



"Unlocking Success: Key Recommendations for Mobile Service Providers to Thrive in Today's Competitive Market"

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Abstract: The fast growth and immense competition in any business have made it imperative for telcos to study or measure numerous important concepts that are related to the human element because the customer is the holy grail of business. Therefore, it is essential to study concepts such as customer satisfaction, good performance, growth, quality, brand image, and price. All of these create a big challenge in growth and survival for all corporates & industries and have become the most important growth and survival factors for business success for either manufacturers or service providers. This pushes the corporates to work hard to build customer satisfaction because customers are the hearts of every business and only a happy and satisfied customer leads to increased sales and significantly affects the revenue or profit of the business i.e. its financial performance. So, the current paper's main aim is to give key recommendations for mobile service providers to thrive in today's competitive market.

Keywords: mobile service providers, customer satisfaction, growth indicators

Introduction: Telecommunication Sector in India

The prodigious man *Dr. William O'Shaughnessy* was the one who founded the telegraph and telephone first time in India which reduced communication time from days to hours, hours to minutes, and minutes to seconds. This was the first mechanical device to reduce the period of sending data from one to another. For the very first time, telecommunication services were introduced by the British government in 1851 near Kolkata via operational Landlines phones.

In the history of the emergence of the telephone 28th Jan '1882 was celebrated as *red letter day*. This was the day when the governor general of India, Major E. Baring had passed orders for the opening of the Telephone exchange in Kolkata, Mumbai, and Chennai.



Over the last 167 years, the Indian telecommunication sector has indeed grown-up by leaps and bounds. Started with figure of 93 total number of subscriptions only (January, 1882), this sector reached the heights and now has crossed the figure of 1.179 billion (July, 2018) which clearly authenticate that Indian

Telecommunication sector is not only competitive one but also one of the most leading and constantly rising sectors across the globe. This sector has significantly contributed in the development of Rural and Urban areas. It also provides infrastructural facilities for national security and technological foundation for societal communication. Telecommunication sector follows a three-point action strategy in which first point is to create employment opportunities.

Latest technologies such as AI (Artificial intelligence), IoT (Internet of Things), Cloud computing, Robotics, Nano technology etc. are the blessings of telecommunication sector which not only creates employment opportunities for the youth but also have enabling and transformative effects on other sectors such as Agriculture, E-commerce, Banking services, Financial services, Health care facilities, E-governance etc. Second point is to create awareness about self-employment concept and third point is to generate income opportunities for the youth of the country. Now-a-days, a cell phone is a medium of both communication and entertainment. Additionally, it has also impacted our lifestyle, behaviour, thinking mechanism and social life etc.

The Indian cellular market is overflowing with data for the purpose of creating a vigorous digital circulatory scheme under which data is accessible and easily available even in the remotest and farthest places or villages. High speed Mobile internet and cloud computing are the consecrations in disguise because of very cheap tariff data plans available.

Therefore, ***Data becomes the life sustaining resource*** i.e. oxygen for the people living in the existing digital world. The Telecommunication industry is a growth business for more than two decades and major edifice of its growth lies in satisfying consumer needs and demands because satisfied consumers, who are using services in return generates heavy revenues and are source



of huge profits.

Studying "Unlocking Success: Key Recommendations for Mobile Service Providers to Thrive in Today's Competitive Market" is essential for several reasons:

1. **Market Dynamics:** The mobile service industry is highly competitive and constantly evolving. Understanding key strategies for success can help providers stay relevant and competitive in the market.
2. **Customer Satisfaction:** By implementing recommendations to enhance customer satisfaction, providers can build loyalty, attract new customers, and retain existing ones, ultimately driving growth and profitability.
3. **Technological Advancements:** With rapid advancements in technology, including 5G, IoT, and AI, providers need to adapt and innovate to meet the changing needs and expectations of consumers.
4. **Revenue Growth:** Effective strategies outlined in the recommendations can lead to increased revenue streams, improved market share, and sustainable growth for mobile service providers.
5. **Industry Insights:** Studying these recommendations provides valuable insights into industry trends, consumer behavior, and emerging opportunities, empowering providers to make informed decisions and strategic investments.

In summary, studying these recommendations is crucial for mobile service providers to thrive amidst fierce competition, meet customer demands, and capitalize on emerging opportunities in the dynamic marketplace.

Recommendations for the public and private mobile service providers for survival and perform better in terms of growth indicators

It is very clear from the analysis that both public and private sector needs improvement in current condition but more changes are required by public sector because the Government owned Telecom Company, BSNL has been suffering losses and financially down for several years now and performing badly on various growth or profit related parameters discussed above but on the other side, private sector is comparatively performing better than public sector.



Nevertheless, private sector position is also tight because of many reasons i.e. immense or cut throat competition exists between all players and frequent change in technology etc.

Firstly, the researcher has suggested some measures to improve the overall telecom sector:

For public and private sector better growth, upliftment and profitability, the first step should be taken by TRAI, telecom regulatory authority of India **to make some regulatory measures regarding fixation of tariff policy** ‘that is no one can charge above or below this particular amount from the customer’ which will definitely reduce prevailing cost and pricing pressures among telco operators.

- Telcos should trace major reasons of switch over and then work on it to retain customers. Moreover, they have **to concentrate on the marketing strategies** followed by their fellow competitors and accordingly frame innovative strategies to face each other.
- Another aspect to improve profitability is that both **operators should adapt technology timely** which will attract customers. Therefore, it is required that telecom MSP’s have a fresh look at the level of ICT innovation and digital transformation. Not adapting technology on time will lead to loss of customers.
- Telcos work to build their **capacity and coverage for super speed** with virtual network.
- TRAI should create some **regulatory hurdles of mergers and acquisitions.**

Besides above reasons for overall growth and better performance, the researcher has given more attention towards BSNL revival and suggested several initiatives to bring the BSNL, a government operator back on track and go hand in hand with private sector.

Secondly, **researcher’s effort brings list of measures or steps that can be taken to improve Bhartiya Sanchar Nigam Limited’s current condition.** On the basis of above findings or conclusions, the suggestions are:



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- There is need of the hour that BSNL analyse and **find out the reasons ‘what makes people prefer private operators** over BSNL causing large port outs’, it will be very helpful in holding the customers which affects its profitability position.
 - Without timely **up gradation to latest technology**, nothing can survive in the telecom market. So, improvement or expansion of data network with the help of latest technology is the need of the hour and BSNL should go with it in an aggressive manner in order to attract customers which further affect company’s profitability.
 - There is need to create and sustain customers by BSNL, therefore the operator should accept valid feedback from customers regularly in order to make them satisfy and retain the customers at the fullest.
 - BSNL’s poor profitability is due to its failure in **providing the promotional or seasonal offers** according to consumer demands or needs but on the other side private players bring offer in all types of services such as data, SMS, voice etc. BSNL, a public sector operator educates the customers about the seasonal and personalized offers to attract customers.

Recommendations to improve customer satisfaction towards various telecommunication service providers

Following recommendations are suggested in haryana by keeping in mind the above findings:

a) Recommendations to improve Service Quality in order to satisfy customer

In the current study related with telecommunication sector, *the service quality* is observed as one of the most significant and important attributes which is related with the product or service offerings. It tells that company is able to match customers’ expectations with customer perceptions. In the current study, Service quality is measured by both functional and technical quality aspects such as Reliability, Responsiveness, Assurance, Empathy, tangibility and convenience and network quality. It is also observed that *convenience, reliability, empathy and tangibility* are the four most important attributes respectively out of all determinants which significantly affect the CSAT and the least influencers are assurance, network and responsiveness.



➤ **First attention towards ‘convenience’ constructs** as it is 1st most important attribute to have impact on service quality and customer satisfaction. In the current study, Convenience means the comfort mobile service provider’s offers to customer. It is measured by *Ease of blocking SIM, getting new SIM, getting PUK code, Ease of registering complaints and queries, ease of balance enquiry, less waiting time and availability of enough options of bill payments*. It is found in the research study that the convenience is highly affected by the ‘*Ease of blocking SIM, getting new SIM, getting PUK code in case of SIM lost and ease in complaint handling*’. **Therefore, company should give attention towards it in order to match customer expectations.**The least influencers of this construct are *options available of bill payments and recharges, working hours and ease of balance enquiry or detailed summary of bills*. **So, it is recommended that company should have strict control and mechanism for balance enquiry, detailed summary of bills, many options available for bill payments and recharges etc.**

➤ **Second attention towards ‘Reliability’ constructs.** In the current study, Reliability means the ‘quality of being trustworthy or performing consistently well’ towards the customer. It is measured in the present study by ‘*No unnecessary deductions, error free detailed summary, keeping commitments, timely complaint handling*’. Out of all services, no unnecessary deductions and charges are made by operator; keep promises and error free bill summary are the most influencing one. Therefore, Company should take care above services in order to satisfy or retain customer.

The least influencers of this construct is ‘*timely information about the progress of complaints*’**So, it is recommended that company should have proper mechanism which updates the customer timely about the progress of their complaints.**

➤ **Third attention toward ‘Empathy’ dimension** as it is 3rd important attribute to have an impact on service quality and customer satisfaction. In the current study, Empathy means ‘the ability to understand, sharing and caring feelings of others’. It is measured by ‘*language comfort given by call centres employees, understand specific needs, pushes alerts, individual*



attention, convenient business hours and accessible retail outlets. Out of all services, language comfort given by call centre, convenient business hours and accessible retail outlets are the factors leads to satisfaction

The least influencer of this construct is ‘Individualised attention to me and my queries’. **So, the company should train their employees to solve the customer’s problem individually and make them feel special.**

➤ **Fourth attention toward ‘Tangibility’ dimension** as it is 4th important attribute to have an impact on service quality and customer satisfaction. Tangibility means ‘the quality feels by touch or palpability’. ‘It is measured by *‘attractive and comfortable sitting arrangement at customer care centre, staff dressing sense, latest facilities like free WI-FI at service centre, updated information and relevant material associated with product’*. Out of all, attractive and comfortable sitting arrangement is the most important service which attracts customer. So, the business should concentrate on the physical appearance of the stores or customer care centres.

The least influencer observed in this construct is latest facilities, like free WI-FI at the service centre. So, the company should improve the free WI-FI facility at the customer care stores, so the customer will enjoy the waiting time while sitting in the queue of complaints redressal.

And last but not the least, the company should also focus on **the least influencers such as assurance, network and responsiveness and try to set up proper mechanism for these constructs in order to build service quality and customer satisfaction.** So, the service providers need to do three more tasks:

- They should work on training of their employees in such a way so that they always shown very helpful, friendly and polite behaviour towards their customers.
- They should work on building smart and sweet customer care so that they should care the complaints, request and queries of customer very nicely as well as provides fast services to them.



➤ Today is the era network explosion. The service provider should work on the providing call quality and uninterrupted data speed. Their staff should be capable of handling network related issues in order to satisfy customers.

b) Recommendations to improve tariff policy or call and data charges to satisfy customer

In the current study related with telecommunication sector, *tariff/price policy or call and data charges* is observed as the 2nd most significant and important attributes which play an important role in satisfying customer.

“Price is an amount of money a seller charges from the buyer for the benefits and usage of product or service” (Kotler & Armstrong, 2010). In the current study, Price or tariff is generally measured by the variables such as ‘*Fair and genuine tariff charges, Offer data service at fair prices, Availability of plans in various denominations (from very low value to high value), not switch even if low tariff offered by other service providers*’ and it was found that the most influencing variable is ‘Offer data services at fair prices’ followed by Fair and genuine charges for all services. **So, it is recommended that in order to succeed or satisfying customer every business should decide fair tariff policies specifically for data/ internet services. Moreover, service providers should plan their pricing strategies by keeping in mind the concept of fairness or genuineness.**

c) Recommendations to improve customized plans and sales promotional offers

In the current study related with the telecommunication sector, *customized plans and sales promotional offers* are observed to be the least important but statistically significant attribute which play an important role in satisfying the customer.

Customized plans are basically offerings designed according to the needs and wants of the customer and sales promotional offers are basically a pool of incentive tool offered to the customer by service provider. In the current study, customized plans and sales promotional offers are measured by the ‘*Free coupons or bonus points, roaming facility, Offers are value for money, Festival offers, Additional applications like games on demand or music on*



demand, Provides flexible options of data or call recharges'. Out of all facilities, it is observed that the biggest influencer is free coupons or bonus facility. So, the company should make customers happy by giving free coupons, bonus points followed by roaming facility. The least influencer is offering flexible options for recharge of data and call plans from low to high value, so **the company should make attractive plans for different income groups.**

d) Recommendations to improve Corporate Brand image

Brand image is a way 'how consumer perceives the brand'. Brand image building is one of the dominant factors of service marketing which has taken the attention of marketing gurus because it has impact on customer satisfaction but the current study has shown ironical results, it has been observed that '**Corporate Brand image is an insignificant indicator**' which has no impact on customer satisfaction. In the current study, it has been observed that corporate brand image is measured by the variables such as '*service provider is famous and leader, Good name or image, Follows business values or ethics, socially responsible, Committed or loyal to its promises*'. The most significant influencer is '*my service provider is famous and leader in its field*'. So, it is advisable or recommended that service providers should maintain good corporate brand image and try hard to meet customers' expectations or perceptions in order to reduce the customer churn rate which will badly affects customer satisfaction.

The least influencer is that my service provider is socially responsible. **So, the service provider should keep social responsibility in its mind in order to attract or build customers.**

6.7 Future scope of the study:

1. This study can be further extended to study or analyze the casual relationships between service quality, customer satisfaction with customer loyalty, retention and competitiveness. This type of study will enhance the level of understanding for managers and academicians.
2. This study may extend to investigate the factors affecting customer satisfaction towards corporate customers.



3. Sample size and time period of the study can be further increased in order to draw more meaningful conclusions.
4. In study of financial performance and growth indicators, few more indicators can be used by future researcher such as profit after tax, earning per share, dividend distributed etc.
5. The future researcher can extend this study by studying the impact of financial performance indicators on customer satisfaction.
6. The current study measures and compares financial performance of public and private telecommunication service provider on the basis of secondary data. The future researcher could use primary data to study financial performance indicator.

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