Loyalty Enhancing Communication for Telecom Customer Relationships

A Qualitative Study of Telecom Customers

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As a starting point of our thesis, we had the opportunity to do a research about communication preference differentiation between active and passive customers in the Telecommunication industry in order to enhance the loyalty in the customer relationship. We would like to thank our supervisors Professor Inger Roos and Professor Bo Edvardsson who introduced us to this subject. During the research, they have been great support for us with all their knowledge within this sector.

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Abstract

The telecommunication business has been transformed in Sweden through the past few years. Previously telecom industry was under monopoly which has now been converted into more competitive market in which more competitors have entered and offering various alternatives of different kinds of services. *TeliaSonera* has been one of biggest telecommunication service providers in Sweden which is amalgamation between two big companies; *Telia*, a major Swedish company and *Sonera* which is Finish counterpart of *Telia*. Currently, *TeliaSonera* is offering various communication services to its customers such as Broadband, TV, Fix telephone connections and Mobile phone services. *TeliaSonera* is offering these services to both kinds of customers; i.e. business and residential customers.

The purpose of this research project is to understand the telecom customers’ switching behavior in detail by distinguishing between two different kinds of customer experiences which are active customers and passive customers, based on their specific characteristics and to learn to design a communication that is effective not only for one kind of customers’ e.g. active customers but also for passive customers that have been found challenging regarding communication reception generally. By analyzing the outcomes, researchers would be able to demonstrate different features which need to be taken under consideration while communicating to each of these customers. The research has been carried out with an explorative research approach and qualitative interviewing with 13 students of Karlstad University in two parts. Through this research process, the researchers have built the understanding regarding what triggers influence the customers to switch and what kind of communication attracts them in order to make a decision about staying with current operator or switching to the new one. The theoretical framework is constructed on previous research on customer behavior, customer relationship management and contemporary written communication in the field of service management and marketing.

The results of the research show that passive customers are more inclined towards the communication that focuses mainly on cheaper price options and they should be frequently communicated the cheaper options whereas active customers mainly search actively for the more
rich information therefore they should be communicated various innovative services and beneficial packages through social networking platforms and emailing newsletters.
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1. Introduction
This first chapter of the thesis consists of the background of current study, a formulation of the main research problem and the description of the purpose of carrying out this research. Additionally, background information about Sweden’s telecommunication industry and TeliaSonera is presented. In the end, disposition with a short description of the included content of each chapter would be provided.

1.1 Problem Formulation
Athanasopoulou (2009) mentioned that in today’s highly competitive settings companies suffer from losing customers. Scholars have come up with the fact that it is five times more costly to obtain new customers than to keep present ones. Managers increased their concentration on long term customer relationship, because this long term relationship is considered a tool for the long run income of the company as well as for its profitability (Bolton et al., 2000; Gupta et al., 2004). The same view was also upheld by Berry (1995) and Wilson (1995), that making relationship among suppliers and customers is one of the most debated subjects in marketing literature.

In the present marketing atmosphere, increasingly focus is placed on retaining profitable customers (Reichheld, 1994; Reichheld and Sasser, 1990). Reichheld and Sasser (1990) further describe that old customers are much more profitable than the new ones. The Same view was upheld by Harley (1984) that retaining of old customers is very important to businesses, because keeping of old customers is much cheaper than to find the new ones. This view is further depicted by Weiser (1995) that old customers regularly more purchase than the new ones.

Consequently, companies have endeavored to develop and cultivate long-term relationships with their consumers in order to create customer loyalty and maximum productivity. The enlargement of prosperous, long-term, mutually advantageous relationships has fascinated the attention of researchers for the past few decades. Understanding the relationship with customers is vital for service and product improvement of a company. Being able to withstand a long relationship between the provider and the customer is indispensable subsequently it is easier to keep customers than appeal new ones.

It is imperative for the companies to develop an understanding of what the customer’s decisions are affected and prejudiced by as Roos & Gustafsson (2007) mentioned that whenever customer
does not have enough information to make a decision or evaluate the service then he or she uses the incomplete information which is already based in subconscious of his mind and it results as misjudgment. When a trigger has been encountered by customer, then customer is compelled to reevaluate the relationship with service provider and this might change his or her perception as well because he or she would start looking critically towards that relationship.

Roos and Gustafsson (2011) depict that it was the detection of the difference between active and passive customers (influential trigger) that provided the insight of the possibility to reach also the passive customers through communication. The awareness of active and passive customers moved the focus from the service provider to also include the customers. In other words, all customers do not perceive the communication in the same way because of the differentiation of active and passive customers. To begin with, the written communication would be the most significant aspect of the overall communication for customers because currently, customers are mostly contacted via emails, postal mails and social network updates. Vredenbrug and Marshall (1991) portray their opinions that the primary communication approaches used in marketing are turned to new ways such as new forms of catalog selling; company’s magazines and newsletters are the approaches. Marketers nowadays use numerous e-mail techniques, such as newsletters, and reward programs (Bronndmo, (2000) and Roberts et al., (2001).

1.2 Background of study
According to Athanasopoulou (2009), in today’s highly competitive environment companies cannot afford to lose customers because it can be very costly for them. Researchers have determined that it is five times more costly to obtain new customers than to keep present ones. Consequently, companies have endeavored to develop and cultivate long-term relationships with their consumers in order to create customer loyalty and upturn productivity. The enlargement of prosperous, long-term, mutually advantageous relationships has fascinated the attention of researchers for the past few decades.

When the communication impact on loyalty is viewed as actual behavior (switching behavior) the communication receives a new expression. Also the receiver becomes important. In order to recognize why customers switch the service provider and how can companies retain the customers for long time by increasing the loyalty in the relationship, it is important to gather
background information about the written communication and its impact on the switching process. Understanding customer’s switching patterns and how different groups of customers perceive the written communication from service provider would be most useful in order to create long-term relationships for future customer relationships. There are different approaches of acting while shifting from a service provider to another and there are aspects that make the customers start thinking about changing. These reasons or aspects which are the cause of ignition of this thinking process 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.

Srinuan et al. (2011) has mentioned that build on previous studies, the causal factors of subscriber agitation and attractiveness of mobile operators are service quality of mobile services, subscriber features, and size of network. This proposes that if mobile service providers want to attract the interest of a greater number of mobile subscribers and/or hold their current mobile customers, they need to increase the quality of their services and use their network size benefit. Service providers also need the mobile subscriber characteristics information to be able to cover all types of subscriber needs. In other words, service providers desire to increase consumer switching costs using these determinants to keep current mobile subscribers and to attract new ones.

This thesis has been conducted to examine the perception of two different kinds of customer groups which are active customers and passive customers; about written communication and further to examining their perception, researchers would use these results to demonstrate the differences between communication directed towards active and passive customers, based on the features of customer perception in order to increase the customer loyalty with the service provider and minimize the customer turnover.

1.3 Purpose of study
The purpose of the study is to learn to design a communication that is effective not only for one kind of customers’ e.g. active customers but also for passive customers that have been found
challenging regarding communication reception generally. The reason of search for a more effective communication is the fact that knowledge about the relationships has been found to enhance loyalty. Today when written communication is important because of social media, the communication design has become much more significant.

1.4 Delimitation
In this study only the perception of the written communication is tested in the empirical study. The effect on loyalty is examined by a discussion in the result chapter where researchers tried to relate the results of the study with theoretical framework in the demonstration of secondary research.

1.5 Structure
This introduction chapter finishes with the disposition of the thesis so as to enlighten the reader regarding all the subsequent chapters and their contents. Then the researchers present their sources for the study and an attached appendix that comprises of all information about the conducted interviews.

Chapter 2
The theoretical framework chapter deals with theories and models which are used as background of this thesis. The models included are contemporary communication, customer loyalty and relationship, active or passive customer’s decision, triggers, and dimensions of communication.

Chapter 3
This chapter defines the methods and procedures employed to conduct the research to achieve the purpose of the thesis.

Chapter 4
This chapter presents all the data that has been gathered throughout the research is being conducted. A broad analysis of the data is presented and a link with the theoretical framework is established.

Chapter 5
This last chapter contains the researchers’ conclusion, a final discussion and contributions to prior research, managerial implications, opportunities for future research and finally the authors’ reflections on the outcomes of the thesis.
1.6 Sweden’s telecommunication history and TeliaSonera

Till 1992, Sweden had an unregulated monopoly in the telecommunication industry. At that time, Televerket was the only supplier in the market. Afterwards Telverket changed to Telia which again turned into TeliaSonera. Other companies came to the telecommunication market officially in 1992/1993 as a new law against monopolies was passed. By forming the competitive situation, the market would compel the companies to create better telecommunication solutions (Nyqvist 2004). TeliaSonera is one of the leading telecommunication suppliers in Sweden. They offer their customers with services of Broadband, TV, Stationary phone and Mobile phone. These services are offered both to residential customers and business customers. TeliaSonera is a conglomerate consists of 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 19 countries (TeliaSonera 2011). TeliaSonera’s official ambition is to offer customers with trustworthy, state-of-the-art and stress-free to use telecommunications services. Uncomplicatedness, user-friendliness and security are some of the key words in their development (www.TeliaSonera.se). The key competitors in the mobile telephony service are Tele2, Telenor and 3. Within the broadband and internet service Telenor, Comhem and Tele2 are the key competitors. TeliaSonera’s penetration in the Swedish market is as follows: Mobile 139%, Stationary phone 54%, Broadband 32% (Statistiska centralbyrån, referred to in TeliaSonera 2011).

TeliaSonera’s services are promoted under the brands Telia, Halebop, Skanova and Cygate. Telia offers telecommunication services to a large share of the market in Sweden, which is the country where this thesis focuses on. They offer their services to all residential and business customers as private customers whereas to the organizations as business customers. The company is the market’s leading company within all their provided services in Sweden. Telia has its own vendors and customer service. Halebop deals in mobile services that are pointed to the section of young adults. On January 1, 2008 TeliaSonera introduced Skanova that is the leading infrastructure company in Sweden. As a provider of secure and managed IP-network solutions,
Cygate has developed in the market and they are the top supplier. Cygate offers their business customers with a platform with facility that can handle all their communication in one solution.

TeliaSonera is longitudinally a partner in projects at The Service Research Center (Centrum för Tjänsteforskning CTF) at Karlstad University. TeliaSonera has during a long time been part of research project at CTF, which is now in the LET-Project. This project was initiated by CTF and financed by KK-stiftelsen (The Knowledge Foundation). The research project pursues to progress the competitive strengths for Swedish companies by raising the understanding of customer relationships.
2. Theoretical framework

Theory is not only being used as a comprehensive description for the outcomes of the research but also as a perspective during the study that can raise questions (Creswell 2009). So as to get ahead with the purpose of this thesis, the researchers present underneath the theories that explain various communication dimensions, customer behavior aspects and effect on the customer relationship. Theory has been collected from previous literature and articles in combination of articles written during different time periods which means that theoretical framework is not limited to only one decade rather it has mixed combination of the knowledge available through literature from different authors during different time laps. It has been done to cover the rich perspectives on all the relevant topics to meet the need of required information to build the strong base for further empirical evidence.

2.1 Communication in Contemporary Customer Relationships

Communication has never been so advanced which that is today and it has been made possible by development of various means and dimensions of communication. In this chapter, use of communication has been described in order to create the long term and fruitful relationships between the company and its customers in today’s world.

Strong relationships with customers have been considered as means for competitive advantage (Reichheld 1996). They further elucidate that retention of the old customers is much more necessary because it is economically more beneficial than continuously seeking new customers (Reichheld and Sasser, 1990, Verhoef, 2003, Cooil et al, 2007). Schramm (1973) depicts his view that communication is the tool of relationship. The same view is also portrayed by Duncan and Moriarty (1998) that it is the source by which relationships are constructed and sustained. “Knowing relationships’ functions” is imperative for a proper contemporary communication with customers.

New revolutions in information technology make the prospective contribution of applying and using communication approaches in the relationship marketing progression bigger than ever (Honeycutt et al.1998, Duncan and Moriarty 1998). The relationship marketing procedure is commonly described as one of forming, emerging and sustaining successful interactive exchanges (Morgan and Hunt, 1994). Mohr and Nevin (1990); McQuarri (1993) and HaÊkansson et al., (1976) argued that communication has a direct impression on the fundamental aspects of relationship marketing such as trust, coordination and commitment. Wren and
Simpson (1996) portray their views that rare studies of marketing relationships have clearly included aspects of communication.

As defined by Duncan and Moriarty (1998), “Communication is the human activity that links people together and creates relationships. It is at the heart of meaning making activities not only in marketing, but also in a wide range of political, social, economic, and psychological areas. It serves as a way to develop, organize, and disseminate knowledge.”

Communication is crucial to the interactive practices of all service firms (Cummings 1984, Hutt and Speh 1995, Duncan and Moriarty 1998). Communication expresses meanings among the service provider and their customer that may indicate the reconfirmation, reinforcement or fading of the relationship (Duncan and Moriarty, 1998). Effective communication management permits a firm to be approachable as well as fortify its relationship with customers to safeguard their sustained business and also to promote a valuable source of information (Martin and Smart, 1992).

Duncan and Moriarty (1998) and Andersen (2001) defined the communication as the human act of transferring a message to others and creating its understanding in an expressive way. This view mainly focuses on the effectiveness of communication in producing the desired effect rather than on the frequency or modality of information exchange.

Communication is a goal-directed activity that contains a purpose, and one of the vital goals of communication for the corporation is to uphold a positive image (Benoit, 1995). Morgen and Hunt (1994) portray their views that communication attends several functions concurrently including the building of trust in relationship. Sharma and Patterson (1999) has identified that consistent communication can generate a sense of nearness and ease as well as being involved in the development of customer-to-business bonds.

### 2.1.1 Communication and Relationship Marketing

A definition of CRM by Craw Cour (2000) says that CRM is the dynamic procedure of knowledge about customers’ expansion, so that it could help organization in spending that knowledge to personalize the strategies and meet the individual needs of the customers. Besides considering CRM as mechanism of customer data collection about their individual preferences, it
also has the capacity to make the customer relationship stronger with the service provider by injecting its essence into corporate organizing structure. (Valsecchi, Renga & Rangone, 2007)

According to Tohidinia and Haghigi (2011), relationship marketing can help the service providers in establishing stable relationships with clients by the means of increasing marketing efficiency, decreased ratio of customer defection and provision of customer desires and needs which in turn can increase the customer satisfaction and loyalty.

Morgan and Hunt, (1994), Verhoef, (2003), Palmatier et al., (2006) and Berry, (1983) depict their views that the idea of relationship marketing has concerned with much attention, because it condenses longer term approach to marketing. The relationship marketing view was further highlighted by Peppers and Rogers, (1994) as this methodology stresses on the lifetime worth of the customer rather than the significance of a single transaction and the alignment of relationship marketing is on earning a stake of the customer, not a segment of the market. Gwinner et al., (1998) & Palmatier et al., (2006) illustrate their views that the fundamental postulation being that forming and keeping relationships with customers will foster customer retentions. This view further described by Cooil et al., (2007) that durable relationship has been connected to retention. Some researchers like Grönroos, (1990, 1994), Verhoef, (2003) as well as Palmatier et al., (2006) have the opinions that relationship marketing has become progressively important as a business strategy. Certain researchers like Jackson, (1985), Grönroos, (1994) Gummesson, (1997), Harker (1999) and Berry, (2002) has point of view that relationship marketing is about having, keeping and knowing customers.

Numerous marketing researchers agree that communication is the central aspect of relationship development. Cummings, (1984), Hutt and Speh 1995 depict that communication is the essence of managing behavior in any organizational setting. Mohr and Nevin, (1990) further portray their views that communication is thought to be the glue that grips together an inter-organizational network of distribution. Anderson and Narus, (1990) depict their views that communication is essential for building trust between exchange partners. The Same view was followed by Mohr and Spekman (1994), that sharing of information influence the success of relationship.
2.2 Dimensions of Communication

Communication has taken the sharp turns regarding many of its dimensions whereas these dimensions have been used through various channels in the modern era. How all this structure works and what results this advancement can yield for the betterment of the relationships between customers and companies, would further be explored down under throughout this chapter.

Gustafsson, Roos and Edvardsson (2004) describe that communication efficiency is very important for perceiving the worth and value of service. Sharma and Patterson (1999) mention that perceiving satisfactory relationship that is generated through effective communication and quality of service, can help in building the long term relationship and have heavy impact on the commitment factor as well. Communication’s efficiency and effectiveness are considered very much important in the customer clubs because it can influence or improve the telecom customer perceptions’ key elements such as price and experience. (Gustafsson, Roos & Edvardsson, 2004)

Parasuraman et al. (1988) identified five important elements for perceived service quality of customers under a measuring criterion SERVQUAL as: tangibility, reliability, response, correctness and care. Ball et al. (2004) also have followed the same depiction by unfolding the importance of valuable communication and described that those services which are quite similar on the basic level, there could be a very good way of differentiating with competitors, and that is, communicating in well-structured and valuable manner with the customers because it strongly affects the customer perception about loyalty, trust and satisfaction towards service provider.

Meaningfulness (Anderson & Narus, 1990) in the communication must be taken care of because of its high importance because different forms of communication have different kind of impacts on the customer. Such as key customers are more influenced by communication styles and have higher hopes from service providers regarding communication (Sun Carnegie et al., 2008).

Raciti and Dagger (2010) have identified elements of written communication which have direct impact on the perception of the service customers as to be embedded in the relational cues. These elements are physical characteristics of the written communication such as paper quality and paper color, level of accurateness of the communication such as spelling and punctuation errors, aesthetics of the communication such as size and clarity of font and communicated messages’ clarity such as clarity of sentences and relevant information. This concept has great possibility
that those letters, brochures, newsletters and emails which are very carefully written by taking all the relevant factors under consideration, customers perceive those pieces of written documents as organizations’ reflection of customer. Customer wants to see the customer orientation through organizations’ act and contact therefore communication represent the organizations’ customer orientation and it can be utilized to reduce the distance between both entities. (Raciti and Dagger, 2010)

Bolton and Drew (1991) & Bolton et al. (2000) have researched that club membership has been indicated as significant in relation to customers’ perception of value and satisfaction in customer relationship. It is very important to analyze the customers’ behavior and perception in the correct manner and that is possible only when customers’ expressions are studied in relation to the function of salient messages such as triggers/sensitivity. (Roos & Gustafsson 2011)

Roos (1999) has already established in the literature that triggers can change customers’ perception regarding relationship between customer and service provider. Vickery and Olper (1948) identified prejudice as “misjudgment” which is aroused against public, societies, or companies. Whenever customer does not has enough information to make a decision or evaluate the service then he or she uses the incomplete information which is already based in subconscious of his mind and it results as misjudgment. When a trigger has been encountered by customer, then customer is compelled to reevaluate the relationship with service provider and this might change his or her perception as well because he or she would start looking critically towards that relationship. (Roos & Gustafsson 2007)

2.2.1 Written Communication
Duncan and Moriarty, (1998) depict the views that written communication can enable both one way and two way interaction that increases relationship. They further describe that the importance of communication as a mechanism to bond people together and create relationships in so far communicated messages can reconfirm, build up or weaken relationship. Andersen (2001) further describes that communication message most suitable for different relationship phases, such as in pre-relationship phase the communication task is to create awareness and the communication kind is unidirectional from the supplier to the buyer. Grönroos (2004) also
depicts that organizations can use planned communication messages to make a dialogue through which knowledge can be assembled and shared amongst parties.

Raciti and Dagger (2008) portray their views that written communication plays a significant role in effective relationship marketing. They describe that this communication delivers to the customers as well as how essential it to the service organization, they also highlights that communicating, a sense of nearness, and awareness is essential to fix and sustain customer relationship. On the bases of these views they further illustrate that creating and keeping association with customers increase profits as well as retain the customers.

Reichheld and Sasser, (1990) depict that interactive engagement has been connected to customer retention and the customer holding is economically more valuable than continuously seeking new customers, also they describe that developing and sustaining long term customer relationship is critical to business performance. Raciti and Dagger (2008) also have followed the same depiction that, to build and uphold customer relationships; written communication is an important business strategy that has the potential to encourage success. Duncan and Moriarty, (1998) describe that the most essential driver of the customers perception of their relationship with the service provider was the message clarity of written communication. By message clarity they mean that using clear sentences, having no reprise, having warm tone, as well as using clear words, because such components not only help to originate a platform for the exchange of information but also become helpful in strengthening the relationship between the customers and the service firms. The same view is also followed by Roberts and Berger, (1999) as well as Sharma and Patterson, (1999), who argue that customer confidence is boosted through strong communication, effective information sharing and the use of suitable tone in the message.

Effectiveness of written communication is important for the relationship between the customer and service provider (Andersen, 2001). Raciti and Dagger (2008) illustrate their views that aesthetics are also one of the most important influential characteristic of relationally conductive written communication. Thy describe this view that improvements in the size of the font, selection of the font style and use of the bold and italics make items easier to read as well as expedites communication and boosts the perceived relationship between the customer and the provider. Raciti and Dagger (2008) find in their studies that there are certain rudiments of written
communication which has interactive importance for the service customer. These basic fundamentals of written communication which they mentioned in their studies are physical features of the written communication like the paper quality, paper color, the level of accuracy of the communication such as spelling errors, the aesthetics of communication like clear font, size of font and the message clarity like appropriate information and clear sentences. They describe that documents which are free of such errors enhance customer’s perception towards the firm and also strengthen the relationship between the provider and the customers.

Dick and Basu, (1994) expressed loyalty as a long-standing assurance to keep on staying with same service provider including both repetitive benefaction and an advantageous approach. Wilson, (1995), Anderson & Weitz, (1989) define commitment as the wish to endure a relationship, along with the willingness to work towards that continuance and the expectation that the relationship will continue. On the same situation, Morgan and Hunt (1994) portray their views that commitment exists in that situation when the relationship is considered important. Cooil et al., (2007) has views that customer loyalty is an important strategic objective. Gould, (1995) & Kotler, (1998) represent their views that expansion, conservation, and boosting of customer loyalty signify a central marketing strategy for achieving competitive advantage. Moorman et al., (1993) & Morgan and Hunt, (1994) argue that trust is reasonably and experientially serious variable in relationships as has been assumed and born out in marketing literature. Morgan and Hunt (1994) further suggested that communication was an originator of trust, besides collective beliefs and absence of resourceful actions. By communication, they denote written communication like personalized letters, direct mail, website, interactions, and emails, as well as in person communication with service personal before, during and after service transactions.

Ganesh et al. (2000) have described two main features of loyalty, active loyalty and passive loyalty where active loyalty depicts the idea of word of mouth and intention to use while passive loyalty deals with the mindset of avoiding the switching process despite of even minor positive circumstances.

Long term and customer focused relationships are the goals for the underlying conditions for the development of customer relationship. Ever increasing choice of the customer has provided him
with the choice of avoiding critical incidents and personal interactions with the service providers by availing the option of internet communication and the base of all this freedom of choice is the fierce competition among service providers. (Roos 2002)

Meyer-Waarden and Benavent (2001) came up with the perfect understanding in their dissertation regarding loyalty programs that methods of mass communication and direct communication are bridged by the help of loyalty programs and hence they can base these customer relationships on the communication features of individualization and interactivity.

Gustafsson et al. (2004) defined customer clubs as: “A membership related to the specific company including benefits that are mostly apparent in customers’ relationships as repayment formed in different ways and initiated by the company”. Moreover, Gustafsson et al. (2004) described that customer relationship can be strengthened and used to stop the switching behavior of the customers by offering them future benefits and acknowledging it. Further exploring this context, Sirdeshmukh et al. (2002) described the importance of value in the loyalty & relationship building and maintenance in the longer term by depicting that customers used the value to attain higher goals through relationships because they cannot evaluate the technology itself because this process seems quite difficult for them. They might only perceive the technology change. (Gustafsson et al., 2004)

Customers are influenced by influential, situational and reactional triggers whereby customers can frequently keep on switching the service providers as well based on the concept of prejudice. These are the factors which are very important to take under consideration while talking about customer relationship because these factors influence customers’ loyalty and disloyalty which consequently determine their future behavior. Reactional and situational triggers cause comparatively long-term customer relationships than influential triggers. According to Morris and Holman (1988) stated that source of customer loyalty must be traced out in order to get to the real development. Ahluwalia et al., (2000) said that commitment is the important mediator among customers’ categories regarding responses and perception. Morgan and Hunt (1994) emphasized that commitment in the customer relationship reduces the chances of leaving relationships. Bhattacharya and Sen (2003) argued that customers actively perceive consumption
as their relationship identification and loyalty with the service provider. (Roos and Gustafsson 2007)

2.2.2 Communication and Customer Behavior

Ajzen (1985) argued in the theory of rational activity that behavior is actually manageable under personal self-control therefore it cannot be influenced by irrepressible factors without personal consent. Behavior proclivity is definitely swayed if the individual lacks the prospects, means and control to govern a particular behavior. (Lin 2008)

Roos and Gustafsson (2011) mention that prevailing marketing theories take this concept under consideration that, customers undergo a mindful route of decision-making in order to decide on buying a particular service or product from a particular provider. This concept has been exemplified in the “theory of reasoned action” (Fishbein and Ajen, 1975) which depicts that if a person plans to perform in a decided approach then it means that he or she possibly will perform in that specific planned way. Nevertheless, it is repeatedly challenging to find out the particular track of such “reasoned action”; for example, long-standing assurances to a certain provider can terminate without any obvious proof of past consideration. For the explanation of this concept, Ajzen and Fishbein (2000) came up with the “expectancy-value model” which describes that customers tend to rely on the subconscious memories and incidents which are stored in the back of the mind in order to take decisions even regarding new upcoming issues instead of paying attention to the available apparent information and that could be categorized either as active (based on thoughtful process on the customer end) or more passive (in which an outside company is the reason to initiate that specific customer reaction).

Wu (2002) has argued that consumer behavior has been a dependent function of the consumer involvement in a specific product category or service and therefore diverse involvement occasionally yield in different consequences. As a result of this, the extent of consumer participation in an internet promotion struggle will limit the consumer behavior. The consumer reaction aspect is a function of the sort of participation produced and the circumstances encountered. Consumer participation outcome is the customer’s eventual apprehension with a purchase/consumption experience (Bolfing 1988). Holbrook and Hirschman (1982) anticipated that consumer participation included undergoing numeral progressive consequences such as the
recompenses integral in the product and the product’s communicative standards. In the literature, switching behavior has been found helpful in designing contemporary communication. The reason is that in a relationship mapping where SPAT (Roos 1999) has been applied customers’ expressions in the relationships are connected to actual behavior.

2.2.2.1 Switching Behavior and Active & Passive Customers
Roos and Gustafsson (2011) argued that a cognitive process is based on an ignition and this cognitive process results later on as switching the service provider. So this is actually the real switching behavior. That ignition factor is called the “trigger” in the service literature. These triggers are divided into three following groups. Reactional triggers are related to the customer’s response towards poor dealing from service provider. Situational trigger deals with the customer’s personal life situation which is not in service providers’ control. Influential triggers are those which are relevant to the change in the market and response to competitors’ promotional efforts. In relation to “theory of reasoned action”, above mentioned three triggers are considered as originating a deliberate switching process which consequently causes the switching behavior.

Roos et al (2009) describes that switching progressions are the bases for real switching behavior which then results into switching in telecom customer associations. Three triggers, reactional, situational and influential are sensitive to the customer relationships. Due to such importance, these triggers have to be defined in customer relationship as issues which manipulate customers’ insights which results into changing of actual behavior (Roos et al., 2006; Roos et al., 2009). Different triggers means that different impacts on the behavior of the customer. Different types of switching behaviors can possibly contain several kinds of emotions as well (Laros & Steenkamp 2005). During different switching processes, customer might encounter several kinds of emotions which consequently can have impact on the loyalty and the relationship with service providers and customer might encounter switching behavior on individual level and switch the service provider consequently. In some occasions, price can be perceived by the customer as the stimulation factor and act as switching reason due to producing the emotion of anger, consequently awareness is aroused and ends up as behavioral action of switching the service provider. (Roos et al., 2009)
Roos and Gustafsson (2011) take this concept into another perspective by spreading the light on importance of conscious and unconscious evaluations in this regard. Behavior can either be influenced by conscious thought process or by unconscious evaluation process. Such as described by Cleeremans and Sarrazin, (2007) and Steffens et al., (2000) that whenever a decision which is linked to behavior is made by customer then it consists of collaboration between consciousness and unconsciousness. Milner (1962) has also described the effect of sensitivity on the customers’ behavior by referring it as customers can sense the events and its effects on behavior despite of the fact that they eventually fail to remember it.

According to Roos and Gustafsson (2007) latent or hidden factors can influence customers’ thought process and consequently lead towards switching behavior. When customers have latent reservations against service provider, then they actually condescend to the factor of prejudice. This kind of inactivated behavior can cause the latent trigger although overt trigger is substituted by behavior.

According to Roos et al (2011), customers’ way of expression and way of conduct can predict their future behavior. Active customers are those which are actively seeking knowledge about the service providers because they have great interest in the relationship building and maintaining them. That is the reason why they happen to be more loyal and rather easier to communicate with as compared to passive customers. Passive customers, on the other hand, are laid back and not so much interested about collecting information about service providers as active customers. They are not even receptive when they are approached to communicate with them by the service provider. They lack the interest about building and maintaining long term relationships and that is why information offered by service provider is also not being paid attention to. These reasons strongly support the consequences of active customers to be loyal and go through the conscious thought process while communicating with service providers whereas passive customers behave in the opposite manner to the conscious thought process and happen to be influenced by unconscious thought process, consequently perform as disloyal and affected by the aspect of prejudice.

Roos and Gustafsson (2007) has described that active customer has the smaller possibility of switching the service provider than that of passive customer. Cioffi and Garner (1996) explained
that the basic reason of such kind of behavior from passive customer is that they lack the ability to think in measurable manner and decide on the thoughtful measures in order to choose either to continue the relationship with the same service provider or change it to the new service provider by carefully comparing the competitors’ attractive promotions; on the contrary, active customers own the ability to search in depth and more precise and up to date information in order to clarify the real deal and then staying with the current service provider on the basis of researched facts and figures so that they can enjoy the long term relationships. Further, passive customers who have the inability to actively search information, they have the higher possibility to express cognitive reasons through actual behavior, and it can also include the choice of switching the service provider, because they do not typically recognize “non-actions” as being informative (Cioffi and Garner, 1996). When customer is approached through communication of attractive promotions by the competitor in order to operate a possible switch, then that customer would have even lesser surety and certainty about the underlying issue if he does not own the substantial information to decide upon (Cioffi and Garner, 1996; Eagly and Chaiken, 1993).

Further Roos and Gustafsson (2011) spread light on this issue that active customers have to have stable attitude towards relationship maintenance while passive customers have unstable kind of behavior in customer relationship. Passive customers use such reasons for switching which cannot be elaborated but have tendency to change into elaborated reasons in the long process of individual switching.

We summarize our theoretical framework by stating that when the literature on customer relationships and the one on communication is looked at simultaneously, the ability of how customers receive communication has been paid very little attention in the literature. Therefore we use the logic of active and passive customers for this purpose in our empirical study which is mentioned in detail in the following section.

2.3 Contemporary marketing communication

This section is about contemporary communication which of course also changes the need to develop what is already included in communication. In this thesis firstly researchers shall give example of contemporary communication such as newsletters, social networks and implication of new media on communication and then continue the theoretical frame work by looking at theories that can add to the
knowledge which is needed for proper contemporary communication, according to researchers’ consideration.

Stephens, Malone, and Bailey (2005) suggest that communication strategies are used to cope with significance, symbolize the business, shape confidence and reliability and manage vagueness. Morgan and Hunt (1994), Andersen (2001), Varey and Ballantyne (2005) also depict the same views that communication is the means of building trust, and it is trust that is the requirement for developing a sense of interactive comfort.

2.3.1 Newsletters
Vredenburg and Droge (1987) depict their views that Old-style industrial marketing communication methods have come under cumulative cost pressure in recent years, due to which industrial marketing managers have been switching to other tactics like company magazines and newsletters are the approaches which have become popular among marketers of both services and products. Brondmo (2000) describe that, newsletters is the most shared vehicles for creating ongoing dialogue with customers, because it delivers an enormous approach for communicating an extremely tailored mixture of information, amusement, and advancements.

Muller et al., (2008) illustrates that in current years companies have enhanced the expansion of their websites, including richer and more communicating content as well as association tools such as email newsletters and consumer magazine. They further depict that internet characterizes new channels of communication and distribution of brands. Travis (2001) also upholds the same view and describes that internet permits consumers to respond and interconnect as well as creating dialogue outside managerial control.

Marketers nowadays use numerous e-mail techniques, such as newsletters, and reward programs, (Bronndmo, (2000) and Roberts et al., (2001). The same view is further described by Merisavo and Raulas (2004), that e-mail has been adopted greatly as standard, and used for various marketing uses, such as to circulate information about offerings regarding products and services, to advertise them, to establish brands, to help customers to website, to make customers ready and prepare, as well as to inform about the position of orders. Additionally they explain that consistent e-mail communication with changing material which is recognized for consumers is quite supportive for vendors to retain their customers concerned to their brand. Merisavo and
Rsuals (2004) also portray their views that newsletters have long been used in direct marketing and for creating an opportunity of strong image. They further depict that one of the most important primary aim of newsletter communication is the promotion of brand loyalty.

Muller et al., (2008) depict their view that companies spend huge amounts of money on developing programs, and management tools for the purpose of offering extra services as well as to develop a strong relationship with customers. On the ground of these opinions they additionally demonstrate that construction of relationship with customers is significant since they purchase the brands as well as they recognize and rely. For this purpose newsletter, consumer magazines, and brand website are the supportive material which can set the brands visible for consumers on monthly, weekly as well as on daily basis and make the procedures condensed.

2.3.2 Social Networks
Vredenbrug and Marshall (1991) depict their views that advertising, personal selling, and sales promotion have been the primary communication approaches used in marketing, but today due to large competitive market many companies which focus on traditional manner turned to new ways which are used by companies to enhance effective communication with different kind of customers such as telemarketing, sales seminars, national account management, new forms of catalog selling, companies magazines and newsletters.

Lee et al., (2007) and Turek (2004) portray their views that fast development in communication has completely altered the nature of human communication among individuals and organization in today’s workplace. Kupritz and Cowell (2011) also followed the same view and describe that the evaluation of communication technologies not only redefined the channels of workplace communication but also overall work place structures and organizational design. Furnham, (2005) mentioned that rapid development and spread of advanced information technology is considered an issue for many organization. Venkatesh and Vitalari (1992) depict that before 1990s few households used computer especially men when working in offices used computer and networks. They further describe that today more people within households use computer and they use it for numerous tasks. (Robert et al.1999) portray their views that today internet has a great impact on education, government, publishing, retail industry, broadcast as well as on banking sectors.
Technology and the development of the Internet and the Intranet in new years have undoubtedly made the greatest influence on the communication channels (Axley 2000, Brock & Zhou 2005). Clampitt, (2005), Flora & Miles (2003) and Wasson (2004) depict that Technologies are valuable time management tools that can boost productivity when appropriately managed. Stein (2006) describe that due to the altering nature of interior communication practices, research over the former two periods has analyzed the kinds of media used by managers to communicate with their employees and to assess the suitability of their media choices.

Mangold and Faulds (2009) depict their views that Social media covers a wide range of online, word of mouth forums including blogs, twitter, company sponsored discussion boards, chat rooms, consumer to consumer email, consumer products, service ratings website forums, and social networking such as Facebook. Rashtchy et al., (2007) also portray their views that Internet has developed as a mass media carrier for consumer sponsored communications. They consider it the first source of media for consumer at work and then second source of media at home. Today consumer is switching away from the old-style sources of advertising such as television, radio, magazines, and newspapers, because they also want increased mechanism above their media consumption (Rashtchy et al., 2007, Vollmer and Precourt 2008). The same view is also illustrated by Lempert, (2006) and Vollmer & Precourt, (2008) that consumers are switching more frequently to several types of social media to search their relevant information and make their purchasing decisions. Foux (2006) describes his views that social media is perceived by consumers as a more reliable source of information regarding products and services as compared to the traditional means of communication.

2.3.3 Implications of new media on communication
Researchers recently have started to identify means in which evolving electronic media is dissimilar from traditional media (Hoffman & Novak, 1996). This view further described by Peltier et al (2003) that new electronic media is a challenge for the marketers and they have to find the ways to use these new tools to become more effective and efficient marketing communicators. They further describe that implementation of new electronic media and the expansion of information technology has created the previously indefinable opportunity for firms to move to a customer relationship marketing paradigm.
2.4 Our Theoretical Framework

In this section, authors describe the key concepts in above mentioned theoretical framework and the relation among all these key concepts and further their relation to the idea of the Thesis.

Telecommunication industry was never been so much under competition as it is today and market has been saturated already after the green signal has been given to the private companies to enter the market in Sweden. Customers have more choices than ever before in order to choose among various available packages and combination of services based on their specific needs and social circles. It does not mean that only the customer is king of the market rather companies also have got enough tools to sharpen their weapons in order to compete both in private and business oriented markets. Now we would take a brief look on these tools which companies can use to enhance their performance and retain their customers in the longer run by first summarizing the two different customer groups found and then tackling them accordingly.

There have been two kinds of groups of customers which have been found in the market by previous research, that depend on their special characteristics. These are active and passive customers. Difference between both groups is quite simple due to the direct link of the meaning with their names and prototypes such as active customers have the tendency to behave actively all the time and all the way through purchasing the services of a particular service provider till switching to another one and this always depends on something which they wanted to acquire but could not found within either the whole package or the network of current provider. On the other hand, passive customers perform in the lazy manner because they do not actively search in the market for better services rather they just rely on the word of mouth or advertisements.

Hence it is evident from the presented theories and previous research that communication has played the key role in determining the impact of the right message and choice of medium on attracting and retaining the customers by building trustful and reliable bonds in the relationships. Here we would like to spread the light on the importance of written communication and various dimension of it to make the relationship between customer and company more fruitful and long term by the help of exploiting various dimension of written communication and using them in the right direction.
Written communication is the broad branch of the communication network which can work on the special aspects and yield particular results in order to achieve specific outcomes. There are many different aspects of the written communication which need to be taken under consideration in order to establish and retain the long term relationships with the customers. For example, customers would be indirectly influenced by the writing style, paper quality, color and font which are why so important to pay proper attention to before sending the written message. Further talking about various channels and dimensions of the communication, researchers would like to include the newspapers through email and social networking websites such as Facebook and Twitter because customers are taking more and more interest in these networks which is increasing on daily basis and if communicated through these networks, then customers would have the highest probability to pay proper attention and then appreciate the efforts of the company that would yield in establishing trust and long term reliability on the communication and services of the company.
3. Research Methodology

In this chapter, design of current research and the methodology used to conduct the study is presented. Moreover, the research process, collection of the required data and the analysis is also included. Finally, methods use during this study are reflected on by the researchers.

3.1 Research Design

There are three types of research designs, explorative, descriptive, and causal. The explorative research approach described by Dul and Hak (2008), which means that in this approach the researcher has no or only little information about the research subject and its background. The other two types of research designs are descriptive and causal which are defined by Kotler (2008). According to him; descriptive approach describes a situation, it is inert and its attained data is accurate as well as organized but it cannot answer a question about how a researched situation has come about, while the purpose of causal research approach is to demonstrate hypotheses about the relationship between cause and effect of action.

Two approaches are necessary for the development of the theory, deductive and inductive approach. Inductive approach is a theory building process beginning with observations of particular instances, and looking for to create simplifications about the phenomenon under analysis. While deductive approach is a theory testing process, which starts with a proven theory or simplification, and find to see if the theory applies to particular cases (Hyde, 2000). Together, qualitative and quantitative researchers establish inductive and deductive processes in their research practices because without these two it may not be possible to tackle a research task says Hyde (2000). On the same situation Parke (1993) depicts his views that a balance of induction and deduction is necessary in all researches, because extreme induction could lack the researcher from valuable theoretical viewpoints and ideas, and extreme deduction could prevent the researcher from evolving new theory.

Aaker et al., (2004) illustrates that explorative research is used to determine general nature of a problem and to release applicable variables that must be considered in the analysis part of the thesis. They defined that in explorative approach, hypotheses are poorly defined due to lack of previous knowledge. They further describe that this research approach is highly elastic, formless and qualitative. Accordingly the qualities of the explorative method fulfill the conditions of
current study and therefore in the current research we have used an explorative approach. Also to receive background information, the researchers chose the explorative research pattern with a qualitative approach for the data collection.

Aaker et al., (2004) also describes that exploratory research provides qualitative data which can be distinguished as ironic and soft data, the outcome are commonly inclusive and innumerable. They further defined that through this method a fundamental knowledge of the problem as well as related information can be obtained which is more precious to a researcher than number and therefore it is better. This view is also upheld by Patton (1991) that qualitative methods create a comprehensive data on lesser number of individuals. Bryman & Bell (2007) illustrate that qualitative method answer the question of how, why and which is most essential to researchers. Yin, (1994) describe that the foundation for specification in qualitative study is analytical generalization.

The literature also demonstrates qualitative approaches, which define the common features of a population and does not see the detail of each specific element; studied Hyde (2000). Kinnear and Taylor, (1996) depicts that the foundation for simplification, in this approach is statistical generalization which shows that it is structured, as well as measurable and countable. Creswell (2009) illustrates that in this method researcher initially collected qualitative data through interviews in which the received answers are in the form of words not in numerical data. At the end point of this qualitative study the researchers will demonstrate what factors are most significant for enhancing the loyalty in customer relationship. In other words, approaches may also be mixed in order to deepen understanding of different kinds of problems.

3.2 Research Process
A general structure of the research process is shown down under:
The research process consists of various steps which are shown in the above diagram. The diagram shows, deductive research approach in which we are moving from the general to specific. The first step of the research process is to identify the general research questions. To reach second step, the researchers found a well-designed and well formulated interview guide in Roos (1999) that was modified according to the requirements and it consists of various types of general research questions. These well formulated general questions are very helpful for the purpose of collecting relevant data, which is collected through face to face interviews as well as though phone, form different types of customers. After completing the collection of relevant data, it is interpreted and analyzed in order to form various categories. The main purpose of dividing the collected data into different categories is to look for and find broad patterns of generalization and simplification of the collected data, because we need to analyze this data in relation to relevant literature in order to come up with desired results. To reach final step and move from general to more specific, it is necessary to take the previous steps under consideration because researchers pose that past experiences and literature are the tools through which we reach form specific to more generalization i.e. using the literature, customer perception and experience to design a communication that is effective for both kinds of customers i.e. active and passive customers.
The researchers have fragmented research process of the study into two parts from which the first part is further divided into three different stages:

**- Primary Research**

Primary research is divided into three different stages:

1) Stage 1: In the first stage, the researchers have looked for how customers relate their relationship to the actual behavior.
2) Stage 2: In stage 2, based on the results of the interviews from stage 1, researchers have created two different communications which focus on newsletters, one for the active customer and one for the passive customers.
3) Stage 3: In third stage, researchers have distributed these two kinds of newsletters to the customers who have been interviewed during stage 1 and their choices have been recorded.

First hand research comprising of the Interview Method and Research Survey has been conducted. 13 students of Karlstad University were interviewed and surveyed.

**- Secondary Research**

In this part, the researchers have related the findings from the primary research to the theoretical framework and have commented on how the results shown are appeared according to suggested theory. It is basically demonstration of the most significant factors that need to be taken under consideration in order to enhance the loyalty in the customer relationship through the communication.

Foremost, researchers ask themselves a question about both customer groups perspective about written communication and its impact on customer loyalty and relationship. After learning about different customer groups based on switching behavior, the researchers then have tried to build the understanding by digging into the question that either both kinds of customers have the same perspective about written communication from service provider or does it make any difference on the customers perspective and consequently customer behavior also changes based on the perception or stay unchanged. So the real issue that has been researched for is the impact of written communication on customer perception and consequently customer behavior.
By coming to the point, it needed to be further reached to an approach towards demonstration of the written communication’s impact on the loyalty enhancing customer relationship in order to reduce the negative perception of the customer groups about company through written communication and make a stop on the customer switching path to reduce the customer turnover and increase the customer loyalty.

Subsequently, the researchers have acquired information from previous customers about their practices. As a method of work for the personal interviewing; this could deliver the study with a qualitative result and personal background information of customers.

Afterwards, the researchers needed to examine the collected data in order to reveal promising links and correlations. Afterwards, the task has been to explain the results taking into account theoretical aspects and methodological guidelines.

3.3 Data Collection

This segment informs the reader about the approach that researchers employed to collect their rich data, the motivation for why they did it in this particular way and the limitations that occurred.

An appropriate instrument for this research to explore the underlying reasons for the switching behavior of telecom customers and by mapping and identifying the customer behavior is the qualitative interviewing. Due to the suitability and a certain time limit for the whole thesis, the interviews were accomplished over the phone calls and meetings in person. This interview guide was suggested 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 foundation and adjusted it according to their needs for the study. The benefit of the use was that the researchers had to amend 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 response to the questions in any way they wanted. The researchers on the other hand received unanticipated information and were then also able to ask follow-up questions that were not premeditated but of interest (Bryman & Bell 2007). Questions that simply give yes or no were not plenty for the researchers; background was of interest and therefore qualitative questioning was engaged.
Following Christiansen et al. (1998) the interviews probing which means that the interviewers’ emphasis is on asking certain questions but the respondent has the option to express herself or himself at length. This means that our interviews were accomplished after a set of questions that were also followed by related attendant questions.

The benefits of the phone interviewing are that it is low-cost and still makes it possible to cover an extensive range of different people with different backgrounds in different regions. Additionally, phone interviewing is quick, the interviewers can help the respondent to answer entirely by follow-up questions and the answers are directly reachable and ready to work with (Hague & Hague 2004).

The purpose with using the questionnaire is to create all interviews as comparable as possible. Then all interviews became related (Jacobsen-Krag 1993). According to Creswell (2009) the phone interview is useful when participants cannot be observed directly, in this study few contacts were spread out over the whole of Värmland area of Sweden which made a face-to-face interview quite difficult. The participants could provide historical facts such as own experiences which is background information that helps to recognize and answer the issue in a more comprehensive manner (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). For example questions that appeared 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 substitutes of collecting data like a survey via mail or email and 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.

3.3.1 Interview process
The researchers contacted 13 customers who were supposedly former customers of different telecom service providers but had switched either the complete service provider or at least had
done the internal switching within the network of same service provider. Only 13 customers were chosen because factor of the time limitation hindered and another important reason of limiting the number of respondents to 13 is that empirical study has been divided further into 3 steps which means that it was a large amount of data to make the analysis with and relate it to the theory therefore considering the time span and available resources, researchers decided to conduct the empirical study with only 13 customers.

Interviews were conducted in two steps. In first step, general questions were asked including open questions through which details were intended to get. In second step, same interviewees were presented two different kinds of newsletters from which, on the one newsletter, rich information was printed including various high quality services and it was labeled as active customer’s newsletter. While on the other newsletter, information about prices was mentioned and focus was more on the cheaper prices instead of the quality and variety of the services.

All interviews the researchers accomplished were recorded. Before every interview participants were asked if they approved to let the conversation be recorded. All participants approved the recorder, and were willing to share their emotions. In addition it saved the time of making notes of the answers and it was more convenient and reliable which made the participants feel comfortable enough to answer all the questions. Recording the interviews requires that the interviews are being overheard whereas note-taking is less time consuming since (Trost 2005). The drawback of not using a recorder is that the interviewer gets less time to think of follow-up questions that might be significant (Kvale 2009). Not using the recorder but taking notes also allows the risk that answers are listed incorrectly as there is no possibility to go back and verify the answers (Jacobsen 2002). So, with the help of all above arguments, interview’s optimum output was ensured at the same time customer’s interest was also being hold up.

The researchers made it clear to the interviewees that they were anonymous as we presumed that they would feel more comfortable when answering our questions. This approach helped the researchers in eradicating the fear of the participants of being responsible for their answers.

The interviews were conducted mostly after two o’clock in the afternoon in the weekdays and on weekends because the chance to get the people accessible in the afternoon is higher than at other
times of the day. One interview required between 5 and 15 minutes to finish and all interviews were transcribed before analyzing them.

3.3.2 Limitation
For this study the personal interviewing shows limitations such as may the researchers have bias responses; clever follow-up question can make the respondent give away more information as well as a wrong attitude towards the respondent can result in the loss of motivation to finish the interview. The result of the interview depends on the participant’s will and ability to articulate, for example the researchers called a customer who might have been valuable to the study but he could not speak English, in this case an effective interview termination was based on the researchers ability to speak only English.

The difficulty with the open-ended questions is that they are relatively time consuming and entail 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 condensed as some of the interviews had to be stopped because the participants did not have the time or will to answer all questions.

3.4 Analyzing and presenting interview results
Researchers preferred to record and write down the answers directly after the interviews whereas the list of all 13 interviews can be found in appendix 4. Subsequently all the interviews were summarized, once by questions and once by each interview, and the individual answers of the interviewees were categorized. According to Wolcott (2001) it is significant to sort the data into much uncomplicated categories to give an easy overview. This procedure of categorizing the responses to the open-ended questions is called coding (Hague & Hague 2004). This way the information got simpler and it got easier to understand.

Data was also analyzed in three steps. The first step is to collect all information into a more decipherable approach that all the answers from each question from each respondent are gathered in one manuscript to have the answers evidently organized (see appendix 3). Every question was then analyzed one by one. The second step is to comment the answers attained during the interview to assemble thoughts and to ease the analysis. The third step is to summarize the answers to organize the result more clearly and to ease a further analysis.
3.4.1 Coding
It is necessary to place similar answers into groups in order to analyze the answers of the interviews, afterwards each group is attributed a code, which makes it more convenient to manage the results. The list of the mentioned codes is called code frame (Hague & Hague 2004). The researchers selected numerous mutual answers that are linked, of interest and executed a coding. Theoretical framework has helped to a great extent in making the categories by placing the prototypes according to their descriptions. Their relationship was formed according to the definitions and details mentioned in the theories such as switching determinants were placed in front of the relevant trigger distribution and further in the bigger context, active and passive categories were formed and placed.

The researchers have categorized the several distributions into groups with names mentioned in the self-constructed table because coding the categories into numerical numbers would not help examining the results and create the presentation even more complex. The code frame is exhibited below.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Sample size</th>
<th>Competitive situation</th>
<th>Trigger Distribution</th>
<th>Switching determinants</th>
<th>Source of information</th>
<th>Switching behaviour</th>
<th>Attitude towards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication</td>
<td>13</td>
<td>Named Competitors</td>
<td>Influential</td>
<td>Suggested</td>
<td>Advertisement</td>
<td>Passive</td>
<td>Already switched back</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Price</td>
<td></td>
<td></td>
<td>Will not switch back</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Competitor’s Action</td>
<td>Friends &amp; Family</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Situational</td>
<td>Other/Better Services</td>
<td></td>
<td></td>
<td>Active</td>
<td>Will switch back</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reactional</td>
<td>Unfeasible treatment</td>
<td></td>
<td></td>
<td></td>
<td>Will consider to switch back</td>
</tr>
</tbody>
</table>

Table 1 – Coding distribution

3.4.1.1 Competitive Situation
This group was formed to provide a summary of the distribution of the former service provider’s customers among the competitors in Sweden.
3.4.1.2 Trigger Distribution
The answers of the question “What factors influenced the switch?” would be interpreted as the group “triggers distribution”.

3.4.1.3 Switching Determinants
In this group, the researchers have screened the contemplated reasons and sectioned them into six different categories: price (the price which the customer paid for the service), other/better service (customers were enforced to switch because of change in their living situation), competitor actions (are individuals that were persuaded to switch services by competitors actions) and forced, unfeasible treatment (are individuals that were offended by various system failures, continuous telemarketing campaigns or long waiting time during call to customer support).

3.4.1.4 Switching Behavior
This group has the values active and passive. The group defines the number of respondents who were actively altering, the ones who got the awareness to switch them and look up for alternatives, and the ones who were influenced by a third party, such as friends, family or a sales person, to get to know the path which leads to switching.

3.4.1.5 Attitude towards previous service provider
The group attitude towards previous service provider was classified with the questions about the respondent’s contentment with the current service provider, their aims for switching, their experiences with and opinions about previous service provider. The group is designed by four features that define the position of the respondents to their opinions about changing back to previous service provider. A few respondents were those who said that they will consider switching back if previous service provider would be offering something better such as lower price. Some of the customers are bound with current service provider for certain time limit that is why they are waiting for current deal to over in order to switch back.

3.4.2 Presentation
The empirical data is presented in the self-constructed table 1, interpretation of interviews was done and each interview participant was allocated to the appropriate group. Moreover each interview and a summery arranger regarding each question of the interviews and each
interviewee is also mentioned in the appendix. The analysis of the results will be performed in form of text; theoretical framework would be used as the basis to link the interviews whereas interviews would be quoted.

3.5 Reliability and Validity
As the researchers accompanied interviews it is significant to know that the data is truthful. If the outcome is not accurate and reliable, the research is not beneficial and the outcome is not worthwhile in further researches (Silverman 2000).

3.5.1 Reliability
Those findings in research which are précis and accurate are referred to reliability. It stands for removing all the possible doubts and reasons of not trusting the answers which were found as the outcome of the research. Exact same results would be generated if research would be carried on once again (Jacobsen 2002). The results of the research would always remain same irrespective of the observer or the occasion when research is carried (Hammersley 1992, referred to in Silverman 2000).

For the purpose of creating reliability the researchers used the only one questionnaire for each respondent. This is done to eradicate erroneousness in the different interviews. In addition each time the participant did not understand a question, it was clarified to them in another way. This abolished the reason for not responding because of the participant misinterpreted the question.

Nevertheless, the researchers are sure that the answers of the respondents would vary during different cases or steered by different observers. The qualitative interviewing with the open-ended questions depends much on the straightforwardness and attitude of the respondents. Below the line, outcomes of the answers would be the similar, for example an interviewee that describes the price as a reason for the switch would not refer to a bad reception the next day because of attitude change or because a different interviewer inquired the question another way. Consequently, the researchers claim to have trustworthy results.

Moreover, another dimension of the reliability has to deal with the coding that researcher choose. For the marketing, reliability is imperative, not for its private cause, or because researchers fundamentally value internal uniformity, rather because great reliability makes it less prospective that bad managerial decisions will be generated from using the data (Rust & Coool 1994).
portion of the quote about the managerial decisions that could be outcome of wrong coding may not be applicable for this study but it could result in wrong inferences and recommendations of the researchers.

3.5.2 Validity
The results are stable enough for anyone else to use these results and get the same kind of answers. What researchers have done, is dynamic in nature as they have mapped customers relationship knowledge to communication and that is a dynamic phenomenon, so the categories that researchers have come up with, are stable but not necessarily the results, because results could change overtime or based on the mood or experience of the customer. That is the deep meaning of this thesis to demonstrate the way to capture the dynamism of customer relationship to use in communication. About validity concerns about information and categories generated through research remain stable over time. It stands for the characteristic of the data used in the research that is first hand which has not been used before in any of the prior researches. This method can eliminate the chance of depriving the original information. All the material which was originally intentioned to ask is actually included in the research (Silverman 2000). To cover all the intentioned questions, a pattern was used during all the interviews. Only those customers were approached and interviewed who could actually provide the required information and had the knowledge about the subject. From this method, researchers were able to get the original data from right respondents in the shape of their background and stories as the first hand data.

3.6 Reflection on the research process
In this part, the researchers reveal the research process they have gone through. Encounters the researchers had to meet will be presented. Problems of the study demanded will be considered and furthermore self-criticism will be described.

Those interviews which were carried over phone, some of the participants gave moderate answers for the purpose of keeping the interviewing time short. But this is a normal approach from the respondents when the interviews are done over the telephone (Jacobsen, 1993). This was an adverse dimension of the research because longer and deeper answers were required to cognize the customer’s thinking and acting procedure. The advantageous way of doing the interviews is to conduct the interview and ask questions face-to-face. By this approach the respondent would be more eager to answer more deep and comprehensive. When respondents are
normally reached through phone, they were little reserve in themselves because a person cannot easily open up in the very first conversation. Another aspect is that they respond very carefully to each question as they really think before answering about what to say. However, the trust that was absent via a phone call could be made up straightaway during a face-to-face interview. For some interviews in this research face-to-face interviews were nearly not possible to do.

The circumstances under which we are not able to make any statistics and graphs for the interviews results in making it more complex to analyze. Researchers do not have the choice to do a statistical assessment among the interviewees because this thesis is centered on a qualitative study. The researchers were confronted with difficulties in finding patterns in rich data that comprise of the responses from the participants. Nevertheless, the researchers succeeded to discover categories such as switching determinants, triggers or switching behavior, on the basis of which interviewees could be segregated and the researchers facilitated to count a distribution.

If the researchers could have interviewed more interviewees then analysis could be more concrete and accurate but because of the time limitation and less number of people interested in giving the interviews, it was nearly impossible. Basis for this were also that some of the contact persons were not available and some customers did not respond in the positive manner about willingness of being interviewed. Few respondents were not completely sure about the right time when they exactly switched their communication service provider and this could be the cause of incorrectness of some of the information retrieved from the interviewees. There could be some possible influences on the outcome as well. However, importance of such uncertain answers from respondents was not very significant.

Every interview was dissimilar and quite interesting because almost every respondent is different than the other and therefore they have dissimilar ways of thinking, processing the information and then answering the question. Length of the interviews was also varying because it also depended on the attitude and answering behavior of each respondent for example few participants were ready and willing to contribute as much as they could to help the researchers whereas few were not so eager to help and were willing to keep the interviews short lengthen. Another aspect of the interviews helped the interviewees in getting little more inclined towards giving the best information and that was researchers informed each interviewee about the
average time limit of the interview before starting the interview so that respondents would have the idea and they could answer more willingly. It was also brought to knowledge of the participants that their contributions would help the researchers in completing an academic thesis. Researchers had the impression that informing the interviewees about this would make them more willing to help.

All the respondents were not of the same age group and it was varying between 20 to 34 years which could have the influence on the results of the research. It would have been more beneficial for the research if researchers could have captured more interviewees in the each age group so that possibility of categorizing the results from an equal number of respondents in each group would have been increased and uniformity of the results could be optimum.

A few other reasons for not being able to perform more interviews are that few customers were not persuaded to participate because of personal reasons, they forgot the information or they had not switched to any other telecom service provider in the whole life. Interviews had to be conducted in the English language and many participants were not very comfortable with speaking English therefore it was hard for the many respondents to find the exact word while responding. This might have influenced on the research as well because they might not have expressed the exact feeling because not being able to find the right words to explain.
4. Empirical data and analysis

In the following chapter, empirical data which was collected throughout the conducted interviews would be presented by the researchers. An analysis would be followed afterwards, that is organized according to the questions asked in the interviews. All the questions were asked in accordance with the theories and concepts mentioned earlier on in the theoretical framework because purpose of empirical analysis is to conduct the analysis of the customers’ responses in accordance to the presented theories and enhancing the customer relationship by the combination of customers’ responses and communication dimensions so that preferences of both customer groups would be clarified and they could be communicated in the better approach.

4.1 Empirical data

In this section, results from the interviews would be presented. As it was mentioned in the primary research process section (3.2), we are going to present the results in three stages.

4.1.1 Stage 1: Switching Behavior Study and Analysis

Here comes the first stage the switching behavior studies. Following table comprises of the most central information collected 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>Source of information</th>
<th>Switching behavior</th>
<th>Attitude towards previous operator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecom</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comviq</td>
<td>5</td>
<td>Influential</td>
<td>12</td>
<td></td>
<td>Advertisement</td>
<td>Passive</td>
<td>5</td>
</tr>
<tr>
<td>Telia</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Halebob</td>
<td>2</td>
<td>Situational</td>
<td>1</td>
<td></td>
<td>Other or Better Service</td>
<td>2</td>
<td>Active</td>
</tr>
<tr>
<td>Parlino</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>Friends &amp; Family</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Telenor</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>Own Activity</td>
<td>2</td>
<td>Will switch back</td>
</tr>
<tr>
<td>Tre</td>
<td>1</td>
<td>Reactional</td>
<td>0</td>
<td></td>
<td>Unfeasible treatment</td>
<td>2</td>
<td>Will consider to switch back</td>
</tr>
<tr>
<td>Total number of competitors</td>
<td>13</td>
<td>Total</td>
<td>13</td>
<td>Total</td>
<td>20</td>
<td>Total</td>
<td>15</td>
</tr>
</tbody>
</table>

Table 2 – Empirical data from interviews

In the above mentioned table 2, researchers present the summary of 13 interview outcomes in the telecom industry. The six presented groups are not all essentially linked to one individual answer
from each interview, rather these are the combination of various question’s responses as mentioned in chapter 3.4.

The respondents mentioned six different telecommunication providers they switched from previous providers to. Customers switched from total of 4 different companies.

Out of total 13 respondents, 9 are passive while 4 are active as shown in the figure 2 above. Following is the distribution of triggers in influential, situational and reactional: The researchers found 12 influential, 1 situational and no reactional triggers and these triggers are further shown in the figure 3 downwards after the definition of triggers and switching determinants.

**Influential triggers**

**Active**

1. The customer has experienced a need for talking more to friends and family.
2. Customer wanted to get free phone and shift over the payment through billing system instead of recharging the account.
3. Customers’ friends used to ask him often about changing the provider.
4. Customer wanted to avail the opportunity of purchasing a phone with contract.
5. Customer had to call abroad, therefore to avail the inexpensive option, customer switched.

Passive
1. Customer’s affordability was decreased and friends had another operator.
2. Customer’s friends used to call him often but previous operator was expensive to call to.

Situational triggers

Active
1. The customer has experienced a need for better service because at the workplace, signal coverage was not available with previous provider.

Switching determinants were:
1. Price was the biggest factor which influenced the customers in order to switch the operator.
2. Suggested by the friends and family because of most of the conversation and contact used to take place between customer and social circle.
3. Competitor’s action influenced the customer through advertisement and telemarketing.
4. Customer has experienced the unfeasible treatment from company employees such as telemarketers used to disturb while in another case customer had to wait in the line for long time while calling to customer service and it was irritating to face a problem first and then wait in the line.
5. Customer was compelled to buy the only service that functioned in the workplace area.
Switching process includes both, triggers and switching determinants therefore it is significant to take them into account and connection between them. Researchers have found out from the outcomes of the interviews that price switching determinants has the highest frequency and mostly has the influential passive triggers because most of the customers only had the priority of purchasing a cheaper service and it depended on various reasons such as many of the students could not afford the higher prices. Those customers who got suggestion either from the friends or family to switch to a particular operator and influenced by suggested switching determinant, they mostly fall in the influential active triggers category and reason behind this is that they carried out their own active research about various available alternatives in the market after receiving the suggestion from their social circle characters. On the other hand, people influenced from competitors’ action switching determinant have influential passive triggers as most of them mentioned that they were attracted by the advertisements so much that they did not actively compare many other alternatives and services so they chose to switch either to get free phone or cheaper services. Only one respondent has switched to avail other/better service and this switching determinant has the connection with active situational active trigger because she had to contact with people and friends who were already working there and ask them which network work properly at that specific workplace.
Approach adopted to assemble switching determinants is explained in chapter 3.4. As the respondents were able to indicate more than one reason due to the open-ended questions in the interview, the researchers collected a total number of 20 switching determinants. The attribute which has the highest value is price. After that, four participants answered that, they were suggested by the friends and/or family to try the same provider which they personally had. Two former customers claimed that they have switched as another provider has offered better or previous provider did not offer the service they were looking for. Competitor action has caused only one customer to switch while two customers claimed that they switched did not like the internal system such as one customer said that he did not like to calls receive the constantly from telemarketing department while other customer said that he did not like to wait in the line for long time while calling to customer service.

Source of information to the customer has been mentioned in another category in which advertisement influenced 5 customers to start thinking about other available alternatives in the market. Friends and family have been the cause of attention to other providers for eight customers and finally, only two customers had taken their own initiative and it was originally their own thoughts to search for better options.
Active and passive are the two sub categories of switching behavior where only 2 out of 13 are active while remaining 11 are passive customers.

Attitude toward previous service provider has been divided into four sub categories. Two customers are willing to consider switching back to the previous operator if certain changes would be made regarding the service and price; two customers mentioned that they have already decided to switch back as soon as their contract finishes with their current provider. No customer has already switched back while nine customers said that they will not switch back to the previous service provider.

4.1.1.1 Analysis arranged according to questions
Organized as question after question, the researchers analyze the collected interviews answers; in the following sections. The researchers try to highlight the most significant answers by naming them explicitly. Furthermore, the authors link their findings with the theory in this analysis part.

4.1.1.1.1 Reflections about the current provider:
Most of the respondents are contented from the services of the new provider, because their requirements were fulfilled after the switching. Many of the participants have switched to the new provider due to good offers as well as cheaper prices and they are satisfied from the new provider. One of the key reasons can be that they do not have much high expectations towards services but demand lower prices.

“I am very satisfied. It has been good services and the cheap prices that attracted me.”

In this the respondent seems happy with the good service as well as the cheaper price, which shows that he will be happy as long when the service quality is good and they receive the available service with cheaper price.

“Telia is more expensive than Halebop, I was changing to find lower cost, for calling and text messaging.”

The respondents compare their previous provider with the new one and the most important aspects which seem to them is the price.
However, few of the participants are not satisfied in many aspects from their current provider, and they demand to bring improvements in the particular problems otherwise they will switch. The main reasons are bad reception with their phones. In few interviews, it is evident that these respondents are keener to switch away from the new provider; as these customers have interacted with critical incidents before an actual trigger after a short time with the new provider by this time, and they want service improvement to the excellence that the service used to be.

“I am not really satisfied because it is expansive and it does not have good coverage.”

Thoughts of the customer from these different kinds of interviews about the current provider are mainly divided in three parts. The first part of the interviews shows that majority of the participants switched from existing operator to the new one are satisfied and happy. The second part of the interview shows that there are some problems which are faced by few customers from their current provider. The third part of the interviews shows that there are few customers who are completely upset and not satisfied from the current providers.

The researchers claim that the time during which the switching happened is most significant, because the more time spent after the switching; more contentment comes in the relationship between customer new operators.

There are few participants who are not satisfied from the current provider and seen like a direct connection to incidents which is occurred between the service provider and the customer which is also called reactional triggers. So these unsatisfied customers may be switch back within short time duration, therefore it is necessary for the new service provider to realize that they should remain loyal to these customers and pay more concentration towards them because researcher also come on the same facts that keeping strong relationship with customers is important because it is a tool for competitive advantage. Few customers which are completely unsatisfied from the current provider, their retention is necessary, because researchers suggest that in the modern competitive situations companies are suffering only from losing customers, therefore in the current situation it is necessary for the new provider to find the problems of the these customers which make them unsatisfied and keep them from switching.
4.1.1.1.2 Reasons for changing the provider:
The different kinds of interviews which are conducted, researcher mostly focus on to find the reasons that why the customers switch away from one telecom operator to the other one and found that there are two main reasons for switching. The first one is the offer of good prices and the second factor which attracted them for switching is family and friends.

“I thought it was expensive to call, because I often talk more.”
“I searched for myself on different websites and it is due to cost factor because it was really cheap and lot of free texts.”

So most of the customer switches to the other operator due price factor and they prefer it.

There are also a number of participants which switch due to family and friends.

“I switched because of free texts and it was some package regarding friends and family for very small amount of money.”

“My friends influenced because the used to ask me again and again that do you have Halebop so then finally I changed because my friends had Halebop and when I call it is free.”

Friends and family is one of the basic factor for some customers due to which they switch from one telecom operator to the other one.

One of the customer said that she was not willing to switch rather the service and network coverage was not available in the area so to acquire better service she switched.

I was working out in the countryside and the others companies’ signals did not reach there so I changed to Telia, due to the coverage problem

The current situation shows that customers switch from one service provider to the other due to two main reasons; one is to avail better price and the other one is being influenced from family and friends. Researchers suggest that the customers who experienced the reactional and situational triggers are more loyal as compared to those who experience the influential triggers. Thus the current situation show that most of the customers have experienced the influential triggers, which will not be able to bring much commitment therefore it will be necessary for the
new service provider to offer those kinds of services through which they retain the new customer’s long time.

4.1.1.1.3 Source of information: 
Various interviews which have been conducted from different kinds of customers, the researchers find three main types of sources of information which are advertisement, friends & family and own activity in which customers search for the new solution by own efforts.

Most of the participants receive information from friends and family.

“My friends attracted me and it is my own decision and it took me long time to decide and choose the operator.”

“Yes it was mainly my friends, because they had Telia and they used to call each other so I got influenced and price was not an important issue in that condition.”

Some of the participants received information from advertisement such as one of the participants says that,

“Advertisement is the main cause which has influenced on my decision.”

The other participant says about his source of information:

“I think it is due to the commercial because if I would have not seen the commercial then I might not have come to know about it.”

Few participants search information by themselves such as one of the participants said that:

“I searched for myself on different websites and it is due to cost factor because it was really cheap and lot of free texts.”

Thus in the current situation these three are the main sources of information which influence on the customer switching behaviour from one telecom operator to the others one.

4.1.1.1.4 Compared different alternatives: 
In this step researcher tried to extract the information from customers regarding thorough research about available alternatives before switching and asked if they compare different kinds
of available alternatives in the market or not. In the current situation most of the participants did not compare different alternative, such as one of the participants said:

“I just glanced; I didn’t really do any research, just looks at the others and realized that they were almost the same and thus purchased Telia because I knew it is good.”

The other one mentioned that:

“I did not rather my parents did it for me and they told me that I should go for Comviq Amigos because I was abroad and I used to make calls to Sweden.”

Few of the respondents replied that they actively compared different kinds of available alternatives in the market in order to choose the best one such as one of the participants said that:

“Yes, I compared it to different competitors like 3, Telia, Comviq but Telenor was the one that had the options of paying certain amount every month that you can surf or according to the use of internet.”

The other participants described:

“Yes I did for example Comviq which was also useful but was more expensive than Halebop, and the other companies, I do not trust so much. So there is the influence of price, I call free and also have 3 thousand free messages.”

Thus the overall situation of the current situation shows most of the participants do not compare the alternative but only few participants are actively interested in searching of various kinds of alternatives.

4.1.1.1.5 Relationship with current service provider:
In this category the researcher try to find out that what is the position of the relationship between customer and current service provider by focusing on the question that do current customers compare the available alternatives in the market or not. In the current situation most of the respondents replied that they do not compare alternative on regular basis because they are satisfied. Like one of the respondent described:
“No, I am satisfied but lately I started thinking about that I should remain updated and keep on checking if it is not anymore cheaper but I am lazy so I may check once in a year. And right now I am satisfied.”

The other one said that:

“Not really, because I don’t think about it because I am convinced from Comviq, if I would hear something not good about Comviq then I will change it.”

Thus these different kinds of views of the customers show that they are mostly satisfied from their current provider and do not feel the need to compare the alternative on regular bases.

Few participants replied that they still compare alternatives on the regular basis because they are not satisfied from their current customers. Such as one of the participants said:

“I haven’t checked the models but I will be changing as soon as possible because I am bound by the one year contract which is about to finish.”

One of the participants directly replied in yes, that I compare different alternatives on regular bases in order to find which service is suitable for him.

“Yes, my plan will finish in January next year so I am planning to switch back to Halebop. The reason for that is for now I don’t have an income and I would like to go back for prepaid card then I will get the invoice every month and so it would be better to put money on the cards as prepaid amount, just to call and I will be able to use internet for that money as well.”

The above all discussion shows that most of the respondents are satisfied from their current service providers while few of the respondents still compare different kinds of alternatives which shows that either they are not satisfied or they want better services. Researcher stress on the long term customer relationship building, because this long term relationship is considered a tool for long run income of the company as well as long-lasting relationship also connected with retention. Thus it means that retention as well as keeping the customers from switching is possible form different kinds of alternatives if the companies provide those offers which their customers want.
4.1.1.1.6 Main services included in subscription:
In different kinds of interviews find that customer’s use available service of their current provider in a different way. Majority of the customers uses the service of SMS and calling, such as one of the participants says that,

“I had no internet only calling, SMS and MMS only the basic things I use.”

Some of them use the services of MMS as well, like one of the participants says:

“I use SMS, MMS and calling.”

Few of the participants replied that they use the services of internet as well; one example of such respondent is as follows:

“Voice mail, internet and roaming which is less expensive and I use it.”

4.1.1.1.7 Perception about different services:
In this category, researcher primarily collected the responses of the participants regarding overall perception of the previous operators and secondly they identified that all services functioned well or did the performance differently. Most of the participants replied that previous operator was quite good like one of the participants said:

“Previous service provider was better and cheaper and the service was good.”

The other participant said:

“The Halebop is positive, but Telia is not that positive because it is expensive.”

Some of the participants said that the services were moderate, like one of the participants said:

“I think it is good, the one I have but don’t have so much to compare now. Previously, I had the Comviq, but now I use internet, SMS calling MMS and all are working well and the price is good.”

No respondent was completely unhappy with all the services of previous operators such as one respondent said that it was not desired to wait for longer time while calling to customer service:
“Very positive; the only negative thing is difficulty in getting in touch with the customer support so I have to mail them.”

Thus above all discussion shows that most of the respondents were happy from their previous operators, few were in the middle of like and dislike grade.

4.1.1.1.8 Improvements areas:
The researchers identify through different kinds of interviews that what is the response of participants towards improvements suggestions for the operator. In the current situation most of the respondents portray their views that current service should be cheaper. Like of the participants says,

“I think that they should be cheaper because it can always be cheaper.”

The other one says,

“I want it cheaper.”

Some of the participants replied that they are totally convinced and they do not have any comment, such as one of the participants said:

“Not really because I am totally convinced now.”

The other one said:

“No, the company is constantly improving already and adding additional services which I have not used yet so it is ok.”

Few of the respondents were saying that customer service should be improved in order to minimize time during connecting calls to customer representatives. One such example is as follows:

“Nor really but my suggestion for company is to make their customer service better so that it would be easier when you are calling.”

Thus these are the main suggestions of the respondents in the interviews for the company’s service improvements.
Most Satisfactory aspects about current service provider:

Most appraised feature by the customers is cheap prices as most of the participants replied that they like most are cheap rates as compared to the others companies. Such as one of the participants said:

“I think that cheaper calling because I talk for hours and it costs almost nothing.”

The other one says:

“It is cheaper than the others options that I had before.”

Some participants reply that good quality of service satisfied him, like one of the participants mentioned:

“It has always been the services and the cheap prices that attracted me.”

The other participants said:

“I think it’s the quality of the customer services because when you call them, they always answer and there is no problem with invoice and the customer service. So I actually say their customer service is exceptionally well.”

Only one respondent emphasized that she liked the current provider because her friends and family also had the same network and it was easier for her to reach them on cheaper terms.

“I Think the idea of Comviq Amigo and Comviq Kompis is very good so that I could buy either SEK 75 or SEK 100 package plus I can call outside the country. So currently I am convinced by 2 things; price and my friend network.”

One respondent said that he does not like anything about current service provider and his reply was:

“Nothing.”
4.1.1.1.10 Switch to previous or other service provider:
Most of the participants replied negatively to a question regarding switching back to previous service provider, that shows that they are not happy from their previous operator, most of the respondents reply in simple “No”, one such example is mentioned following:

“No, I am quite happy with Comviq Kompis.”

Few respondents replied positively and mentioned that they were not satisfied from the current operator and they would soon be back, such as when asked from one participant his reply was:

“Yes I will definitely.”

4.1.1.1.11 What would be the reason to switch again?
In this section mostly researcher identifies and gathered the answer from the question that what factors would be influenced on the decision of the customers to switch again from current provider. Two of the respondents who were considering seriously to switching back to the previous service providers have told that they would like to switch if they avail cheaper price options. Such as one of the participants said that:

“Low price is important. So price factor would influence.”

Most of the participants replied that they are not sure if they will switch or not in the near future but if they decide to switch then it will be done mainly due to better price offers. Such as one of the participants said:

“Depends specially on price and what kinds of packages or discounts they can offer me then maybe I will change.”

Another respondent described that:

“It is the price if they are much cheaper then I will only think.”

One of the respondents focused on both, better service and cheaper price by saying that:

“The factors which can influence will be price and coverage, but for me the coverage is more important.”
Few of respondents did not comment on switching from current service provider at all.

4.1.2 Stage 2: Communication Design
In stage 2 of the empirical analysis, researchers have designed two different kinds of communication for the newsletters, which are based on the attributes of the customers which are mentioned above as features of switching determinants and triggers discovered through interviews whereas these switching determinants and triggers are combined in table 3 in order to be able to design these newsletters communication. These newsletters can be found in appendix 6. Combining the triggers and switching determinants was essential in order to reach both the active and passive customers.

To design the communication, researchers took the help from the theory and linked it to the customer behavior. For this purpose two categories were formed; “Active newsletter” and “Passive newsletter”. Following are the descriptions about both kinds of newsletters and information about included content is also provided underneath.

4.1.2.1 Active Newsletter
As theory suggests that active customers are more attracted towards heavy and rich information which not only includes price rather it also includes the information regarding better quality service and various kinds of additional services among which a customer can choose from in addition to the basic services and it also ensure the customer about better quality service therefore it deciphers that active customers do not focus only on the prices rather they are much more interested in other alternatives as well. Based on this phenomenon, “Active newsletter” was designed on the attributes of those customers who were attracted towards rich information rather than focusing only on the prices. Following is one excerpt from the “Active Newsletter”:

“Telia Mobile Small Flex is a new flexible subscriptions package that you can change at any time. You can use the whole months’ package for call, SMS / MMS and surf (0.5 GB included). Of course, you also get free access to our super-fast surfing zones. If you prefer, you can increase the package during the period by one or more of the options Talk (M) (L), Send (M) (L) and Surf (M) (L). When you do not need the package further, you can return to your normal monthly plan. Right now included Spotify Premium.”
Another communication message based on rich information is presented below:

“A revolutionary; Music System. Play and control your music in every room with your smartphone or smart pad.”

Above mentioned examples have been clearly indicating that the information provided in these messages are not basically price focused rather content is much richer than the common price focused communication messages and those customers who will choose this newsletter would be called active customers based on the factors which influence their decision making and switching determinants.

4.1.2.2 Passive Newsletter
On the other hand, theory suggests that passive customers are those who are more likely to base their choice of the service provider only on the basis of the competitive prices and they will only go for the cheapest alternative available in the market. Therefore “Passive newsletter” was designed on the basis of price focused packages and communication. It basically includes comprehensive call and SMS packages based on competitive prices from various service providers. For example one excerpt from the newsletter is presented in the following:

“When you subscribe Tele 2 Kompis, Kompis Surf, Kompis International or Kompis Pott for 24 months then you get the first 6 months only for half monthly fee. With Kompis, you can call as usual for 0 kr per minute and send free SMS / MMS to 3.5 million Tele 2 - and Comviq customers. Free means up to 3000 SMS / MMS per month in Tele 2 Comviq networks.”

So as mentioned above, this message is purely price focused and choosing this message as the basis of decision making would definitely mean that customer has the sole objective and that is to reduce the price as much as possible.

4.1.3 Stage 3: Communication Testing
The last step is communication testing of the loyalty enhancing communication. The obtained results can be separated into different categories to place them more clearly and to ease the analysis. Switching by situational triggers label customers that took the initiative to switch operators themself, the influential trigger starts the customers who were persuaded to switch by a third party.
Table 3 is as follows and indicates the distribution of the different triggers that were discovered under the research. Also contained within are the reasons for changing. In order to find recommendations for telecommunication service providers in the future, the researchers also included the results from the second step interviews (Appendix 5) about what type of written communication pattern and newsletters do the customers like before making a switching decision or retaining with the same provider. Newsletters that were presented to the customers are shown in appendix 6.

<table>
<thead>
<tr>
<th>Interview number</th>
<th>Trigger</th>
<th>Reasons for changing</th>
<th>Communication Pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Influential (Passive)</td>
<td>Due to being expensive. Commercials influenced.</td>
<td>Passive</td>
</tr>
<tr>
<td>2</td>
<td>Influential (Active)</td>
<td>Price and friends &amp; family network. Friends influenced and compared various alternatives before switching.</td>
<td>Passive</td>
</tr>
<tr>
<td>3</td>
<td>Influential (Passive)</td>
<td>Attracted by the offer in commercials to get free smart phone.</td>
<td>Passive</td>
</tr>
<tr>
<td>4</td>
<td>Influential (Passive)</td>
<td>Wanted to get cell phone with package/contract and telemarketers disturbed many times. Advertisement influenced.</td>
<td>Passive</td>
</tr>
<tr>
<td>5</td>
<td>Influential (Passive)</td>
<td>Price was the factor and friends influenced to switch.</td>
<td>Passive</td>
</tr>
<tr>
<td>6</td>
<td>Influential (Passive)</td>
<td>Prepaid connection’s recharging restriction was the disturbing factor and family influenced to switch.</td>
<td>Passive</td>
</tr>
<tr>
<td>7</td>
<td>Situational (Active)</td>
<td>Due to the coverage problem and friends influenced to switch.</td>
<td>Passive</td>
</tr>
<tr>
<td>8</td>
<td>Influential (Active)</td>
<td>To buy a package regarding friends &amp; family for very small amount of money and compared different alternatives by herself.</td>
<td>Passive</td>
</tr>
<tr>
<td>9</td>
<td>Influential (Passive)</td>
<td>Price is the switching determinant and family influenced.</td>
<td>Passive</td>
</tr>
<tr>
<td>10</td>
<td>Influential (Active)</td>
<td>Required lower price subscription while advertisement and friends &amp; family influenced the decision but compared actively.</td>
<td>Passive</td>
</tr>
<tr>
<td>11</td>
<td>Influential (Passive)</td>
<td>To lower the price was driving factor while friends influenced on switching decision.</td>
<td>Active</td>
</tr>
<tr>
<td>12</td>
<td>Influential (Passive)</td>
<td>Wanted to get an iPhone while Telia while price, advertisement and family influenced the switching.</td>
<td>Active</td>
</tr>
<tr>
<td>13</td>
<td>Influential (Passive)</td>
<td>To avail cheaper prices and friends &amp; family influenced the switching decision.</td>
<td>Active</td>
</tr>
</tbody>
</table>

*Table 3 – Influenced Triggers *

Researchers have used the triggers information which is mentioned in the column 2 of the above mentioned table that was already available. From stage 1 of the research process, switching determinants information was also available. On the basis of this information, researchers designed communication and newsletters and divided them into the same customers which were interviewed in the stage 1. Out of these customers, 10 chose passive and remaining 3 chose active. It is interesting to see that if they have chosen in the same way they were expected or not because this communication was designed according to the switching behavior. Four customers were initially determined as active but in this communication design test, they have chosen the
passive communication but there is a strong reason behind this. They preferred to have the knowledge about different prices because they only want to focus on the prices instead of the rich information about other services and better quality therefore their focus is on the feature of lower price depending on their basic need. Three customers were those who initially were determined as influential passive but later on while choosing between the active and passive communication, they preferred to choose the active communication newsletter. The reason behind this act is that they wanted to take the other services and quality under consideration as well while making decision but their main goal was either cheaper price or friends and family. But this did not mean that they do not want other services except lower prices rather they needed the combination of cheaper prices and better quality and variety of services.

The conclusions of the table 3 above show that there are a substantial great number of influential triggers. The total number is 12 where 9 are passive and 3 are active. Only one situational trigger has been found and that is active. No reactional trigger has been found despite of the fact that interviewee number 4 and 12 mentioned that they were disturbed from telemarketers and waiting in the line while calling to the customer service but it did not have the substantial impact in order to drive the switching behavior.

According to Roos et al. (2004) such results are usual for telecommunication business because the results show that the influential trigger is the most important. This can be a consequence of the low price strategy that the competitive market is employing. This price strategy will produce customers who switch, and will possibly remain switching, if a better deal is offered to them. The situational trigger indicates that the previous provider could not supply the customer with all their requirements. This can also be a mixture with the price. Only one respondent revealed that the trigger was reactional. Nevertheless, this is a significant response as it indicates that the customer got discontented and left the operator. Mostly this yields in a complete switch that can be a catastrophe for the previous provider.

4.2 Summary
After presentation of the results of empirical study into three subsequent stages, passive customers seem to take the lead and they have expressed the reasons of changing the service providers very clearly as well. Switching determinants have once again proved that customers’
attention is diverted by these determinants as presented in the theoretical framework and active customers have shown a more inclined behavior towards self-research before deciding to change the service provider whereas passive customers have been influenced by either advertisements or their social circle. That is why social networks have taken so important place in the society now a day because people can communicate virtually with their friends and families whereas companies can take the advantage of this situation by sharpening their weapon of written communication and cater the needs and reply to the queries of their customers directly through Facebook pages.
5. Discussion and Conclusion

In the succeeding chapter, the researchers will present a discussion about the findings of the study, contributions to the prior research, managerial implications, opportunities for future research and overall reflections on the thesis as demonstration of the most significant dimensions of communication for the loyalty enhancement in the customer relationship.

When we look at the relationship literature and communication literature then we come to a conclusion that for contemporary communication, it is very useful to base it on relationship knowledge because in order to reach both active and passive customer groups, we need the knowledge about customer relationship and that is what we have also demonstrated through our empirical study. Following are the results of our study discussed in relation to the theoretical framework in which customer behavior and communication preferences are presented in the light of the literature regarding loyalty.

5.1 Summarizing the Results for Loyalty Enhancing Communication

Researchers have found that as many as eleven respondents have mentioned that price was one of the factors that acted as switching determinant for them so price has huge impact on determining the customer’s decision to switch towards another service provider. From these eleven customers, eight customers have chosen passive newsletter later on which depicts that price has been the factor that attracts their attention even in the advertisements and newsletters. Four customers mentioned previously that in addition to the price factor, they were also influenced to switching the provider by the suggestion of friends and family and out of these four customers, three also chose the passive newsletter as the right communication message for them while deciding for retaining or switching. Only two customers were among those who mentioned that they switched the operator either due to non-functionality of the previous operator in a specific area or they wanted to just change to another operator in order to use the better service. Out of these two customers, one chose the passive newsletter who said earlier that she had to choose it because of non-functionality while the other one chose the active newsletter as the right communication. Only two customers said that somehow they were attracted by the competitor’s action either by advertisement or telemarketing and both of them later on chose the passive newsletter. Two customers also told that they did not like the unfeasible treatment from the previous operator, such as constant calls from telemarketers and waiting in the line while calling.
to the customer service representatives and the one who did not like the behavior of the telemarketers later on chose the passive newsletter while the other one chose the active newsletter.

There are three main reasons why customers have chosen the passive newsletter. First one is that participants need the cheaper options. Eight customers mentioned that they needed cheaper options to decide their service provider and four of them also mentioned that they only needed basic services like calling and text messages in cheaper prices. Therefore the second reason to choose the passive newsletter is to stick to just the basic services. Third important reason is to get all the packages and prices together in one newsletter and only four customers mentioned that they preferred this option while two of these customers also said that they needed only the basic services. In addition, only one customer mentioned all three reasons to choose the passive newsletter. For choosing the active newsletter, respondents mainly mentioned two reasons. First reason is that customers wanted to avail better quality services and they also wanted to compare various services offered from different operators. Two customers mentioned this reason to be the basis of choosing the active newsletter. Second reason was that customer wanted to avail better service at cheaper price by comparing both, services and prices among different providers and only one customer mentioned this reason.

So the researchers found that price has been the biggest factor among majority of the customers as the basic reason to switch the service providers. 11 of the participants claimed that somehow price influenced their switching decision. However, it is also shown by the research that few of the respondents did not obtain the correct knowledge about the complete offers from the previous operator therefore they got attracted and convinced by the new and cheaper offer from competitor. Few of the customers also considered switching back to the previous service provider. The second most influenced factor was the suggestion from friends and/or family. The researchers believe that this factor is very important to be considered by the service providers and they should take this into account as well. Customer’s social circle has proved to be the important aspect of communication as most of the communication happens among customers and their friends and families therefore they prefer to choose an option that is advantageous for all of them and provide them with cheaper prices. A few of the customers claimed that they were
unable to find the previous service provider at the new place where they had shifted or they wanted to try the better service. Advertisements and telemarketing has also played substantial role in attracting the customers from previous service providers to the new ones whereas those customers who were annoyed from the long waiting time during the calls to the customer service departments after facing some problems or got disturbed from the continuous calls from telemarketers were also compelled to switch to the new operators.

5.2 Contributions

5.2.1 Implication for the communication, relationship and customer behavior concepts
The most significant accomplishment of this study is the mixing of two important concepts and establishing relation between relationship literature and communication literature. Another fruitful result which has been identified by current study is simultaneously building the understanding of the important concept that relationship strengthening can only been achieved by the help of proper communication with the customer base. As already discovered two types of the customers by previous research on the customer behavior i.e. active customer and passive customer, communication is very essential for the successful execution of the strategies and flourishing of the relationship by adding up all the required ingredients such trust and commitment for which, communication and specially the written communication can play its role very effectively and efficiently. By reviewing the communication literature and further focusing on written communication in the modern era, researchers have reached to the point that all these concepts of communication, relationship, active and passive customers are closely attached with each other.

First of all, in this study, literature consists of all three main parts of the theme regarding building loyalty in relationship with the help of written communication among companies and active & passive customers. Secondly, this study includes chapter of empirical study which is based on two different parts i.e. assessment of the switching behavior of the customer on the two parameters of active and passive customers and then assessment of their respective communication preferences by offering them two different kinds of communication messages. There are very clear links of this study to the results generated recently by the Roos and Gustafsson (2011) in which they state that based on the influence of behavior on the switching of
the customers, sensitivity and arguments are the two most important factors that need to be taken under consideration while strengthening relationships with the customers. As passive customers do not tend to focus on the knowledge to base their relationship therefore they need proper knowledge through continuous argumentation so that they can realize the facts to base their relationship and prevent frequent switches. To achieve these results, communication is the key to success for the positive argumentation.

Grönroos (2004) has discussed the importance of three main factors for implementing successful relationship marketing strategy in which he mentioned that communication activities in the planned communication process would play vital role and that is why it should back the complete strategy instead of not supporting the process. Andersen (2001) has also thrown light on the same views regarding importance of marketing communication in relationship marketing strategy in order to keep the dialogue with the customer on the ideal situation and helping it to raise the quality and length of relationship because it has played very important role in trust building activities. Tuominen (2007) found that there are many planned and unplanned communication messages that are exchanged between customers and service providers therefore companies’ personal should have the appropriate training and behavior to tackle the any kind of situation in the positive manner as relationship is established and prolonged on the basis of such dialogues that helps in increasing the worth of the service brand in the eyes of the customers. Law et al, (2003) emphasized on the importance of building marketing strategies on the basis of building relationship. In their paper, reciprocal communication has been highlighted as the basic cause to make the co-creative approach happen that helps creating the will of relationship development between both entities i.e. companies and customers. Only then companies would be able to create the customized messages and then followed up development of the customized solutions in order to cater the specified needs of the customers and the same was the problem under consideration of our current research project as well.

Lagrosen (2005) has drawn attention towards use of internet by the companies for the communication purposes to their customer base. This paper has argued that companies are more and more coordinating their traditional advertising and promotional activities with the internet activities whereas most of the large companies use the mass relationship communication strategy.
and few use the decentralized and customized relationship communication strategy. Researchers have the point of view that later relationship strategy would be worth consideration for both active and passive customer base as they have considerably different taste and choice of options.

5.3 Managerial Implications

5.3.1 How to communicate with customers in order to become more loyal to them?
Roos and Gustafsson (2011) states that a cognitive process is based on trigger and the resulting cognitive process leads to instability in customer relationships, for example, switching behavior. They have discovered three triggers which influence customer decision, now companies need to control over these triggers and keep the strong hold on the customers via relationship building and maintenance so not to let them go with the help of effective communication strategies. The reasons that lead to the final decision to switch have to be acknowledged and companies need to fine-tune their actions according to it.

Day (2000) proposes that a multidimensional understanding and knowledge of the firm's customer base is essential for all sort of communication between a firm and its customers. Roos and Gustafsson (2011) describes that customers’ articulated switching reasons (argumentation) may have numerous different special effects in customer relationships subject to the triggers they have expressed together with. For example if they express the price as switching reason then it can have a steadying effect in a new relationship if the argumentation links with a situational trigger. On the contrary, if they express the influential trigger and price as a switching reason then it may be an indication of instability. To prevent the situational trigger from happening or stopping it from influencing the customer’s decision to switch, service provider must constantly try to find out different potential situational triggers and then try to minimize those triggers such as expanding the network coverage and then communicating it to all the customers so that those customers who have already been affected and thinking to switch the network based on the reason of no network coverage, they will get to know the updates and they can keep on staying with the same old service provider. Service recovery has also been the significant factor in order to timely respond to the customer’s problems resulting from defects or failures in its service delivery because service recovery can help the company in turning the negative experience into
positive feedback and increase the loyalty in the relationship (Fornell and Wernerfelt, 1987; Kelley et al., 1993; Blodgett et al., 1997).

Roos and Gustafsson (2007) depicts that an increasing degree of the knowledge about the ground reasons of passive prejudice can help in preventing the customer switching. The switching journey in this case can make the customer more loyal as compared to the previous situation because after this journey they will realize the prejudice factor that caused defection to them. Reactional and situational triggers also differ hugely despite of the fact that both of them actively search for the other service provider and that is either because they were compelled to change it based on the change in their life situation or they were not satisfied or become angry due to unfeasible treatment of the company. Furthermore, it will require much more effort to get these customers switch back because normally customers who are affected from reactional triggers desire that company pay some kind of compensation and acknowledge the mistake whereas customers affected from situational trigger desire that company should update its service. If a company has the ability of explaining then it seems to enhance loyalty (Sheppard et al., 1988). Roos & Gustafsson (2011) also mentions that passive customers normally have long history of switching whereas active customers are less likely to switch frequently.

Edvardsson and Roos (2003) states that due to the availability of various operator alternatives in Swedish telecom market, switching is quite usual among customers but those customers who are only compelled to switch due to change in their living situation or uncontrollable circumstances happen then they think about and plan the switching therefore it is essential for the company to communicate with them for the purpose of keeping them at distance from the switching path. On the other hand while it comes to communicating with customers who are affected by influential trigger then companies should focus on the basic information which gives them the idea that company has provided the right information to them such as billing periods, customer support and the information regarding acquiring new internet connection. While talking about customers which are affected by reactional trigger then company should basically focus on the customer support and service because they only need the specialized and timely information in order to not switch or in case they do not get the required information on the right time then they would most probably switch because of their perception of non-availability of the service in the specific area.
Written communication should be used against all three kinds of the customers which are explained above. All the elements of the written communication must be carefully analyzed and executed. According to Raciti and Dagger (2010), most important aspects of the written communication are mentioned further: physical features such as paper quality and paper color, extent of accuracy of the message and communication such as spelling and/or punctuation error, aesthetics of the communication such as clarity and the size of the font and its message and the content clarity such as clear sentences and relevant information. If any of the above mentioned features would not comply with the standards then customer would not receive a good impression by reading the message rather chances of perceiving negative image would increase. Roberts and Berger (1999) state that the feature of sharing effective information and using the feasible tone in the message; becomes the source of customer’s confidence in the relationship with the company. It is also equally important that less ambiguity in the message and carefully designed written communication including emails, letters, brochures and advertisements gives customer a strong and reliable preview of the company that consequently becomes the source of relational closeness. Aesthetics cannot be afforded to neglect while designing written communication because presentation of the message on the paper for example use of bold and italics, print size and clear font catches customers’ attention indirectly. The extent of the accuracy in the message of written communication is also very much important for example punctuation and spelling errors equally convey the importance of focus on customer relationship.

Social networks have been playing huge role in today’s world of communication as Facebook and Twitter have shaped the world into global village. Almost all the companies have created their pages on the Facebook and they are now sharing the information actively through the Facebook profiles. This provides them with many opportunities including instant accessibility to the customer base and customer’s likes and dislikes because whenever company updates its status or shares any picture, audio, video, link or simple text then people have the opportunity to like and comment on each sharing. This trend is increasing at fast pace now. Company should use this tool for its advantage because it can create many different fans/followers all around the country or even all around the world wherever company has its presence because it just a virtual network. Company should have the representatives available all the time to take care of the web page and Facebook page in order to respond instantly regarding all the queries of the customers.
which they post there. Sometimes it also happens that some customers who do not like the service, they can post the negative material on the Facebook page and create the unnecessary negative feelings among other visitors of the website. Therefore to control such behavior and control any potential spam or virus, company should appoint a team to take care of all the possibilities. This is the best way to spread the information by viral sharing as well because when people like some content then they tend to share it further on their own profiles and this continues when their friends repeat the same act therefore it is very important to post any material very carefully. Company can even use this platform in order to arrange any kind of virtual event, quiz or any kind of activity in which large quantity of the people can participate.

According to Coelho and Macha’s, (2004), trust, satisfaction and loyalty can be built by the help of relationship-enhancing communication patterns which include mass communications, personalized written or digitized communications, and contacts with company personnel by providing customers required information equipped with essential advices and designed in such a manner that it will be very easy and pleasant for the customer to understand and absorb.

5.3.2 How to deal with active customers?
Those customers who actively search for various available options in the market are called active customers. They analyze the alternatives and most of the times they compare these options themselves. They know the switching process and consequently they are also aware of the advantages that they can gain in return. If companies learn to encourage them and attract them via written communication then it would be fruitful for the company not only in the short term rather in the longer run these customers would definitely prove to be resourceful asset. Enhancing loyalty in the relationship can easily be achieved by the help of increasing the communication frequency with active customers because it would ensure their relationship with the company and more chances to keep them away from switching. For increasing the communication, operator can send them the regular emails such as newsletters or share the information on Facebook and Twitter regarding upcoming campaigns and rich information regarding various available alternatives on the regular basis. This approach can keep the customers informed on day to day basis about the relevant information in a very easy manner. This can also be beneficial for those customers who actually do not know about many available services other than those which they are already using. Trust is the factor that plays important
role in creating the loyalty and therefore spreading the word of mouth among the social groups of customer is necessary which is only possible through viral marketing on the internet through written communication or sharing various creative text information, audios and videos. Companies need to track the needs of the active customers and introduce the relevant products and services in order to cater their desired objectives. For example they can introduce such packages which are beneficial for one specific group of people and they can include two other less necessary services in the package as well in order to drive the attention towards newly introduced features. In addition, proper information should be arranged and provided to those customers who face any kind of change in their living situation or if they face any problem in the service because this is the information which they really need at one specific point of time and this is the point where written communication can play a very effective role, both as the newsletter in the email or updates or responding on the queries on the Facebook pages.

5.3.3 How to communicate with passive customers effectively?
As described by Roos et al., (2011), passive customers are not as easy to communicate with as active customers are. First of all, they do not have the complete awareness of the proper information about the packages and necessary information about their service providers. Secondly they do not absorb the information which is directed to them in an easy way. It has been shown by the research that these customers are quite easy to be convinced by the telecom providers with just little effort. Normally price has been the factor that attracts them in order to make the switching decision therefore constant updates regarding competitive price solutions should be part of written communication strategy of the company. The other most important reason for the passive customers to switch is the suggestion from friends or family regarding any other service provider therefore companies should continuously distribute and share the information regarding friends and family packages through Facebook and email newsletters besides the traditional print advertisements. Simple reminders about the latest cheaper price offers and packages can do the job as well.

Written communication can be helpful if the companies can share the information in small parts instead of one big advertisement. Various messages can be sent and shared on Facebook in relation to the special occasions and whenever company introduces any new deal then customers could be asked via emails and updates on Facebook to send their feedback by just commenting
on the links or just pressing the one button of “Like”. If companies want some more than this then they can simply add one more statement in the update by saying that “If you like this and consider this is something so beneficial that your friends and family should also know this then just press “Share”. By pressing “Share”, they will actually spread this information in their complete social circle on that social website. Moreover, researchers believe that companies perform these tasks more often because customers like to receive the interesting information which they think that they can produce more utility with. Companies should not only try to make new customers rather they should pay attention towards old and current customers as well by continuously keeping them informed about any new service of product right at the time or even before launching. Companies can use the written communication by sharing the “teasers” before launching the new services.

5.4 Future Research
Findings of current study have very strong connections to the contemporary communication in the telecom industry in order to create and nurture the strong relationship with customers. When we talk about contemporary communication then it raises many questions which are quite different from the approaches being adopted in the traditional and orthodox communication and promotional activities. It would be very interesting to know more deeply about the contemporary communication and how does it affect the customer’s perception regarding brand’s goodwill and how does it help the customers by providing the solutions in any possible better ways. Internet and social networking platforms are the areas which are playing very important role in modern era’s communication therefore this area need to be explored in more details in order to provide companies with the real data which can help them in realizing the current situation and customers’ ever changing thought process so that companies can react and update their communication strategies right on spot.

5.5 Reflections on the Thesis
This thesis has proved to be very beneficial for the researchers in order to opening new horizons towards thinking from company’s perspective in critical circumstances where telecommunication business and its sales are depending on the customer relationship. Customer is the entity that is most important in today’s business world therefore companies have to take care of customer’s thought process while designing the products and services as well as while communicating the
information among customers. It was not so important ever before to understand the differences which lie among different customer groups in order to provide the right information in the right point of time. Customer has much more resources in today’s world to get the information and process this information. Companies need to trace all the possible channels of communication in order to not lose any opportunity because competition has become so much fierce in the market that no opportunity lose can be afforded and company cannot just simply let go the loop holes.

The researchers have examined each other's texts and made comments and discussed the reformulation. Chapter 1, 2, 3 and 4, we wrote together whereas Salman was the lead author of sections 5. This study aimed to find out customer switching behavior and their preferred communication patterns while deciding to switch or retain with the service provider in order to help the companies with coming up with the better written communication strategies. Even better results could be found by digging deeper into the details and contacting more customers by collecting as many customer experiences as possible but time constraint was the reason why researchers have to stop at this point.
References


Appendix 1 - Question Guide

Background information
- Gender
- Age
- The telecom relationship status today (Do you have a telecom operator?)

The current relationship (should include the attitude towards today)
- Which telecom operator do you use today?
- For how long have you been this operator’s customer?
- Are you satisfied?
- Does everything function well?
- Is there anything that does not function well?

Former relationships
- For how long were you customer of your previous operator? (What was the name of the previous operator?)
- Why did you switch?
- What factors influenced your decision?
- Did you compare alternatives when you switched?
- Do you compare alternative on a regular basis?

Products and services
- Which services were included in your subscription?
- Did the different services all function equally well or did the performance of the products or services differ?
- Did any of the products or services function better or worse in comparison with each other?

Summing up
- Positive/negative overall perception of the operator?
Future

- How is the situation today?
- Satisfied with your current telecom provider?
- Do you have improvement suggestions for the operator?
- Can you mention something that particularly satisfies you in your current relationship?
- Have you thought about switching back to the former operator?
- What influences such a decision?
Appendix 2 - Result Presentation Arranged According to Interviews

Interview One:
The 22 years old female respondent switched from Comviq to Parlino, due to high price. She is pretty satisfied with her current service provider. Her source of information was advertisement and then she searched through internet and compared different kinds of options herself, her choice was mainly influenced by the cost of service.

Interview Two:
The 23 years old female participant switched from Halebop to Comviq due to high price. The main factors which had great influence on her decision were price factor and word of mouth from her friends. In addition she made this decision herself and indicated that the new service is good as compared to the earlier one. She is satisfied with her current service provider but not willing to switch back.

Interview Three:
The 22 year old male respondent switched from Telia to 3 due to advertisement as well as to get free phone. Currently he is not satisfied with his operator because it is expensive as well as the coverage is not good. Thus he wants to switch back to the former one and wants competitive prices.

Interview Four:
The 23 years old participant switched from Halebop to Telenor, because he wanted to get cell phone with package and due to price as well. The factor which influenced on his decision is advertisement. But he is not satisfied from the operator and he want to switch back to the former one. His thoughts about current provider are that he should be able to get that offer anyway if they really want to keep him and they should make money from him using that service rather than he has to pay the profit in the price of cell phone.

Interview Five:
The 21 years female participant switch from Telia to Halebop because of high price for calls and messages. Her friends were the driving force behind her decision to switch as they influenced her
to switch. She compared different alternatives before switching and she does it on regular basis. Price has also played a certain role in switching decision. She does not want to switch back.

**Interview Six:**
The 23 year old male respondent switched from Comviq to Telia because of the high price of ordinary prepaid service and practice of recharging it again and again. The factors which influenced on his decision are the family members and previous experience because they all are using the same service. He is satisfied with current operator and does not want to switch back.

**Interview Seven:**
The 25 years old female participant switched from Comviq to Telia because of the coverage problem. The other main factor which is influenced on her decision is suggestion from friends based on previous experience and the price as well. She is satisfied with current service provider and does not want to switch back.

**Interview Eight:**
The 21 years old Female participant has switched among different subscriptions and packages inside the Comviq network because of free texts as well as some packages regarding friends and family of very small amount of money. The information she finds herself through internet in which she find the cost factors as well as different kinds of packages which are cheaper according to her. She is satisfied from current service provider and does not want to switch back.

**Interview Nine:**
The 21 year old female participant switched from Comviq Kompis to Comviq Amigo, because the price for calling abroad is good as compared to the previous one. The main factor which influenced on her decision is her parents’ choice. She is satisfied with current subscription and does not want to switch back.

**Interview Ten:**
The 26 years old participant switched from Glocalnet to Comviq, because most of his friends have the same service provider and it is very cheaper for him when his friends want to call him. The main factor which influenced on his decision is the advertisement and suggestion from
friends as well as his family. His thought about switching back to the former operator is in negative.

Interview Eleven:
The 27 years old female respondent switched to Comviq Kompis and describes the reason that it is very cheaper for him when she calls to her friends, as well as free texts availability in this service is even better. The main factors which influenced on her decision are her friends. Thoughts about switching back to the former operator are possible if they offer some discounted prices and packages.

Interview Twelve:
The 34 years old female participant switched from Comviq to Telia because she wanted to buy iPhone and Telia have good offer with iPhone as well as good quality subscription. The main factors which influenced her decision are price, advertisement, and family & friends. Thoughts about switching back to the former operator are negative.

Interview Thirteen:
The 22 year old male respondent switched from Telia to Halebop due to high price. His relatives and friends also had influenced on his switching decision to a great extent. Currently she is not completely satisfied with her present operator and would consider switching if she finds cheaper options available in the market.
Appendix 3 - Result Presentation Arranged According to Questions

Current service provider
The interviewees mentioned a widespread distribution of providers they switched their services to and from. The changed service is only mobile telephony. Five switched to Comviq, three switched to Telia, two switched to Halebop, one switched to Parlino, 3 and Telenor.

Thought about the current service provider
Most of the respondents answered positively to the question about their existing relationship with the new service provider. 9 out of 13 responded that they were satisfied with their new service provider. Two participants were neither happy about their switch nor angry while one person was not happy at all with the new relationship. Three reported on having problems with the provider such as price or less coverage. Three of all interviewees felt that connection is problematic and service goes off. Only one unhappy switcher lamented about marketing and advertisement problem when despite of forbidding twice, still calls from the marketing departments were not stopped.

Reason for changing service provider
The researchers could filter the considered reasons and divided them into five different categories: price, suggested (consumers were suggested by friends and/or family to switch), other/better service (customers desired to use a service which previous operator could not provide them with or were interested in a alike service of a competitor) competitor’s actions (are consumers that were influenced to switch services by competitors actions) and unfeasible treatment (if customers have to wait while calling to customer service, telemarketing campaigns constantly disturb customers or the connection problems).

Two categories were dominated throughout, the price and referred from friends and/or family. 11 customers fall in the price category, who said that they have mainly switched due to competitive price offers. Out of these 11 customers, 4 customers were those who mentioned other reasons than price as well as partial base of switching decision such as 3 customers said that new service provider was referred by their friend or family so that is why they were attracted towards new service provider and compelled to compare the prices. Only one customer mentioned that beside
price issue, he wanted to buy better service in the relatively cheaper price. Total of four customers described that they wanted to have the same service provider as their family members or friends. One customer said that she was not willing to switch rather the service and network coverage was not available in the area so to acquire better service she switched. Another customer wanted to have better service which compelled him towards switching the operator. Only one customer said that competitor’s action and advertisements were the cause for him to switch. In the last category of unfeasible treatment, two customers have complained to be affected by this. One customer said that he has been constantly reached by telemarketers for selling purposes but he does not like this behavior at all. Another customer said that it would be better if the level of customer service would be increased so that customers would not have to wait for longer periods.

**Source of information**

The source of information means what was the source that provided the customer with information about competitor and its offers which in turn attracted the customer to switch. To know this, researchers have made three categories, advertisements (if advertisements were the source of information), friends and/or family were the source of information and if the customer actively searched for the new solutions him/herself.

Friends and family were the source of information to most of the respondents, as many as 8 replied that they found the information about competitor through their friends and family. Out of these 8, one respondent mentioned that she actively searched for the information about various competitors and then chose the one which her friends and family suggested. Another respondent said that advertisements attracted the interest and then she chose it on the basis that her family was already using that service provider. A total of 5 respondents mentioned that advertisements were the basic source of information to get in touch with the new service provider. Only two customers said that they themselves searched actively and chose the new service provider.

**Compared different alternatives**

This category includes the responses where customers mentioned either they actively searched different available alternatives in the market prior to switching or they just accepted the one which they were either suggested or came in contact with. 8 respondents mentioned that they did
not carry out any research about different available service providers in the market rather they just accepted the one which either was suggested by the friends and/or family or the one which they already knew that it is best. Remaining 5 respondents said that they actively compared different available alternatives in order to choose the best alternative.

**Relationship with current service provider**

In this category, researchers have collected the responses from the question that either the customers still compare the available alternatives in the market or not. In this case, 10 respondents have replied that they do not compare alternatives on the regular basis either because they are satisfied or they just accept their friend’s suggestions. 3 respondents have actually replied positive that they are still comparing different alternatives regularly either because they are not satisfied or they want to have better services.

**Main services included in subscription**

SMS and calling are the basic services which all the respondents were using. Second most used service is MMS as 4 out of total 13 respondents were using MMS as well. On the 3rd number comes the internet service because only three respondents were using internet. Voicemail comes at the last as only two respondents have claimed to use this service.

**Perception about different services**

In this category we researchers have collected the responses regarding performance perception of the respondents regarding previous operators and responses from two questions have been gathered. One is overall perception of the operator and second is did all services functioned well or did the performance differ. For this purpose, further three categories were formed which are good, moderate and bad. 8 respondents expressed that previous operator was quite good while 5 respondents replied that services were moderate. No respondent was completely unhappy with all the services of previous operator. For example one respondent said that services were quite good but telemarketing departments kept on annoying him that was the part which he did not like. Another respondent said that it was not desired to wait for long times while calling to customer service.

**Improvement areas**
In this category researchers have gathered the responses from the question about if the respondents have any improvement suggestions. For this purpose, 4 different categories were made which are cheaper, customer service, telemarketing and no comments. Most customers as many as 6 out of 13 replied that current services should be cheaper. 4 replied that they are totally convinces or do not have any comment. Three respondents were saying that customer service should be improved in order to minimize the waiting time during calls. Only one respondent suggested that telemarketing personal should not constantly call and annoy the customers without permission.

**Most satisfactory aspects about current service provider**

Here are the most liked aspects of the current service providers according to the respondents. Researchers have collected the answers from a question “can you mention something that particularly satisfies you in your current relationship?” To analyze this part, 4 different categories were formed which are cheap prices, friends and family network, good quality service and nothing. 6 respondents replied that what they like most is the cheap rates as compared to the other prevailing companies. Second most liked aspect was good quality service such as one respondent said that it is very satisfactory when we I called them to complain, and then they immediately rectified the error. Only one respondent said that she likes the current provider because her friends and family also has the same network and it is easier for her to reach them on cheaper terms. One respondent said that he does not like anything about current service provider.

**Switch to previous or other service provider**

Switching from current service provider to previous or any other service provider has been analyzed under this section and answers from the question “have you thought about switching back to the former operator?” have been collected. Two respondents replied positively while 11 respondents replied in negative which means that previous service provider has not been liked much by them.

**What would be the reason to switch again?**

In this section researchers have gathered the answers from the question “What influences such a decision? (To switch again from current provider)” Those two respondents who are considering seriously switching back to the previous service provider have told that they would like to switch
so that they can avail cheaper price options. Other 6 respondents mentioned that they are not sure if they will switch or not in the near future but if they decide to switch then it will be done mainly due to better price offers. Only one respondent said that better service and cheaper price would be the reason to switch. 5 respondents did not comment on switching from current service provider at all.
Appendix 4 – Original Interviews

INTERVIEW 1:

Gender: Female

Age: 22

Q: Do you have a telecom operator today?

Ans: Yes, Parlino. (Previously, it was optimal telecom it is operated under its mother company TELE 2).

Q: For how long you have been this operator’s customers?

Ans: I think some years, I had Comviq for 6 years and later on I changed to Parlino because I found it cheaper while calling to different operator’s networks. I switched to Parlino 2 years before.

Q: Are you Satisfied?

Ans: Yes, but when I go in the forest then it is not so good, but I stay mostly in the cities so for me it is good.

Q: Does everything functions well?

Ans: Yes, but I have some connection problem sometimes but it’s not often and not regular but once a week but I not know because may be it is caused by technical problem of the cell phone.

Q: Is there anything that does not function well?

Ans: Only connection.

Former Relationships:

Q: For how long were you customer of your previous operator? (What was the name of the previous operator)?

Ans: That was Comviq and I remained it’s customer for 6 years.

Q: Why did you switch?
Ans: I thought it was expensive to call because I often talk more.

Q: What factors influenced on your decision?
Ans: I think it was due to commercials, because if I would have not seen the commercial then I might not have come to know about it. According to commercial it was cheap so I searched through internet and checked different costs, like SMS cost, call costs, and I thought that Parlino was good for me because I often call more and it was cheaper.

Q: Did you compare alternatives when you switched?
Ans: Yes, I compared different alternatives.

Q: Do you compare alternative on regular basis?
Ans: No, I am satisfied but lately I started thinking about that I should remain updated and keep on checking if it is not anymore cheaper but I am lazy so I may check once in a year. And right now I am satisfied.

Products and services:

Q: Which services were including in your subscription?
Ans: I don’t know really, may be it was kontantkort but I don’t have internet, I think the at home we use Tele 2.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: It is difficult to say because I had another phone. As that was the early time I used only SMS and calling and both services functioned well. Only the prices were high, because I want cheaper options.

Summing up:

Q: Positive or negative overall perception of the operator?
Ans: I think it is good, the one I have but don’t have so much to compare now. At first, I had the Comviq, now I use internet, SMS, calling MMS and all are working well and the price is good.
Future:

Q: Satisfied with your current telecom provider?
Ans: I am totally satisfied.

Q: Do you have improvement suggestions for the operator?
Ans: I think that they should be cheaper because it can always be cheaper.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: I think that cheaper calling because I talk for hours and it costs almost nothing.

Q: Have you thought about switching back to the former operator?
Ans: No, it was expensive because it was kontantkort, I used to fill it up with SEK 200 and then used to make calls. After using all balance, I used to fill up again with one hundred and at the end of the month I used to realize that I had spent many hundreds.
INTERVIEW 2:

Gender: Female

Age: 23

Q: Which telecom operator do you use today?
Ans: Comviq.

Q: For how long have you been this operator’s customer?
Ans: Many years, five years almost.

Q: Are you satisfied?
Ans: Yes I am.

Q: Does everything function well?
Ans: Yes very good.

Q: Are there something that does not function well?
Ans: No, Not really.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I think it was Halebop and I used it just for 2 years.

Q: Why did you switch?
Ans: Because I thought Halebop was expensive and all my friends were using Comviq, so I thought that it would be better. Price was the basic factor that influenced me and I switched. They have also better choices to choose between Comviq like when 2 people have Comviq they can send SMS to each other free of cost, calling was also cheap, isn’t much expensive, that is why I was attracted especially I heard from my friends that it is better.

Q: What factors influenced your decision?
Ans: My friend attracted me and it is my own decision and it took me long time to decide and choose the operator.

Q: Did you compare alternatives when you switched?
Ans: Yes, I was thinking more about what benefits I will get from Comviq, so I thought Comviq was much better.

Q: Do you compare alternative on a regular basis?
Ans: Not really, because I don’t think about it because I am convinced from Comviq, if I would hear something not good about Comviq then I will change it.

Products and services

Q: Which services were included in your subscription?
Ans: In Halebop no internet but MMS and calling were included.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: All worked equally well.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: Current operator is very good because I can call free outside the country but in previous this option was not available.

Future

Q: Satisfied with your current telecom provider?
Ans: Situation is good and I am satisfied.

Q: Do you have improvement suggestions for the operator?
Ans: Not really because I am totally convinced now.

Q: Can you mention something that particularly satisfies you in your current relationship?
**Ans:** I Think the idea of Comviq Amigo and Comviq Kompis is very good so that I could buy either SEK 75 or SEK 100 package plus I can call outside the country. So currently I am convinced by 2 things; price and my friend network.

**Q:** Have you thought about switching back to the former operator?

**Ans:** No.
INTERVIEW 3:

Gender: Male

Age: 22

Q: Which telecom operator do you use today?
Ans: 3.

Q: For how long have you been this operator’s customer?

Q: Are you satisfied?
Ans: I am not really satisfied.

Q: Does everything function well?
Ans: No.

Q: Are there something that does not function well?
Ans: It is expansive and it does not have good coverage.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I do not remember exactly but it might be Telia.

Q7: Why did you switch?
Ans: I switched because I thought through advertisements that they were better as they communicated in commercials but actually they fooled me after one year. The factors were being much expensive and not working well.

Q: What factors influenced your decision?
Ans: I was attracted by the offer in commercials to get free smart phone; because u can get free phone and then you have to pay the bills. I couldn’t find free phones in the others service providers.
Q: Did you compare alternatives when you switched?
Ans: No I didn’t.

Q: Do you compare alternative on a regular basis?
Ans: I haven’t checked the models but I will change as soon as possible because I am bound by the one year contract which is about to finish.

Products and services

Q: Which services were included in your subscription?
Ans: SMS, MMS, surfing and calling.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: Service worked very well but it was expensive and I didn’t like the expensive part.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: Previous service provider was better and cheaper but the service was good.

Future

Q: Satisfied with your current telecom provider?
Ans: I am not satisfied from my current operator because I am bound by the one year contract which is about to finish.

Q: Do you have improvement suggestions for the operator?
Ans: I want them to introduce comparative prices.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: Nothing.

Q: Have you thought about switching back to the former operator?
Ans: Yes I will definitely.

Q: What influences such a decision?
Ans: Low price is important. So price factor would influence.
INTERVIEW 4:

Gender: Male

Age: 23

Q: Which telecom operator do you use today?
Ans: In my cell phone I have Telenor.

Q: For how long have you been this operator’s customer?
Ans: 2 years.

Q: Are you satisfied?
Ans: I am fairly satisfied.

Q: Does everything function well?
Ans: Yes.

Q: Is there something that does not function well?
Ans: I don’t like it when you get a package with a phone from Telenor then you are charged extra cost every month. I mean that I would like to pay off complete price of cell phone at once so that I could reduce the monthly charges.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I had Halebop from 2003 to 2009.

Q: Why did you switch?
Ans: I switched because I wanted to get cell phone with package or a contract, and with that contract I could use the Internet service how much I wanted for certain cost. When I had Halebob then it was very expensive to use the internet therefore price was the basic factor.

Q: What factors influenced your decision?
Ans: Advertisement is the cause.
Q: Did you compare alternatives when you switched?
Ans: Yes, I compared it to different competitors like 3, Telia, Comviq but Telenor was the one that had the options of paying certain amount every month that you can surf or according to the use of internet.

Q: Do you compare alternative on a regular basis?
Ans: Yes, my plan will finish in January next year so I am planning to switch back to Halebop. The reason for that is for now I don’t have an income and I would like to go back for prepaid card then I will get the invoice every month and so it would be better to put money on the cards as prepaid amount, just to call and I will be able to use internet for that money as well.

Products and services

Q: Which services were included in your subscription?
Ans: Voice mail, internet and roaming which is less expensive abroad.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: Once when I came back from abroad, my voice mail was not working so I called to Telenor and complained. But no response was received in 2 weeks so I called them again, after that call they fixed it so it was little bit problem in the customer service.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: I mostly have issues in their telemarketing and customer service because before I became the Telenor customer, they used to call me frequently for advertisements and various offers. I think that they should respect customer in a way that they should not keep on disturbing by calling again and again, rather they should only advertise their products when customer proactively approach them.

Future

Q: Satisfied with your current telecom provider?
Ans. For now, I am not satisfied.
Q: Do you have improvement suggestions for the operator?
Ans: They should take care of their customers, and they should do the telemarketing in more truthful manner and not by “bending the truth” because they used to say that we have a really special offer but it was not actually any special offer.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: What satisfies me is extra service give me the opportunity to use internet how much I want, but I been told now that upcoming new plan makes it free, but to be able to avail that, customer has to get new cell phone, and I don’t like it, I think that I should be able to get that offer anyway if they really want to keep me and they should make money from me using that service not me getting a cell phone from them.

Q: Have you thought about switching back to the former operator?
Ans: Yes.

Q: What influences such a decision?
Ans: Other than price, I will get more control over my phone usage when I have prepaid plan as compared to current contract.
INTERVIEW 5:

Gender: Female

Age: 21

Q: Which telecom operator do you use today?
Ans: Halebop.

Q: For how long have you been this operator’s customer?
Ans: A couple of years but may be 4 years.

Q: Are you satisfied?
Ans: I am very satisfied.

Q: Does everything function well?
Ans: Yes it does.

Q: Is there something that does not function well?
Ans: Only thing which did not function well is when they were calling from Halebop to give me surf for 6 months and I said no, but even then they called back twice.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: Telia and I was the customer since I was 11 years old and that was my first cell phone.

Q: Why did you switch?
Ans: Telia is more expensive than Halebop, I was changing to find lower cost, for calling and text messaging.

Q: What factors influenced your decision?
Ans: My friends influenced because the used to ask me again and again that do you have Halebop so then finally I changed because my friends had Halebop and when I call it is free.

Q: Did you compare alternatives when you switched?
Ans: Yes I did for example Comviq which was also useful but was more expensive than Halebop, and the other companies, I do not trust so much. So there is the influence of price, I call free and also have 3 thousand free messages.

**Q: Do you compare alternative on a regular basis?**

Ans. Yes.

**Products and services**

**Q: Which services were included in your subscription?**

Ans: Depends on the cell phone, they have free text messages and I can call for free to everyone that have Halebop, they always have others services but these two are the main services which I use.

**Q: Did the different services all function equally well or did the performance of the products or services differ?**

Ans: Since I only use my phone for calling and text messaging I don’t see that much difference what I do notice id that sometimes when I am calling the call is cut off and I don’t know why and I think that other people also have the same problem with because the call is cut off in the middle of conversation and we don’t know why and that is the problem, but it didn’t happen in Telia which was my previous telecom operator, also Telia a lot better when you are in the forest, but Helebob is not good in that condition but still it is good compared to other companies.

**Summing up**

**Q: Positive/negative overall perception of the operator?**

Ans: Halebop is positive but Telia was expensive.

**Future**

**Q: Satisfied with your current telecom provider?**

Ans: Yes I am satisfied.

**Q: Do you have improvement suggestions for the operator?**
Ans: No, the company is constantly improving already and adding additional services which I have not used yet so it is ok.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: But I have free text messages, price factors that is good.

Q: Have you thought about switching back to the former operator?
Ans: No.
INTERVIEW 6:

Gender: Male

Age: 23

Q: Which telecom operator do you use today?
Ans: I have Telia

Q: For how long have you been this operator’s customer?
Ans: More than 5 years.

Q: Are you satisfied?
Ans: Yes, I am satisfied.

Q: Does everything function well?
Ans: Yes, most part 99 % is good.

Q: Is there anything that does not function well?
Ans: I cannot think of anything they have good customer services, have a good connection, before, there was more problem but from the last 2 years it has been perfect. Well sometimes there is connection problem, but may be happens 2 or 3 time in a year, but it happened mostly in those areas which are far away from the cities, but probably very good in cities.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: Before I had Comviq, 5 years ago I switched to Telia, and I used Comviq for 4 year.

Q: Why did you switch?
Ans: Because I bought a new telephone, and then I was always thinking that I feel very sick and tired of recharging it again and again while price is high for the ordinary contract, but in Telia without charging restriction, basically you have the same price and then you buy the telephone; usually cheaper when you buy it with a contract. A contract may be one or 2 years so I bought it
with my cell phone. Also I had Telia in my family use already as Telia internet, Telia TV, so we are very good customers so that why I chose Telia, because I knew from experience that they have a good service, basically price, service especially customer service is very good.

Q: What factors influenced your decision?
Ans: Its most about my family use because we had used Telia prior to switching because my dad was using this in his cell phone. So I knew that it has a good quality we are very good customers to Telia so I didn’t carried out any real market research, rather I just had the experienced about Telia that is why I chosen it. It has been very convenient, because we have Telia internet, Telia Tv, so it convenient to have everything in the package and they usually give some discount when you have a package.

Q: Did you compare alternatives when you switched?
Ans: I just glanced; I didn’t really do any research, just looks at the others and realized that they were almost the same and thus purchased Telia because I knew it is good.

Q: Do you compare alternative on a regular basis?
Ans: No, because I am just comparing if I am going to switch 3G or not, but still inside the same service provider’s network which is Telia, I just want to change the subscriptions not the company.

Products and services

Q: Which services were included in your subscription?
Ans: In the previous service some basic subscription, calling, texting and MMS because at that time we did not have internet. But I didn’t have any special discount so any special offer so I just chose it when I bought my telephone, so it was an ordinary subscription not any special package.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: The calling and texting functions does problem, and I don’t use anything else, sometimes I use internet in my cell phone, but that perhaps once or twice a years, because it’s very slow but I expect it to be slow because it is not a 3G or my cell phone is not a smart phone so my
expectation of internet is expected, but I am not unsatisfied and I am satisfied with every aspect. In Comviq, I just used calling and texting and they perform well because at that time I did not have internet because it was 7 years ago.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: Overall perception of the current operator is very positive.

Future Relationships

Q: Satisfied with your current telecom provider?
Ans: Yes.

Q: Do you have improvement suggestions for the operator?
Ans: I don’t think so, because they charge little bit high price as compare to their competitor, but I guess they have high quality in services but may be they can lower their price as compared to their competitor but so this is the only thing that I say about Telia.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: I think it’s the quality of the customer services because when you call them, they always answer and there is no problem with invoice and the customer service. So I actually say their customer service is exceptionally well.

Q: Have you thought about switching back to the former operator?
Ans: No.
INTERVIEW 7:

Gender: Female

Age: 25

Q: Which telecom operator do you use today?
Ans: Telia

Q: For how long have you been this operator’s customer?
Ans: I think for 2 years.

Q: Are you satisfied?
Ans: Yes

Q: Does everything function well?
Ans: Yes, I think so.

Q: Is there something that does not function well?
Ans: No, I have no trouble so far, 100% functions well.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: Comviq, I do not exactly remember, may be 3 or 4 years ago I switched.

Q: Why did you switch?
Ans: Because I was working out in the countryside and the others companies signals did not reach there so I changed to Telia, due to the coverage problem.

Q: What factors influenced your decision?
Ans: Yes it was mainly my friends, because they had Telia and they used to call each other so I got influenced and price was not an important issue in that condition.

Q: Did you compare alternatives when you switched?
Ans: I did not really because others, who were already working in that region, suggested only the Telia and friends were the most influential part.

Q: Do you compare alternative on a regular basis?
Ans: No.

Products and services

Q: Which services were included in your subscription?
Ans: I had no internet only calling, SMS and MMS only the basic things I use.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: With Telia, all services work well when I use the basic things. In Comviq coverage was the only problem.

Q: Did any of the products or services function better or worse in comparison with each other?
Ans: No

Summing up

Q: Positive/negative overall perception of the operator?
Ans: I think it was quite positive.

Future

Q: Satisfied with your current telecom provider?
Ans: It’s very good and I am satisfied.

Q: Do you have improvement suggestions for the operator?
Ans: I want it cheaper.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: Well everything is quite smooth it’s not creating troubles.

Q: Have you thought about switching back to the former operator?
Ans: Sometimes but I need the coverage and that’s good in Telia.

Q: What influences such a decision?
Ans: The factors which can influence will be price and coverage, but for me the coverage is more important.
INTERVIEW 8:

Gender: Female

Age: 21

Q: Which telecom operator do you use today?
Ans: Comviq.

Q: For how long have you been this operator’s customer?
Ans: For last 5 years.

Q: Are you satisfied?
Ans: Yes I am.

Q: Does everything function well?
Ans: Yes it does.

Q: Are there something that does not function well?
Ans: I don’t think so.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I have only switched various subscriptions inside the Comviq network.

Q7: Why did you switch?
Ans: I switched because of free texts and it was some package regarding friends and family for very small amount of money.

Q: What factors influenced your decision?
Ans: I searched for myself on different websites and it is due to cost factor because it was really cheap and lot of free texts.

Q: Did you compare alternatives when you switched?
Ans: Yes but only inside Comviq.
Q: Do you compare alternative on a regular basis?  
Ans: Not regularly because I am satisfied.

Products and services

Q: Which services were included in your subscription?  
Ans: It is 3000 free text for month, and call to family and friends when they have the same operators but I do not have that any more. It was very cheap monthly cost for me because I got it in University.

Q: Did the different services all function equally well or did the performance of the products or services differ?  
Ans: I had some problems with MMS but I don’t much use, so it’s no big deal for me.

Summing up

Q: Positive/negative overall perception of the operator?  
Ans.: I think it is positive.

Future

Q: Satisfied with your current telecom provider?  
Ans: Yes

Q: Do you have improvement suggestions for the operator?  
Ans: Nor really but my suggestion for company is to make their customers service better so that it would be easier when you are calling.

Q: Can you mention something that particularly satisfies you in your current relationship?  
Ans: It is cheaper than the others options that I had before.

Q: Have you thought about switching back to the former operator?  
Ans: No.
INTERVIEW 9:

Gender: Female

Age: 21

Q: Which telecom operator do you use today?
Ans: Comviq Amigos.

Q: For how long have you been this operator’s customer?
Ans: I have been a customer for Comviq for 9 years and now Comviq Amigos from last 2 years.

Q: Are you satisfied?
Ans: I am very satisfied.

Q: Does everything function well?
Ans: It does.

Q: Is there something that does not function well?
Ans: Yes, some time when I call abroad it would be expensive.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: No, I just have switched different subscriptions inside Comviq.

Q: Why did you switch?
Ans: At first I used to have a card to refill with money and before I used Comviq Kompis and then I decided to go with Comviq Amigos because now I can call abroad which I didn’t before so the main reason is cost factor for switching form one subscription to other.

Q8: What factors influenced your decision?
Ans: At first when I got my phone, my parents were using Comviq so I also got Comviq subscription to go so that’s why and I have the same and not I did not switch.

Q: Did you compare alternatives when you switched?
Ans: I did not rather my parents did it for me and they told me that I should go for Comviq Amigos because I was abroad and I used to make calls to Sweden.

Q: Do you compare alternative on a regular basis?
Ans: I do not because I am satisfied with my current one.

Products and services

Q: Which services were included in your subscription?
Ans: In the previous one the cheap SMS and free calls but now my call is not free but they are cheaper and I can call abroad and send SMS cheaper than other ways but no internet.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: I think these are quite similar.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: Well it is positive because most of my friends have a Comviq connection so we only call each other and other friends who do not have Comviq, I only send SMS to them and that is very good.

Future

Q: Satisfied with your current telecom provider?
Ans: I am satisfied with my current subscription and my company.

Q: Do you have improvement suggestions for the operator?
Ans: Cost to call abroad should go down and maybe it could be cheaper to use internet.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: I can make cheaper calls.

Q: Have you thought about switching back to the former operator?
Ans: Right now it’s not that important to me.
Q: What influences such a decision?

Ans: The cost, so I can I call abroad and to call cheaper to my friends and family.
INTERVIEW 10:

Gender: Male

Age: 26

Q: Which telecom operator do you use today?
Ans: Tele2 Comviq.

Q: For how long have you been this operator’s customer?
Ans: Previously I used Tele2 for several years but then I switched and used Glocalnet for last one year. But two months ago I switched back to same old operator Tele 2.

Q: Are you satisfied?
Ans: Yes, I am satisfied it is good.

Q: Does everything function well?
Ans: Some time service becomes off but it lasts only for one or two minutes and then after that it is perfect.

Q: Are there something that does not function well?
Ans: I encounter problem only when service goes off, complete services go off for certain time including calling and SMS.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: One year and two months and was Glocalnet.

Q: Why did you switch?
Ans: Because if people want to call me when they have Comviq so it becomes very expensive for them and most of my friend have Comviq and that is why I switched to Comviq again. It was cheap for me but expensive for my friends and family.

Q: What factors influenced your decision?
Ans: It was due to advertisement and influence of friends and family.

Q: Did you compare alternatives when you switched?
Ans: No because I already knew that Tele 2 would be cheaper for my friends and family to call me.

Q: Do you compare alternative on a regular basis?
Ans: No, because I am satisfied with current provider.

Products and services

Q: Which services were included in your subscription?
Ans: It was internet, one thousand SMS per month and thousand minutes of calling.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: Because I have had some problem with Tele2 previously, so I think that Glocalnet is little bit better than Tele 2 but it is too early to say something because I just have this from last 2 months.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: For Glocalnet, it was positive, because it was cheap but expensive for my friends to call me.

Future

Q: How is the situation today?
Ans: It’s good.

Q: Satisfied with your current telecom provider?
Ans: Yes.

Q: Do you have improvement suggestions for the operator?
Ans: Decrease the Price, and Glocalnet should also decrease the price that people call to me.
Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: Now I don’t know specifically because I do not have much to do with mobile so if basic services perform well then it is ok for me.

Q: Have you thought about switching back to the former operator?
Ans: No

Q: What influences such a decision?
Ans: Price is most important thing because I am a student.
INTERVIEW 11:

Gender: Female

Age: 27

Q: Which telecom operator do you use today?
Ans: Yes I have Comviq.

Q: For how long have you been this operator’s customer?
Ans: I am with Comviq from more than one year.

Q: Are you satisfied?
Ans: Yes, I am.

Q: Does everything function well?
Ans: Yes, it does most of the times.

Q: Are there something that does not function well?
Ans: Not really but I am quite happy with the service.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: Now I have Comviq Kompis, and previously I had Comviq Amigos.

Q: Why did you switch?
Ans: Because I wanted to take Comviq Amigos because I used to call abroad, but I switched to Kompis because in the Kompis I have free texts and if anyone else also has the Kompis then we can make free calls to each other as well. Furthermore, most of my friends have this service.

Q: What factors influenced your decision?
Ans: It is due to my friends.

Q: Did you compare alternatives when you switched?
Ans: I didn’t really compare but my friends told me that it is good.
Q: Do you compare alternative on a regular basis?
Ans: Not really I just ask my friends and usually purchase what they have.

Products and services

Q: Which services were included in your subscription?
Ans: No other services than just calling and SMS.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: Both function equally well.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: It’s positive because it is good.

Future

Q: How is the situation today?
Ans: Very good.

Q: Satisfied with your current telecom provider?
Ans: Satisfied.

Q: Do you have improvement suggestions for the operator?
Ans: Not really because they offer different price plans to suit everybody’s needs, so they have most things.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: I thing that they just give good service because once I got a problem and I contacted them so they managed to fix it immediately. In addition, they also keep on offering me various discounts, advertising and options to choose from.

Q: Have you thought about switching back to the former operator?
Ans: No, I am quite happy from Comviq Kompis.
Q: What influences such a decision?
Ans: Depends specially on price and what kinds of packages or discounts they can offer me then maybe I will change.
INTERVIEW 12:

Gender: Female:

Age: 34

Q: Which telecom operator do you use today?
Ans: Telia.

Q: For how long have you been this operator’s customer?
Ans: Almost 2 years.

Q: Are you satisfied?
Ans: Yes very much.

Q: Does everything function well?
Ans: It does actually.

Q: Are there something that does not function well?
Ans: No.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I had Tele2 Comviq for ten years.

Q: Why did you switch?
Ans: Because I wanted to get iPhone, Telia had a good offer with iPhone and Telia subscription as well.

Q: What factors influenced your decision?
Ans: Yes, I guess the main reason was that I wanted iPhone. Secondly, I was looking for the telecom provider with good subscription, I saw a lot of advertisements of Telia, and then my husband also had Telia that time and he was very satisfied and Telia had the student offer
subscription. In addition I was able to call or send a text message cheaper to those who have Telia, and most of my friends have Telia and that’s why I chose Telia.

**Q: Did you compare alternatives when you switched?**
**Ans:** Yes.

**Q: Do you compare alternative on a regular basis?**
**Ans:** NO, right now because I have subscription now for 2 years.

**Products and services**

**Q: Which services were included in your subscription?**
**Ans:** I guess many things like voice mail, SMS, MMS, internet, many things.

**Q: Did the different services all function equally well or did the performance of the products or services differ?**
**Ans:** I think the all function very well with Telia, and also the coverage of others is not as good as Telia’s.

**Q: Did any of the products or services function better or worse in comparison with each other?**

**Summing up**

**Q: Positive/negative overall perception of the operator?**
**Ans:** Very positive; the only negative thing is difficulty in getting in touch with the customer support so I have to mail them.

**Future**

**Q: How is the situation today?**
**Ans:** Everything is functioning well enough.

**Q: Satisfied with your current telecom provider?**
**Ans:** Yes.

**Q: Do you have improvement suggestions for the operator?**
Ans: Not really, just that they should make the customer service better.

Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: They have good prices and good offers and constantly coming up with innovative solutions and providing new packages.

Q: Have you thought about switching back to the former operator?
Ans: No.

Q: What influences such a decision?
Ans: It is the price if they are much cheaper then I will only think.
INTERVIEW 13:

Gender: Male
Age: 22

Q: Which telecom operator do you use today?
Ans: Yes I have Healebop.

Q: For how long have you been this operator’s customer?
Ans: Like 4 or 5 years.

Q: Are you satisfied?
Ans: Yes.

Q: Does everything function well?
Ans: It does.

Q: Are there something that does not function well?
Ans: Nothing.

Former relationships

Q: For how long were you customer of your previous operator? (What was the name of the previous operator?)
Ans: I had Telia for 2 years.

Q: Why did you switch?
Ans: I had a prepaid connection previously and when it expired then cost went up and other factor was that my relatives and friends also had the Halebop.

Q: What factors influenced your decision?
Ans: Mostly my friends and family members had the same network and cost factors also matter.

Q: Did you compare alternatives when you switched?
Ans: Not much, because I knew that Halebop was free to call with if others also have the same network.
Q: Do you compare alternative on a regular basis?
Ans: Yes. I do actually, and I thinking to change it now. Of course for switching the price is number 1.

Products and services

Q: Which services were included in your subscription?
Ans: I get, if you call some body inside Halebop, you only pay the connection fee, otherwise you pay each minute to the people you talk to and if you load balance more than certain amount then you get free messages for 30 days period. So I use basically call and SMS but not internet.

Q: Did the different services all function equally well or did the performance of the products or services differ?
Ans: It is functioning perfectly alright and same as they promised.

Summing up

Q: Positive/negative overall perception of the operator?
Ans: For the time being it is good.

Future

Q: How is the situation today?
Ans: I think that I will change the operator soon because my friends have many different operators and I would like to have a service provider which offers cheap call rates to different networks and in addition, I do not talk for long hours so I want to have someone who charges less for short calls as well.

Q: Satisfied with your current telecom provider?
Ans: It’s not bad, if I can find the solution for using it the way I want to then I will retain it but actually I will chose the other telecom operator by the price only.

Q: Do you have improvement suggestions for the operator?
Ans: Actually they are all the same in most ups and downs and some other ways but I can’t say much about this because no one is optimal.
Q: Can you mention something that particularly satisfies you in your current relationship?
Ans: It is in the middle because it is neither good nor bad.

Q: Have you thought about switching back to the former operator?
Ans: No but I can consider if other operators would be offering better packages.

Q: What influences such a decision?
Ans: Price and if they are offering new phone with free internet then I would switch.
Appendix 5 – Original Interviews

Interview 1:
Participant chose passive newsletter and described that she wanted to find all the prices and packages at one place in order to compare different packages for prices.

Interview 2:
Participant chose passive newsletter and described that she wanted specifically more information and cheaper options whereas she focused on cheaper aspect.

Interview 3:
Participant chose passive newsletter and described that he wanted cheaper prices of good services as he wanted to use internet and other services but preferred cheaper prices as compared to better services.

Interview 4:
Participant chose passive newsletter and described the reason that he wanted to get the free phone and he uses internet quite a lot and he is student as well so that is why he wanted to avail cheaper price options in which he could use internet on lower prices.

Interview 5:
Participant chose passive newsletter and described that she is not much into the technology and using only basic services, in addition she only wanted the clear information where all the packages are available at the same place; that is why she did not prefer rich information rather focused only on the basic services which offered cheap options.

Interview 6:
Participant chose passive newsletter and described that he wanted to avail only cheaper option because first of all his cell phone does not have the facility to let him operate internet or other advance services and secondly he wanted to choose cheaper options,

Interview 7:
Participant chose passive newsletter and described only two reasons. First that she only wanted to purchase cheaper options and second, she only wanted to use basic services, only one special
requirement was that she wanted that coverage should be outstanding because her workplace is situated somewhere there signals of most of the operators do not reach.

**Interview 8:**
Participant chose the passive newsletter despite of the fact that she wanted to compare different price plans and packages with the rich information of inclusive information regarding all the offerings and services so that she could actively compare and consequently choose the cheapest rates but good services.

**Interview 9:**
Participant chose passive newsletter and described the reason that she does not own a smartphone. Moreover, she wants to remain with the network which is used by her friends and family so that is why she did not go for the active newsletter and just focused on the cheaper options.

**Interview 10:**
Participant chose passive newsletter because he wanted to compare different offerings from various companies at the same place. In addition, he wanted only to choose cheapest prices which could provide him as good service as he required only. He did not want any extra ordinary service.

**Interview 11:**
Participant chose active newsletter and described that she understands that most of the communication is happening virtually and social networking has become very important and interesting now a days so she wanted to choose high speed internet because she remains away most of the time and she wanted to stay in contact with friends and family through internet.

**Interview 12:**
Participant chose active newsletter because she thought that it attracted her attention because it was looking quite interesting as compared to the other one. Moreover she reasoned that she would like to compare various services which are available in the market with other service providers before deciding the final operator.

**Interview 13:**
Participant chose active newsletter and described that he has chosen this newsletter because he wanted both requirements to be fulfilled, one that service quality should be unbeatable and second that prices should be competitive therefore it is necessary for him to actively compare the best available alternatives in the market.
Appendix 6 – Original Newsletters

For Active Customers:
For Passive Customers:

Höstens erbjudanden från Telia

ALLA MOBILA BREDBAND

49 kr per månad

Familje deal!

Spara tusenlappar.