Faculty of Economics, Communication and IT

Customer-support Service - The Role in Telecom-Customer Relationships

A Qualitative Study of Telecom Sector

Muhammad Ghazanfar Ali & Khalid Hashmi
Spring 2012

School of Business Administration

Master Thesis

Supervisor: Inger Roos

Acknowledgement

_____   _____

Muhammad Ghazanfar Ali   **Khalid Hashmi**

Abstract

From the past few years in Sweden telecommunication business has been altered. Earlier when telecom industry was dominant in the market but now it is transformed in to more competitive market with further competitors and provides additional services. In Sweden TeliaSonera is one of the leading and superior telecommunication providers. Currently TeliaSonera is merged among two large companies such as Telia which was one of the outstanding telecommunication companies in all over Sweden and Sonera is the finish counterpart of Telia. TeliaSonera presently facilitate their customers as well as business customers by proving different communication services such as mobile telephony, mobile broadband, Broadband, fix telephony connection and TV.

Regarding Customer support service the purpose of this study is to investigate the relationship among customers and telecommunication service providers, and in this study we emphasize on customer-support service concerning *"The Role in Customer Relationships"*. Our consideration is to find out the better relationship among telecommunication service providers and their customers. Additionally the role of Telia shop is also studied by taking interviews with Telia customer representative office (CRO) and Telia top management.

Furthermore from theoretical perspective the research has been conducted through current literatures such as customer support service, relationship marketing, dominant logic, customer loyalty, complaining behavior and trigger model. Approximately all of the literatures are specify from customer viewpoint business processes intended for long lasting relationship. We have sufficient information concerning that how to get better and stand long lasting relationship with the customers in future.

For the fruitful outcome we conducted this research by exploratory research method and also conducted interview with the help of open ended questionnaire and our target group was TeliasSonera Top management in Stockholm, manager of TeliaSonera shop in Karlstad city and also from 12 students of Karlstad University. The reason behind this was to know the role of TeliaSonera towards customer-support service as well as their customer experience and perception. Finally in the end we come up with the conclusion by the help of gathering qualitative information that the effective customer support-service can lead to long lasting relationship among customers and telecom sectors. Furthermore we also came to know in the end that superior quality customer support service assist to create more customers loyalty.

That means customer-support service play one of the significant role between telecommunication service provider and customers.

Contents

1. Introduction

Now a days in an era of industrialization the telecommunication sector playing an important role in economic development of any country due to increased progress in technology and a massive competition among all service provider in telecommunication sector. In the telecommunication sector the service provider are focusing to enhance their relationship with the customers by making their service quality more advanced and making more progress in customer-support service more viable in order to stay competitive in market. Customer-support service is taking as core service to draw a strong bond of relationship with customers. (Roos &Edvardsson, 2008).

The first chapter includes background of the current study, its problem formulation, current study purpose and its limitation. Furthermore a short information and introduction of telecommunication industry in Sweden and TeliaSonera is presented.

1.1 Background

Bolton et al., (2000) argued that in an era of highly competition those companies are suffering which are losing their customers and company's mangers are focusing their energies to have their old customers and make strong bond of relationship with the customers in order to increase the profit of the company. Reichheld (1994) explained that currently in marketing the focus is on to retain all those customers who are more profitable. It is further explained that old customers are much more profitable for the companies than new customers (Reichheld & Sasser, 1990). Göransson & Frenzel (2009) explained the customers leaving from telecommunication services and since previous decades telecommunication industry is in high completion to build strong bond of relationship with the customers as for service providers long term relationship is good than to capture new customers. Performance of bushiness can easily be enhanced by keeping strong relationship with the existing customers (Ennew & Binks, 1996).

Telecommunication core service normally comprises of networks in order to use mobiles phones, broadband etc and support service normally do the function of supporting and facilitating core service (Vargo & Lusch, 2004a, b). The support service practically runs by using sources like customer's centers, internet, email or telephone. The importance of the customer-support service for the service providers becomes crucial as whenever customers feels problem in services and values they usually and always contact and communicate with service providers (Roos & Edvardsson, 2008).

The presence of customer-support service is essential in every company regardless whether these companies are manufacturer or service providers. The role of customer-support service in customer relationship is also very crucial that whenever current service providers did not satisfy their customers demand then their customers start switching to other providers. The service providers in telecommunication sector putting more efforts and progress to improve quality of customer-support service and in turn achieving long term customer relationship and improving their economic development. Due to high competitive environment within telecom sector services providers continually improve and develop their operation of customer-support service. (Roos & Edvardsson, 2008)

To sustain long term relationship with the customers the most important thing which is becoming more essential for the telecommunication providers is customer-support service. Customer-support service provides a way to do a clear communication with the customers and in turn making long term relationship. Companies are exploring that services which are accepted by their customers to make good quality of customer-support service which enable interaction between the both parties. For achieving customer's loyalty, quality and satisfaction and also to develop trust the most important thing for telecommunications companies is to adopt such strategies and those business operation which are customers dominant in order to gain long term customer relationship (Roos & Edvardsson, 2008). For companies it is important thing to explore the difference between the customers accepted and experienced service for better and sustainable relationship with their existing customers (Heinonen et al., 2010).

One of the most important aspects in switching of customers is triggering factors for the service providers. Customers start thinking to shift to other service providers due to lot of aspects and approaches and these reasons and aspects which start ignition in the thinking process are named as triggers. These triggers are *situational, influential and reactional.* Change in customers life situation or environment and change demographically condition is kind of *situational triggers.* When competitive forces are driving factors these situation are kind of *influential trigger* and in this trigger competitors wants to increase their market share. In last when there is a direct connection to an accident that occurred between the provider and the customer it is *reactional triggers.* (Roos et al., 2004)

For long term relationship with their customers and to stay competitive in market the telecommunications companies are taking more progress in order to increase quality of

service and precedence of customer-support service as core service (Roos & Edvardsson, 2008). This study focuses on customer-support service in order to make strong relationship and exploring best practices that what customer's thinks and their demands towards customers support service in telecommunication sector. The study has been taken with a series of interviews with customers, Telia and further more extended towards its managerial implication by taking interview with top level manager of Telia.

1.2 Problem Formulation

In this periods of high competition companies are suffering with losing their customers (Athanasopoulou, 2009). Most of the scholars studies that attaining new customers is five times costly than having and keeping existing and present customers. Gupta et al., (2004) stated that company's profitability depends on making long term relationship with the customers and the top mangers putting their concentration towards long lasting relationship. Ennew & Binks (1996) argued that business performance can be enhanced only to putting efforts in present customers care for long term relationship.

The customer-support service is crucial because now a day's every company whether it is manufacturer or a service company the presence of customer-support service is important in any form (Roos &Edvardsson, 2008). Customer-support service is becoming an important tool to enhance customer's relationship which is long term. The telecommunication companies making development in order to increase the quality and communication with the customers by using customer-support service for long term relationship. Customers support service is a way of clear communication between the customers and the providers as when customer's feels problem in service they always try to communicate with the provider and customer-support service facilitate this contact. (Roos &Edvardsson, 2008)

Therefore we explore in the study the role of customer-support service in relationship. This study tries to connect the theory with empirical parts and then finally providing the final conclusion in the light of interviews with customers, Telia and with top management of TeliaSonera.

1.3 Purpose

The purpose of this study is to investigate the role of customer-support service in customer relationship. Additionally the study about the role of Telia shops in the telecom company's support service is carried out in this thesis.

1.4 Limitation

This study is limited to customers support service role in only one industry, the telecommunication sector for enhancing relationship with customers and customer's perception, role of Telia shops and managerial implication of customer-support service for enhancing relationship.

1.5 Structure

The introduction chapter contains disposition of the thesis and all the chapters including contents to aware the readers about all the chapters and contents. Furthermore researchers also contain in appendix all the relevant information and interviews which were conducted.

Chapter 2

The chapter is based on different kind of theories and models that are the background of the thesis, such as customer-support service, customer loyalty, customer dominant logic, customer loyalty, relationship marketing, complaining behavior, and Triggers model for mapping customer relationship and we have also included all the theories summarize discussion in the end of this chapter.

Chapter 3

The chapter shows the method of the collected data as well as the interview processes which were conducted with the TeliaSonera customer representative officer (CRO) in Karlstad, top management in Stockholm and their customers, and in the end we comprise the analyzing outcome of interviews.

Chapter 4

The chapter contains all the data which were collected throughout the research has been presented and provided a broad analysis of the data and make up connection with the theoretical framework.

Chapter 5

In this last chapter the researchers come up with the conclusion and present their final discussion and contribution towards TeliaSonera and finally in the end researchers give their views on the outcome of the thesis.

1.6 Sweden's telecommunication history and TeliaSonera

There had been an unregulated monopoly till 1992 in Swedish telecommunication industry. *Televerket* was the only company and supplier at that time in the market. *Televerket* is then changed into *Telia* which afterward again changed into *TeliaSonera.* In 1992-1993 a law was passed against these monopolies and then other telecommunication companies come into the market. The creation of competitive environment, the market would force companies to provide better communication solutions (Nyqvist 2004).

Now a day's *TeliaSonera* came among the leading telecommunication provider in Sweden. Their main products for the customers are TV, broadband, Mobile and Stationary phones. These services and products are provided to both business as well as residential customers. *TeliaSonera* consist of group of companies one is *Telia* which became leading company in Sweden in telecommunication sector and other is *Sonera* which is Finnish counterpart.

In December 2002 this venture was signed. *TeliaSonera* not only provide its services in Sweden but also in Scandinavian countries and also in Baltic States. In Russia, Spain, and Turkey and also in Eurasia the company *TeliaSonera* has good impact in these countries market. Currently *TeliaSonera* is operating and providing its services in almost 19 countries in total (*TeliaSonera 2012*).

To provide their customers a tension free, state of the art and with trust is the ambition of the *TeliaSonea.* Some other goals of company are to deal with customers in friendly environment with secure and uncomplicated way (*www.TeliaSonera.se*). In Sweden the key competitors of *TeliaSonera*Company are *Tele2, Telenor and 3*. Further *Telenor, Tele2* and *Comhem* are key competitors in internet and broadband service. *TeliaSonera's* captures the Sweden telecommunication market as 139% Mobile, 54% stationary phone and 32% broadband (Statistiska centralbyrån, TeliaSonera 2012).

Telia, Skanova, Halebop and Cygate are the promoted brand and services of *TeliaSonera* Company. *Telia* provides large share of telecommunication services in Sweden. They reach to both private as well business customers like other organization and hence became a leading company who capture both residential and business customers. *Telia* operate under its own customer service and vendor.*Halebop* target in mobile service and target group are young generation. *TeliaSonera* in Januray 1, 2008 introduced *Skanova* to deal in Sweden as Infrastructure Company and now it's leading in infrastructure sector. As for as *Cygate* is

concern it provide secure and well managed IP network solutions to their customers and became a leading providers.

TeliaSonera is a long term partner in projects at The Service Research centre (Centrum för Tjänsteforskning CTF) at Karlstad University. *TeliaSonera* now come in LET-Project after remaining a long term research project part at CTF. The LET-Project financed by KK-stiftelsen which is a knowledge foundation and initiated by CTF. The purpose of CTF projects is to develop long term and sustainable relationship with customer by providing them a well organized service. (CTF 2012)

2. Theoretical framework

Theory is not only used as an overall description of the results of research, but also as a perspective for the study that may give rise to questions (Creswell, 2009). The theory part consist of customer-support service, customer complaining behavior, customer dominant logic, customer loyalty, relationship marketing and triggers model for mapping customer relationship. This theory has been selected to present a clear picture of thesis purpose. Theory has been taken from previous literature and articles written over different time periods.

2.1 Customer-Support Service

The retention of the customers is further beneficial than frequently fresh customer's (Reichheld & Sasser, 1990; Sheth & Parvitiyar, 1995). According to Ennew & Binks, (1996) the obtaining and take care of the existing customers for the long term relationship is essential to enhance business performance. The improvement of relationship is deeply depending on the number and nature of the rewards participants which are rise from the relationship (Altman & Taylor, 1973). Effective exchange of different economic and social assistance is consequently an essential for the growth of a relationship among customer and service provider (Mummalaneni, 1987).

As quoted by Roos & Edvardsson, (2008) companies deliberate themselves as manufacturers or services providers nearly all of the companies now a day's providing customer support in certain form even though the frequent existing of such kind of services are still understanding that how customers capabilities are use in their dealings with companies is vague. Services are over all issues or else it can be rather being view as a company specific. Thus it is essential to examine a precise service connected with a specific industry, most of the industry involved in their offerings and most of the customers have experience in customer-support service. In the current studies customer-support service count on telecommunication as well as internet based enablers.

The major service in telecommunication is based on communications such as networks, equipment which are for the use of broadband mobile phones, and fixed line service however the support service which has the function to permit and support to make use of the core service and the subsequent value in use (Vargo & Lusch, 2004a, b). There are different customer-support service models which are communicative and provide awareness of service as a multifaceted matter containing several components. The emphasis turned to the specific function which maintained the customer-support service in companies and this carried out to

light certain significant customer opinion concerning support service in telecommunication (Roos & Edvardsson, 2008). One of the early model the Augmented Service Offering Model (ASOM) define an outline which were prepared for service development and in which service were divided into three core components that are core service, support service, and facilitating service (Gronroos, 1990). This is the model that provide the justification for the current study, while its operationalization and the failure of service, identifiable element making a unified the entire are not accurately well-matched with the ones put forward in the current study wherever customer-support service is recommended not merely to be an supplementary service to the key service on the other hand may in a relationship perspectives (Roos & Edvardsson, 2008).

Another model was developed by Edvardsson (1997) the basics of the model was to follow the similar lines of rational as the ASOM. The core supporting service seems as responding to the needs of customers. These needs are divided in to two primary and secondary requirements needs. The primary needs segment one communication channel on the other hand supporting service secondary needs segment another. Many companies often followed the communication carried out by these models as established by the origin of distinct customer service supporting units. According to Roos & Edvardsson, (2008) the current study encounters the implication in the previous service models signifying that support service performs and make clear as supplementary to the core service. Now a day's telecommunication service developing quickly increased the necessities for the support is simultaneously constructed. The significance of the support service can be perceived from time to time by the customers and further significance than the core service and it is once more challenges the models and furthermore the active view on customer-support service connected to the core service. Roos & Edvardsson (2008) further stated and provide some example that in what way companies should plan and manage their customer-support service tasks it could be visible or invisible and measured one phase of the customer-support service. For example there are telephone queues for telecommunication service which are logically counted in on the other hand there are also real queues which are not linked directly. It's not easy task in telecommunication industries where customer are contacting the operator most of the operators are contacting by the customers through emails and others to make available them a queue line and to get them a personal service even if the customer issues to get in touch with the telecommunication provider and maybe he is grave in nature and they are also

target hateful calls and sometimes they are not get in touch personally (Telecommunication New Zealand, 2006; Ofcom, n.d) and they just get in touch regarding complaints only.

2.1.1 Customer Dominant Logic

According to Heinonen.et al, (2010) that numerous of the present discussions regarding marketing logic have implicitly proposed a need to review the thinking on the character of the seller and buyers both and what will be the seller want to do to manage appropriate and to succeed in business. Heinonen.et al, (2010) also suggest that there are idle opportunities with in applying a CD marketing logic relatively than a SD logic. Customer marketing logic here states that the positions of the customer are in the hub rather than the service therefore it is not a subsection of SD logic on the other hand a diverse perspective. This technique is varies from traditional ideas of customer positioning via shifted the perspectives rather than of concentrating, the companies are build up service that customers are going to choose. Marsden & Littler, (1996) further discuss that the grounded with in customer activities will permit companies to create a business on comprehensive intuitions into customer activities, experience, practices as well as framework. Such kind of intuitions is then transformed into concrete methods for companies to contribute and take care of the customer's dealings in term of service offering (Gronroos, 2008a, b). There are different perceptions which are argued in current literatures and three problems co-creation, value in use and customer experience are discussed in most researches (Grewal et al., 2009; Gronroos, 2008a, b; Holbrook, 2006; Payne et al., 2008; Vargo et al., 2008; Sandstrom et al., 2008; Vargo & Lusch, 2004, 2008a, b) According to Heinonen.et al, (2010) value in use assessment is based on customers service experience which is establish concerning customer perspective. Due to customer opinion service includes three kinds of factors, such as consequence of service providers, internal actions, and co-creation method and their resulted factors and method and result of the customer own activities. Value in use must be consider as everything so as to company with the aim of that the customer can use due to get better their life or business. Value is comparative performance assessment which can be performing by any one at any time when required regarding a particular part of their events or life. Value in use considers being true, value come in view when the customers make use of service (Holbrook, 2006). As compared to exchange value, value in use is consider as a procedure in which value appear instead of delivered (Gronroos, 2006; Gummesson, 2007). It is clarify by different researchers that the suppliers simply make resources or means is essential to make it Possible for the customers to build up value for themselves (Gronroos, 2006, p. 324). Value creation is connected to

interactive method whichever by direct or indirect interaction (Gronroos, 2008a; Vargo & Lusch, 2008b). Heinonen.et al, (2010) further stated that CD logic is suggest in its place of highlight simply one kind of activity that is customer company connections and the focal point must be on customer activities and dissimilar utilization framework. According to Caru & Cova (2003) experience should be ordinary and extraordinary but Heinone et al., (2010) declare that customer experience contains each and every type of activities as well usual, ordinary activities. Co-creation of service is strappingly support by the proponent of SD logic because of highlight the various contrast with GD logic (Heinonen et al., 2010). Co-creator must be understood in different ways. The basic foundation of SD logic is that the customer is all the time co-creator of the value mutually with the company (Vargo & Lusch, 2008a, b). The role of manufacturers and consumer are not different in SD logic it means that value is all the time co-created together and reciprocally in relations between providers and receivers through the combination of resources and application of competence (Vargo et al., 2008, p. 146). On the other hand Gronroos (2008a, p.4) further quarrel that there is difference among value creation and co-creation and it is significant to stay distant service production that the customer participate as value creation and co-creation. The regulator of value creation differs and the companies must take the role of value organizers where they can possibly inspire the customers. Customers always build up value for themselves but throughout the dealings the service providers acquire opportunities to transform the course of value creation, for example the customer acquire additional value than or else out of the service or good (Gronroos 2008a, p. 9).

2.1.2 Customer Loyalty

Oliver (1997, p. 392) well defined customer loyalty as *"deeply held commitment to rebuy or repatronize a preferred product or service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour"*

Customers are the powerful strength for the profitability of the company and customer loyalty may bring the companies to profitability (Hayes, 2008). In current years there is rising attention in customer loyalty. In fact every business disturb from the voluntary churn due to the choice of customer who are switching from one service provider to another and this is truly happening now a days in telecommunication companies the telecommunication companies yearly churn rate which is 10 and 67 per cent (Hughes, 2007).

The competition in all over the world, capacity of markets, and the growth of information technique get improve the customer consciousness and build up conditions where long-standing success is not at all the extended achieved over improve products price as well as qualities in its place companies create their success on long-standing relationship (Kuusik & Varblane, 2009). Customer loyalty is very an essential strategic objective for over all managers. There are different researches which are examined in relationship among customer satisfaction and loyalty in different circumstances (Cooil, 2007). According to Bell, (2002) stated that customer loyalty and retention is the greatest and essential challenge around the world which the managers greatly facing. As quoted by Kuusik & Varblane, (2009) There are numerous approaches to customer loyalty for example Behavioural Loyalty Theory which was ruling until 1970 and view loyalty as the function of the share of entire purchasing the function of purchasing rate or purchasing way or else function of purchasing probability such a approaches focus on brand loyalty but not on results and details. In 2003 presented the two dimensional notion of brand loyalty that specified that the loyalty must be accessed through both behavioural and attitudinal standards. These kind of various approaches let the customer to differentiate behaviourally or emotionally loyal. There is no emotion of behaviourally loyal customers but they take actions as a loyal but tie with the brand or dealer. While emotionally loyal customer can do such acts. Jones & Sasser therefore express their views about such a kind of loyalty as a false or true long standing loyalty (Kuusik & Varblane, 2009).

Jones & Sasser, (1995) recommend three procedures of loyalty and that can be useful for the division by loyalty

1. Customer's primary behavior: rate and quantity of buying.
2. Customer secondary behavior: customer recommendation, authorization and spreading the word.
3. Customer's intent repurchases: customer prepared to repurchase in upcoming.

Kuusik & Varblane, (2009) further discuss that according to European customer satisfaction index model perceived quality is differentiated in to two basics "Hard Ware" contains quality of the goods or service characteristics, while "Human Ware" signifies the related customer cooperation basics in service that is the individual behaviour and situation
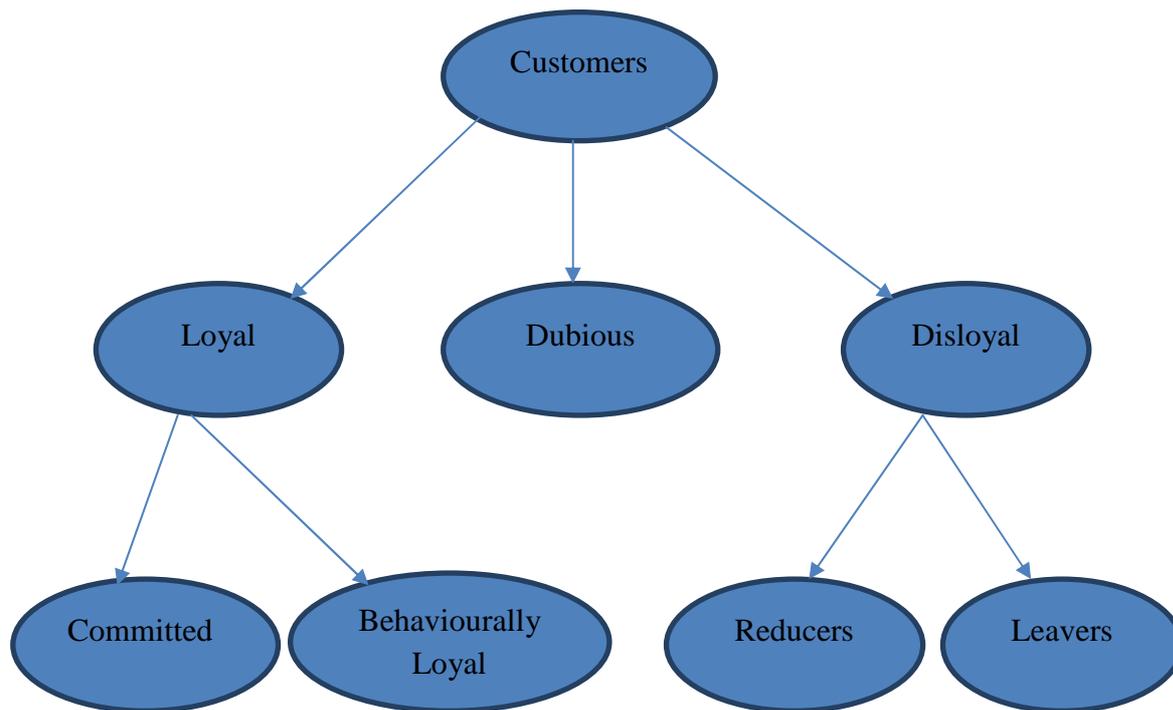
Figure 1 General segmentation of customers by loyalty (Kuusik & Varblane, 2009)

of the service (Gronholdt et al., 2000). The model shows us that when there is increased in satisfaction there will be increased in customer loyalty. But in low customer satisfaction situation they have choice to leave or switch to another service provider or may make their complaints. Studies demonstrate 60-80 % customers who are imperfect towards competitors believed they were fulfilled or extra pleased before their imperfection (Reichheld et.al., 2000).and it indicates towards decision about the presence of further issues and also satisfaction have a positive impression on customer loyalty (Mascarenhas et.al., 2006).

Kuusik & Varblane (2009) divided active customers in *committed* and *behaviorally loyal* and *dubious* (see Fig. 1) and explained that committed customers are those who use services of provider in present and also in future and advise others to use the provider. On the other side behaviorally loyal customers did not advise to others but use the service provider in present and in future. Dubious customers only use the service of specific provider and but did not know about the future. They also discussed the disloyal customers as *reducers* and *leavers* and stated that reducers presently and in future will reduce the amount of service of specific providers while leavers totally leave the service provider. (Kuusik & Varblane, 2009)

In this competitive globe Companies should be customer oriented (Kotler, 1997). According to Innis & La Londe, (1994) customer service can affect demand in the markets. It suggested

before that the customer service is one of the major deliberations when a supplier is assessed (Sheth, 1973, Perrault, & Russ, 1976, Jackson et al., 1985). The reputation of the suppliers towards better service can attract potential customers and maintain their existing customers. Better service furthermore offers safety from price competition (Hartley, 1989). Customer service is consider as a technique which can takes among customer and service provider and third party (Innis & La Londe, 1994). Customers make use of the service process and categorize the quality (Friday & Cotts, 1995). Earlier surveys demonstrate that the customer's service is a crucial and obligatory element of the marketing mix and it provides a momentous chance for organizations to increase benefits in the market place (Sterling & Lambert, 1987, Lambert & Harrington, 1989). Heikki Koskela (2002) further propose that the superior level of customer service can lead to customer loyalty and get better long-lasting sales as well as profitability of a supplier. According to Fornell (1992) further discuss that the customers who buys separately should have dissimilar fulfillment and loyalty characteristics. It was assumption that individual service has diverse customer satisfaction-loyalty individuality. Usually satisfaction-loyalty attentively examines customer loyalty within the whole industry or co-operation. Kotler (1997) argue that product support service is gradually more becoming a part of competitive advantage. Several companies build up more than half of their earnings in product support service. Customers are always anxious regarding disruption in the service which they are looking forward as of product and their uncertainties must be particularly into three regions such as reliability, maintenance, and service dependability. Sequentially to give the most successful support the supplier has to recognize the customer worth and their comparative significance (Lele & Karmarkar, 1983, Lele, 1986).

2.1.3 Relationship Marketing

According to Grönroos (2000) Relationship Marketing is the process to establish, identify, improve, main and if required ending relationship with customers and other stakeholders in a profitable way so that all the parties objective are met and this can be done by mutual thanks giving and promises fulfillment. Hutt & Speh (2010, p. 92) focus relationship marketing as "…*all activities directed towards establishing, developing, and maintain successful exchanges with customers and other constituents*".

According to Calonius (1988) keeping and fulfilling promise with customer is the important element of relationship marketing and companies can attract new customers by fulfilling promises of their existing customers. Further Grönroos (1990) states trust an essential element of relationship marketing. According to Grönroos (2007) relationships marketing most

important pillars are trust, attraction and commitment. Morgan & Hunt (1994) stated that trust is build when both parties have confidence in mutual exchanging. Other researchers like Theron & Terblanche (2010), Buttle (1996) argue that important factors to build long and strong relationship with customers are commitment, trust, communication and satisfaction.

Furthermore (Gordon, 1998) describes relationship marketing as a process of providing values to end customers by a chain of relationship from suppliers to distribution including investors, company's directors, employees etc. Exploring and providing new values and benefits to customers is a key to build long term relationship with customers hens relationship marketing is a kind of continual process. (Gordan, 1998)

In accordance to Tohidinia & Haghigi (2011), service providers can build strong bond of relationship with the customers using relationship marketing by providing high marketing efficiency, low customers defection and fulfilling the inner needs and desires of customers which in reverse can enhance the level of satisfaction in customers and loyalty. Zeithaml & Bitner (2003) if service is provided to customers as they expect than it's a key to have long lasting relationship with customers as customers satisfaction fulfilled. Grönroos (1994) stated relationship marketing as an important tool of business strategy.

Other researches like Grönroos (1994) & Berry (2002) established that relationship marketing is nothing but only knowing their customers and keeping and having them for long term. According to Theron & Terblanche (2010) in the past decade companies are focusing on strong relationship due to various advantages from which one advantage is that it is tough for the competitors to steal the customers as strong relationship work like a shield. Söderlund (2000), Theron & Terblanche (2010) explain other important advantage is that loyal customers are more profitable than ordinary customers.

2.1.4 Complaining Behavior

Kessler (2003) stated that the US newspaper give a statement there are numerous complaints to telecommunication operators is rising quickly Qwest communication, AT&T, Sprint, and MCI also give the same statement and a few of them confess that there is 300% increase in complaints and these complaints are treating which is one part of the support service. Complaints are look in relation to the core and support service in telecommunication that is to be a channel of support service or transporter. So & Tang (1996) point out one of the aspect that the significance to the control of queues are suitable if there is promotion of constructive

awareness of the service he further argues that once companies digitalize than they well-thought-out about the support service are less essential than the core service.

Ozment& Morash (1994) believe and discuss in the same way but due to their point of view visibility merely referred to the core product. They also stated that the relationships among customer perceived service quality core service as well as peripheral service and reliant on visibility. Customer continues to purchase the service in both in accurate and false relationships and might seem to be equally satisfied based on their satisfaction score but the key difference is their limit of commitment stated as the number of service provider and affective commitment. Emotional commitment stops from perceived service dominance as compared to substitute providers and furthermore the robust preference to the service provider in question but the high emotional commitment delivers confrontation to counter encouragement from the competitor's proposal (Oliver, 1999; Dick & Basu, 1994).

2.1.5 Triggers Model for mapping customer relationship

To analyze and explore customer-support relationship there are many important tools and methods needed to be considered. For a sustainable relationship with the customers (Roos, 1999) indicated two important aspects trigger and process. (Roos et al., 2006) stated that in customer relationship triggers are defined as groups of factors that affect customer perceptions of relevance to the actual behavior importance. According to (Roos, 1999) trigger factors are very important for healthy and long term relationships with customers. Roos, Edvardsson, & Gustafsson (2004) argued that important thing to note in customer relationship is trigger factor. Trigger is the factor that can change the relationship between customers and service provider (Roos et al. 2004).

The study by (Roos & Gustafsson 2007) shows that there are two important dimensions of trigger one latent and other overt. When there is no activate attitude is present towards the current service provider this is latent trigger. In this case the customer is unaware about the trigger as long as activation of attitude. On the other hand an overt trigger occurs when customer is aware about the trigger and the attitude is clear towards the service provider. Stability arises in overt trigger as customer came close to all necessary information and knowledge about the provider those are providing services in effective and satisfied way. (Roos & Gustafsson 2007). A study by (Roos et al., 2008) chooses research on telecommunications service providers and main focus is on customer-support service.

In accordance to (Roos et al., 1999) there are three main types of triggers those are *situational, influential and reactional trigger.* The *situational trigger* is all about the change in personal life of customer in which customer's private life can be change socially or demographically etc. A change in living and family situation might also be change in *situational trigger.* In case of telecommunication service provider's loyalty and customer-support service can be taken into consideration in *situational trigger* (Roos et al., 1999). These different changes can serve as *situational triggers* like changes in working hour, changes in economic conditions, use of leisure time and demographic changes etc (Roos, 2002).

When competition arises among service providers of some specific industry it gives rise to *influential triggers*. The market share are tried to increase by competitors by different ways like price and promotion tactics in order to stay competitive among their competitors. Commercial campaign is adopted by the companies to draw the attention of the customers. By this way customers are starting to know about the company and their services and products and start taking interest. *Influential triggers* consist primarily of competing enterprises, payment procedures and new value-added service. *Influential trigger* is further divided into *active* and *passive trigger* (Roos & Gustafsson 2007). When customers are tend to know information by them self then it is *active* form *of influential trigger*. The information can be found by commercial, publicity or promotional campaign for example. Customers follow their decision and are very active towards their choice and decision. On the other hand *passive trigger* arises when customers tend to do reaction very quickly due to various deals offered by the providers like low rates of calling and other value added services. In the *passive trigger* customers made rapid decision in some sort of unconscious condition due to promotion of product and services by the companies.

Reactional trigger arises when customers and providers come to a critical situation like some disagreement between customer and provider. This trigger happens when provider gives less quality to customer than promised. Low quality is most important factor to activate this trigger in customers. Sometime if there is some mistake in monthly invoices then customer did not trust on provider anymore. Due to inefficient service by provider's customers no more trust on company and *reactional trigger* became functional in this situation. (Roos et al., 1999)

Roos (1999) stated the trigger experience by customer mean that there is more chance of leaving and switching the provider by customers. The reason to explain the trigger model by author is that according to Roos (1999) triggers are important factors to have long and health relationship and creating strong bond between customer and provider.

Roos & Gustafsson (2011) connected triggers with active and passive customers in term of relationship and explained that customers are more active in term of relationship those are influenced by situational and reactional triggers and customers are passive in relationship those are influenced by influential triggers. More over customers with situational and reactional triggers experienced have more knowledge and are associated with stable relationship while on the other hand there is a phenomenon of unstable relationship with the customers having influential triggers due to lack of knowledge about their present relationship. (Roos & Gustafsson, 2011).

Active and passive customers were in detail studied by Cioffi & Garner (1996) and concluded that active customers are always in search for information and make their decision on the information they collected and this decision are taken wisely and in conscious condition even this process takes lot of time. On the other hand passive customers do not take interest in information and make their decision in a low conscious condition (Cioffi & Garner, 1996). Further Cioffi &garner (1996) added that active customer's wants to remain in long term relationship due to their time taking conscious decision while in return the passive customers have more leaving phenomenon. Roos & Gustafsson (2007) describes the same that passive customer have more chance to leave than active customers. On the basis of above discussion Roos & Gustafsson (2011) draw a conclusion that active customers are more likely wants a stable relationship while passive customers have more towards unstable relationship. According to Roos et al., (2011) active customers are more loyal in term longer relationship as they take interest in seeking knowledge while on the other hand passive customers are not loyal in term of longer relationship. Kuusik & Varblane (2009) differentiate active customers as *committed* and *behaviorally loyal* and *dubious* (see Fig.1) and stated that committed customers are those active customers who use the services of a specific provider currently and in future and also advise others to use this provider while behaviorally loyal customers uses service presently and in future but did not advise to others. On the other hand dubious customers only use the specific services providers but did not know about the future that whom service will they use in future (Kuusik & Varblane, 2009). They also describe the disloyal customers as *reducers* and *leavers* and explained that reducers are those disloyal

customers who presently reduce the services and in future will reduce the amount of services of specific providers while leavers will totally leave the specific service providers. (Kuusik & Varblane, 2009)

Relating to this stability with customer-support service Roos & Edvardsson (2008) took customer-support service as a core service for longer relationship with customers. As customer-support service is essential for companies in telecommunications sector to enhance and have long and sustainable relationship with customers (Roos & Edvardsson, 2008).

2.2 Summarizing theoretical framework

The researchers select the theory of this thesis in order to fulfill the requirement of purpose. The selected topic has serious relation with each other and has dependency on one another. First of all researchers present the topic customer-support service which is becoming an essential part in each company whether it's a manufacture industry or service providers. The role of customer-support service is to being support their customers if they are facing some problem in their services or products. Present study is focused on telecommunication service providers and their customer-support service. In telecom sector customer-support service plays an important role in customer relationship and long term relationship with customers depends how good service providers are regarding their support service.

As for as customer dominant logic is related to customer-support service its quite true that if service providers are delivering good support service to customers then they are in turn getting the values of customers. The service providers can definitely earn the value creation process by providing their customers a good and useful support service. So customer-support services and value creation process is dependent to each other.

The next topic is chosen by researchers is customer loyalty and reason to choose this topic is that if customer support service is good by providers then they can providing the values to their customer and in turn if customers are getting the values then they can be loyal and if not then the customers will be disloyal. This is proved that the getting new customers are five time expensive then having their existing customers. So service providers can keep their customers for a long time by providing useful support service and can create values for their customers to be more loyal to them. Disloyal customer's leaves their service providers while loyal customers remain stick with their current providers.

The relationship marketing is essential in such a manner that this marketing approach is essential for keeping their customers. By using this approach companies can attract new customers also by fulfilling the promise of their existing customers. Relationship marketing approach focuses on trust and commitment. Companies can also provide values to their customers by following this approach. Inner needs and desires of customers can be fulfill by relationship marketing and in reverse companies can enhance the satisfaction level of customers and also loyalty. So relationship marketing is closely related to idea of customer support service, value creation process and customer loyalty because if relationship with customers is good then customers will be more loyal and will feel that companies are providing values to them.

The nest topic presented by researcher is complaining behavior and reason behind this topic is that complaining behaviors is increasing in customers. To hear complain and solve these complains is an essential part of support service. If customers feels that their complaints are well treated by support service then they surely can be loyal by feeling that companies are providing values to them by solving their complain.

The next and last topic is the triggers model that is important in mapping customer relationship in telecom sector. Trigger factor can change the relationship of customers with the service providers. Trigger can be any state or situation. If customer knows the trigger this is an overt trigger and in this trigger attitude is very clear towards the service providers. In other case if customer did not know about the trigger that is latent trigger with no active attitude. There are mainly situational, influential and reactional triggers and if customers face any one of this trigger they can leave the service providers. Active customers are normally influenced by situational and reactional triggers. And if influential trigger is present the customers are passive in relationship perspective. Moreover active customers take decision consciously and have long term relation behavior towards service providers. While passive customers have more leaving behavior as their decision are in unconscious state.

3. Research Methodology

The research methodology chapter defines and explains the design of research work carried out in this study. The research framework, data collection, interview process and limitation are the main headings.

3.1 Research Design

The research design of this study is qualitative as the problem being discussed requires deep understanding of the root causes. The problem at hand is the "customer support-service the role in customer relationships" where the core service being observed is the customer support facility managed by the telecom company named as TeliaSonera. The support facility in its nature demands complete mapping of the process of communication that is generated between the TeliaSonera customer support officers and the customers. It is reflected from the description of the data in this study that it includes stories of communication scenarios and events. Such type of data has to be evaluated with having focus on the foundation of mission, market and business mechanism of the company which can be sourced by having interviews. This strategic information can be collected from the people who steer the activities of the company. For that very reason, management of the company was also engaged in the research study by having their perspective through insightful interviews. The interviews of the managers served as the lens or spectacles through which we could evaluate the observed customer support events.

We chose the exploratory type of qualitative research approach as the requirements of data collection and analysis depicted it to be the most appropriate method (Aaker et al, 2004). The question now arises about the availability of theories and previous research work.

For this situation, the study done by Anna (2006) portrays that there are two different kinds of research approaches which are very significant for the formulating of theory, deductive approach and inductive approach. Deductive is a method which begins from the theories which are accessible and assessable parts of the hypothesis and are relate with the phenomenon that is inspected. After outcome of the test the researcher is capable to come out with the decisions regarding theory and which also called "from theory to observation". But on the other hand inductive method states that the researcher formulates theories and models

which are creating on the discovering and observation as of real life and which is also called "from observation to theory". Moreover Hyde (2000) specified that the qualitative and quantitative researcher begins their research through inductive and deductive procedures because it may not be feasible to challenge a research task without these two approaches.

3.1.1 Approach of the study

Therefore this thesis follows exploratory approach along with a qualitative method for collecting our data which is created on the marketing research outcomes we will try to clarify and understand by asking different kind of questions about the hypothesis from the top management, company staff, as well as from customers that how they deliberate and feel about the questions contained in the hypothesis. Than further we will examine our outcomes and draw conclusion according to the theories and literature review.

According to Aaker et al. (2004) exploratory research is used concerning to find out and understanding the overall nature of the nature and also to reveal appropriate variables which will be considered in the examination portion of the study regarding exploratory approach hypothesis may not be precise and non-existent because absence of the earlier information. Exploratory research is fits where researcher has no comprehensive fact and figures as well as understanding regarding the research problem. To the researcher it is an initial stage to acquire exact and conclusive future research devoid of having narrow knowledge of the problem (Zikmund 1997).

Aaker et al. (2004) further demonstrate that this research approach is extremely flexible, qualitative and amorphous. Subsequently the characteristics of the exploratory approach certify the circumstances of this research and the mixture with the purpose of the research to obtain background knowledge and the researcher also selecting exploratory research model along with the qualitative method regarding data gathering.

The qualitative approach builds up an extensive data from the smaller amount of individuals (Patton 1991). Aaker et al. (2004) indicate that the exploratory approach deliver qualitative data which is also called as rich or soft data the outcomes are frequently wide-ranging and immeasurable. Qualitative data is richer because through this data the researcher can acquire a basic knowledge of the issue and background facts and figures and which is furthermore appreciated to the researcher comparatively numbers. According to Creswell (2009) the researcher's mainly gathering qualitative data by the help of interviews and the receiving results are in words rather than numerical data. After completing the qualitative research the

researcher will going to created theory an outline or generalization which will be get together from a theoretical outline and the acquired data.

3.2 Research Process

According to Aaker et al. (2004) the research process is a well-organized and orderly process which make equivalent all the characteristics of the research project to each other   the research design must be reliable or dependable along with the research intention or else the outcome will be null in the end. In this section we declare the entire research process through figure which is deliberated in detail that how the research process is proceeds to the endpoint and the figure also contains that how the research work can be understood.
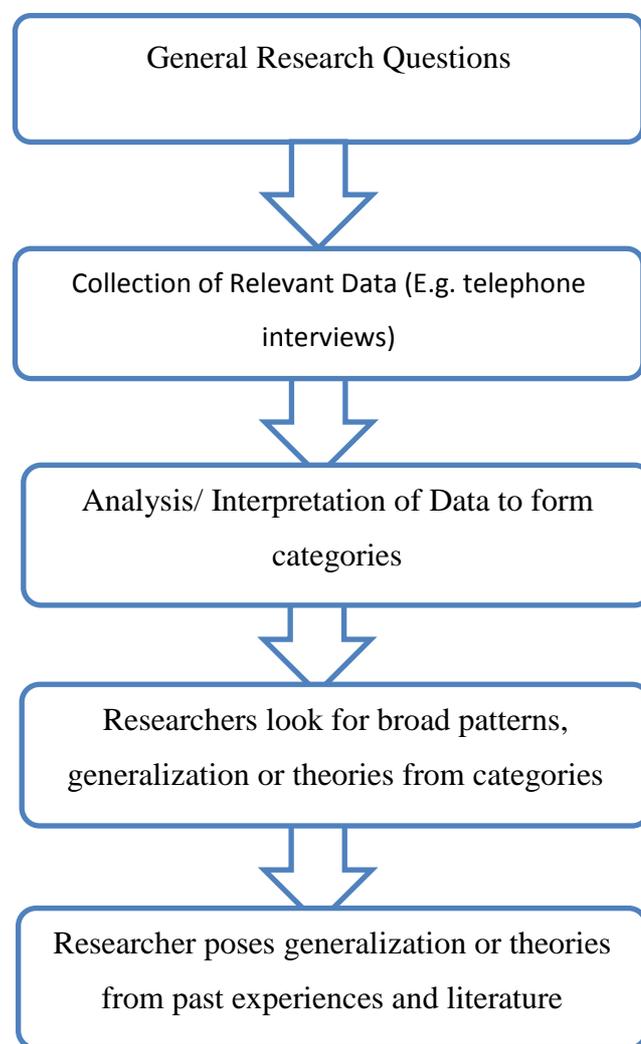
Figure 2 Research process (collectively from Creswell 2009 and Bryman & Bell 2007)

The above outline contains different stages of research process and the outline also shows the deductive research method and in deductive research method researchers investigating their research from general to specific. In the first stage of the research is to find out the problem formulation.

In the second stage the researcher's required comprehensive knowledge of theory which is essential for further work. Furthermore the researchers get their relevant information or data regarding their problem formulation by conducting personal face to face as well as telephonic interviewing which include different kind of general questions and these well-structured general questions are very supportive for the researchers for gathering appropriate data.

This method can make available a qualitative result as well as the customer personal experiences and knowledge. After completing the data collection the researchers required to interpret and examine the collected data in several categories because the basic determination of putting the collected data in different categories is to express and discover a comprehensive design of generalization and overview of gathered data, the reason behind this is to examine the data with the appropriate literature in order to get the expected outcome. In the next and final stage in which moving from broader to more specific it is crucial to take in to account the previous literature to get the desire outcomes.

In order to complete the research we discover current appropriate literatures for theoretical perspectives i.e. customer-support service, dominant logic, relationship marketing, customer loyalty, triggering aspects of switching, and complain behavior. Subsequently studying the whole specified literature we get enough information concerning to improve and stand long lasting relationship with the customers. Approximately each of the literature is specified regarding customers perception, business processes in order to create long term relationship.

After all we will analyze the gathered data and uncover the possible links and correlations the mission is to clarify the outcomes and take under consideration the theoretical features as well as the methodological structure and the conclusions will make available along with the recommendations.

3.3 Data Collection Process

The data collection section notifies the readers that how researchers gathered their rich data and why they choose this method as well as what kind of limitations they faced.

3.3.1 Primary Data collection

To find out about the customer support-service of Telia Telecommunication the secondary data is not sufficient primary data is required.

Basically there are two methods for data collection which are qualitative and quantitative technique. According to Anna (2006) in quantitative technique the judgments are finding through statistic data, designed as well as well-organized methods of working that the researcher is observer rather than a part of what he is studying. While qualitative technique is a researcher plan which is generally focus on words rather than quantification regarding collecting and investigating data and in qualitative technique data collection is based on words rather than numerical data. Silverman (2000) further describe that the qualitative technique make available rich details of people's feelings, meanings as well as understanding of specified actions and behavior. Furthermore Alan & Emma (2007) illustrate that the qualitative technique provides an unstructured interview but normally it is over all term which holds both the interviews the semi-structured and unstructured. Regarding unstructured interview that includes normally a list of questions or problems, which is also called interview guide and the questions style is normally informal. While the terminology and outline of the questions are different this is depending on interview to interview. While on the other hand semi-structured interview based on a wide-range of examples it is normally denotes outline through which the interviewer ask numerous questions and the order of the questions may different but that are over all method of an interview agenda. Moreover the questions are often relatively more general in their structure of reference instead which contain in structured interview outline. Furthermore the interviewer typically has certain freedom to ask additional questions regarding what is comprehended as noteworthy responses (Alan & Emma 2007).

The aim of our study is to conclude customer feedbacks and state of mind towards customer-support service of Telia Telecommunication and in the data collection the qualitative technique will be implemented as a result tool in this thesis because qualitative technique is more appropriate for this study. Furthermore the data will be collected through qualitative interviews and the interview were conducted face to face from Telia Telecommunication top managers, lower staff as well as from their customers, and mostly question were open-ended because in such kind of questions respondents could answer the question in any manner they needed. According to Bryman & Bell (2007) illustrate that the researchers through open ended questions could get surprising information and also capable to ask additionally more question that are not prearranged but of interest. Thus this study is based on qualitative

approach and it can provide us a profound understanding regarding the key research problem thus this study is based on qualitative approach.

3.3.2 Interview Process

The segment provides the reader that how the researcher conducts their interview process and collect their rich data.

As quoted by Muise & Olson (2011) face to face interview is a decided among two or more that two people that can assist researcher to collect useful and reliable data which is appropriate to the research purpose. Moreover face to face interviews permit regarding personal interaction and also provide to collect additional material for the research.

The process of interview in this thesis we collected our primary data through interviewing Telia telecommunication top management, lower staff and their customer by meeting face to face, because this is the fastest approach to get our rich data regarding our problem formulation as well as we could get response very fast. There was no time disturbance concerning questions and replies since we could understand the reaction of the interviewee immediately. To understand greater customer-support service concerning telecommunication business in this study we planned open ended question which could discover customer experience and anticipation as of customer service, for this study We conducted interview and the target group for our study were Telia Telecommunication top manager, Telia customer representative officer in Karlstad and students as customers (including Swedish and international) of Karlstad university because the main purpose of the study is to find out better exercise for the customer-support service and the questionnaire were structured considering the theoretical outline.

The data which were collected by conducted interviews is seen as primary data. Once the interviews were done all the collected data is coded and build up in to thoughts and structured in to different groups, and then find out the relationships among these groups. Finally find out the research outcome in the end by testing the hypotheses.

3.3.3 Limitation

Open ended question are time consuming because most of the question are lengthy and confusing which doesn't provide the relevant answer of the questions from respondent. Due to time consuming open ended question have difficulties that it require more energy from the respondent who might lose motivation to continue and further answer the questions(Creswell

2009), for example due to time or not answering all the question some time the question had to be reduced or the interviews had to be stopped from participant side.

3.4 Presenting and analyzing of interviews result

Researcher's wished to record interviews from the respondent and then write it down the responses of the interviewees immediately. There are 12 interviews of customers as well as top management and customer representative officer can be find in appendix 1.morover each interview is summarized according to each question and also categorized each individual answers. According to Wolcott (2001) this is very substantial to make or put the data in much uncomplicated categories which will provide an easy way of overview. The process of categorizing the interviews results by collected through open-ended question is called coding (Hague & Hague 2004). Through this method the information become much easier to understand.

3.4.1 Stage one customers interviews

3.4.1.1 Coding

In order to analyze the answers of the interviews it is very important to place the related answers of the respondent in to the same category after that every category ascribed code, due to this process researcher can handle easily the results. According to Hague & Hague (2004) the list of existing code is called code frame. In this way the researcher collects several common or similar answers which are related to the same interest and make a coding. Theoretical framework has helped a lot in creation of the categories by putting the prototypes according to their detail.

Meanwhile coding the categories into numerical numbers would not investigating the outcomes and put the presentation more difficult that's why researchers plan to categories numerous distributions into groups with the given names in the self-constructed table which is display below.

Industry	Customer interviewed	competitors	Trigger Distribution	Reason to Switch	Importance b/t Services	Active/Passive Customers	Attitude towards former operator
Telecommunication	12	Companies Names	Influential	Bad support service	Support service	Passive	Will not switch back
				Price			
			Situational	suggested	Core service	Active	Will switch back
			Reactional	Other/Better Services	both		

Table 1- Coding distribution

3.4.1.2 Competitive situation

The group was designed to deliver the summary of the distribution of the previous service provider's customer within the competitors in Sweden

3.4.1.3 Trigger Distribution

The group triggers distribution was made according to the respondent answer of the questions what factors influence to make them switched to other service providers.

3.4.1.4 Reasons to switch

Regarding this group the researcher find out the reasons behind switching and divided them in to different categories like, bad support service (when customer needs immediate help by facing some problem), Price (service fee paid by customer), suggested (individual who are recommend by the friends or family to switch services), other/better services.

3.4.1.5 Importance between Services

In this group researcher trying to find out the importance between services according to the customer point of view like some customer consider that support service is important, some of them give priority to core service, or some of them think that both the services are equally important.

3.4.1.6 Active passive customers
The group has contains numerous respondents who were actively changing, those who got alert and searching for alternatives to switch and also the ones who were influenced by their family, friends or sales person to make them switching to other providers.

3.4.1.7 Attitude towards former provider
Here the result will be presented of those customers who want or not want to go back to their previous providers.

3.4.2 Stage two TeliaSonera Management Interviews
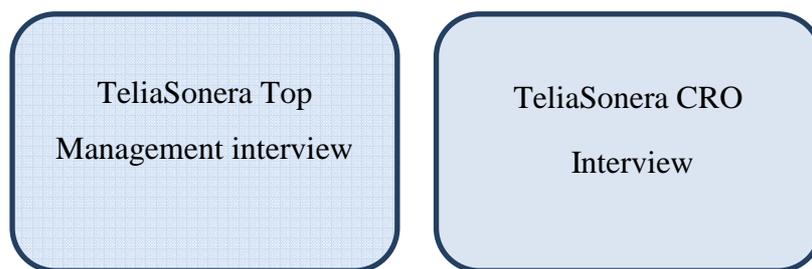
Figure 3 Top management and CRO Interview

In the second stage researchers conducted interview from TeliaSonera Top management and Customer representative officer in order to get understand the role of TeliaSonera shop in customer-support service towards customer relationship. The collected data has been summarized and interpreted in different categories.

3.4.3 Presentation
In stage one the empirical data of customers is presented in self made table 1, and in stage two empirical data of TeliaSonera Management is presented and the classification of interviews were complete and the answers of the respondent are summarized according to each question and place in different categories, furthermore each interviewee is also mentioned in the appendix. To link the interviews of the respondents therefore theoretical framework would be used moreover the analysis of the results will be done in the form of text.

3.5 Reliability and Validity
When the researchers understanding the findings of anyone else study, and defining the impression of the outcomes is reliant on two notions that are validity and reliability. Basically validity is based on that does your research project really measure what you expect to measure. While the reliability define whether repeated valuations deliver a reliable outcome specifying the similar preliminary circumstances (Natco, 2012).

3.5.1 Reliability

If the research tool is reliable it can generate the same data time afterward in every period when it is used. Thus the research tool is at a better level of reliability if it can deliver with stable outcomes (Martyn 2007). Alan & Emma (2007) further suggest that it is very hard to keep reliability in qualitative research. Since it is difficult to restrict a social setting as well as the conditions of the early study create it replicable due to term is generally engaged.

The researchers used same questionnaire for every applicant due to generating reliability and for the purpose of eliminating errors regarding different interviews. Furthermore if the participant didn't get a question each time than it was explained to the participants in an altered method, and this eradicated the motive for not replying since the participant picked wrong or misjudged the questions.

Though most of the researchers are confident that the responses of the participants would show a discrepancy concerning in vary cases or attended by various observers. The qualitative interview along with open-ended question relies greatly on the frankness and viewpoint of the respondents.

3.5.2 Validity

There is another word for validity which is truth. This mean that the current primary collected data is genuine besides this data should not be filtered that is used in earlier researchers, and it eradicated the threat of losing the actual information. It means what purposefully was requiring should be contained within the study (Silverman 2000).

To make sure that the research contains validity the interview structured was very simple. Before the interviews all the questions were verified according to our research requirements because to eliminate mistakes. Furthermore throughout the interview question were repeated in order to make sure that the participant is completely comprehended the meaning. Moreover especially our target was those customers who could really deliver the obligatory information and had the facts about the questions were asked. In this way the researcher were capable to gather the accurate data from the exact participant.

4. Empirical data and analysis

In this chapter researchers presented all the empirical data collected from interviews. The deep analysis is then presented by researchers according the question in the interviews. All the interview questions are designed on the basis of theoretical framework. According to purpose of the thesis two stages are presented in the empirical data and analysis chapter. In the first stage the basic purpose of the thesis is analyzed which is "role of customer-support service in customer relationship" by analyzing the interviews taken from the customers. And in the second stage the additional purpose of thesis which is "role of Telia shop in company's support service" is analyzed on the basis of interviews conducted form Manager of Telia Shop and Top Management of Telia.

4.1 Empirical data

In the empirical data all the results taken from the interviews is presented which is mentioned in research process section (3.2) in chapter 3. The first stage of the result is presented as under. The main finding which is observed is that respondents give more importance to support service than core service. Due to support service leaving behavior is also observed in respondents. Most respondents had influential triggers than situational and than reactional triggers found in respondents. Moreover most respondents were active in their behavior.

4.1.1 Stage 1: Customer-support service study in customer relationship

The first stage of result is shown in the below mentioned table 2. Table consists of other information too on the basis of theoretical framework and this will be presented down on the basis of question conducted from customers. But here in this stage that data will be analyzed that is related to the role customer-support service in customer relationship. Here comes the explanation of main finding.

Industry	Customer interviewed	Competitors		Trigger Distribution		Reason to Switch		Importance b/t Services		Active/Passive Customers		Attitude towards previous operator	
Telecom	12	Telia	3	Influential	12	Bad support service	4	Support service	6	Active	7	Will not switch back	10
		Tele 2	5			Price	10						
		Halebop	1			suggested	5	Core service	4				
		Parlino	1	Situational	5								
		Telenor	1					both	2	Passive	5	Will switch back	2
		3 (Tre)	1	Reactional	1	Other or Better Service	3						
		Total	12	Total	18	Total	22	Total	12	Total	12	Total	12

Table 2- Empirical data from customer interviews

In the above mentioned table 2 is the summary of all the information collected from interviews taken from the total of 12 customers. As for as the role of customer-support service in customer relationship is concerned table 2 shows that 4 customers left their service providers due to bad or poor customer-support service this means that poor support service was the reason of switching. As for as importance between the support and core service in concerned total of 6 customers pointed out that support service is important and 4 customers believed that core service is important while the rest of 2 customers told that both services are equally important. The total of 18 triggers found in 12 customers and same customers came up with several triggers and also 22 total reasons to switch existed in customers as here also same customers affected by several reasons. The deep analysis is presented as follows.

4.1.1.1 Customers perception about current providers support service

In this section the result is presented of the following question *"what is your perception about support service of current provider?"* 4 respondents were completely satisfied with support service of current providers and believed that support service is good. While 2 respondents were completely dissatisfied and argue that the support service is bad. And 6 respondents believed that the support service is good but need some improvement. The graphical representation is as follows.
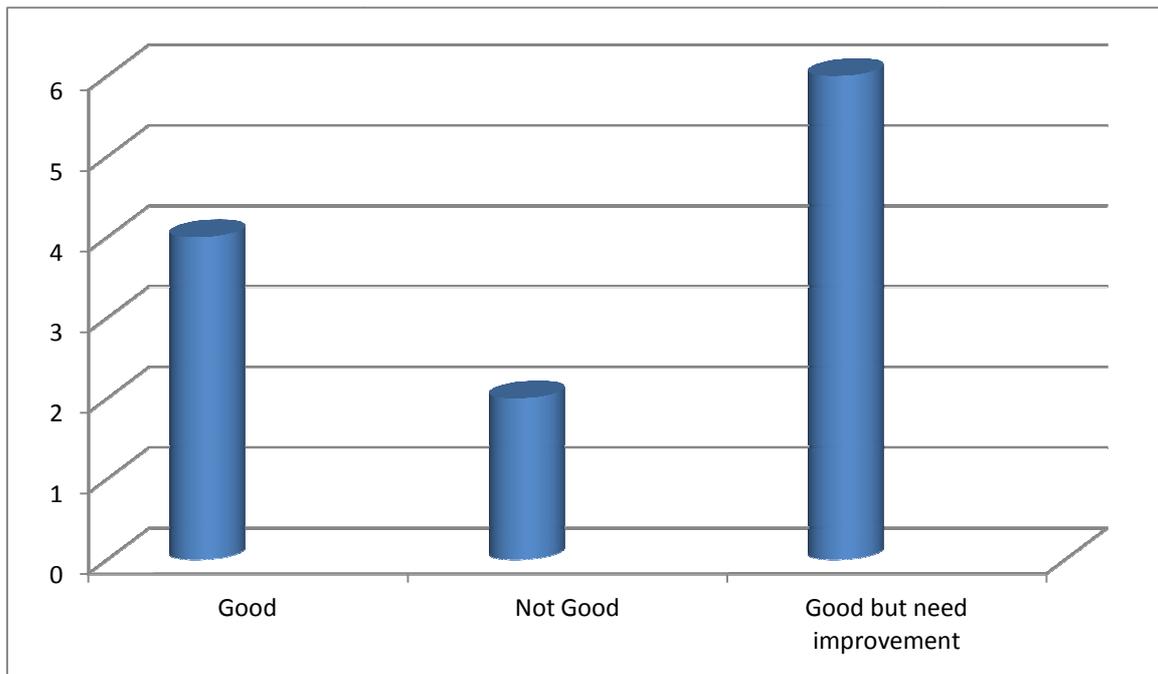
Figure 4 Customers strength on different perception of customer-support service

In above mentioned Figure 2 it is clear that most of respondents said that support service of current provider is good but it needs some improvement areas. While some respondents believed that support service is absolutely good and they are satisfied. On the other hand only two respondents believed that the support service is bad.

Here come the respondent's original thoughts about good support service. One respondent added that he did not call too much to support service but as I am satisfied with my service provider so their support service will be good.

"I did not call too much but I am satisfied I think."

The other respondent was completely satisfied with Tele 2 support service.

"Almost satisfied Tele 2 have good support service overall. Also I am not used to call to support service normally I visit their shops if I have some problem and I get help."

One respondent from Telia argued that he is completely satisfied with Telia support service and added.

"Telia have good support service I think. They solve your complain if you call them. Most of time I am satisfied with their quick response."

Those respondents who were happy with support service but need some improvement areas like some respondents needs to have less waiting time in queue, other respondent want to have more English language staff in support service. A respondent which was happy with support service but need to have low waiting time he added.

"Their overall customer-support service is good. Sometime I feel tense when there is a long queue. Actually I did not call customer-support service many times. But overall I am pretty much satisfied with their support service."

A respondent which was an international student he added that.

"Their support service is good but I want that should be more English language staff in their support service. I am international student and whenever I call them I feel some problem. But I am overall satisfied."

A very different perspective find in one respondent. He did not even get the right information when he called to support service but due to good behavior and cooperation of support service the respondent was happy on support service.

"Most of time they are good. Their cooperation is good. But sometime they are good in behavior but at the end nothing happened as I did not get the right information. But overall it's good."

Two respondents were completely dissatisfied with the support service of their current providers. A respondent from 3 (Tre) said that I will leave this provider due to bad customer-support service. As he always did not find the same information even his problem was same but always get different answers from different support service staff.

"My experience is not good I think they do not give same information I call many times but I always received different information from different persons even I have same question."

An interesting finding described by a respondent from Telenor and he was also leaving the provider soon due to bad support service as he believed that they did not help me at the time when I actually need some help.

"Their service is not good. Sometime I wait due to long queue but when I connect they are not really helpful I think so. Recently I call to them I was out of home and I forget my sim code as it was locked so I call them to give me sim code but they replied me that we will send you at

your home. I told them I am out of home and I need now as I do not have any other mobile to contact to my family but they did not help me still."

The conclusion derived by researchers is that almost every respondent was very curious about the support service and they were very keen to answer about the support service. And also they want continuous improvement on support service which shows their active thinking towards support service.

4.1.1.2 Customers thoughts on support and core service importance in relationship

Here come the thoughts of respondents on the importance between the services. Finding shows that 6 respondents believed that support service is important in relationship while 4 respondents argued that cores service is important on the other hand only 2 respondents believed that both core and support service is equally important in their relationship with service providers.

The finding shows that most of respondents believed that better customer-support service is a key to build a strong relationship with the service providers. The thought came from them are summarized as follows about the importance of support service in relationship building. And they argued that.

1. *"I think support service is important as if I have no customer-support service I had no way to contact the service providers."*
2. *"To me I think support service is a key to build your relation so support service is absolutely important."*
3. *"Well that is very important question yes to my view first impression is core service but the length of your relationship depends upon the support service. I think support service is much important than core service as it is a fundamental think in telecommunication sector."*
4. *"To me I think support service is as to my opinion customer-support service is only link which bind customers and telecom operators together."*
5. *"Well to my opinion customer-support service is as important as price and I must say that support service is a key to build relationship in long term."*
6. *"Customer-support service is important because if there is no or bad customer-support service it mean telecom operators are not providing values to their customers. So to me support service is intense importance."*
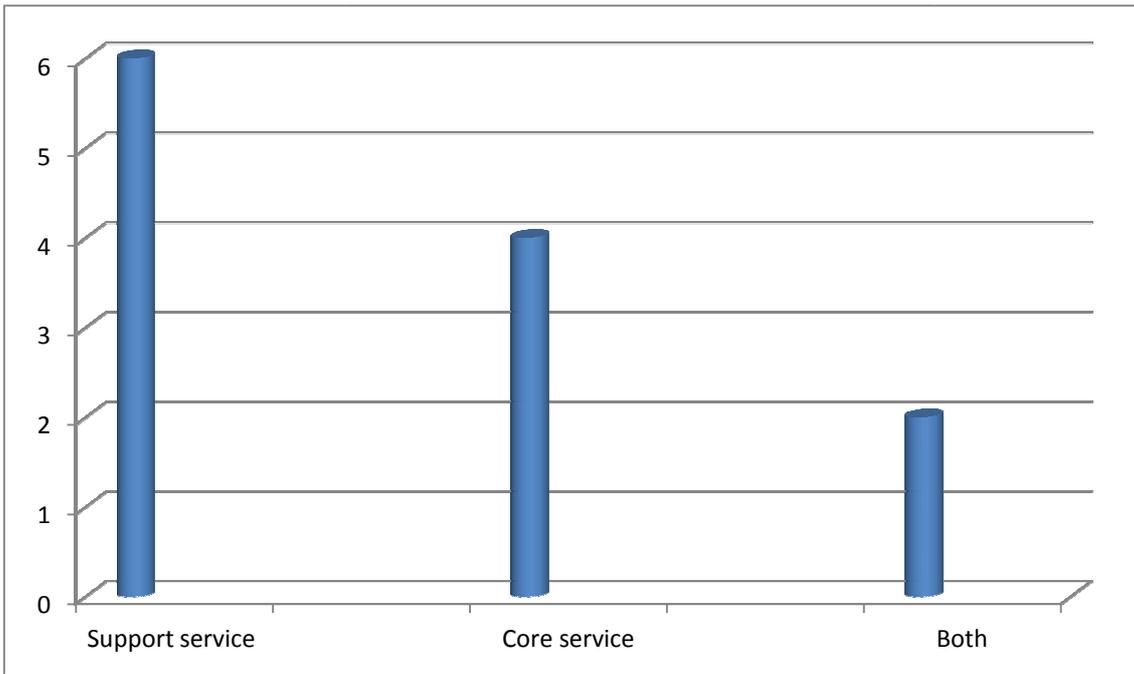
Figure 5 comparisons between the importance's of both services

The above statements by those respondents who give more importance to support service clearly shows that respondents take support service as fundamental thing and also believed that support service is like providing value to them by service providers and suggest that the link between them and service provider is only due to support service. Price is most important factor in every customer mind so a respondent clearly mentioned that for him support service is equally important as price in relationship building.

4 respondents those believed that core service are important argued that.

1. *"I think core service is important because first impression is always about the core service."*
2. *"I think core service is important as it's a first thing to attract new customers."*
3. *"Well I might say core service is important."*
4. *"Core service is important. If your core services are good then you do not need to have support service."*

These respondents have same state of mind about core service importance as they take support service as first impression by the service providers on customer mind. An interesting statement shoes that a respondent believed that if core service is functioning well so no need of support service and he believed that core service is more important.

35

Out of 12 respondents only 2 believed that both service are equally important as one respondent added that customers adopt the service provider first on the basis of good core services but then support service is a factor which decide the length and long term relationship of customer with the service provider.

"Both are equally important as if core service is not good then no customer will adopt one service provider. And if support service is not good then there is no long term relationship."

This section emphasizes the importance between the support and core service and on the basis of finding it is clear that most of the customers take support service important in relationship. Even one respondent who believed that both service is important stated that support service is a key to have long term relationship with service provider. Respondents argued that only link between them and service provider is due to support service. Thus it shows the ultimate importance of customer-support service in customer mind.

4.1.1.3 Switching behavior arising in customers due to bad support service

Finding from the results shows that some respondents changing their providers due to bad customer-support service and this shows that customer-support service is becoming a phenomenon of changing the providers in customers. One respondent added that the basic reason to change the provider was bad support service and he look frustrate when he got the different information even his problem and question was same.

"My experience is not good I think they do not give same information I call many times but I always received different information from different persons even I have same question."

Another respondents also a victim of bad support service and he added that I will leave the provider because they did not help me when I actually needed the help.

"Their service is not good. Sometime I wait due to long queue but when I connect they are not really helpful I think so. Recently I call to them I was out of home and I forget my sim code as it was locked so I call them to give me sim code but they replied me that we will send you at your home. I told them I am out of home and I need now as I do not have any other mobile to contact to my family but they did not help me still."

Some respondents changed their providers due to support service but other reasons were too. Finding shows that total of 4 respondents changed their providers due to partially or completely weak performance of customer-support service. This finding shows that support

service is going to be a factor in customer mind to change the service providers if service providers are failed to provide customers with purposeful support service.

4.1.1.4 Customers perception about Telia support service

To know what the customers thinks about Telia support service and what are their perception researchers conducted interview from 3 respondents who were the customers of Telia. Finding shows that all the customers were satisfied with their support service but their answers shows that they wants some improvement in support service. One respondent who was completely satisfied with Telia support service added that.

"Telia have good support service I think. They solve your complain if you call them. Most of time I am satisfied with their quick response."

One respondent made an interesting argument and added that Telia support service is good but at the end nothing happened as he did not get the right information but also he added overall I am happy and satisfied.

"Most of time they are good. Their cooperation is good. But sometime they are good in behavior but at the end nothing happened as I did not get the right information. But overall it's good."

The third respondent was satisfied with the Telia support service but he included that long queue problem should be solved.

"Their support service is good I am satisfied with their support service. But I guess when I call them I have to wait very long."

From these respondents finding shows that overall all 3 respondents were satisfied with the support service of Telia but they need some improvement in long queue problem and one respondent seems partially satisfied because he added that Telia behavior is good but at the end nothing happens. So according to respondents answers it seems that Telia needs to have some improvement in their support service.

4.1.1.5 Customers thoughts about Telia shops

Respondent's perception was good on Telia shops performance and behavior. A respondent who was not the customer of Telia but he used Telia before 2 years he added that.

"Yes I used Telia before 2 years. It was good and attitude was also good."

The other 3 respondents who were the customers of Telia were satisfied but points out some changes to be made by Telia. One respondent seems to be satisfied but have complained on long waiting time due to long queue.

"Yes I visit on regular basis. They are good and helpful. Long queue some time disturb me a lot."

One respondent argued that he mostly visits to Telia shop to have face to face conversation instead of calling to support service. That means he get full satisfaction that's why he visits to Telia shop.

"yes I visit them whenever I feel some trouble mostly I visit to have face to face conversation with them instead of calling to support service."

Another finding is observed by researchers from one respondent views that there should be more Telia shop because when sometime he visits he came back due to more people in the shop.

"Yes I visit many times. Two or three time I went to Telia shop but due to more people I came back. I think they should increase their Telia shops."

On the basis of these 3 respondents views it is clear that they are happy and satisfied with the services and behavior of the Telia shops and their staff but they insists to solve the problem of long queue and increase the number of shops in those areas where people face problem and go back without availing the services at the time of visit.

4.1.1.6 Summarizing importance of customer-support service in customer relationship

In order to lighten the importance and the role of customer-support service in relationship it is clear from the finding that customers takes support service an important phenomenon in their relationship with service providers. Study also shows that half of the respondents believed that customer-support service is more important than core service in their relationship. Researcher also found that bad support service is becoming a trigger factor in customer to leave their service providers to other competitors.

As Telia's customers concerned they were quite happy and satisfied about the customer-support service of Telia Company. Respondents needs some improvements regarding long queue problem and also one respondent from Telia was although satisfied but he added at the

end nothing happens. So Telia should look into this matter. Telia shops according to the respondents are playing good role but should be more Telia shops in that areas where customers go back due to more people in the shop without asking or getting any services.

Findings shows that customer-support service is an ultimate importance in customer relationship and telecom service providers should take serious actions in order to improve it on continual basis.

4.1.1.7 Triggers Study

Here comes the triggers study to relate our interviews question with theory explained in theoretical framework section On the basis of respondents interviewed the researchers found 12 influential, 5 situational and 1 reactional triggers. Here comes the deep analysis of triggers in active and passive form and the graphical representation.
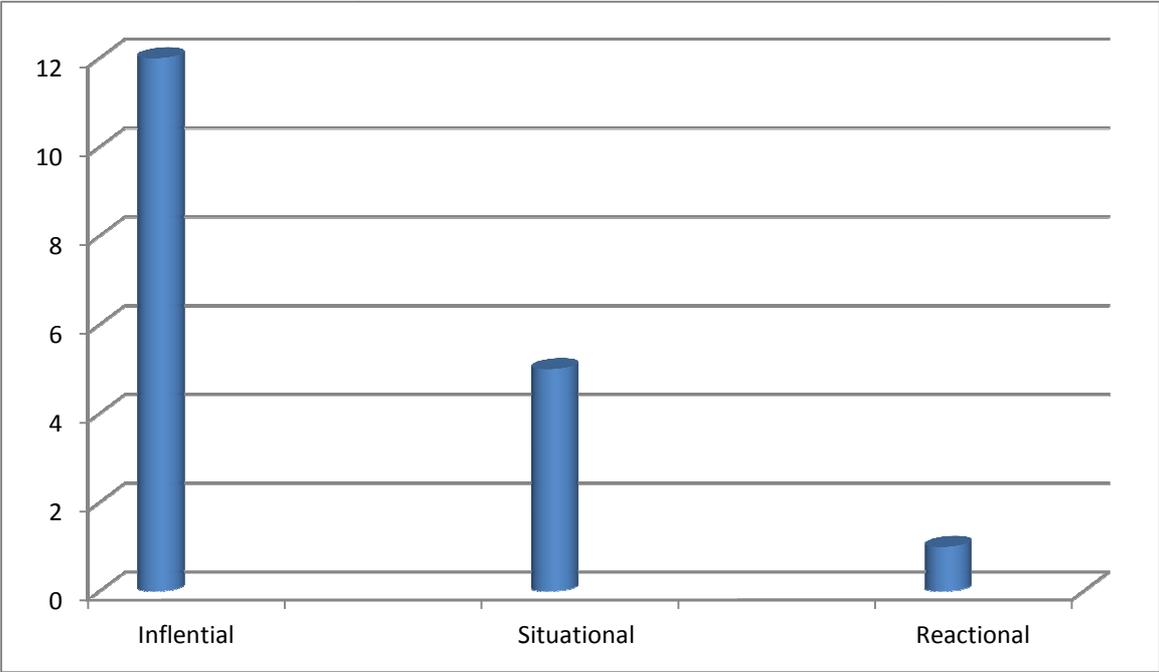
Figure 6 Frequency of triggers in customers

Influential trigger

Active

- Customers need to talk more and more to friends and family.
- Customer wants to get a cheap deal of mobile phone to get a new phone.
- Friends of the respondents influenced to change the providers.

- Some customers want to call internationally and thus select the providers with cheap calling rates.

Passive

- Customers change the provider because his friends had another service provider.
- Customer friends complained him to change the provider because they suffering with high calling rates.

Situational triggers

- Customers want to have better customer-support service as they were not satisfied with support service of previous provider.
- A customer wants to have better service at his working place because providers had week signal and coverage problem.

Reactional trigger

- Customer faced problem with his invoice bill with previous provider.

Finding from the interviews shows that most of the respondents leave their service providers due to influential triggers. And 5 times the situational trigger is reported while only 1 respondent faced reactional triggers. In situational trigger the bad customer-support was the main reason in respondents in case of telecommunication service provider's loyalty and customer-support service can be taken into consideration in situational trigger (Roos et al., 1999).

4.1.1.8 Active and Passive customers behavior

Finding shows that there were total of 7 respondents were active behavior and these are always in search of information about the other service providers. While the other 5 respondents were those who do not take any interest in searching of information of other service providers.
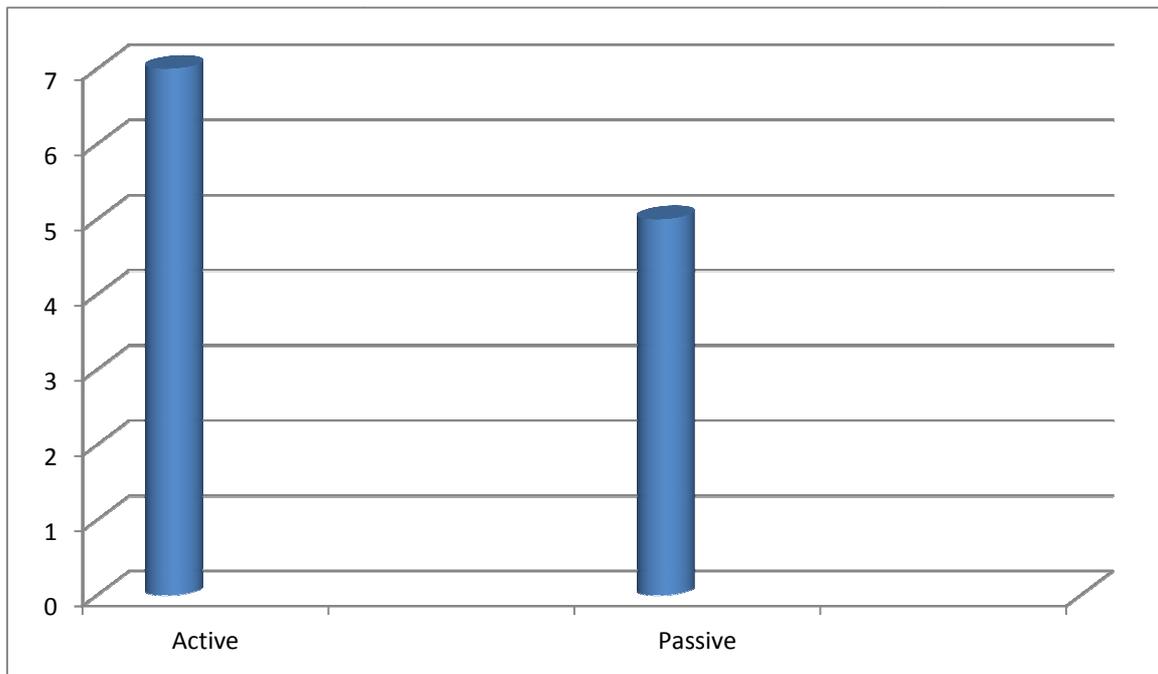
Figure 7 Frequency of Active and Passive customers

A respondent who had active behavior he seems to know amount other competitors all the time to avail good deals.

"Yes I always been in search of information through advertisement, news paper etc as I think that it will help to know which competitors is providing you with good deals."

Other respondents had the same views and they added that.

"Yes I am always very curious to know about packages and deals of other service providers."

"Yes I am. I always took information about other service provider's regularly."

"Off course on regular basis. I am very keen to know about other offers by other service provider."

The above mentioned statement shows that most of the respondents were very interested in keeping the information of others service providers all the time. So in other words they were all had the active behavior. On the other hand some passive respondents did not take any interest in searching information and one respondent said that

"No, I really did not. I am not interested."

One other passive respondent only dependent on his friends and family and he did not take any information himself but took and adopt information what his friends and family say to him.

"No I am not I mostly hear from my friends and family about different service providers."

So on the basis of finding more customers had active behaviors this shows that customers are now want to be aware about every service providers. This is good as active customers are more loyal to service provider then passive customers. Study also shows that the customers who are active in behavior did not want to leave their service provider. Hence it can be said easily that active customers are more loyal than passive customers.

4.1.1.9 Customers relationship with current service provider

Here come the respondent's thoughts on current providers. Finding shows that most of the respondents were satisfied with the current service providers. Some of these respondents were switched recently and they seem happy and satisfied with their current providers. Some respondents were old customers and happy on their service providers. A respondent was happy but he want some prices should be low.

"My relationship is fair enough. I am happy with Telia now but I want some lower price also."

One respondent was totally happy and convinced from current provider.

"My relationship is satisfactory I am happy now as Tele 2 has a better service than Telenor."

However on the other side some respondent s was not happy on the current providers and they wanted to leave the providers. Here a respondent relationship was at the last stage as he complained a lot about the current provider.

"Due to customer-support service, high prices and bad coverage always weak signals problem."

One other respondent had same thoughts and he wanted to change the provider due to current provider high calling rate and bad support service as he said.

"My relationship is not good and I want to change provider due to high calling rates and bad support service."

So on the basis of current relationship it seems that most respondents were satisfied and some respondent was not satisfied and they want to change the current provider. This is an important thing for the service provider to note that those customers were unsatisfied with some trigger. So if service providers want to retain their customers they have to solve their problem at the earliest so that they can be able to retain their customers.

4.1.1.10 Reasons behind changing the provider

Researchers found that on the basis of respondent interviews the reason behind changing the providers and it is clear from the finding that mostly price was the bigger factor in behind changing the provider. The other big reason was due to friends and family who attract them and influenced them. As bad customer-support service in concerned there were 4 respondents who wanted to change the providers due to poor support service. This means that customer-support service seems to be a trigger factor in customer mind. Some other reasons due to poor signal problem were also reported by the respondents.

"Due to bad customer-support service, high calling rates and due to their weak signals and poor coverage."

In the above statement respondent had all three problem which are bad support service, price and poor coverage. Another respondent have same problem of high price and he added that.

"At that most of my friends are using Tele 2 so Halebop was costly for me so I think to move to Tele 2 to call my friends on cheap basis."

In above statement although respondent change due to his friends but here the price was the factor. He did not influenced by his friends but he decided himself to change the provider so that he can enjoy the lower prices.
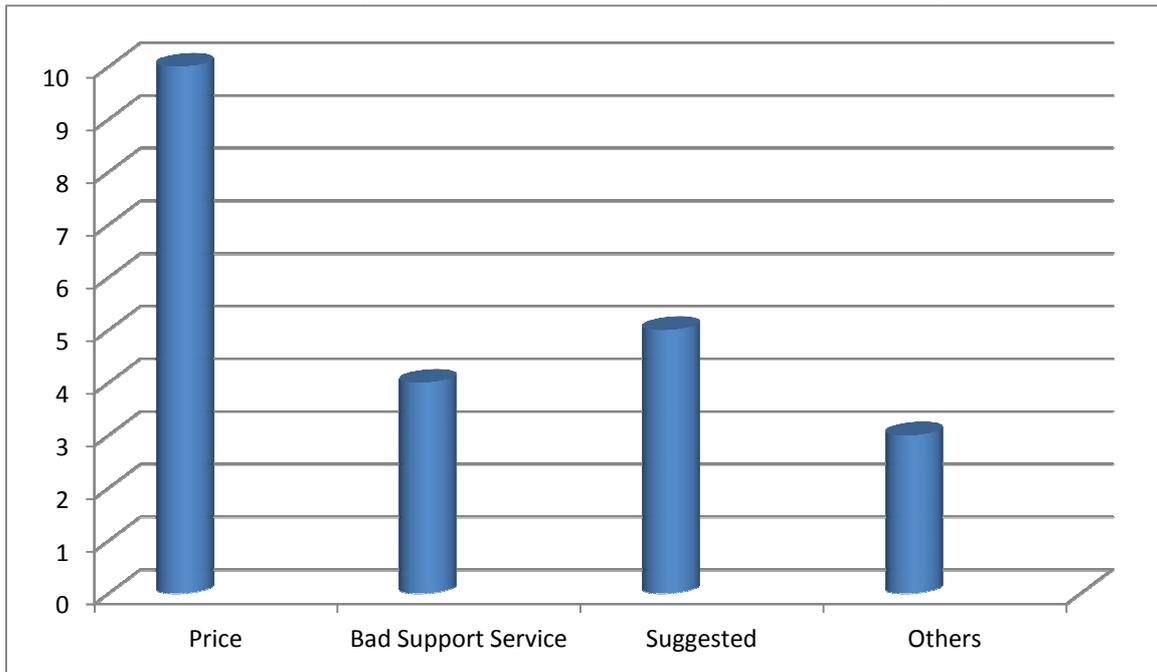
Figure 8 Frequency of reasons of changing providers

A respondent who was suggested by his friends and family added that.

"Due to my friends they asked me to change so I moved to Halebop because their calls are free."

One respondent had a problem with the poor signals and poor support service but he also convinced by his friends suggestion.

"Weak signals, poor support service and also my friends have Parlino that's why I switch."

One respondent who works mostly out of the country side and his current providers had problem with of poor signal where he work. He added that

"Actually I am a sales man and I have to go outside of the countryside many times and I feel that Tele 2 has some problem of weak signals so I change to Telia. Also my friends and colleagues have Telia at that time so I select Telia."

On the basis of these finding researchers claim that price and suggested by the friends and family, and bad support service were the reason behind changing the providers.

4.1.1.11 Switch back to previous provider

Most of the respondent's total of 10 did not want to go back to the previous provider that means they were quite happy with the current provider. Only 2 respondents want to go back to the previous provider. Most of respondent replied in "No" simply. One respondent added.

"No I am more than happy with Telia now."

2 respondents only want to go back to their previous providers. One respondent said that

"Yes I will be back soon."

4.1.1.12 Improvement Areas

In the last the respondents added some last comments and want some improvement areas from their providers. The thoughts about to improve customer-support service were

"My intension about support service is not good about 3 and they have poor coverage too which frustrate me a lot."

"Their support service is not really good they are not helpful."

This above respondent wants improvement in support service. One other respondent added that there should be lower calling rates and he wants more improved service by the provider.

"I would feel comfortable if they reduce their calling rates more. And also some time call is dropped I do not what is the reason and when this happened I have to call again and thus cut my balance again for the same call. So I think Halebop should see into this matter."

One respondent completely satisfied behavior and he said that.

"My overall experience is good actually and price is also good I think so."

A respondent of Telia included that he is totally satisfied but as a customer's he always wants the lower calling rates.

"I am satisfied with Telia now and I will use it. Very rare I faced any problem most of time I am much satisfied. But as customers I always appreciate if Telia reduce their price on regular basis."

4.1.2 Stage 2 Role of Telia Shop in Cutomer-support service

Here comes the second stage of empirical part. Researchers conducted interviews from top management of Telia and lower management of Telia in order to find the role of Telia shop in company support service which is the additional purpose of this study.

4.1.2.1 TeliaSonera Top management to customer relationship officer (CRO)

We had designed different kinds of questionnaires regarding customer-support service facility. Our aim is to know about the role of TeliaSonera towards customer-support service. We did the first interview through telephone with Cathrine Jonsson who is the sales manager of TeliaSonera of all Telia shops in Sweden. The second interview was face to face with Thomas Clarqvist. He is the TeliaSonera CRO in Karlstad city office.

Similar questionnaires were asked from both the top management and one customer relationship officer. This was done to understand that:

- How they are facilitating their customer in customer-support service
- What kind of hurdles are observed when they are facing customers concerning customer-support service
- What are the improvements areas

4.1.3 Top management and customer relationship officer: Interview guide and summarization

This section contains the interviews result of top management and customer relationship officer at the shop.

4.1.3.1 Summary of responses related to Telia core service products

The main objective of the question being asked was to know about Teliasonera like how many shops are operating in Sweden, whether these shops are sufficient for the visiting customers. Additionally, the information related to number and frequency of visits by customers at the Telia shops on average was vital. Furthermore, the need for more shops is reflected from the frequency of visits of customers and their numbers.

As the manager response to our questions there are 85 Telia shops in all over Sweden and the number of customer visit average per year is 9 million and also these shops are sufficient for the current customers in order to top manager response there is no plan of opening new shop anywhere.

Telia shop CRO in Karlstad, while responding to the questions said that due to long queue as a single shop and per month 2000 to 3000 customers visiting the shop is not sufficient. We are discussing to open new shop along in one kilometer distance from each other to avoid long queue and avoid switching customers.

4.1.4 Customer-support service: Top management to customer service offices

The responses are presented in the form of groups in accordance to the factors that are necessary for explaining the problem that is being researched:

4.1.4.1 Queue building in the shops

"Most of the customers visiting because of buying and if there is long queue may be some time they leave the shop" (Top management)

When the customers visit Telia shop for buying or getting information, they see long queues. So many of the customers leave the shop because its time consuming for them. Most of the customer want quicker service and priority to solve their problem as possible they do not want to stay in queue to waste their time.

"Yes customers leave the shop due to long queue" (Customer representative officer-CRO)

According to the CRO, customers leave the shop without any communication because of long queue in shop and this is big problem for us to handle large numbers of people. It seems difficult to handle the number of customers that visit the shop. Most of the customer relationship officers shared the same experience and opinion.

4.1.4.2 The actual function of the shops' (how the daily life occurs in the shops)

"Most of the people visit for buying purpose" (Top management)

According to the top management, most of the customers are visiting Telia shop because of buying purpose but not visiting shops for support service. It means that the customers contact support service via telephone or internet.

"It's both actually but off course mostly buying phones. He added in this question that lot of people don't want to call to customer support service as people think that this is much easier to visit the Telia shop and takes information face to face. And importantly he added that we handle lot of customer support service issues which we are not supposed to do." (Customer representative officer-CRO)

Most of the people visit Telia shop for buying phones but he also argued that in large number of people they deal have faced some problems regarding customer-support service. The customers avoid calling service center but wishes to meet face to face with us to discuss whatever they want. Most of the problems are not supposed to be solved on telephone and customers feel good to contact us face to face and fell satisfaction in this way and some people want personal relationships.

4.1.4.3 Customer Satisfaction with the Telia telephonic customer-support service
"I don´t know that much about the customer support, I am only responsible for sales." (Top management)

It is noteworthy that as a sales manager, she should have knowledge about the factors due to which customers can be attracted and retained. In contrast, she did not know the answer to the question. She simply replied that she has no information of customer-support of the company. Her duty is to only handle sale business of shops in all over Sweden.

"I think in general people get help what they want but there are allots of calls daily so some people may did not get the whole information from Telia customer support service. But if people did not get the exact information than they visit Telia shop to get exact information and satisfied their self and there also a language problem that's another reason of visiting Telia shop." (Customer representative officer-CRO)

Most of the people are looking for the convenient way to communicate with the support service. According to CRO most of the people are visiting shop because of customer sometimes not getting the whole information on telephone. Customers did not feel as a satisfy about the problem so they visit Telia shop to get communicate personally to the support service and look for the best way to find the solution for the problem.

4.1.4.4 TeliaSonera shops for current customer visiting
"I think that Telia shops are sufficient for the visiting customers" (Top management)

The sales manager is much confident that the current Telia shops are enough for the customers who visit the shops for buying, support service or getting other information regarding Telia products.

"Yes defiantly this is a big issue and due to single shop long queue is a problem but it will solve when the new shop will open. He also added that we help customers in any ways if the problem is bigger we direct them how they will solve their problems as we are sales unit and

our aim is to guide customer what they want to know." (Customer representative officer-CRO)

According to CRO, single shop in city is not enough for the visiting customers and they are also planning to open new shop due long queue and large number of customer visiting Telia shop. The company is trying to solve every customer problem. He also mentioned that the current shop is only for sales purpose not for handling customer support service. He said that they are trying their best and show the way to customer how to solve their problems.

4.1.4.5 The role of the customer support - The mission of the Telia shops' (how it is planned)
"We focus on both but mainly on sales" (Top management)

Telia Sonera emphasis on sales but not that much on customer support service their aim is maximum sales for the company it means they are not considering customer-support service as important tool to make good relationships with the customers.

"Off course we are sales division here so we focus on sales but surely we have to make good customer relationship off course we want customer to visit us if they have problem they must came back to solve their problem if they face some problem with their mobile phones etc" (customer representative officer)

According to Telia customer representative officer his response was same as top management their main focus is on sales but he also added that if the customer face some problem in their mobiles phones etc. They must visit us we will fix the problem if the problem is minor but most of the problems which are not supposed to solve in the shop they must contact support service.

"Customers leave their mobile phones if they are broken" (Top management)

The role of the Telia shops regarding customer-support service is if the customer mobile is broken they handover to Telia shop. Furthermore, Telia shops fix the mobile phone after some time and hand it over to the customer. It means Telia are not going to fix the problem on the spot.

"Actually we have customer service on phone but since we are the face of Telia so in large number of people visit us and so we have to play our role as we do not have any choice but as

I said the sale is our primary goal but we have to play a big part and role in customer relation too" (Customer representative officer-CRO)

According to (Customer representative officer-CRO) most of the customer visit due to customer-support but Telia shops are focusing mainly on sales not on customer support as the manger mention before but due to keep good relationship with their customer Telia shops are also trying their best to solve the problem of their customers because there no other way when customer visit the shop in the hope to solve their problem but Telia shops are also trying their best in support service.

4.1.4.6 The age of the customers' visiting shop
"There are more old people or middle age not that many teenagers" (Top management)

Most of the customers who visit Telia shop regarding customer support service or for other purpose are old people and also middle aged people. The minorities who visit are teenagers.

"Actually we have every age of customers" (Customer representative officer-CRO)

Every age people visiting Telia shop according to customer representative officer there is no majorities in age's customer who visit Telia shop.

4.1.4.7 Personnel training for serving the customers
"Generally we provide sales training to our staff" (Top management)

The response of the top management is that TeliaSonera is also organizing training to their staff but mostly the objective of the training are to teach employees how to increase the sales of the company. According to top management responses, the company is providing training to their staff only for sales rather support service.

*"Yes we have a training programs and mostly its sales training but we discuss allot in group here in this shop about customer service and in Swedish we have a slogan **service i várldsklass** it mean world class service and we must do everything to make happy our customer that mean if our customers have problem with the phone we solve it if issue with the broadband we should solve it etc. . So we do everything to satisfy our customers and we do unexpected for example if customer come to us with broken iPhone normally we send it to repair shop it takes week or couple of weeks to fix but instead we solve it here in this shop as if customer come to us with broken iPhone we look and try to solve the problem if not then we*

*change iPhone with new one so that's one thing in this slogan service **i varldklass**."*
(Customer representative officer-CRO)

Mainly trainings are organized for the increase of sales. The shop said that they are also doing their best for support service to avoid switching customer to other providers their main focus is to provide better support service and attract more customers as well as retain their old customers. Customer always wants best and quicker service from their provider otherwise they switched to other providers. TeliaSonera is also focusing to avoid switching that's why they are providing service like replacing the mobile phones if it's broken rather to send it back to the repairing shop to save customer time.

4.1.4.8 Customers' switching behavior
"Sometimes they switch, and again they switched back to Telia" (Top management)

Customers always switch from one provider to another when they get some better service or cheaper service according to top management belief. Telia Sonera has also these kinds of experiences customers switched from Telia to other providers and then switched back to the same provider after some time.

"Yes we feel that lots of people try others operators but they come back to us. They try other provider a year or 2 but after that they come back to us again" (Customer representative officer-CRO)

The CRO have the same perception towards switching customers that people try out other provider when there is some packages and then return back to Telia after a year or longer.

"Could be either but mostly price" (Top management)

Switching is one of the biggest problems in telecommunication sector. Most of the customers are changing their providers after some time if they feel bad about customer support service or high prices. According to Telia top management, most of the customer are switched due to both customer support service and prices but the majority of them switched because of high prices.

"Telia are operating from a long time and people think that we have monopoly but we don't have. In fact people try something else for a while but what make me happy that they come back and they come back due to broader customer service and lot more shop as we have high mobile coverage than others providers" (Customer representative officer-CRO)

Telia are one of the oldest and most famous telecommunication service providers in Sweden most of the people deliberately portray that Telia have no competitors. The prices are very high. According to response of customer service representative at the Telia shop, high price is the reason people switched to another provider. Most of the people want cheap prices and not care much about the coverage. When they realize that Telia have comparatively better coverage they switched back to Telia. The reason behind it is advance customer-support service as well as more mobile coverage compared to others.

4.1.5 Summarizing empirical results

Here comes the short summary of above results is presented. On the basis of results researchers found that customer-support service is an important factor in respondents mind. Respondents who give importance to support service in their relationship are in high numbers. Switching reason mostly was price but due to bad support service some respondents also left their service providers that shows that in customers switching is arising due to bad support service. Mostly influential triggers were found in respondents than situational and only one reactional trigger found in respondents. More than half of the respondents were active in behavior as they always in search in information of other service providers. Respondents want to improve the function of support service on regular basis. As for as the Telia customers are concerned they seem happy with their support service but complain about long queue problem in Telia shop.

The second part of the empirical result shows that the Telia management normally keeps their focus on sales. On the basis of this study management should give more priority to support service. Respondents complain about the long queue problem in shops so management must introduce new shops in those areas where the customer's amount is high. All the Telia respondents which were interviewed normally seem happy and they do not want to leave Telia. So respondents are satisfied with Telia support service but need improvement

5. Discussion and Conclusion

In this chapter researchers will briefly discuss the outcome of the thesis and the major finding of this study. More over managerial implication will also be presented in this chapter and the final conclusion will be also presented about the role of customer-support service in customer relationship.

5.1 Summary of results about Customer-support service

Researcher on the basis of finding easily says that customer-support service is going to be an essential phenomenon in customer for strengthens the relationship between customer and the service provider. According to Roos & Edvardsson (2008) now a day's companies are providing customer-support service whether they are manufacturer or service provider. This shows the ultimate importance of customer-support service. The finding from the study shows that most of the respondent's interviewed were although happy on the support service of their service provider but need improvement. That means they take customer-support service as an important phenomenon. Only 4 respondents seems quite satisfied with the support service of their service providers and only 2 respondent found the support service very bad. And these 2 respondent were about to leave their service providers due to bad and poor support service. So on the basis of these result researchers can claim that bad support service is becoming a trigger factor in customer mind and they are leaving their service providers if they found their support service bad.

On the basis of findings from the interviews from customers it is proved that now the customers are leaving their service providers due to bad support service. 4 respondent was fed up by poor support service and they left their service providers. Other reasons were price, good deal and influenced by friends and family. In accordance with Bolton et al., (2000) companies are suffering to lose their customers and managers putting their efforts to avoid these loosing of customers and to retain their old customers. It can be seen that most of the respondent take support service as a link between them and their service providers. And if service providers want to retain their old customers they should make their support service up to date and in accordance with the demand of their customers. As Reichheld & Sasser (1990) argued that old customers are more profitable than new customers. So if companies want to retain their customers support service is a powerful tool and researchers claim this on the basis of the findings. As when respondents were asked about the importance of core and support service 6 respondents told that support service is important in their relationship. Only 4 respondents take core service important and 2 respondents take both services important.

53

This results shows that support service has serious tension for the customer to build their relationship with the customers. And the service providers should also take it into account. Researchers on the basis of respondent thoughts about customer-support service can claim that support service is

- A way to contact to service provider;
- Is as important as price;
- Absolutely important in relationship;
- A fundamental phenomenon;
- A way to bind both customer and provider in relationship;
- A value creating process;

As for as the switching behavior of customers in concerned finding shows that price and suggested by friends and family is more important phenomenon. Most of the respondents leave their service providers due to price and suggested phenomenon. But it is clear from the results that respondents also leaving their service providers due to poor support service. So researchers can claim that support service is becoming a trigger and it's arising in customers. If customers feel that support service is not good they can leave the service providers.

Most of the respondents were active in behavior as they always in search of information about the service providers. While some respondent did not look interested in searching of information about the service providers thus falls in a category of passive customers. One of the other significant finding shows that most of respondent influenced and having the influential trigger. This seems bad as according to Roos & Gustafsson (2011) the customers who are influenced have unstable relationship with the providers. Our finding shows that most of respondents had influential trigger. In this contest companies those are providing services should take some step to inform their customers and make them aware about their services on regular basis so that their customer can stick to them having more knowledge.

Most of the respondents were quite happy on their service providers and they did not want to switch back to previous providers. 10 respondents did not want to leave while 2 respondents wanted to leave. But as most of these respondents were influenced so it can be said that may be they could be influenced again and switch to other providers. But so far they were quite satisfied with their current service providers.

Respondent were very interesting about customer-support service phenomenon and all respondents answer the questions related about support-service. Most of respondent take it as a relationship building. So for the companies or service providers it is obvious to make their support service more purposeful on regular basis. So that they can impress their customer by solving their problems and in turn keeping their existing customers and getting more new customers.

5.2 Summarizing Managerial results

According to the results of managerial researchers came to know that there are many factors of not effective support service like one of the big factor for the company long queue in shops as well as on telephonic support service customer always avoid long queue in support service, lack of information among inter department marketing as well as support service through which customer are instructed wrongly, language barriers calling during support service, lack of information through telephonic support service, absence of shops for the current visitors due to these issues the promises are not fulfill and the support-service is no longer to overcome on the situation, because these factors make weakened the customer relationships or make them switch to other providers.

Furthermore according to our results customer always emphasis on value creation and equally core service and support service create value, and also from customer point of view the relationship is the place for the service where core service and customer-support service are embeds. According to our results respondents mainly give importance to support service rather than to the core service. In telecommunication industry their devices and the proper working of the devices are very important, though when the functionality of the devices or network is not working well than the customer make complains regarding the problem they face and such complains are handover to customer-support service department, if the company customer-support service is functioning well the customer are more loyal to the company or if it's not that much effective than there is a possibility of switching or wakened the relationships with customers.

5.2.1 Managerial implication to strengthen customer-support service

According to Roos & Edvardsson, (2008) most of the companies give importance to core product But in telecommunication industry it's very essential to solve technical issues and service are noteworthy. In relationship perspective the significance of the core service is not understandable bur it's very worthwhile for the telecommunication industry to look out for advance customer support the reason behind this when a company looks for long term

relationship with their customer it's very important for the company to take their focus on both core service and as well as on customer-support service which have a vita impact when customers going to select telecommunication provider and also when they changed their telecommunication providers.

Long queue is one of the big problems for the customers to communicate with the support service. Customers and companies want quick satisfactory solution and avoid long queues. Companies must overcome to such kind of problems in order to make long term relationship and make the customer more loyal to them. According to So & Tand (1996) stated that one of the feature which is possible to overcome on the queues if there is advancement of constructive attentiveness of the service he further clarify that if the companies digitalize they will came to know about the support service is less important than the core service. Yi and Gong (2009) define that advance support service leads to better satisfaction for the customers.

One of the implications in order to improve customer support service or evade lack of information to the customers the support service employees should be experienced and also capable of every problematic question. From relationship point of view in order to recall the old customers and build better relationships the contact person within the customer-support service should be consider as very important person who required support and consideration from the company (Roos & Edvardsson, 2008).To avoid miss guidance the customer-support service concern person should be aware from every technical question there should be proper information about every question regarding support service the role of linking among inter department is of the main factor through which miss guidance is reduced.

According to Edvardsson and Roos (2003) found that the operating of numerous providers in the Swedish telecom industry switching is quite common to the customer who are looking for good alternatives but the customer who are forced to switch in order to make something change in their lifestyle or due to repressible conditions occur make them plan to switch to other providers to keep them away from switching it's very important for the companies to contact them. But on the other hand the customers who are affected due to influential trigger the companies should communicate them and give them awareness that company ha delivering the exact information regarding customer-support service, billing dates, and information about fresh internet connection. However the customer s who are affected through reactional trigger than the company should essentially emphasis on customer-support and service since such a customer only require right and up to date information due to not

switch to other providers or whether if they are not getting the specialized and tamely information they would most likely to switch as for as from their point of view lack of appropriate service within the specific region.

5.3 Recommendation

On the basis of results it is recommended for the service provider to overcome the gaps in their support service to provide better and purposeful support service to their customers. This will both customers as well as service providers. As if customers are happy then in turn service providers making their customer more loyal and making their business to grow. If service providers fail to provide better support service it will result in losing their customers hence losing their position in market. As for as management is concern it is clear that sale is mostly their concern but support service also taken into consideration for better results.

5.4 Conclusion and Limitation

From the study it can be seen that customer-support service is an important and fundamental phenomenon in customer relationship. Service providers take it as serious concerns respondent seems very serious about support service.

Customers always do their business on the basis of their emotional state, what they want and when they want. The companies should focus on the customer sentiments and sensibilities and provide them service according to the customer dominant logic.

Furthermore customer preferred company with whom they are enjoying doing their business and feel comfortable and mostly customer have changing their buying habits once the customer is feel dissatisfaction about the company services it is known that they switch to other providers and they have share their basis of dissatisfaction with a number of friends and other companions. Customer is the most important object in today business world thus the companies should more focus on customer understands their problems and overcome as soon as possible on the customer issues whenever they called to customer-support service.

Throughout the research it is obvious that telecom service provider should focus on customer's continually changing demands and try to fulfill their wants in a better or efficiently in order to improve their long term relationship and make them more loyal to the company as well as they will reduce the risk of switching, attract more potential customer and retain their customer who are already switched.

We are aware of the small sample of the empirical study. Still, the aim was not to generalize but to find the role of the customer-support service in telecom relationships. Therefore, in order to generalize, another empirical study is needed.

References

Aaker, D., Kumar, V. & Day, G. (2004). *Marketing Research.* New York: John Wiley & Sons, Inc

Alan, B. & Emma, B. (2007). *Business Research Methods*. 2nd ed. Oxford: Oxford University Press

Altman, I. & Taylor, D.A. (1973), Social Penetration. The Development of Interpersonal Relationships*, Holt, Rinehart and Winston, New York, NY*.

Anna, AK. (2006). *Creating Long-term Relationships with the Help of a Customer Club*. Diss. Luleå: Department of Business Administration and Social Sciences Division of Industrial marketing and e-commerce, Luleå University of Technology.

Bell, David (2002), "The CEO Challenge: Top Marketplace and Management Issues–2002," *Research Report No. R-1322-02-RR, the Conference Board, New York (October).*

Berry, L. L. (2002), "Relationship marketing of services – perspectives from 1983 and 2000", *Journal of Relationship Marketing,* Vol. 1 No. 1, pp. 59-77.

Bolton, R. N., Kannan, P. K., &Bramlett, M. D., (2000), "Implications of loyalty program membership and service experiences for customer retention and value", *Journal of the Academy of Marketing Science,* Vol. 28 No. 1, pp. 95-108

Bryman, A. & Bell, E. (2007). *Business Research Methods*. New York: Oxford University Press.

Buttle, F. (1996).*Relationship marketing: theory and practice.* Sage Publications Ltd.

Calonius, H., "A Buying Process Model", in Blois, K., and Parkinson, S. (Eds), *Innovative Marketing – A European Perspective*, proceedings from the XVIIth Annual Conference of the European Marketing Acadmy, University of Bradford, 1988, pp. 86-103.

Caru , A. &Cova, B. (2003), "Revisiting consumption experience: a more humble but completeview of the concept", Marketing Theory, Vol. 3 No. 2, pp. 267-86.

Cioffi, D. & Garner, R., (1996), "On doing the decision: effects of active versus passive choice on commitment and self-perception", *Personality and Social Psychology Bulletin,* Vol. 22 No. 2, pp. 133-47.

Cooil, B., Keiningham, T., Aksoy, L. &Hsu, M. (2007), *"A longitudinal analysis of customer satisfaction and share of wallet: investigating the moderating effect of customer characteristics"*, *Journal of Marketing*, Vol. 71, January, pp. 67-83

Creswell, J. W., (2009). "Research Design – Qualitative, Quantitative, and Mixed Methods Approaches".Third Edition. Thousand Oaks: SAGE Publications.

CTF(2011)*projects*[Online].Availablehttp://www.kau.se/en/ctf/research/projects
(2012-03-20)

Day, G.S (1994), "The capabilities of market-drivenorganizations", Journal of Marketing, Vol. 58 No. 4,pp. 37-52.

Dick, A.S &Basu, K. (1994), "Customer loyalty: toward an integrated conceptual framework", *Journal of the Academy of marketing service, Vol.22 No. 2, pp. 99-113*

Edvardsson, B. (1997), "Quality in new service development – key concepts and a frame of reference", *International Journal of Production Economics, Vol. 52 Nos 1-2, pp. 31-46.*

Edvardsson, B. & Roos, I., (2003), "Customer Complaints and Switching Behavior- A Study of Relationship Dynamics in a Telecommunication Company", *Journal of Relationship Marketing,* Vol. 2(1/2).

Fornell, Claes. (1992), "A National Customer Satisfaction Barometer: The Swedish Experience",*Journal of Marketing*, Jan, 1992, Vol. 56, No. 1, 6-21.

Friday, Stormy &Cotts, David G. (1995), "Quality Facility Management: A Marketing and Customer Service Approach", John Wiley & Sons, Inc., New York, USA.

Gordon, I. (1998), "*Relationship Marketing*", John Wiley & Sons, Canada**.**

Göransson, K. &Frenzel, F. (2009) "Switching Behavior within the Telecommunication Business", *A qualitative study of former TeliaSonera customers*, Karlstad University, Business Administration Program Magister Thesis.

Grewal, D., Levy, M. &Kumar, V. (2009), "Customer experience management in retailing: an organizing framework", Journal of Retailing, Vol. 85 No. 1, pp. 1-14.

Grönroos, C. (1990), "Relationship Approach to the Marketing Function in Service Contexts: The Marketing and Organizational Behavior Interface*", Journal of Business Research,* Vol. 20 No. 1, pp. 3-12.

Grönroos, C. (1994), "Quo vadis, marketing? Toward a relationship marketing paradigm", *Journal of Marketing Management,* Vol. 10 No. 5, p.p. 347-60.

Gronroos, C. (2006), "Adopting a service logic for marketing", Marketing Theory, Vol. 6 No. 3, pp. 317-33.

Gronroos, C. (2000), "Relationship Marketing: The Nordic School perspective", in Sheth, J.N. and Parvatiyar, A.(Eds), *Handbook of Relationship Marketing*, Sage Publications, London, pp. 95-118.

Grönroos. C.(2007) "*Service Management and Marketing- Customer Management in Service Competition* "3rd edition, John Wiley & Sons, Ltd

Gronroos, C. (2008a), "Extending the logic: rethinking value creation and co-creation, and theirmarketing implications", *paper presented at the Forum on Markets and Marketing: Extending Service-dominant Logic, December 4-6, Sydney, Australia.*

Gronroos, C. (2008b), "Service-dominant logic revisited: who creates value and who co-creates?",*European Business Review, Vol. 20 No. 4, pp. 298-314.*

Gronholdt, L., Martensen, A. &Kristensen, K. (2000), "The relationship between customers Satisfaction and loyalty: cross-industry differences", *Total Quality Management, Vol. 11Nos 4/5&6, pp. 509-14*

Gummesson, E. (2007), "Exit services marketing – enter service marketing", Journal of Customer Behavior, Vol. 6 No. 2, pp. 113-41.

Gupta, S., Donald, R, L., &Jennifer, A, S., (2004). "Valuing Customers," *Journal of Marketing Research,* 41 (1) p.p. 7-18.

Gustafsson, A., Roos, I. &Edvardsson, B. (2004), "Customer clubs in a relationship perspective: a telecom case", *Managing Service Quality,* Volume 14 · Number 2/3 · pp. 157-168.

Hartley, Robert F. (1989), "Marketing Mistakes", John Wiley & Sons, New York, USA.

Hayes, B. E. (2008). The True Test of Loyalty, *Quality Progress*, 41, 6, pp.20-26.

Hague, P. N. & Hague, N. (2004). Market Research in Practice: A Guide to the Basics [Electronic]. Kogan Page, Limited [2012-05-20]

Heinonen, K., Strandvik, T., Mickelsson, KL. Edvardsson, B., Sundstron, E. &Andersson, P. (2010), "A customer-dominant logic of service", *Journal of Service Management* Vol. 21 No. 4, 2010 ,pp. 531-548

Heikki Koskela, (2002) "Customer Satisfaction and Loyalty in After Sales Service: Modes of Care in Telecommunications Systems Delivery"*Helsinki University of Technology Department of Industrial Engineering and Management P.O.Box 9500FIN-02015 HUT Finland*

Herron, D.G. (1989). Secondary data analysis: *Research method for the CNS. Clinical Nurse Specialist.* 3 (2), 66-69.

Holbrook, M.B. (2006), "ROSEPEKICECIVECI versus CCV: the resource-operant, skill-exchanging,performance-experiencing, knowledge-informed, competence-enacting, co-producer-involved, value-emerging, customer-interactive view of marketing versus the concept of customer value: 'I can get it for you wholesale'", in Lusch, R.F. and Vargo, S.L.

(Eds), The Service-dominant Logic of Marketing: Dialog, Debate and Directions, M.E. Sharpe,Armonk, NY, pp. 208-23.

Hughes, A.M. (2007), "Churn reduction in the telecom industry", available at: www.telecommarketing.com/index.php?q ¼ node/29 (accessed 10 March 2012).

Hutt, M.D. & Speh, T.W. (2010). *Business marketing management*: B2B. (10[th]edn.). Mason, Ohio; London: South-Western; Cengaage Learning distributer.

Hyde, K. F., (2000), "Recognizing deductive processes in qualitative research", *Qualitative Market Research*. 3 (2), p.p. 82-89.

Innis, Daniel E. &La Londe, Bernard J. (1994), "Customer's service: The Key to Customer Satisfaction, Customer Loyalty, and Market Share", *Journal of Business Logistics*, 1994, Vol. 15, Iss.1, 1-27.

Jackson, Donald, Keith, Janet &Burdick, Richard. (1985), "Examining the Relative Importance ofPhysical Distribution Service Elements", *Journal of Business Logistics*, 1985, Vol. 7, Iss. 2, 14-32.

Jones, T.O.& Sasser, W.E. Jr (1995), "Why satisfied costumers defect", HarwardBusines Review, *Vol. 73 No.6, pp.88-99.*

Kessler, M. (2003), "Telecom billing complaints increase", USA TODAY, available at: www. usatoday.com/money/industries/telecom/2003-09-01-mci_x.htm (accessed February 14, 2006).

Kotler, P.R. (1997), Marketing Management: Analysis, Planning, Implementation, and Control, 9[th]ed.,Prentice-Hall, Upper Saddle River, NJ.

Kotler, Philip. (1997), "Marketing Management: Analysis, Planning, Implementation, and Control", 9th ed., Prentice- Hall, New Jersey, USA.

Kuusik.A&Varblane. U, (2009)"How to avoid customers leaving: the case of the Estonian telecommunication industry*" Baltic Journal of ManagementVol. 4 No. 1, 2009pp. 66-79*

Lambert, Douglas M. & Harrington, Thomas C. (1989), "Establishing customer service strategieswithin the marketing mix: more empirical evidence", *Journal of Business Logistics*, 1989, Vol. 10,No. 2, 44-60.

Lele, Milind M. &Karmakar, Uday S. (1983), "Good Product Support Is Smart Marketing", *HarvardBusiness Review*, Nov-Dec, 1983, Vol. 61, No. 6, 124-132.

Lele, Milind M. (1986), "How Service Needs Influence Product Strategy", *Sloan Management Review*, Cambridge, Fall, 1986, Vol. 28, No. 1, 63-70.

Marsden, D. and Littler, D. (1996), "Evaluating alternative research paradigms: a market-oriented framework", *Journal of Marketing Management, Vol. 12 No. 7, pp. 645-55.*

Martyn, (2007). The good research guide for small-scale social research projects. 3rd ed. Open university press

Mascarenhas, O.A., Kesavan, R. and Bernacchi, M. (2006), "Lasting customer loyalty: a total Customer experience approach", *Journal of Consumer Marketing, Vol. 23 No. 7, pp. 397-405.*

Morgan, R.M.& Hunt, S.D. (1994). The commitment - Trust Theory of Relationship Marketing.*Journal of Marketing*.58 (3), 20.

Muise, J. & Olson, K. (2012) Face to Face Interviews [Electronic] Available at: http://web.viu.ca/rtri/Face%20to%20Face.pdf [2012.04.23]

Mummalaneni, V. (1987), "The influence of a close personal relationship between the buyer and the seller on the continued stability of their role relationship", *unpublished Doctor of Philosophy Thesis, The Pennsylvania State University, Philadelphia, PA.*

Natco, (2012). "*Validity and Reliability in Research "Chris Handley, MS, EMT-P, CPTC,*
Donor Services Coordinator, Transplant Resource Center of Maryland, Baltimore, MD,
NATCO
Research   Committee   Member[Electronic]   Available   at:
http://www.natco1.org/research/files/Validity-ReliabilityResearchArticle_000.pdf
[2012.04.23]

Nyqvist, J., (2004), "Din guide till Telekomvärlden". Lund: Studentlitteratur.

Ofcom (n.d.), "Contacting Ofcom", available at: www.ofcom.org.uk/contactus (accessed
February14, 2006).

Oliver. R. L. (1997). *Satisfaction: A Behavioural Perspective on the Consumer*, New
York:McGraw Hill.

Oliver.R.L (1999), "Whence consumer loyalty", *Journal of Marketing, Vol. 63 (special issue),*
pp. 33-44

Ozment, J. and Morash, E.A. (1994), "The augmented service offering for perceived and
actual service quality", *Journal of the Academy of Marketing Science, Vol. 22 No. 4, pp. 352-*
63.

Patton, M. Q., (1991), "Qualitative Evaluation and Research Methods", 2nd ed., Sage
Publications, Newbury Park, CA.

Payne, A.F., Storbacka, K. &Frow, P. (2008), "Managing the co-creation of value", Journal of
theAcademy of Marketing Science, Vol. 36, pp. 83-96.

Perrault, William &Russ, Frederick.(1976), "Physical Distribution Service in Industrial
PurchaseDecisions", *Journal of Marketing*, Apr, 1976, Vol. 40, 3-10.

Reichheld, F.F. and Sasser, W.E.J. (1990), ``Zero defections: quality comes to services'',
Harvard Business Review, September-October, pp. 105-11.

Reichheld, F.F., Markey, R.G. &Hopton, C. (2000), "The loyalty effect-the relationship Between loyalty and profits*", European Business Journal, pp. 134-9.*

Reichheld, F. F., (1994), "Loyalty and the renaissance of marketing," *Marketing Management,* No. 2, p.p. 10-21.

Roos, I. (1999), "Switching Processes in Customer Relationships", *Journal of Service Research*, 2(1), 376-93.

Roos, I. (2002), "Methods of Investigating Critical Incidents -A Comparative Review" *Journal of Service Research*, Volume 4, No. 3, February 2002, 193-204

Roos, I., Edvardsson, B. &Gustafsson, A. (2004).Customer Switching Patterns in Competitive and Non-competitive Service Industries.*Journal of Service research* 2004; 6; 256.

Roos, I., Gustafsson, A. & Edvardsson, B. (2006), "Defining service quality for customer-driven business development – a housing-mortgage company case", *International Journal of Service Industry Management,* Vol. 17 No. 2, pp. 207-23 (Special issue).

Roos, I. &Gustafsson, A. (2007). Understanding Frequent Switching Patterns. *Journal of Service Research 10 (1) 93- 108.*

Roos, I. &Edvardsson, B. (2008), "Customer-support service in the relationship perspective", *Managing Service Quality*, Vol.18.No.1, 2008 pp.87-107.

Roos, I., Friman, M. &Edvardsson, B. (2009), "Emotions and stability in telecom-customer relationships", *Journal of Service Management,* Vol. 20 No. 2, p.p. 192-208.

Roos, I. & Gustafsson, A., (2011), "The influence of active and passive customer behavior on switching in customer relationships", *Managing Service Quality,* Vol. 21 No. 5, p.p. 448-464

Roos, I., Gustafsson, A., Edvardsson, B &Etzell, A. (2011), "SPAT (Switching Path Analysis Technique) – A method for understanding switching paths and future behavior", *Advances in*

Service Quality, Innovation and Excellence. Ed. Bo van der Rheee, Liana Victorino, Ithaca, NY, USA:Conference Proceedings June 2-5, 2011, p.p. 866-875

Sandstro¨m, S., Edvardsson, B., Kristensson, P. &Magnusson, P. (2008), "Value-in-use throughservice experience", Managing Service Quality, Vol. 18 No. 2, pp. 112-26.

Sheth, J.N. &Parvatiyar, A. (1995), ``Relationship marketing in consumer markets: antecedents and consequences'', *Journal of the Academy of Marketing Science, Vol. 23 No. 4, pp. 255-71.*

Sheth, Jagdish. (1973), "A Model of Industrial Buyer Behaviour", *Journal of Marketing*, Oct, 1973,Vol. 37, 50-56.

Silverman, D. (2000). *Doing Qualitative Research – A practical handbook.* London: SAGE Publications Ltd.

Söderlund, M. (2000). EFI:*s årsbok*. (1 uppledn.). Malmö: Liber ekonomi

So, K.C. &Tang, C.S. (1996), "On managing operating capacity to reduce congestion in service systems", *European Journal of Operational Research, Vol. 92 No. 1, pp. 83-98.*

Sterling, Jay U. &Lambert, Douglas M. (1987), "Establishing customer service strategies withinthe marketing mix", *Journal of Business Logistics*, 1987, Vol. 8, No. 1, 1-30.

Telecommunications (New Zealand) (2006), "Dealing with nuisance calls and text messages", Available at: www.telecom.co.nz/content/0,3900,138-1084,00.html (accessed February 14,2006).

Theron, E &Terblanche, N.S. (2010). Dimensions of relationship marketing in business-to-business financial services.*International Journal of Market Research,*52 (3), 383-402

Tohidinia, Z. & Haghighi, M., (2011), "Predictors and outcomes of relationship quality: a guide for customer-oriented strategies", *Business Strategy Series,* Vol. 12 No. 5, p.p. 242-256.

Vargo, S.L. & Lusch, R. (2004a), "Evolving to a new dominant logic of marketing", *Journal ofMarketing, Vol. 68, January, pp. 1-17.*

Vargo, S.L. & Lusch, R.F. (2004b), "The four service marketing myths – remnants of a goods-based, manufacturing model", *Journal of Service Research, Vol. 6 No. 4, pp. 324-35.*

Vargo, S.L. & Lusch, R.F. (2008a), "From goods to service(s): divergences and convergences oflogics", Industrial Marketing Management, Vol. 37 No. 3, pp. 254-9.

Vargo, S.L. & Lusch, R.F. (2008b), "Service-dominant logic: continuing the evolution", *Journal of the Academy of Marketing Science, Vol. 36 No. 1, pp. 1-10.*

Vargo, S.L., Maglio, P.P. & Akaka, M.A. (2008), "On value and value co-creation: a service systems and service logic perspective", European Management Journal, Vol. 26 No. 3, pp. 145-52.

Wolcott, H., (2001), "Writing up Qualitative Research". 2nd Edition. Thousand Oaks: Sage Publications Inc.

www.TeliaSonera.se. [Electronic]. Available: http://www.TeliaSonera.se/ [2012-03-20]

Yi, Y., & Gong, T. (2009), "An integrated model of customer social exchange relationship: the moderating role of customer experience", *The Service Industries Journal,* Vol. 29, No. 11, November 2009, 1513–1528

Zeithaml, V. & Bitner, M. J. (2003), *Services Marketing*, 3rd Edition, McGraw-Hill.

Zikmund. W. G. (1997), *Business Research Methods*, the Dryden Press Series in Management.

Interview 1

Background

Gender: Male

Age: 38

Current Relationship

Q: Name of the current telecom operator you use?

Ans: 3

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using 3 since 8 months.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: I am not really satisfied.

Q: Are you satisfied?

Ans: No.

Q: If not satisfied then why you're not satisfied?

Ans: Due to customer-support service, high prices and bad coverage always weak signals problem.

Q: What is your perception about support service of current provider?

Ans: My experience is not good I think they do not give same information I call many times but I always received different information from different persons even I have same question.

Q: Is core service is important or support service?

Ans: I think support service is important as if I have no customer-support service I had no way to contact the service providers.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: Yes I used Telia before 2 years. It was good and attitude was also good.

Previous relationships

Q: Name of your previous provider?

Ans: Telia

Q: Did you switch from your previous provider around 2 years?

Ans: Yes I switched to 3 before 8 months.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: I moved to 3 because at that time they have good cheap deals of I phone 3Gs but after that I feels it was high calling rates and bad coverage.

Q: If not then what was the other reason to switch?

Ans: To get iphone 3G.

Q: Did you always in search of information of other service providers?

Ans: Yes most of times I want to know about other service providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: I do not think so they are not good.

Future

Q: Are you satisfied after switching?

Ans: No

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: yes their support service is not good I cannot feel comfortable to call them.

Q: Do you want to switch back to your previous provider?

Ans: Yes I will be back soon.

Q: If yes then please describe why?

Ans: Due to bad customer-support service, high calling rates and due to their weak signals and poor coverage.

Final comments

Q: Please describe overall experience with your provider?

Ans: My intension about support service is not good about 3 and they have poor coverage too which frustrate me a lot

Interview 2

Background

Gender: Male

Age: 35

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Halebop

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using me think so about since 3 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: My relationship is fair enough. I am happy.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Most of time they are good. Their cooperation is good. But sometime they are good in behavior but at the end nothing happened as I did not get the right information. But overall it's good.

Q: Is core service is important or support service?

Ans: To me I think support service is a key to build your relation so support service is absolutely important.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: yes I used Telia long time before I did not remember.

Previous relationships

Q: Name of your previous provider?

Ans: Telia

Q: Did you switch from your previous provider around 2 years?

Ans: No.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: Due to my friends they asked me to change so I moved to Halebop because their calls are free.

Q: Did you always in search of information of other service providers?

Ans: Yes I always been in search of information through advertisement, news paper etc as I think that it will help to know which competitors is providing you with good deals.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I do not want to switch I will use Halebop now.

Final comments

Q: Please describe overall experience with your provider?

Ans: I would feel comfortable if they reduce their calling rates more. And also some time call is dropped I do not what is the reason and when this happened I have to call again and thus cut my balance again for the same call. So I think Halebop should see into this matter.

Interview 3

Backgroud

Gender: Female

Age: 28

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Yes I am using Parlino.

Q: Duration of current telecom operator in Month/ Years?

Ans: Since last 1 and half years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: I am satisfied with my provider.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: sometime I feel bad when their service lost due to bad signals but not too much difficulty I faced.

Q: What is your perception about support service of current provider?

Ans: Their overall customer-support service is good. Sometime I feel tense when there is a long queue. Actually I did not call customer-support service many times. But overall I am pretty much satisfied with their support service.

Q: Is core service is important or support service?

Ans: Well that is very important question yes to my view first impression is core service but the length of your relationship depends upon the support service. I think support service is much important than core service as it is a fundamental think in telecommunication sector.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No I did not use Telia.

Previous relationships

Q: Name of your previous provider?

Ans: 3

Q: Did you switch from your previous provider around 2 years?

Ans: Yes I switched to Parlino before 1 and half years.

Q: Did you switch due to bad experience of support service?

Ans: Yes but there are other reason too.

Q: If yes then please describe?

Ans: Actually when I buy mobile from 3 then after some time I feel that their service is not good due to weak signals problems and whenever I go out of the city area it was very bad. As for as support service is concerned whenever I call them I receive different information from different person even my question was same.

Q: If not then what was the other reason to switch?

Ans: Weak signals, poor support service and also my friends have Parlino that's why I switch.

Q: Did you always in search of information of other service providers?

Ans: Yes I am always very curious to know about packages and deals of other service providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Actually I really do not know I am using only mobile.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: Yes at least I got same information from different staff of support service.

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I do not want to switch back.

Final comments

Q: Please describe overall experience with your provider?

Ans: My overall experience is good actually and price is also good I think so.

Interview 4

Background

Gender: Female

Age: 30

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Tele 2

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using Tele 2 since I think 2 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: Its fair enough and good.

Q: Are you satisfied?

Ans: Yes I am.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: I did not call too much but I am satisfied I think.

Q: Is core service is important or support service?

Ans: I think core service is important because first impression is always about the core service.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No I did not used Telia.

Previous relationships

Q: Name of your previous provider?

Ans: I think Halebop I used for some time.

Q: Did you switch from your previous provider around 2 years?

Ans: Yes I switched to Tele 2 years before.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No.

Q: If not then what was the other reason to switch?

Ans: At that most of my friends are using Tele 2 so Halebop was costly for me so I think to move to Tele 2 to call my friends on cheap basis.

Q: Did you always in search of information of other service providers?

Ans: No I think I am now satisfied with Tele 2 so not really.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: As I am satisfied with Tele 2 so I think their all service will be good.

Future

Q: Are you satisfied after switching?

Ans: No

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No.

Q: Do you want to switch back to your previous provider?

Ans: No.

Q: If yes then please describe why?

Ans: No I will not move I will stay with Tele 2.

Final comments

Q: Please describe overall experience with your provider?

Ans: I am satisfied with Tele 2 as it is cheap for me and also I call internationally so it is also cheap calls on internationally circle.

Interview 5

Background

Gender: Male

Age: 23

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Tele 2

Q: Duration of current telecom operator in Month/ Years?

Ans: Almost about 2 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: My relationship is good and I am happy.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Their support service is good but I want that should be more English language staff in their support service. I am international student and whenever I call them I feel some problem. But I am overall satisfied.

Q: Is core service is important or support service?

Ans: To me I think support service is as to my opinion customer-support service is only link which bind customers and telecom operators together.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No

Previous relationships

Q: Name of your previous provider?

Ans: I am using Tele 2 but actually I change within Tele 2 different packages.

Q: Did you switch from your previous provider around 2 years?

Ans: No.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: I change different packages due to free sms and fee calling rates on my friends those are using Tele 2. Also I change due to calls on my home country as I am international student.

Q: Did you always in search of information of other service providers?

Ans: No, I really did not. I am not interested.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes I hope so because I am using mobile its good so I think other services will also be good like their mobile service.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am completely satisfied with Tele 2.

Final comments

Q: Please describe overall experience with your provider?

Ans: Their support service should be included with English staff. Overall I am happy.

Interview 6

Background

Gender: Male

Age: 27

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Tele 2

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using Tele 2 since 1 year.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: My relationship is very good I am satisfied but I want some prices should be lower.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Their support service is good. I always call them when I have some problem. Most of the times I get help what I want. Some time I get various answers for same problem but I tried calling them until I am satisfied and I get the solution of my problem.

Q: Is core service is important or support service?

Ans: Well to my opinion customer-support service is as important as price and I must say that support service is a key to build relationship in long term

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No

Previous relationships

Q: Name of your previous provider?

Ans: I was customer of Telenor.

Q: Did you switch from your previous provider around 2 years?

Ans: Yes.

Q: Did you switch due to bad experience of support service?

Ans: Yes. But price was also other factor as I have to call abroad and Telenor was costly that's why I select Tele 2.

Q: If yes then please describe?

Ans: Yes. Their support service is also very poor. Some time they are very rude and not helpful.

Q: If not then what was the other reason to switch?

Ans: Price, bad support service.

Q: Did you always in search of information of other service providers?

Ans: Not really but I think it's good to have the information about other service providers as it will help to select better providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: I think so I am satisfied with their all services.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: Tele 2 has better support service than Telenor. At least Tele 2 is not rude like Telenor.

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am completely satisfied with Tele 2.

Final comments

Q: Please describe overall experience with your provider?

Ans: I am happy with Tele 2. Most of my friends have also this service. I normally call internationally so I suggest lowering the international level call rates.

Interview 7

Background

Gender: Female

Age: 27

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Tele 2

Q: Duration of current telecom operator in Month/ Years?

Ans: I was using Tele 2 for 5 years then before 5 month I changed to Telenor but now I am again adopted Tele 2.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: My relationship is satisfactory I am happy now as Tele 2 has a better service than Telenor.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Their support service is good. But I have complained that some time they hold for a long time and then call cut off. This was time wasting but sometimes it happens. Otherwise support service is good.

Q: Is core service is important or support service?

Ans: Both are equally important as if core service is not good then no customer will adopt one service provider. And if support service is not good then there is no long term relationship.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No

Previous relationships

Q: Name of your previous provider?

Ans: Telenor.

Q: Did you switch from your previous provider around 2 years?

Ans: Yes before 5 months.

Q: Did you switch due to bad experience of support service?

Ans: Not really actually I switch due to some good deal of mobile phones offer by Telenor but when i used I feel they are much expensive. Moreover support service of Telenor was also not comfortable and helpful.

Q: If yes then please describe?

Ans: Yes. They have poor support service.

Q: If not then what was the other reason to switch?

Ans: Price, and also my friends and family complain me that when we call you then it takes lot of money so that's why I adopted Tele 2 again and also bad support service was also reason to change to Tele 2.

Q: Did you always in search of information of other service providers?

Ans: No I am not I mostly hear from my friends and family about different service providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: I do not know really but I am sure that their services are all up to date and good.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: Tele 2 is to my opinion has better support service than Telenor. Once I call to Telenor but I did not get much help from them and they looks in real hurry to end the call of customers. I do not know why they do that.

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am much satisfied with Tele 2.

Final comments

Q: Please describe overall experience with your provider?

Ans: My experience in good about Tele 2. My friends and family also feels now easy to call me and contact me.

Interview 8

Background

Gender: Male

Age: 34

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Tele 2

Q: Duration of current telecom operator in Month/ Years?

Ans: I think it will complete one year next month so almost from 11 months.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile, Internet

Q: How is your relationship with your present provider?

Ans: My relationship is perfect and I am happy with their services.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Almost satisfied Tele 2 have good support service overall. Also I am not used to to call to support service normally I visit their shops if I have some problem and I get help.

Q: Is core service is important or support service?

Ans: I think core service is important as it's a first thing to attract new customers.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No

Previous relationships

Q: Name of your previous provider?

Ans: 3.

Q: Did you switch from your previous provider around 2 years?

Ans: Yes before 11 months.

Q: Did you switch due to bad experience of support service?

Ans: Yes but other reason was too.

Q: If yes then please describe?

Ans: I got a bill from 3 and I thought it was too high. I call to support service but they did not help me and I had to pay the bill. I guess 3 have some hidden charges which I did not know and when I call to support service they had no answers of complain and they did not satisfied me.

Q: If not then what was the other reason to switch?

Ans: They were also too much expensive and their call rates are high.

Q: Did you always in search of information of other service providers?

Ans: Yes I am. I always took information about other service provider's regularly.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes they are good.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: Tele 2 has good support service. I had same problem with billing like I faced with 3.But I call to Tele 2 and they fix it. So as customer I was impressed.

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am satisfied with Tele 2.

Final comments

Q: Please describe overall experience with your provider?

Ans: If Tele 2 reduces some calling rates then it will be great.

Interview 9

Background

Gender: Male

Age: 39

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Telenor

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using Telenor I think since last 2 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile

Q: How is your relationship with your present provider?

Ans: My relationship is not good and I want to change provider due to high calling rates and bad support service.

Q: Are you satisfied?

Ans: No I am not.

Q: If not satisfied then why you're not satisfied?

Ans: I am not satisfied because of high calling rates and most important the bad customer-support service.

Q: What is your perception about support service of current provider?

Ans: Their service is not good. Sometime I wait due to long queue but when I connect they are not really helpful I think so. Recently I call to them I was out of home and I forget my sim code as it was locked so I call them to give me sim code but they replied me that we will send

you at your home. I told them I am out of home and I need now as I do not have any other mobile to contact to my family but they did not help me still.

Q: Is core service is important or support service?

Ans: Customer-support service is important because if there is no or bad customer-support service it mean telecom operators are not providing values to their customers. So to me support service is intense importance.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: No

Previous relationships

Q: Name of your previous provider?

Ans: I forget but maybe it was Halebop.

Q: Did you switch from your previous provider around 2 years?

Ans: Yes I switched to Telenor before 2 years.

Q: Did you switch due to bad experience of support service?

Ans: No

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: I switched to Telenor as I need to use the internet on mobile with some cheap package as in Halebop it was costly so to me high price was the reason.

Q: Did you always in search of information of other service providers?

Ans: Yes I am I regularly check deals and packages of other service providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Their services are not good in mobile so I think might be there are services will be like that means not good.

Future

Q: Are you satisfied after switching?

Ans: No

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: Yes as they did not help me when I was in trouble as I just want to know about my sim open code.

Q: Do you want to switch back to your previous provider?

Ans: Yes

Q: If yes then please describe why?

Ans: Yes but I did not decided service provider. But I will switch soon.

Final comments

Q: Please describe overall experience with your provider?

Ans: Their support service is not really good they are not helpful.

Interview 10

Background

Gender: Male

Age: 32

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Telia

Q: Duration of current telecom operator in Month/ Years?

Ans: I am using me think so about since 4 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile, Internet

Q: How is your relationship with your present provider?

Ans: My relationship is fair enough. I am happy with Telia now but I want some lower price also.

Q: Are you satisfied?

Ans: yes I am satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Most of time they are good. Their cooperation is good. But sometime they are good in behavior but at the end nothing happened as I did not get the right information. But overall it's good.

Q: Is core service is important or support service?

Ans: Well I might say core service is important.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: yes I visit on regular basis. They are good and helpful. Long queue some time disturb me a lot.

Previous relationships

Q: Name of your previous provider?

Ans: Tele 2

Q: Did you switch from your previous provider around 2 years?

Ans: No.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: The basic reason was good service. I heard that Telia is good in support service and also in price. Other reasons were my family also changed to Telia so I change also to Telia.

Q: Did you always in search of information of other service providers?

Ans: Off course on regular basis. I am very keen to know about other offers by other service provider.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile, Internet

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am more than happy with Telia now.

Final comments

Q: Please describe overall experience with your provider?

Ans: I am satisfied with Telia now and I will use it. Very rare I faced any problem most of time I am much satisfied. But as customers I always appreciate if Telia reduce their price on regular basis.

Interview 11

Background

Gender: Female

Age: 39

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Telia

Q: Duration of current telecom operator in Month/ Years?

Ans: I guess from 2 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile, Internet, TV

Q: How is your relationship with your present provider?

Ans: My relationship is very good I am pretty satisfied.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Their support service is good I am satisfied with their support service. But I guess when I call them I have to wait very long.

Q: Is core service is important or support service?

Ans: I normally think both services are equally important.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: yes I visit them whenever I feel some trouble mostly I visit to have face to face conversation with them instead of calling to support service.

Previous relationships

Q: Name of your previous provider?

Ans: Tele 2

Q: Did you switch from your previous provider around 2 years?

Ans: No.

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: Actually I am a sales man and I have to go outside of the countryside many times and I feel that Tele 2 has some problem of weak signals so I change to Telia. Also my friends and colleagues have Telia at that time so I select Telia.

Q: Did you always in search of information of other service providers?

Ans: No, not really

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile, Internet, TV

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am more than happy with Telia now.

Final comments

Q: Please describe overall experience with your provider?

Ans: I am satisfied with their coverage as I did not feel any weak signal problem now. And also I want to reduce their prices because it's an ultimate desire of every customer.

Interview 12

Background

Gender: Male

Age: 26

Current Relationship

Q: Name of the current telecom operator you use?

Ans: Telia

Q: Duration of current telecom operator in Month/ Years?

Ans: Since 2 years.

Q: What kind of service (Mobile, Broadband, TV, Internet) you used of present provider?

Ans: Mobile, Internet

Q: How is your relationship with your present provider?

Ans: My relationship is good and I am happy on their services.

Q: Are you satisfied?

Ans: yes I'm satisfied.

Q: If not satisfied then why you're not satisfied?

Ans: I am satisfied.

Q: What is your perception about support service of current provider?

Ans: Telia have good support service I think. They solve your complain if you call them. Most of time I am satisfied with their quick response.

Q: Is core service is important or support service?

Ans: Core service is important. If your core services are good then you do not need to have support service.

Q: If your using Telia service then did you ever visited to any Telia shop? Are you satisfied with their behavior/Attitude? Did they satisfy you?

Ans: yes I visits many times. Two or three time I went to Telia shop but due to more people I came back. I think they should increase their Telia shops.

Previous relationships

Q: Name of your previous provider?

Ans: Tele 2

Q: Did you switch from your previous provider around 2 years?

Ans: Yes

Q: Did you switch due to bad experience of support service?

Ans: No.

Q: If yes then please describe?

Ans: No

Q: If not then what was the other reason to switch?

Ans: Actually at that time Telia has good offer of iPhone so I first want to take iPhone but when I used Telia its look good to me and then I decided to use it. Also my friends have Telia also and I am very used of messages so Telia provide me free text messages. This was also another reason.

Q: Did you always in search of information of other service providers?

Ans: Yes I am always looks into information through news paper or on TV to have information about all service providers.

Product and services

Q: Which service (Mobile, Broadband, TV, Internet) you used?

Ans: Mobile, Internet

Q: What do you think about all the services of your provider? Did each services are equally good?

Ans: Yes.

Future

Q: Are you satisfied after switching?

Ans: Yes

Q: If you switch due to support service then please describes why current provider support service is better than previous one?

Ans: No

Q: Do you want to switch back to your previous provider?

Ans: No

Q: If yes then please describe why?

Ans: No I am happy with Telia now.

Final comments

Q: Please describe overall experience with your provider?

Ans: I am satisfied with Telia now as their services is good and they are becoming and adding more offers on regular basis.

Appendix 2- Interview guide of TeliaSonera Top Management and Customer representative officer

1. Interview guide of Telia Top management

Q1. How many Telia Shops are operating?

Total Telia shops are 85 in whole Sweden

Q2. Do you think the number of Telia shops is sufficient for current customer's visitors?

Yes I think it's sufficient.

Q3. Are you planning to open new shop?

We have no plan to open any new shop

Q4. How many customers' visits you average?

The number of customer's visits us are about 9 million a year

Q5. Do you think that customers come and then leave the shop without buying or taking information if there is a long queue?

Most of the customers visiting because of buying and if there is long queue may be some time they leave the shop.

Q6. What is the reason to visit for buying or asking question about the services?

Most of the people visits for buying purpose

Q7. People want to call you on customer support service or want to visit you in Telia shops to take information face to face?

Some people call our customer support, and some prefer to get information face to face. Especially if they are buying a new mobile, they want to feel the phone.

Q8. Do you think that customers are satisfied with the Telia telephonic customer support service?

I don´t know that much about the customer support, I am only responsible for sales.

Q9. So people visit Telia shop due to long queue or bad experience of customer support service?

Yes they do. If customer support has a long queue, the customers tend to come to the shops instead.

Q10. How do you facilitate your customers if you think that Telia shops are not sufficient?

I think that Telia shops are sufficient for the visiting customers.

Q11. What is your intention as a Telia Customer representative officer you're focusing on sales or customer support service?

We focus on both but mainly on sales

Q12. Ok what are the average age of your customer's normally old people visits you or young people?

There are more old people, or middle age. Not that many teenagers.

Q13. Ok what you normally sales its mobiles or laptop or broadband?

Mobile phones

Q14. Ok well what is your role regarding customer support service?

Customers leave there mobile phones if they are broken.

Q15. It means you think that you can attract your customers with your positive attitude?

Yes we do

Q16. Did you give information to your customers verbally / brochures?

Mostly we provide information verbally.

Q17. Did you provide any training to your staff? If yes then what's the aim of training sales or support service?

Generally we provide sales training to our staff

Q18. Ok did customers visit you about the weak signal issues or internet problem or others?

Yes if they have problem with weak signals or internet they visits us to tell their problem

Q19. Ok if people have problem with the internet are you solving their problem verbally or send your staff member with them to solve the issue?

They have to call the support service.

Q20. Did your customers switch to other providers?

Sometimes they switch to other providers and again they switched back to telia

Q21. Ok you said that people switch so what the reason to switch high price or bad customer support or some other?

Could be either but mostly price

2. Interview guide of Telia Customer representative officer

Q1. How many Telia Shops are operating?

Only one shop is operating in this city

Q2. Do you think the number of Telia shops is sufficient for current customer's visitors?

Only one shop is not sufficient as we have huge customers visiting every day.

Q3. Are you planning to open new shop?

Yes we have discussion around we will open one more shop near this present shop around 1km radius in some shopping Centre.

Q4. How many customers' visits you average?

Per month around 2000 to 3000 customers visit us but the amount changes depending upon every years and it's quite a lot of people in this small shop.

Q5. Do you think that customers visit you and then leave the shop without buying or taking information if there is a long queue?

Yes customers leave the shop due to long queue

Q6. What is the reason to visit for buying or asking question about the services?

It's both in fact but off course mostly buying phones. He added in this question that lot of people don't want to call to customer support service as people think that this is much easier to visit the Telia shop and takes information face to face. And importantly he added that we handle lot of customer support service issues which we are not supposed to do.

Q7. People want to call you on customer support service or want to visit you in Telia shops to take information face to face?

Actually both people have lot of issues with customer support service long queue and people do not want to wait 1 hour on phone so people visit Teila shop. He more added that some time people have language problem so they come to Telia shop for face to face discussion and information. He more added that some people want personal relation and want to discuss more in face to face.

Q8. Do you think that customers are satisfied with the Telia telephonic customer support service?

I think in general people get help what they want but there are allots of calls daily so some people may did not get the whole information from Telia customer support service. But if people did not get the exact information than they visit Telia shop to get exact information and satisfied their self and there also a language problem that's another reason of visiting Telia shop.

Q9. So people visit Telia shop due to long queue or bad experience of customer support service?

Mostly I hear is the long queue problem. But as I already told that we handle lot of support service issues which we are not supposed to do.

Q10. How do you facilitate your customers if you think that one shop is not sufficient?

Yes defiantly this is a big issue and due to single shop long queue is a problem but it will be solve when the new shop will open. He also added that we help customers in any ways if the problem is bigger we direct them how they will solve their problems as we are sales unit and our aim is to guide customer what they want to know.

Q11. What is your intention as a Telia Customer representative officer you're focusing on sales or customer support service?

Off course we are sales division here so we focus on sales but surely we have to make good customer relationship off course we want customer to visit us if they have problem they must came back to solve their problem   if they face some problem with their mobile phones etc

Q12. Ok what are the average age of your customer's normally old people visits you or young people?

Actually we have every age of customers.

Q13. What you normally sales its mobiles, laptop or broadband?

Mostly we sell mobile phones and broadband too.

Q14. Ok well what is your role regarding customer support service?

Actually we have customer service on phone but since we are the face of Telia so in large number of people visit us and so we have to play our role as we do not have any choice but as i said the sale is our primary goal but we have to play a big part and role in customer relation too.

Q15. It means you think that you can attract your customers with your positive attitude?

Yes off course we do this with our positive and good attitude and behavior.

Q16. Did you give information to your customers verbally / brochures?

Mostly we give information verbally but we have brochures too available for the customers but most of the information is giving to customer verbally.

Q17. Did you provide any training to your staff? If yes then what's the aim of training sales or support service?

Yes we have a training programs and mostly its sales training but we discuss allot in group here in this shop about customer service and in Swedish we have a slogan **service i várldsklass** it mean world class service and we must do everything to make happy our customer that mean if our customers have problem with the phone we solve it if issue with the broadband we should solve it etc. . So we do everything to satisfy our customers and we do unexpected for example if customer come to us with broken iPhone normally we send it to repair shop it takes week or couple of weeks to fix but instead we solve it here in this shop as if customer come to us with broken iPhone we look and try to solve the problem if not then we change iPhone with new one so that's one thing in this slogan service **i varldklass**

Q18. Ok did customers visit you about the weak signal issues or internet problem or others?

Yes if they face some problem they came here to shop tell us about weak signal and internet problem or complain about problem they face.

Q19. Ok if people have problem with the internet are you solving their problem verbally or send your staff member with them to solve the issue?

It depends if the problem is with mobile or laptop we connect here and see if there is some problem and try to fix it here. If the problem is big we replace hardware or Sim card. We also

see the contract may be it needs upgrade we do it with the same price. We look at the customer whole package in our computer system if he has broadband at home and has old contract we can renew it may be at lower price and satisfied the customer. Even if customer came having some problem our try is that when he leaves he should think that he get help from us more than what he actually want and that's our mission.

Q20. Did your customers switch to other providers?

Yes we feel that lots of people try others operators but they come back to us. They try other provider a year or 2 but after that they come back to us again"

Q21. Ok you said that people switch so what the reason to switch high price or bad customer support or some other?

Telia are operating from a long time and people think that we have monopoly but we don't have. In fact people try something else for a while but what make me happy that they come back and they come back due to broader customer service and lot more shop as we have high mobile coverage than others providers.