customers with. Comhem and Glocalnet each were able to obtain three former TeliaSonera customers. Two customers switched to the local city network and competitors with one switcher are Bredbandsbolaget, Halebob, Rixnet and 3.

The distribution of triggers in influential, situational and reactional is as follows:

The researchers found 13 influential, eight situational and one reactional triggers.

How the switching determinants assemble is explained in chapter 2.5. The researchers received a total number of 29 switching determinants since the respondents were able to name more than one reason due to the interviewing with open-ended questions. The attribute price is the one that has with nine of the highest value. After those seven participants answered that, they wanted all their telecommunication services with the same provider. Five former customers claimed that they have switched as another providers offer was better or TeliaSonera did not offer the service they were looking for. Each with the value four is the attributes competitor action and forced.

The switching behaviour is only distributed into two attributes, active, as seven participants were, and influenced, as 15 participants were.

The last group attitude towards TeliaSonera is divided into four attributes. According to the results, 13 participants would consider to switch back if certain changes would be made concerning the service. Four participants will switch back as soon as their contract with their current provider ends or if they regain the accessibility to TeliaSonera. Three respondents exclude a switch back for the future. By the time of the interviews, two participants already switched back to TeliaSonera.

4.2 Analysis Arranged According To Questions

The following part the researchers analyse the collected interviews answers, they are organised after the questions. The researchers try to point out the most significant answers by naming them specifically. Additionally, the authors connect their findings with the theory in this analysis part.

Thoughts about the current provider

The majority of participants are happy with the service from the new provider; their expectations were fulfilled after the switch. Given that most of the participants switched as they got a better offer, a cheaper price, they tend to be satisfied with the new provider.

One of the reasons can be that they do not have high expectations towards the service but demand a low price. Some would even accept a worse service quality for a cheaper price.
Furthermore, participants believe that all the telecommunication providers available have some kind of problems from time to time. This can for example be bad reception.

“I’m very satisfied. I have not yet had any problems with them. And the price is good.”

The participants seem pleased with the service as long as it is as good as their previous provider. This shows that they are pleased as long as the service works equally well, and they can receive it at lower cost.

“They are satisfying and they work as well as TeliaSonera. Have not found a difference between them yet, other than the price.”

The participants compare their new provider with the previous one, and see the aspect that is most important to them, often the price. Whether the previous provider was satisfying or not the cheaper price tends to make them see past possible problems.

However, there are a few of the participants that are not satisfied. The main reasons are bad reception with their phones. Throughout the interviews, it becomes clear that these participants are more willing to switch away from the new provider again; these customers are wandering on the re-path. These customers have been in contact with critical incidents before a real trigger after a short time with the new provider already, and they demand service improvement to the quality that the service used to be.

“I'm not so happy about them. My internet is slow and sometimes the TV stops for a few seconds. I guess it is because of the signals.”

The same subject commented later on in the interview that he would be willing to switch if the problems would continue. This shows that the participant is more aware to find problems and more eager to switch if the service is not satisfactory.

The researchers argue that the time when the switching occurred is important. The longer the time has passed from the switching, the more loyal the customer turns to the new provider. There is a connection between the time from the switch and the satisfaction the customer feels after it. There are a few participants that are not satisfied with the new relationship to their new provider. These customers may switch back within a few months. Therefore, it is important for the new provider to show that they are loyal to their customers, and pay attention to their new customers.

There is also a connection regarding customers that have to switch (situational) and their complaints about the provider. If they are forced to switch, they tend to focus more on the problems that occur. These customers may have been satisfied with their previous provider and would not have changed if they were not forced to do so.

**Reasons for changing provider**
The researchers asked for the interviewees’ reasons to switch away from TeliaSonera to a competitor and found that there are two major reasons for switching. The first is that the customers would get a better offer price-wise and secondly that they would have all their telecommunication products with the same provider. Sometimes these two reasons are related since telecommunication providers offer package solutions that are cheaper; otherwise, it is simply easier to receive one invoice in the end of the month.

“Changed because TeliaSonera were too expensive.”

“Could get a better deal by using the same provider for broadband, TV and home phone. This lowered the monthly costs.”

There are also a number of participants that switched because they were forced to change for example because of a change in their living situation.

“I had to change since I could not get TeliaSonera in my apartment. This was a decision made by my real-estate concern.”

“I moved into a Comhem building.”

“Only reason is that I had to because of my landlord signed a contract with them.”

One participant explained that the change was due to a problem with TeliaSonera. The problem was regarding the internet, and therefore the subject decided to switch all the products to another provider.

“My broadband did not work properly, so I changed everything.”

This is a clear case where the researchers stress the importance of taking their customers seriously. In this case, only one product out of three was not satisfying. That problem leads to a total switch of all the products. The same participant also states later in the interview that the customer service treated the participant in a wrong way. As there were problems with the internet connection, the participant felt that the customer service did not listen and treated the issue without respect for their customer. Customer service argued that the problem was due to lack of knowledge from the customer’s side. After this incident, the participant switched all his products to a new provider. This is a case of were a better handling from customer service could have prevented the switch. This customer experienced a reactional trigger and wanders on an ir-path, after the researcher’s discussion in chapter 3.4.3 the path the customer would not find back on to the old provider in the near future.

One participant stressed the importance of getting recommendations from friends and family. This could mean that there would not have been a switch without a recommendation from the people close to the participant. Clearly there was a thought of changing before, but it was not until the recommendations the final decision was made. These customers experience an influential trigger since a third party is recommending.
“I saw a lot of commercials from Tele2 and the price was lower than I paid. Also I got a lot of information from friends who could recommend them.”

In rare occasions, the participants mentioned that they would get a service from the new provider, which TeliaSonera would not provide. This was mainly noticeable with mobile broadband.

“3 could provide me with mobile broadband. I thought that was a big advantage compare to TeliaSonera.”

“I wanted to have wireless internet as I use it in my work.”

Switching thoughts before

When it comes to thoughts about switching, there was almost an equal distribution of people who were thinking about it and people who had not thoughts about it. The reasons for not thinking about it were in many situations that the participant was pleased with the prior supplier. The fact that they still switched usually was that they had to because of a change in the living situations.

“No, I did not have any reason to change.”

“No, I was happy the way I was before the change.”

There was also one participant that claimed that he was tricked into switch by a salesperson.

“No, I only wanted to change my mobile phone.”

The researchers found that a few of the participants seems to have been thinking about switching before, and completed the switch as they found a good offer.

“I have been changing every time I have thought of it. I explore my options every time I need to make a change. I have changed before when I moved and had more options to choose from.”

“No I did not think about it since I had in mind to stop entirely.”

The following are cases where the participants already have made up their minds of switching. They are just waiting to get a good offer.

“No, not really. But I still thought they were too expensive and that I would change if I got an offer.”

“I always keep my eyes open for better deals. I changed as soon as I find a good deal.”

The participants that did not have thoughts of switching before were mainly contacted by a salesperson. The offer was presented in a good way and the customer later decided to
switch. The researchers argue that these customers could have thought about the switching before, unconsciously. The unconscious decision making would then be if a feature would be seen by the customer that does not interest at first but unconsciously makes a difference, for instance a cheaper price or a faster internet connection could decide whether to switch or not.

Some of the participants stress that they are not eager to change because they are familiar with TeliaSonera, they trust them and are loyal. They are not willing to change if they are not to be faced with a much better option.

“I only changed because they had a good offer. Then I changed back to TeliaSonera because I liked them better. They are easy and as I have used them as a provider for a long time, I do not see any reasons to change.”

From the interviews, there are both cases of active and passive customers while switching. Most of the participant did not have in mind to switch before. They switched as they encountered another offer. There are however a few cases where the participant comment that they had been thinking about switching, but they had not made any active decision about it. When an offer is presented to them, a switch starts to get more attractive. The triggers in these cases are the contact persons of the competitors and therefore passive.

“They contacted me before, so I had them in mind when I was looking for a new provider.”

This may mean that the participant made an unconscious decision to switch before the actual trigger was initiated.

The exchange process

The researchers found from the interviews that none of the participants found the switching process complicated. Most of them informed that the new provider made all the arrangements, and they did not have to do anything. In most of the cases, the switch was completed after a few days, or in some occasions’ weeks.

“Everything went smoothly and fast. I got everything I needed after about a week. I got called up by a sales person who helped me set everything up. They also helped me with the switch.”

“Fast and smooth. No problems at all.”

The above implies that customers might be willing to accept a longer and complicated switching process if they truly wanted to switch away from TeliaSonera. One participant was astonished that the switch went so smoothly. This may show that there is an underlying thought that switching can indicate problems. The researchers were also amazed that no one of the participants found it hard or complicated. Therefore, a reason not to switch could
be if customers are afraid that the exchange takes a long time or is complicated until the new provider is up and running.

“Everything went smoothly. I was amazed that there was no waiting time or problems.”

**Information about other providers**

Here the researchers found the participants splitting into two different sides. One side is that the participants found the information about competitors themselves and the other side that the information was somehow given to them and they do not search for themselves.

“I search for them myself by using their websites. I usually do not listen to salespersons that call me or that I meet in the stores.”

“I got a call from a salesperson who gave me all the information I needed.”

This is a clear case of whether the participant is doing an active or a passive switch. The active customers found the information and often contacted the new provider themselves. The passive customers on the other hand are given the information and receive a push in the direction to switch.

A few of the participants get their information from family or friends, and they often care a lot for this information and their advices.

“Got the information from my son, who works within the telecommunication business.”

“Got the information from my parents.”

This is an example for the importance of the private relationships people have, people listen rather to recommendations of a good friend or a neighbour than to trust a salesperson for example; an interesting case of the importance of word of mouth.

**TeliaSonera as a provider**

Several of the participants have been customers with TeliaSonera for a long time, some even for decades.

“On and off for about 20 years.”

“As long as I can remember.”

“More than 40 years.”

The researchers believe that there might have been a trend in the past decade to switch. That customers change after being with Telia so long, is interesting to know what the reason is for switching after such a long time. One main reason is that Telia’s monopoly on the market was vanished in 1992 that opened up the market for other actors. Beforehand, the customers were not able to switch the telecommunication providers. There might be also a
few other reasons why they did not change until now. The fear of having problems while switching might be one part, switching gets easier and faster now. However, customers do not want to be without being able to telecommunicate and do not want to cause any problems for themselves. Another factor is that people built up a trust with Telia (later TeliaSonera) since they have been getting along well for a long time. Later many competitors offer cheaper prices for the same services. The telecommunication is a highly competitive market and trust is just not enough anymore to build up customer loyalty, service quality is plays a much bigger role.

Factors that influenced the provider switch

The most considerable factor is the price or the necessity of some participants to move since they had recent changes with their surroundings or circumstances.

“Mainly the price. I got a lower price from other providers.”

“No factors other than that I had to because of my landlord.”

“The main reason was that they offered mobile broadband. Also I found it easy to have the same provider.”

The results show that many of the participants set their priorities on the price and disregard the rest of the service package. Even if it was expected that the price plays an important role for customers to switch, the results of this research count an unexpected high mentioning of the price.

The researchers did not expect beforehand that the customers focus is so much on the monetary level. The phenomenon may derive from the almost equal services the companies can supply and that the customer only sees the difference in the costs since the relation to the service itself is not strong enough or cannot be felt as strong as the money in the pocket.

Compare other options

The majority of participants did not compare their options for providers themselves. They got the information either from a salesperson or from friends and family. There is a tendency to pick one provider, and then stick to the one. Not many of the participants took an interest in comparing options. Usually, if an offer is better than the one they had before, they switched. The once that did search for themselves compared all options and found an option that would be suitable for their needs.

“No, I did not search for myself. I just tried the one that called me up.”

“Yes, I compared almost every provider I know about. I searched for good deals on their websites.”
The participants who answered that they gathered information about providers answered this question similar. They compared telecommunication providers and they usually compare options when it comes to other services or products.

One participant answered that it depends on the product, which denotes that if the product is expensive, the participant is more eager to find out which offer is the best.

“If there is an expensive product I usually compare.”

However, numerous participants do not compare options. If they are faced with an offer that is at least better than the one they currently have, they do not make an effort to compare other available options.

“No, not if I’m not called up by a salesperson.”

The statement above implies that comparing services is not that interesting, and the only time there is a comparison is when a salesperson contacts them that is passive acting.

**Contact with the new provider**

This question was about how the contact with the competitor was established. A main part of the participants answered the question that they did not contact the new provider themselves. The contact was mostly approached by a salesperson via telephone marketing who influenced them to choose their company as a provider.

“They contacted me before, so I had them in mind when I was looking for a new provider. But it was not the right time to change then.”

By not contacting the new provider themselves illustrates that the participants acted passively. The others did contact the competitor to get information about for example the service or the switching process.

“Yes, I believe I ordered the services from their website. I might have contacted them on the phone once just to clear a few things out.”

**How did you know that the new provider had a good offer?**

A majority of the participants explained that the lower price would be reason one to know that a good offer was given.

“My monthly costs would get lower, and that is my main concern.”

“At the time they provided the fastest internet at a low price. As I compared a lot of options, I was certain that I found a good deal.”

Once more, participants mentioned also that their family or friends had convinced them that it was a good offer. This shows that the experiences from other people are relevant and that supports the decision to choose an offer.
“Got affected by my daughter who likes Comhem a lot. Also the cheaper price.”

“My son told me that it was a good deal.”

As well as at any other point, the unconscious could be activated when hearing of a friend about good experiences with a certain company, which could higher the overall reputation of the company for the customer. Slandering and word-of-mouth are rather strong tools in business.

Experience with the customer service from TeliaSonera

The large majority of the participants have never been in contact with the customer service of TeliaSonera and could therefore not report on it. They claim as they have never had any problems and they have never had any reason to contact the Customer Service Department.

“I usually do not have contact with Customer Service Department.”

The customers who have had contact with the TeliaSonera customer service state that the service has been satisfying.

“I contacted them regarding my broadband. I was happy with the service.”

However, some of the participants have had complaints about the long waiting line.

“I have been in contact with them many times. And I do not like it since the waiting line is always very long. But when I finally got through I got all the help I needed.”

One participant explains that the service was not good and that the answers he got were offending to the customer.

“When my internet did not work, it was hard to communicate. According to TeliaSonera the problem was me and my lack of knowledge.”

As a result, the customer experienced a reactional trigger experience and switched all his services from TeliaSonera to another provider because of rage.

The service that was provided by the supplier shows on what level of customer loyalty they apply for. If a customers’ loyalty is high (Progressive – or World Class Stage) the provider tries by all means to please the customer, even if it will not bring any value for the company (Bhote 1996), id est that if the TeliaSonera customer service would have been expressing their loyalty better through politeness and anticipation the customer would not have switched at this point.

Satisfaction with the new provider

The majority of participants answered this question positively. They do not have anything in particular to mention and truly are satisfied with their decision to switch. Only a few subjects
have complaints. These complaints are concerning the connections with internet and a bad reception with mobile phone.

“No, they do not work perfectly. The slow internet for example is something I do not like. I will change if the problems do not get better.”

Else:

“I have nothing to complain about.”

Switch back to TeliaSonera, and what are the general thoughts about TeliaSonera

There have been different thoughts about switching back to TeliaSonera. Several participants exclude a switch back. However, a few of them argue that they would consider switching back if TeliaSonera would adjust their prices.

“They are a bit too expensive, and I do not think I would change back. The only reason would be if they would offer me a much lower price.”

“No, I’m happy with my new provider. I will not change as long as I have my other products with Tele2 also. My only reason to change would be the price. But I do not think the price will be good enough to go through the exchange process.”

The thoughts about TeliaSonera are in general positive. They have been seen as a big reliable company that provides their services as expected. Most of the participants do not have any complaints about TeliaSonera, except for the price. Beyond that, the only issue that has been brought up is the waiting line for the customer service department.

“I was happy with them. They are very professional and as I was a customer for a long time it felt safe.”

“I liked them. I should not have changed if it was up to me.”

“They are a big reliable company. I have only good experiences from TeliaSonera.”

“Did not have any problems with TeliaSonera except for the waiting line for the Customer Service Department.”

4.3 Model presentation

The presented results can be divided into different categories to lay them out more clearly and to alleviate the analysis. Based on the discussion about active and passive, which we claimed does not exist, the researchers decided to split up the result into customers who have switched based on different kinds of triggers. Switching after the swayed by reactional and situational triggers describe customers that took the initiative to switch providers self, the influential trigger initiates the customers who were convinced to switch by a third party.
Table 3 below shows the distribution of the different triggers that were found from the research. Also included are the reasons for changing. In order to find recommendations for TeliaSonera in the future, the researchers also included the attitudes about switching back.

<table>
<thead>
<tr>
<th>Interview number</th>
<th>Trigger</th>
<th>Reasons for changing</th>
<th>Attitudes about switching back to TeliaSonera</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Influential (passive)</td>
<td>Call from salesperson, changed before he moved and kept Comhem</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>2</td>
<td>Influential (active)</td>
<td>Gather all services to one provider to get a cheaper price</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>3</td>
<td>Influential (passive)</td>
<td>Got called from a salesperson and got an offer for free</td>
<td>Already switched back</td>
</tr>
<tr>
<td>4</td>
<td>Situational (active)</td>
<td>Got an offer of other and better services</td>
<td>Already switched back</td>
</tr>
<tr>
<td>5</td>
<td>Situational (active)</td>
<td>Got an offer of other and better services</td>
<td>Would not consider switching</td>
</tr>
<tr>
<td>6</td>
<td>Influential (active)</td>
<td>Got affected by marketing</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>7</td>
<td>Situational (active)</td>
<td>Moved to a new building, forced to switch. Visited informational meeting</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>8</td>
<td>Situational (passive)</td>
<td>A new provider in the building, had to switch</td>
<td>Would switch back</td>
</tr>
<tr>
<td>9</td>
<td>Influential (passive)</td>
<td>Had to switch because of the city network</td>
<td>Would switch back if possible</td>
</tr>
<tr>
<td>10</td>
<td>Situational (active)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>11</td>
<td>Influential (active)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>12</td>
<td>Influential (passive)</td>
<td>Got an offer of other and better services</td>
<td>Will switch back</td>
</tr>
<tr>
<td>13</td>
<td>Situational (active)</td>
<td>Moved to a new building, forced to switch</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>14</td>
<td>Influential (passive)</td>
<td>Got affected by telemarketing</td>
<td>Would consider</td>
</tr>
<tr>
<td>15</td>
<td>Influential (passive)</td>
<td>Got an offer of other and better services</td>
<td>Would not consider switching</td>
</tr>
<tr>
<td>16</td>
<td>Situational (active)</td>
<td>Gather all services to one provider to get a cheaper price, a choice within the family</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>17</td>
<td>Influential (passive)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>18</td>
<td>Influential (passive)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, not satisfied with current provider</td>
</tr>
<tr>
<td>19</td>
<td>Reactional (active)</td>
<td>Not satisfied with the current provider</td>
<td>Will switch back</td>
</tr>
<tr>
<td>20</td>
<td>Influential (active)</td>
<td>Got affected by marketing to get cheaper foreign calls, parents already lived in the Balkan area.</td>
<td>Would not consider switch back</td>
</tr>
<tr>
<td>21</td>
<td>Influential (passive)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, lower price</td>
</tr>
<tr>
<td>22</td>
<td>Situational (active)</td>
<td>Got an offer of other and better services</td>
<td>Would consider, lower price</td>
</tr>
</tbody>
</table>

Table 3 – Influenced Triggers

The results of the table 3 above show that there are a significant high number of influential triggers. The total number is 13 were nine are passive. The situational trigger has a total number of eight. Seven of them are active. The reactional trigger has only one representing which is active.

According to Roos et al. (2004) the result are typical for this business since the results show that the influential trigger is the most significant. This can be a result of the low price strategy that the competitive market is engaged in. This price strategy will create customers that switch, and will probably continue to switch, if a better deal is presented to them.
The situational trigger shows that the previous provider was not able to supply the customer with all their needs. This can be a combination with the price. Only one participant showed that the trigger was reactional. However, this is an important reaction as it shows that the customer got dissatisfied and left the provider. Often this results in a total switch which can be a disaster for the previous provider.

4.3.1 Reactional and Situational Trigger Switcher
The reactional and situational trigger switchers are according to the findings from the research not influenced by numerous critical incidents. Therefore, these incidents can be seen as more powerful and the customer’s reactions are more aggressively. This indicates that these customers can be affected by incidents within a short period of time, and that the incidents will cause them to switch. A significant part of the reactional and situational triggers is active customers. Eight out of nine participants in this thesis are active.

Outcome
The researchers could create a switching path for those customers that are influenced by a reactional and situational trigger. These customers are often active and make their decisions on their own. Therefore, they do not wait until they get the information provided for them, they search for themselves. This can be critical for the providers as there can be a switch based on only one critical incident. Figure 3 below shows that the switching path starts with a critical incident. This can be for example an incident where the customer loses reception or a bad customer service experience. Continuing critical incidents gradually build up the trigger that causes the customer to want to switch represents the incident that makes the customer switch. The research often has shown that after the trigger just the switch follows and more critical incidents.

![Figure 3 - Reactional and Situational switching path](image)

4.3.2 Influential Trigger
The researchers argue that the influential trigger is antedated by critical incidents, but in contrast to reactional and situational triggers, these critical incidents are invincible for the customer, they are unconscious. These incidents might not be interesting to the customer at first but they pile up until they break out. The biggest part of the customers within this trigger is passive. Nine out of thirteen are passive customers that are influenced by a spokesperson.
Outcome

Since these customers mostly act passive, they do not act until they are faced with a trigger. This is illustrated in figure 4 below. The influential trigger is often followed after several critical incidents. Since the customers are often passive, they usually do not act on the incidents. They are aware of them, but they usually do not switch until a trigger is presented to them. This trigger can be a meeting with a salesperson. Often a third person affects these customers.

![Figure 4 – Influential switching path](image)

For further studies in service management and marketing should be considered that humans often make unconscious decisions before the decision enters the awareness. The moment of the decision crossover from unconsciousness to consciousness could then be called trigger. How service managers and marketers can influence the human unconsciousness is difficult since the unconscious decisions can be reversed when thinking consciously, and vice versa, other than that the unconsciousness is based on facts and experiences that have been learned and cannot be shaken. Nevertheless, it is uncertain how long before an unconscious decision is made and if one is even made. Except for one or two cases, the researchers did not get clear evidence about unconscious decision-making. Just because a customer saw an advertisement a year before the all-dominant trigger occurred in a newspaper, does not mean that the decision to switch was made at that point, the unconscious decision-making builds itself up until it breaks out to become the trigger.
5. Discussion and Conclusion

In the following chapter, the researchers will present a discussion about the findings of the study, recommendations to TeliaSonera and reflections on the thesis.

5.1 Which issues are most important for customers when leaving or staying with TeliaSonera

The researchers found that the majority of participants named the price as their biggest issue. Nine of the participants claimed that they switched because of a lower price from a competitor. However, the research showed also that some of the participants did not have the correct knowledge about the offers from TeliaSonera. The participants got affected by a salesperson and got convinced that the new offer was better and cheaper. Some of the participants thought that they liked TeliaSonera’s services better and considered switching back. The second most influenced issue was that the participants wanted to gather all their telecommunication services with one provider. The researchers believe that this issue is important for TeliaSonera to understand and to take into account. The customers that have only one product with TeliaSonera and other services with another provider are likely to gather all their services with the other provider. The reason to gather all the products at one provider is mainly that the participants feel it would be easier to have one single invoice for their telecommunication services. In addition, the researchers argue that the price is affecting. Several telecommunication providers offer their customers a better deal if they gather all their telecommunication services there. That means that the customers would get a better price, even if a competitor would run a campaign for a single product at a cheaper price.

Some participants claimed that they would not have switched away from TeliaSonera if they did not have to. These former customers were long time customers, some even 20 to 40 years, and did not have problems before. Therefore, the trust from their customers TeliaSonera built up over the years through good experience in the cooperation rather important to the customers; customers who never had problems with the connection or the service have fewer reasons for switching.

A number of the participants switched providers because of a change in their living situations, principally these people moved to another building where TeliaSonera could not be provided, so their landlords claimed. The researchers think that this might not be true since the participants said that only one competitor was available to order and that simply cannot be true. Competitors might talk to property owners personally who then claim towards their tenants that only this one competitor is available. The researchers do not want to imply a conspiracy but it is just questionable that some buildings, regardless of location or age, only one provider is available.
5.2 Recommendations

The researchers will present recommendations to TeliaSonera based on the findings from the research.

5.2.1 How can TeliaSonera communicate with their active customers and become more loyal to them?
The active customers are the ones that actively search for other options. They compare the options and often they are performing all the contacts themselves. They are aware of the process of switching and the results that can be achieved or the advantages that can be gained. By encouraging these customers to stay, TeliaSonera will have a better chance to create loyal customers, and by doing so also create a loyalty towards their customers. By increasing the communication with their active customers, they have a better chance to keep them and prevent them from switching. This can be done by informing their customers about upcoming campaigns or other alternatives to their current services. This way TeliaSonera creates more awareness and more knowledge about their products to their customers. The research has shown that a few of their customers were not aware of the service that was provided to them, or could be provider to them and what benefits the customers could be drawn. For instance, they did not have an accurate picture of what the price for the services was. Therefore, they could not fully know if they got a better deal with a different provider. Another example was that a few customers switched to a competitor because they wanted to use the service of mobile broadband. TeliaSonera provides this service to their customers, which they were not aware of. This shows that their customers did not have the knowledge about the services that TeliaSonera provides. The researchers suggest more communication with these active customers. As shown in the analysis, customers listen to friends and family rather than a salesperson, which is base on trust. If TeliaSonera wants to take advantage of this trust, they could offer partner-deals for friends, two or more. The idea would be for example if a person could get a friend to the telecommunication provider they would call free among each other, one friend convinces the other, again based on trust.

5.2.2 How can TeliaSonera communicate with their passive customers?
The passive customers have shown during the research that they are often easy to persuade if they are introduced to a new offer. They often switch after being in contact with a salesperson. A third party is needed to convince this kind of customers that the switch is the beneficial thing to do. If TeliaSonera was to have more contact with their passive customers, the researchers believe that they would have more customers that are loyal, a similar suggestion as for the active kind of customer. The contact could be as simple as reminding the customers of new offers within the company. This way the customers have more knowledge about their current provider and have more information to compare with if they are contacted by a salesperson. Often the customers are not aware if they got a better offer.
with the new provider. Some of the participants believe that all providers have the same offers only the price differs.

A large number of participants was affected by a new offer as soon as a new provider has contacted them, personal contacts have a immense affect on customers. A reason for this might be that the customers feel more comfortable making deals with a person rather than ordering them online or via mail.

The researchers argue that TeliaSonera would benefit from having regular contacts with their customers. The research showed that a number of participants switched from a competitor after being a customer at TeliaSonera for decades. These loyal customers should get more attention and should be a priority to keep within the company. In addition, the research showed that the participants that were older than 50 years were more likely to be influenced by a salesperson from a competitor. The researchers believe that these customers would be positively surprised when the TeliaSonera service calls and simply asks if everything is okay or if help is needed. Expenditure of time and money aside, TeliaSonera would show their loyalty to customers that could prevent salespersons or telephone marketer from luring customers away that can be easily talked into switching by competitors. Even with every other customer could such a phone call have the effect that TeliaSonera establishes the thought that they care about their customers. Triggers like a malfunction in reception or a telemarketer who promises the best deal would not be triggers but regular incidents that TeliaSonera customers would excuse because of their general satisfaction.

Additionally, the researchers recommend that TeliaSonera should contact their customers once a new product is launched, they need inform their existing customers better and not just trying to get new customers. Some participants in this study stated that they switched to a competitor because they wanted mobile broadband, a service TeliaSonera would not provide which is not right. TeliaSonera offers mobile broadband that the customers simply did not know.

5.2 Reflections on the Thesis

This research has been interesting as it is a new way of thinking from the company’s point of view. Understanding customers has become more and more important since the society has made it easier to find information. Therefore, the customers have become more aware of the service they are provided with, what options they have, and that they can choose which ever they want. Companies have to fight for their customers. This study aimed to find out more about the customers way of thinking and acting while switching telecommunication provider. More research and more influences could have been captured with more time. The limited timeframe stopped the researchers from finding deeper and more spread facts. The information could have been deeper if the research would have included more participants for the interviews. After all, the researchers believe that the qualitative approach was the
better choice over a quantitative approach, even if a higher resonance would have been
eligible the information the researchers obtained by personal interviews with open-ended
questions were necessary to understand the switching motivation of customers.
References


Appendix 1 - Question Guide

General Information

- Gender
- Age
- Customer relation with TeliaSonera

Current relation to Telecommunication

- With whom are you a customer today?
- For how long have you been a customer there?
- Are you satisfied?
- Is everything working as you expected?
- Is there anything that works poor, or maybe bad?

Switching specifically

- What was the reason for switching from TeliaSonera to a competitor?
- Where did you get that idea?
- Was the reason for the switch because of TeliaSonera or something else?
- Did you have thoughts about switching before?
- Why did you not switch at that time?
- When did you make the switch?
- How long was the switching process?
- If the switching process was difficult, what was the reason for that?
- Did you plan to switch?
- Where did you get the information about different providers?

Previous provider

- For how long were you a customer at TeliaSonera?
- Why did you switch?
- What factor influenced the switch?
- Did you compare other options?
- How often do you generally compare other options?

Active and passive

- Did you contact your new provider yourself?
- Did the new provider contact you in any way?
- Did someone contact you before?
- If you contacted the new provider yourself, where did you get the information from?
- If the new provider contacted you, how did you know that it was a good offer?
Products and services

- What different products and services were included in your relationship with TeliaSonera?
- Did the different engagements work equally good or bad?
- Was there a specific product or service that decided the switch?

Customer service

- Do you have any experience from customer service with TeliaSonera?
- Have you ever contacted customer support?
- If yes, what was your errand?
- How was the experience, was it hard to discuss?
- How did you experience the service, the personnel for example?
- Did TeliaSonera contact you during your time with them? What are your thoughts about that contact?

Future (not trigger)

- When comparing to TeliaSonera, do you find any of the experiences that made you switch from TeliaSonera?
- Are you still comparing options, and are you comparing as much as you did when you switched from TeliaSonera?
- Is your new provider different from TeliaSonera?
- Would you ever switch back to TeliaSonera?
- What affects your decision?
- What are your thoughts about TeliaSonera today?

Future (trigger)

- Are you having any thoughts about switching today
- If yes, why haven’t you changed yet?
Appendix 2 - Result Presentation Arranged According to Interviews

Interview One

The 42 year old male respondent switched to ComHem to lower his costs in broadband, TV and landline. He collected information about his option self and compared then his options; his choice was mainly influenced by the cost of the services. As salesperson saw that he had moved he was contacted.

Interview Two

The 33 year old male subject switched to his TV service to Tele2 to have all his services to one provider which is the reason why he did not compare other option and contacted Tele2 himself. He was customer already at Tele2 with other services and did not need to research much since the company sent him offers via mail. He had only good experiences with TeliaSonera and would change back if the price for all his services was so low that the switching process was worth going through.

Interview Three

The 62 year old female participant switched her TV service to Tele2 because she received an offer to test the service for free. As the free testing time ran out she switched back to TeliaSonera. She is very satisfied with the service and, even if feels the prices are too high, trusts TeliaSonera since she has been a client for many years.

Interview Four

The 53 year old female interviewee switched with her husband to a competitor to try their sports offer and switched back to TeliaSonera. The couple compared different services by doing an internet research, chose the provider that offered the lowest prices, and called themselves. Eventually the couple switched back to TeliaSonera and is satisfied even if they feel the prices are too high.

Interview Five

The 77 year old female respondent switched her broadband service to 3 because they offered mobile broadband which he could not get at TeliaSonera. Other than that she also has her mobile phone at the provider 3 which was argument for her to switch there. She went to a store where she talked to a salesperson and made the contract, she did not compare. She is convinced the service she is receiving is better, she would not change back.
**Interview Six**

The 71 year old male subject switched his mobile phone to Tele2 for price reasons. He saw commercials and talked to friends who recommended Tele2. He did compare his options and Tele2 stuck out, then he contacted them himself. TeliaSonera is too expensive for him and he does not think he would change back, unless they lower their prices.

**Interview Seven**

The 80 year old male participant was forced to switch his broadband and landline provider since TeliaSonera was no longer available. He was satisfied with the service TeliaSonera provided him with many years except for the long waiting lines at customer service support. He did not compare competitors but went to an informational meeting of Tele2, apparently for the elderly. In this meeting he received much help and he was convinced that Tele2 was the right choice for him.

**Interview Eight**

The 69 year old male interviewee was satisfied with TeliaSonera and would not have changed his broadband service but had to since his landlord changed the connection to Rixnet. The landlord informed him about the company and also fixed everything else.

**Interview Nine**

The 72 year old female had to change her broadband and landline provider because her neighbourhood changed to the city network. There was no need for her to compare because the city network is the only provider available. The landlord gave her all the information she needed.

**Interview Ten**

The 53 year old male interviewee switched his mobile broadband to Telenor which they did not offer then. He compares all the providers on their websites self to get the best offer and then contacted Telenor. Other than that he is very satisfied with the other services he procures from TeliaSonera such as broadband and mobile phone.

**Interview Eleven**

A female of 60 changed the broadband to a city network provider. The participant did not have switching in mind, but the lower price influenced the participant to switch. A lot of information was handed to the participant. Other options were considered, but the lower price from the city network was the main reason for switching.

**Interview Twelve**

A female at the age of 58 got contacted by a new provider, ComHem. A switch was made even though there had been no thoughts of switching before. The influenced factor was the
lower price. All practical’s was handled by the new supplier and the participant did not contact them.

**Interview Thirteen**

A 60 year old male changed provider into ComHem as the participant moved into a new apartment. No other options were considered as ComHem was the only available provider. However, the participant compared other options to see if the offer was good. Also the participant got influenced by his family that the offer was good. All information and the contact with the new provider were handled by the participant.

**Interview Thirteen**

The male participant switched to another provider because of a salesperson who called and advertised about Bredbandsbolaget. There were no thoughts about switching before and the participant felt a bit tricked by the new provider. There were no specific factors that influenced, other than the lower price. No other options were compared and the contact was handled by Bredbandsbolaget.

**Interview Fifteen**

A 47 year old female switched into Telenor as the previous provider was too expensive. Telenor contacted the participant and all the information was given to her. No other providers contacted her, no other options were therefore not considered. The fact that the new provider could offer the participant a lower cost was the main factor.

**Interview Sixteen**

A 44 year old female switched to Halebop in order to have the same provider within the family. The decision was made within the family as the information they gathered showed that the participant would get a lower monthly cost. The new provider was contacted and the service was ordered through their website. As the rest of the family had the same provider, no other options were considered.

**Interview Seventeen**

The 63 year old male switched to Telenor in order to receive a lower monthly cost. No other options were considered, and when a spokesperson contacted the participant there was a decision to make the switch. There had been a thought of switching before, but no other options were considered.

**Interview Eighteen**

A 38 year old male made a switch to another provider to gather all his telecommunication services to one provider. The thought of switching had been in mind. The new provider is Glocalnet and they contacted the participant. All information was handed to the participant and the new provider could offer a lower price. No other options were considered. The combination of gathering all services into one provider and the cheap price was the main reason for switching.
Interview Nineteen

A male of age 38 describes that there was a critical incident where the internet connection did not work properly. The Customer Service did not treat the participant with respect. Therefore the participant switched all his services to another provider, Glocalnet. Once a spokesperson for another company contacted him, the switching was handled by the new provider and all information was handed to the participant. No other options were considered and because of the critical incident there had been no thoughts about changing before.

Interview Twenty

A 29 year old male was searching for a new provider that could offer lower costs on foreign calls. A foreign provider could offer lower prices, and the provider was the same as to the rest of the family. The participant did have thoughts about changing provider before and was looking to get the best offer. Other options were considered and evaluated regarding price and reputation and when the decision was made on what provider to use, the participant contacted them himself.

Interview Twenty-one

A female in the age of 22 changed her provider to Telenor because of an offer where a new provider could offer her a lower cost. The participant did not have any thoughts about switching before, and was contacted by a spokesperson on the street.

Interview Twenty-two

The 13 year old female changed provider to Glocalnet because of the lower price, and also because of that all the members of the family would have the same provider. The participant did not have any thoughts about changing before; the price became the main reason. The contact was handled within the family, and the family searched for all the information themselves.
Appendix 3 - Result Presentation Arranged According to Questions

Current provider

The interviewees named a wide distribution of providers they switched their services to. The changed services are TV, broadband, mobile telephony and landline. Not every participant switched all their telecommunication services, some just switched one. Five switched to Tele2, five switched to Telenor, three switched to Comhem, three switched to Glocanet, two switched to the local city network and in each case one switched to Halebob, Rixnet, 3 and Bredbandsbolaget.

Thought about the current provider

The majority of the subjects answered positively to the question about their current relationship with the new service provider. 19 out of 22 answered that they were satisfied with their new service. Two participants were not happy about their switch and one person just switched recently and was therefore not able to take a positive or negative stand. Three of the 19 who claimed to be satisfied with the new service still reported on having problems with the provider such as price or less available functions. Seven of all interviewees felt the urge to mention the price, six said its better while one believes there are not differences between all providers. The two unhappy switchers lamented about bad reception, of telephone, internet and television.

Reason for changing provider

The researchers received 29 answers to this question since the participants could name several reasons for their switch. The researchers could filter the contemplated reasons and segment them into five different categories: price, same provider (the customers switched to have all services at the same provider), forced (customers were forced to switch), other/better service (customers wanted to use a service TeliaSonera could not them provide with or were curious about a similar service of a competitor), competitor actions (are individuals that were convinced to switch services by competitors actions).

Two categories stick out, the price and the same provider. Nine of the respondents indicated that their main reason to switch is the expensive of the service, the competitor is offering the service cheaper. Seven persons said that they wanted to have all their services at the same provider or the same provider as family members have. Four participants answered that they were not willing to switch but had to because TeliaSonera was no longer available for them, due to moving or landlords switching to another contractor other than TeliaSonera. The following five reasons are collected in one category other/better service since the reasons are all connected to the service itself. Two participants mentioned as the reason for switching that TeliaSonera was not offering the service (wireless internet) they
were looking for. To simply try another provider was mentioned by two interviewees. And an outburst of fury where the broadband service had a malfunction and the customer hereupon changed all services to a competitor is the sixth reason in this group other/better services. The category competitor actions consist of four reasons such as an free offer, a convincing commercial/salesperson of a competitor and telemarketing where the customer got tricked into switching.

**Thoughts about changing before**

Thirteen of the participants the researchers asked this question to, answered that they have not thought about changing services before they actually took action to switch the service. All four interviewees who answered in the previous question that they were forced to switch providers due to changes in their surroundings also answered that they did not think about switching before since they were also satisfied then. Others simply did not think about switching until they did. This means that they did not actively searching. Two participants say that they never thought about switching until they received a good offer from a competitor. One participant claimed not to have thought about switching and not to have compared competitors but still thought that *TeliaSonera* was very. Nine respondents claimed to have thought about switching the providers before and most of those also said that they have been comparing service providers to find the best deal for them.

**The exchange process**

It does not make a difference to which new provider the participants switched to all answered that they did not have any problems switching. Some switchers drew on personal service support when connecting for example the TV or the broadband and did not have any problems, in fact they had positive memories.

**Information about different providers**

Nine out of 22 interviewees talked to salespersons in stores that informed them about the provider. Seven out of 22 made research themselves by checking websites or asking their friends. To two of them who were forced to switch were provided with information material by the landlord. Three participants received their information through company marketing actions like TV commercials, telemarketing and mail advertising. One interviewee could not remember how the information got to him.

**Compare other options**

When the participants were asked the question whether they compared other options while they were thinking about switching, 15 out of 22 said they did not compare. Often the participants were contacted by a salesperson who gave them information about one provider. No one of the participants did compare with other options; they just switched to that new provider. Out of the 7 that did compare other options, there were three different categorize; those who got the information provided to them by a third party, those who
searched for the information themselves and then made a comparison between all the options and last the participant who compared the new option to only one other provider. From the first two categorize, there were an equal number of participants. Three got the information provided and three searched for the information themselves. When the question was raised about if the participants usually compare options, there were an equal amount that did compare, 7 out of 22. No one of the participants claim that they are comparing options now.

**Contact the new provider**

A question was raised whether the participant did contact the new provider themselves or not. 13 out of 22 did not contact the new provider themselves. Out of these 13 participants, 9 inform that they got a call from the new provider, and got all the information from that conversation. 3 participants got contacted by the new provider by meeting a spokesperson at the city centre or in a store. The last participant was contacted by a third person, this time the third person was the landlord.

The participants that contacted the new provider themselves did this by calling the provider or visit their website.

**Knowledge about good offer**

The most significant part of the participants knew they had a good offer since the price was lower than their previous provider. 14 out of 22 said the lower price made them believe it was a good offer. One participant had two options that made the offer sound good, these were a combination of the price and that the new provider supplied more and better services. One participant trusted the new provider to offer a good deal since it was a local provider. It felt safe and the participant trusted the new provider to offer a good deal. Five of the interviewees got affected by a third party, such as family and friends. They were told that the offer was good and trusted their judgment.

**Experience with the customer service from TeliaSonera**

There is a larger amount of participants that have no experience with contacting customer service. 13 out of 22 say they have no experience. The other 9 that have been in contact with the customer service have been in contact with TeliaSonera by using a phone, visiting their website, or contact them at in a TeliaSonera store. The participants have different experiences and have their different meanings about the customer service. Four out of the originally nine that had been in contact with Customer service are satisfied with the result and the service. Three of the participants commented that they were not satisfied with the service as there was a long waiting line to get in contact with the customer service.
Satisfied with the new provider's services

A large amount of participants are satisfied with their new provider. 19 out of 22 participants are happy with the new service. Additionally, six of the participants comment that they were happy with TeliaSonera, and that the new provider satisfies their needs equally good as TeliaSonera used to. However, there was one participant that was happy about the service, but had some complaints about bad receptions. Out of the three participants that were not happy about the new service two of them complained also about bad reception. The last participant complained about that the new provider was complicated to deal with and that everything was easier with TeliaSonera.

Switch back to TeliaSonera, and what are the general thoughts about them

Out of the 22 participants, 14 claimed they would consider switching back to TeliaSonera. In order for them to switch back, criteria’s as lower prize would be necessary. Four of the participants will change back and hope to do so once their contracts with the current provider expire. One out of these four participants would like to switch back, but because of the living situation there is no possibility to change. Three would not consider switch back. One participant has already switched back; the reason was that there was an offer to try a new service for free from a competitor. Once the trial period was done, the participant switched back to TeliaSonera again.

When the participants were to comment on their general thoughts about TeliaSonera, there was a significant amount that complained about the high price. They saw TeliaSonera as an expensive option, and would not change back if they did not lower their prices. A few of the participants also commented that TeliaSonera is a big and reliable company. They feel safe while providing their services.
Appendix 4 – Original Interviews

Interview 1

Gender: Male

Age: 42

Current provider: ComHem since 3 months ago.

What products did Telia supply you with: Broadband

Thought about the current provider: Satisfied with the offer and the price.

Reason for changing provider: Could get a better deal by using the same provider for broadband, TV and home phone. This lowered the monthly costs.

Did you have any thoughts about changing before: Yes, and I have been changing every time I have thought of it. I explore my options every time I need to make a change. I have changed before when I moved and had more options to choose from.

How the exchange process was: Everything went smoothly and fast. I got everything I needed after about a week. I got called up by a sales person who helped me set everything up. They also helped me with the switch.

Where did you get information about different providers: Mainly I got a call from a salesperson who gave me all the information I needed.

For how long did you have Telia as a provider: I believe about a year.

What factors influenced the change: Mainly the price. I got a lower price from other providers.

Did you compare other options: Yes, but I can’t say I searched for the information myself. Mostly I got the information by receiving phone calls from sales persons.

Do you usually compare other options: Yes, but only when I believe I can get a better deal and if I’m moving for example.

Did you contact the new provider yourself: No, they called me as they saw that I recently had changed address.

How did you know that the new provider had a good offer: My monthly costs would get lower, and that is my main concern.

What is your experience with the customer support from Telia: Usually they have a long waiting time before you can get help. Also they usually have automatic answering machine which is something I don’t like. I would prefer talking to a real person because I think my problems would be solved quicker.
Does your new provider satisfy all your needs: Yes, I have not yet found any problems. I did not have any problems with Telia either, but the price was the reason for the change.

Are you still comparing other options: No, I am satisfied with my current provider.

Would you change back to Telia: No. My only reason would be if they would give me a better offer where I can combine different products.

What are your thoughts about Telia: They are too expensive. That’s the first thing I come to think about.
Interview 2

Gender: Male
Age: 33

Current provider: Tele2. Have been a customer with Telia for a long time, now I only changed TV. I changed a year ago.

What products did Telia supply you with: TV

Thought about the current provider: Satisfied with the offers and what they provide.

Reason for changing provider: I had my other products (broadband and mobile) with Tele2 and I wanted to keep them with the same provider.

Did you have any thoughts about changing before: Yes, I had some thoughts about gather every product with the same provider. But I was under a contract and had to wait until the contract time had passed.

How was the exchange process: Quick and easy. They helped me a lot and the exchange went smoothly.

Where did you get information about different providers: I did not search information about other providers as I wanted Tele2. I had all the information as I was a customer there already. I got letters to my home so I learned the information myself.

For how long did you have Telia as a provider: One year.

What factors influenced the change: I changed because I wanted to have all my products at the same provider.

Did you compare other options: No, I only searched information about Tele2.

Do you usually compare other options: No, this was the only time I compared.

Did you contact the new provider yourself: Yes. I had the information from my other products.

How did you know that the new provider had a good offer: The price was not higher than Telia, and I changed because it would be easier for me to have only one provider.

What is your experience with the customer support from Telia: Can’t say that I have any experience.

Does your new provider satisfy all your needs: Yes, they satisfy me in the same way as Telia did.

Are you still comparing other options: No.

Would you change back to Telia: No, I’m happy with my new provider. I will not change as long as I have my other products with Tele2. My only reason to change would be the price. But I do not think the price will be good enough to go through the exchange process.
What are your thoughts about Telia: They are a big reliable company. I have only good experiences from Telia.
Interview 3

Gender: Female

Age: 62

Current provider: Telia. Have been a customer there for as long as I can remember. We changed for a short period of time as we got an offer.

What products did Telia supply you with: TV

Thought about the current provider: Satisfied. Maybe the price is a bit high, but I think all the providers have the same price.

Reason for changing provider: Got an offer to try for free. So I tried to see if they offered better channels.

Did you have any thoughts about changing before: No, I only changed because they had a good offer. But then I changed back to Telia because I liked them better. They are easy and as I have used them as a provider for a long time, I do not see any reasons to change.

How was the exchange process: Easy. The new provider sent us all the information.

Where did you get information about different providers: They called me up.

For how long did you have Telia as a provider: Many years. Can’t remember when I first became their customers.

What factors influenced the change: It was a good offer and I thought that I could at least try it.

Did you compare other options: No, I did not search for myself. I just tried the one that called me up.

Do you usually compare other options: No, I’m happy with my current provider.

Did you contact the new provider yourself: No they called me.

How did you know that the new provider had a good offer: The offer was practically free of charge, and I wanted to try out their offers.

What is your experience with the customer support from Telia: Usually do not have any problem, so I do not need to contact them

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: Since I have been a customer for so long it is easy and it feels reliable.
Interview 4

Gender: Female

Age: 53

Current provider: Telia. I tried for a while with another provider because my husband wanted to see if the sports offer was better.

What products did Telia supply you with: TV

Thought about the current provider: I like them. I do not have any problems with them.

Reason for changing provider: Wanted to see if the new provider had better sports channels.

Did you have any thoughts about changing before: Yes, was curious to see if I would use more channels.

How was the exchange process: I did not have any binding contract with Telia so I could change.

Where did you get information about different providers: My husband checked their websites, and I believe he asked his friends for advice.

For how long did you have Telia as a provider: Many years. But we changed back about a year ago.

What factors influenced the change: Wanted to see if I would use the new channels I would get from the new provider.

Did you compare other options: Yes.

Do you usually compare other options: No, not any more.

Did you contact the new provider yourself: Yes, if I remember it right I called them.

How did you know that the new provider had a good offer: Looked at the channels they were offering and found that the price was not that high. It was higher than my old provider, but now I had more channels.

What is your experience with the customer support from Telia: I try to find the information on the internet. They usually have all the information I need on their website.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: A big company. Maybe a bit too expensive.
Interview 5

Gender: Female

Age: 77

Current provider: 3. Changed about three months ago because I wanted to have mobile broadband.

What products did Telia supply you with: Broadband

Thought about the current provider: I’m very satisfied. I have not yet had any problems with them. And the price is good.

Reason for changing provider: 3 could provide me with mobile broadband. I thought that was a big advantage compare to Telia. Also I have my mobile phone from the same provider, so I thought it would be easy to have the same provider.

Did you have any thoughts about changing before: No, a salesperson told me about 3. And when I found that it was a good deal, I switched.

How was the exchange process: Everything went smoothly. I was amazed that there was no waiting time or problems.

Where did you get information about different providers: Mostly from salespersons. This time I met them at the store.

For how long did you have Telia as a provider: Many years.

What factors influenced the change: The main reason was that they offered mobile broadband. Also I found it easy to have the same provider.

Did you compare other options: No.

Do you usually compare other options: No, not if I’m not called up by a salesperson.

Did you contact the new provider yourself: No, they contacted me when I was at the store.

How did you know that the new provider had a good offer: The price was low and they had mobile broadband which I could not get from Telia.

What is your experience with the customer support from Telia: Do not think I have been in contact with them. Not that I can remember at least.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: They were good, but now I have found something better. Would not change back.
Interview 6

Gender: Male

Age: 71

Current provider: Tele2. I changed because I thought they had a better deal and better prices than Telia. This was almost 2 years ago.

What products did Telia supply you with: Mobilephone

Thought about the current provider: They are satisfying and they work as good as Telia. Have not found a difference between them yet, other that the price.

Reason for changing provider: I saw a lot of commercials from Tele2. There I saw that the price was lower than I paid before. Also I got a lot of information from friends who could recommend them.

Did you have any thoughts about changing before: Yes, I always keep my eyes open for better deals. I changed as soon as I find a good deal. Until the change I have not been in need to change.

How was the exchange process: Fast and smooth. No problems at all.

Where did you get information about different providers: From commercials mostly. But I also got some help from friends.

For how long did you have Telia as a provider: On and off for about 20 years.

What factors influenced the change: The price. It was lower than the one I got from Telia.

Did you compare other options: Yes, but I knew that Tele2 would be better so I mainly looked for information about them.

Do you usually compare other options: Yes, but at the moment I do not look for it actively. Mostly I get information from my friends.

Did you contact the new provider yourself: I contacted them myself. This was when I saw commercials on the TV.

How did you know that the new provider had a good offer: Lower price, so I think it was a better deal. However I’m certain that many other providers have the same offers.

What is your experience with the customer support from Telia: I usually do not have contact with customer support.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: They are a bit too expensive, and I do not think I would change back. The only reason would be if they would offer me a much lower price.
**Interview 7**

**Gender:** Male

**Age:** 80

**Current provider:** Tele2. I had to change since my apartment complex could not offer Telia anymore. I would not have changed if it wasn’t because of that.

**What products did Telia supply you with:** Broadband and stationary phone. Both worked good.

**Thought about the current provider:** I’m not so happy about them. My internet is slow and sometimes the TV stops for a few seconds. I guess it is because of the signals.

**Reason for changing provider:** I had to change since I could not get Telia in my apartment. This was a decision made by my real-estate concern.

**Did you have any thoughts about changing before:** No, I was happy the way I was before the change.

**How was the exchange process:** Fast and smooth. No problems, everything went smoothly.

**Where did you get information about different providers:** Tele2 had an informational meeting in my town. So I went there and I got all the information I needed.

**For how long did you have Telia as a provider:** Many years.

**What factors influenced the change:** Could not decide for myself. And I thought that Tele2 was the best choice for me. Best price and I had a lot of help from the meeting.

**Did you compare other options:** No, not really. I choose Tele2 without checking with other providers.

**Do you usually compare other options:** No. But if I keep having problems I might do.

**Did you contact the new provider yourself:** In a way as I went to the informational meeting.

**How did you know that the new provider had a good offer:** Low price and I could talk to a salesperson directly.

**What is your experience with the customer support from Telia:** I have been in contact with them many times. And I do not like it since the waiting line is always very long. But when I finally got through I got all the help I needed. But I do not think they would need to have this long waiting time.

**Does your new provider satisfy all your needs:** No, they do not work perfect. The slow internet for example is something I do not like. I will change if the problems do not get better.

**Are you still comparing other options:** No.
What are your thoughts about Telia: Did not have any problems with Telia except for the waiting line for customer support.
Interview 8

Gender: Male
Age: 69

Current provider: Rixnet. My apartment building became a part of Rixnet, so I had to change.

What products did Telia supply you with: Broadband. I was very happy with the service, I almost never had any problems.

Thought about the current provider: I just changed a month ago, so there has not been any problems so far. I have not found any difference from my last provider.

Reason for changing provider: Only reason is that I had to because of my landlord signed a contract with them.

Did you have any thoughts about changing before: No, I did not have any reason to change.

How was the exchange process: No problems, everything went smoothly.

Where did you get information about different providers: I got information from my landlord. They handed out a few papers with information about Rixnet.

For how long did you have Telia as a provider: For many years, can’t remember when I first became a customer.

What factors influenced the change: No factors other than that I had to because of my landlord.

Did you compare other options: No, as it was already decided that we would be have to change, I did not put any effort into checking with other providers.

Do you usually compare other options: No, I usually do not have any reason to do so.

Did you contact the new provider yourself: No, I never contacted them directly. My landlord took care of everything.

How did you know that the new provider had a good offer: I believe the price was a bit lower than my last provider. So in that sense it was a better deal.

What is your experience with the customer support from Telia: Can’t say that I ever had any contact with them. Not for many years at least.

Does your new provider satisfy all your needs: Yes, it works the same as Telia. Since we just got it is hard to find any faults so far.

Are you still comparing other options: No, I usually do not take time to do so. I usually stick to my old provider.

What are your thoughts about Telia: I liked them. I should not have changed if it was up to me.
Interview 9

Gender: Female

Age: 72

Current provider: Karlstads Stadsnät. They changed in my neighborhood, so I also changed.

What products did Telia supply you with: Broadband and stationary phone. I did not have any problems. Though I do not use the internet a lot, so I do not require the best broadband.

Thought about the current provider: I’m happy. Feels good to have it through the commune, it feels safe.

Reason for changing provider: As they changed it in my neighborhood I had to change. But I did not mind changing.

Did you have any thoughts about changing before: No, not really. As I said earlier I do not require any fast internet, so I was happy the way I were.

How was the exchange process: No problems at all. Most of it was handled by the new supplier.

Where did you get information about different providers: I got information sheets sent to my home. Other than that, I did not look for any information.

For how long did you have Telia as a provider: As long as I can remember.

What factors influenced the change: Only that the Stadsnät was the only supplier in my neighborhood.

Did you compare other options: No.

Do you usually compare other options: No, since I did not have any problems with my last one.

Did you contact the new provider yourself: No, they sent me all the information.

How did you know that the new provider had a good offer: I think that it was a bit cheaper than my last broadband. And I like that it is a local option.

What is your experience with the customer support from Telia: I usually do not have any problems. So I can’t say that I have been in contact with them.

Does your new provider satisfy all your needs: Yes, my needs are not that hard to satisfy. They have been working the same as my old provider.

Are you still comparing other options: No.

What are your thoughts about Telia: I was happy with them. They are very professional and as I was a customer for a long time it felt safe.
Interview 10

Gender: Male

Age: 53

Current provider: I still have Telia as a broadband in my home. But I also have Telenor as a wireless internet. I changed just because I like to be able to use the internet all the time. I also use internet in my mobile.

What products did Telia supply you with: Broadband, and they still do. Also I have stationary phone from Telia. I’m happy with it so far. I saved them as I find it easy to have all my products from the same provider.

Thought about the current provider: I’m very pleased. I have not found any problems with them.

Reason for changing provider: I wanted to have wireless internet as I use it in my work.

Did you have any thoughts about changing before: Yes, as Telia could not provide me with the wireless internet. I changed pretty much as soon as I decided that I wanted the wireless internet.

How was the exchange process: No problems since I did not have to change, I just got another provider.

Where did you get information about different providers: I search for them myself by using their websites. I usually do not fall for salespersons that call me or that I meet in the stores.

For how long did you have Telia as a provider: Many years, maybe 10?

What factors influenced the change: The fact that I wanted wireless internet.

Did you compare other options: Yes, I compared almost every provider I know about. I searched for good deals on their websites.

Do you usually compare other options: Yes, I always keep an eye out. But I do not search actively today.

Did you contact the new provider yourself: Yes, I believe I ordered it from their website. I might have contacted them on the phone once just to clear a few things out.

How did you know that the new provider had a good offer: At the time they provided the fastest internet to a low price. As I compared a lot of options, I was certain that I found a good deal.

What is your experience with the customer support from Telia: I usually contacted them from their website, and I usually found the answer there. A few times I contacted them because of that the connections went down.

Does your new provider satisfy all your needs: Yes, I have nothing to complain about.

Are you still comparing other options: No, not actively.
What are your thoughts about Telia: I like their stationary internet. The only reason for me to change would be if there would be a lot of problems with the connections or if another provider would offer a much lower price.
Interview 11

Gender: Female

Age: 60


What products did Telia supply you with: Landline.

Thought about the current provider: Everything has been working so far.

Reason for changing provider: Mostly the price.

Did you have any thoughts about changing before: No, since I had in mind to stop entirely.

How was the exchange process: I do not remember that well. But it was a matter of weeks. I was without a phone for a few hours.

Where did you get information about different providers: As they provided IP in my neighborhood, I got a lot of information. I got brochures from a lot of cities, Malmö and Stockholm etc.

For how long did you have Telia as a provider: About 40 years.

What factors influenced the change: The price was the only reason.

Did you compare other options: Yes, and there was differences between the options. So we decided to have computer instead.

Do you usually compare other options: No, can’t say I do.

Did you contact the new provider yourself: We contacted them.

How did you know that the new provider had a good offer: We got a lot of brochures. We choose the local one, just to make it simple.

What is your experience with the customer support from Telia: Have never been in contact with them.

Does your new provider satisfy all your needs: Yes

Are you still comparing other options: No, never compare anymore.

What are your thoughts about Telia: I do not have any negative thoughts about Telia, and never have. They are too expensive, so there is a big difference in the amount every month.

Possible change in the future: No, not as everything works good. My only reason to change would be if they changed their prices completely.

Are you still comparing other options: No.
Interview 12

Gender: Female

Age: 58

Current provider: Comhem, Broadband and telephone since December 2008.

What products did Telia supply you with: Everything, Broadband, TV, telephone.

Thought about the current provider: I’m satisfied with everything except the telephone. It works good and it is cheap, but I miss some of the functions I had at Telia.

Reason for changing provider: They nagged until I switched.

Did you have any thoughts about changing before: No.

How was the exchange process: Everything went smoothly.

Where did you get information about different providers: From the salesperson. I have not been interested in the commercials.

For how long did you have Telia as a provider: 40 years.

What factors influenced the change: Nothing, could have been the price.

Did you compare other options: No, I did not compare.

Do you usually compare other options: Usually I do.

Did you contact the new provider yourself: Comhem contacted me, and that was the first time I believe.

How did you know that the new provider had a good offer: Got affected by my daughter, who likes Comhem a lot. Also the cheaper price.

What is your experience with the customer support from Telia: Never had any telephone contact with customer service. I have been to the stores a few times.

Does your new provider satisfy all your needs: It was easier with Telia. I regret that I listened to the salesperson.

Are you still comparing other options: No.

What are your thoughts about Telia: My telephone will be open again this summer and then I will need Telia’s services. I like them a lot.
Interview 13

Gender: Male

Age: 60

Current provider: Comhem, changed December 12, 2008. I have all products with them now, internet, Tv, phone etc.

What products did Telia supply you with: Stationary telephone

Thought about the current provider: I’m satisfied and everything works perfect.

Reason for changing provider: I moved into a Comhem building.

Did you have any thoughts about changing before: No, did not have any thoughts at all.

How was the exchange process: Easy.

Where did you get information about different providers: Got the information from my son, who works within the telecom business.

For how long did you have Telia as a provider: More than 40 years.

What factors influenced the change: The fact that I moved.

Did you compare other options: Yes, in a way. I usually read the commercial and letters I get from other competitors.

Do you usually compare other options: Yes, sometimes I do.

Did you contact the new provider yourself: I got mail from Comhem, but they never called me. So I contacted them.

How did you know that the new provider had a good offer: My son told me that it was a good deal.

What is your experience with the customer support from Telia: Have never been in contact with customer service.

Does your new provider satisfy all your needs: All the products work equally well.

Are you still comparing other options: In a way. I believe they are all the same. I ask my son if I want to know anything. But I do not want to change now.

What are your thoughts about Telia: I would consider changing back to Telia if they would to lower their prices. I think every company is the same.
Interview 14

Gender: Male

Age: Wanted to keep the age anonymously

Current provider: Bredbandsbolaget. Stationary phone for about 6 months.

What products did Telia supply you with: Stationary phone.

Thought about the current provider: It works good, as I had in mind.

Reason for changing provider: I got tricked to change. Got mislead by the telemarketing company.

Did you have any thoughts about changing before: No, I only wanted to change my mobile phone.

How was the exchange process: Easy, the new once took care of everything.

Where did you get information about different providers: From the salesperson.

For how long did you have Telia as a provider: For about 25 years.

What factors influenced the change: Bredbandsbolaget contacted me through telemarketing.

Did you compare other options: No

Do you usually compare other options: No

Did you contact the new provider yourself: Bredbandsbolaget contacted me.

How did you know that the new provider had a good offer: I think the price was lower.

What is your experience with the customer support from Telia: Do not have any experience with the customer support.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: I would consider changing back to Telia. But I do not think I will. I would rather have all products with the same provider.
Interview 15

Gender: Female

Age: 47


What products did Telia supply you with: Mobile phone.

Thought about the current provider: I’m satisfied, everything works good.

Reason for changing provider: Changed because Telia were too expensive.

Did you have any thoughts about changing before: No, not really. But I still thought they were too expensive, and that I would change if I got an offer.

How was the exchange process: It was easy.

Where did you get information about different providers: Salespersons.

For how long did you have Telia as a provider: 6 years.

What factors influenced the change: Telenor contacted me.

Did you compare other options: No.

Do you usually compare other options: No.

Did you contact the new provider yourself: No, they contacted me on the street.

How did you know that the new provider had a good offer: Yes, since the price was lower.

What is your experience with the customer support from Telia: I contacted them regarding my broadband. I was happy with the service.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: Do not want to change. They are too expensive. I would like to have everything from the same provider.
Interview 16

Gender: Female

Age: 44

Current provider: Halebop on my mobile phone. I have had them for about a year or two.

What products did Telia supply you with: Mobile phone.

Thought about the current provider: I’m satisfied.

Reason for changing provider: We wanted to have the same provider within the family.

Did you have any thoughts about changing before: Yes, we made a decision within the family.

How was the exchange process: Easy.

Where did you get information about different providers: Their webpage.

For how long did you have Telia as a provider: Do not remember.

What factors influenced the change: Changed so that we would have the same provider within the family. So the price, so that it would be cheaper.

Did you compare other options: Yes.

Do you usually compare other options: No.

Did you contact the new provider yourself: Yes, through their webpage.

How did you know that the new provider had a good offer: They were the cheapest on the market.

What is your experience with the customer support from Telia: I have been in contact with them, and everything went smoothly.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: I would change back if it would be cheap and easy. But I do not have any plans of changing today.
Interview 17

Gender: Male

Age: 63

Current provider: Telenor, for 2 years.

What products did Telia supply you with: Mobile phone.

Thought about the current provider: I’m satisfied.

Reason for changing provider: Changed to get a lower fee.

Did you have any thoughts about changing before: Yes.

How was the exchange process: It was easy.

Where did you get information about different providers: A salesperson.

For how long did you have Telia as a provider: 40 years.

What factors influenced the change: An operator who called me.

Did you compare other options: No, do not think I did.

Do you usually compare other options: No.

Did you contact the new provider yourself: They contacted me.

How did you know that the new provider had a good offer: It was cheaper.

What is your experience with the customer support from Telia: I have no experience.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: Do not think I would change. Maybe if the price was lower. Then I would change to mobile internet.
Interview 18

Gender: Male
Age: 38

Current provider: Glocalnet, for about 6 months.
What products did Telia supply you with: Mobile

Thought about the current provider: I’m not happy with them. Bad reception.
Reason for changing provider: Wanted to have all my products with the same provider.
Did you have any thoughts about changing before: Yes.
How was the exchange process: It was not easy.
Where did you get information about different providers: Do not remember.
For how long did you have Telia as a provider: About 20 years.
What factors influenced the change: Was contacted by a salesperson. And I guess the price was the factor.

Did you compare other options: No.
Do you usually compare other options: No.
Did you contact the new provider yourself: No, they contacted me.
How did you know that the new provider had a good offer: Lower price.

What is your experience with the customer support from Telia: Do not have any experience.

Does your new provider satisfy all your needs: No, there is a bad reception.
Are you still comparing other options: No.

What are your thoughts about Telia: I would change back if the reception becomes worse.
Interview 19

Gender: Male

Age: 38

Current provider: Glocalnet, changed about 5 months ago.

What products did Telia supply you with: Stationary phone, broadband and mobile phone.

Thought about the current provider: Everything works great.

Reason for changing provider: My broadband did not work properly, so I changed everything.

Did you have any thoughts about changing before: No.

How was the exchange process: Easy.

Where did you get information about different providers: A salesperson called.

For how long did you have Telia as a provider: 18 years.

What factors influenced the change: The salesperson convinced me.

Did you compare other options: No.

Do you usually compare other options: No.

Did you contact the new provider yourself: They contacted me before, so I had them in mind when I was looking for a new provider. But it was not the right time to change then.

How did you know that the new provider had a good offer: I did not know, I just hoped.

What is your experience with the customer support from Telia: When my internet did not work, it was hard to communicate. According to Telia the problem was because of the customer and the lack of knowledge.

Does your new provider satisfy all your needs: Yes.

Are you still comparing other options: No.

What are your thoughts about Telia: I could change back, once my contract with Glocalnet has expired.
Interview 20

Gender: Male

Age: 29

Current provider: Foreign provider in a Balkan country.

What products did Telia supply you with: Mobilephone.

Thought about the current provider: It’s cheap to call home to my parents.

Reason for changing provider: Cheaper to call home and my parents have the same provider.

Did you have any thoughts about changing before: Yes, but I didn’t know to which provider.

How was the exchange process: Easy.

Where did you get information about different providers: From my parents.

For how long did you have Telia as a provider: 3 years.

What factors influenced the change: Only the cheaper connection with my parents.

Did you compare other options: No.

Do you usually compare other options: Yes, depending on what the product is.

Did you contact the new provider yourself: No, my father did that for me.

How did you know that the new provider had a good offer: Reputation, my father recommended.

What is your experience with the customer support from Telia: Good, they provided a good service.

Does your new provider satisfy all your needs: Yes they do.

Are you still comparing other options: No, I’m not.

What are your thoughts about Telia: They are too expensive in the field of foreign calls.
Interview 21

Gender: Female

Age: 22

Current provider: Telenor, I changed a few months ago.

What products did Telia supply you with: Mobilephone

Thought about the current provider: They are good and cheaper than Telia.

Reason for changing provider: Because the price was lower.

Did you have any thoughts about changing before: No.

How was the exchange process: Some guy came to me on the street and gave me an offer to change. So it was easy for me.

Where did you get information about different providers: From a salesperson on the street.

For how long did you have Telia as a provider: 2 years.

What factors influenced the change: A cute guy, and the price.

Did you compare other options: No.

Do you usually compare other options: If there is an expensive product.

Did you contact the new provider yourself: No, I did not. They came up to me on the street.

How did you know that the new provider had a good offer: Because the salesperson said so.

What is your experience with the customer support from Telia: I have no experience.

Does your new provider satisfy all your needs: Yes, they do.

Are you still comparing other options: No, I’m not.

What are your thoughts about Telia: I think they could lower their prices.
Interview 22

Gender: Female

Age: 13

Current provider: Glocalnet, changed a year ago maybe.

What products did Telia supply you with: My first cell phone.

Thought about the current provider: They are good, but I have had some problems.

Reason for changing provider: My parents wanted me change so we all have the same providers, its cheaper to call among each other then.

Did you have any thoughts about changing before: No.

How was the exchange process: I don’t know, my father did everything.

Where did you get information about different providers: Commercials on the television.

For how long did you have Telia as a provider: 3 years.

What factors influenced the change: The price, and my father helped me with this.

Did you compare other options: No.

Do you usually compare other options: No.

Did you contact the new provider yourself: No.

How did you know that the new provider had a good offer: My father said so.

What is your experience with the customer support from Telia: None.

Does your new provider satisfy all your needs: Yes they do, but sometimes my friends can’t reach me even when the phone is on, because of bad reception.

Are you still comparing other options: No.

What are your thoughts about Telia: I like them the way they are.