

Sudan University of Science and Technology
Total Quality & Excellence Center

***The Impact of Good Customer Service on Customer
Experience in Telecom Sector***

A Case Study in Sudatel Telecom Group (Sudani)

أثر الخدمة الجيدة للعميل في خبرة العملاء في قطاع الاتصالات
دراسة حالة مجموعة سوداتل للاتصالات (سوداني)

**A Thesis Submitted for M.s.c Degree in Quality
Management and Excellence**

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﴿بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ﴾

اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ ﴿١﴾ نَسْأَنَ مَنْ أَفْعَلَتْهُ وَرَأَيْكَ الْكَرَمُ ﴿٢﴾ عَلَّمَ بِالْقَلَمِ
عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ ﴿٥﴾

صدق الله العظيم

سورة العلق الآية 1 الى الآية 5

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المستخلص

تم انجاز هذا البحث وذلك لمعرفة وتقديم إطار نظري يحدد ويعرّف مختلف المفاهيم المتعلقة بالجودة، وقد ركز تبصيرة أساسية على جودة الخدمات وتأثيرها على قياس تجربة ورضا العميل .

خصص هذا البحث حول شركة سوداني للاتصالات وذلك لقياس ومعرفة التطور في تقديم الخدمة وجودتها وذلك بعد انشاء قسم مخصص لدراسة ومتابعة وقياس تجربة العميل في شركة سوداني ،حيث كان محور الدراسة لمعرفة تأثير جودة الخدمة على تجربة ورضا العميل .

الهدف الاساسي لهذا البحث هو تأكيد تطور جودة الخدمات المقدمة للعملاء بعد انشاء قسم لمتابعة وقياس تجربة العملاء ،حيث توجد علاقة واضحة بين جودة الخدمة المقدمة ورضا العميل عن تجربته مع شركة سوداني حيث لا يوجد شك في ان جودة الخدمة المقدمة تؤدي الى رضا وولاء العملاء .

المنهجية التي اتبعت في هذا البحث:
استبيان لقياس واستقراء آراء العملاء- (اختيار عشوائي) حيث تم اختيار عينة عشوائية من فئات مختلفة من المجتمع وتم تحليل تلك الآراء بالبرنامج الاحصائي SPSS .
توصلنا للنتائج التالية :

68.3% من العملاء يشعرون بالرضا ولديهم انطباع جيد عند التعامل مع شركة سوداني ويعتقدون ان الشركة تمنحهم الامان الكافي للبقاء معها ، كما ان 49.4% من العملاء راضون عن تجربتهم مع جودة الخدمات المقدمة من سوداني وعن جودة الشبكة ، كما تبين ان 54.8% من العملاء يعتقدون ان الاسعار المقدمة من سوداني مقبولة وتمنحهم تجربة جيدة ، وايضا 64.6% من العملاء يعتقدون ان تجربتهم مع مركز خدمة العملاء بالهاتف هي تجربة مرضية ، في حين ان 66.8% من العملاء يعتقدون ان تجربتهم مع مراكز الخدمة المباشرة هي تجربة مرضية ، واتضح ان 86% من العملاء يؤكدون بقائهم مع شركة سوداني

التوصيات :
التأكيد على الدور الايجابي لقسم تجارب العملاء على تطوير الخدمات المقدمة للعملاء
تطوير شبكة سوداني لتلبي حاجات ورغبات العملاء
رغم التأثير الايجابي لاسعار الخدمات على رضا العملاء الا انه يجب مراجعة اسعار خدمات الانترنت حسب رغبة العملاء .

رغم رضا العملاء عن الخدمة المقدمة عبر مركز الاتصال الا انه يجب زيادة عدد الموظفين للتمكن من استقبال كل مكالمات العملاء ، كما يجب زيادة عدد مراكز الخدمات مع الاخذ في الاعتبار التوزيع الجغرافي والكثافة السكانية.

Abstract

Managing customer experience is critical to the success of Telecommunication businesses in today's economic climate and competitive environment. A better understanding of the impact of good customer service on customer experience is needed, as sharing the service environment with other customers is often an inherent part of the experience. To that end, this research examines the impact of good customer service on customer experience from a psychological distance perspective.

This research has been done so as to study the quality of service provided to the customers throughout all touch point and the impact on the customer experience .the research focus on the components of the customer experience and the relation with good customer service. Moreover, to be successful, communications service providers must deliver positive customer experiences with rich, value-added services supported by comprehensive service quality management. Also the effect of customer service is very important variable to the organization in customer satisfaction measurement.

The study showed that the select telecom company (Sudani – A Sudatel telecom group) implement customer experience design, this design has had a good effect on customer satisfaction.

The findings:

In general impression (68.3%) of the customers they had a good impression about Sudani company, feel satisfied and feel secure when dealing with the company, also (49.4% of the customers feel satisfied and they had positive experience with network quality, also it turn out that (58.8%) of the customers think that the service price and offers are acceptable and give them good experience. For the services provided from contact center (64.6%) of the customers feel satisfied and think that the dealing experience with the employees is acceptable, while (66.8%) of the customers feel satisfied and has a good experience with the services provided by service center. And then (86%) of the customer will stay with Sudani company.

The findings suggest that network quality need more improvement especially in internet service, also the contact center need to increase the number of employees to get all the customers calls and the geographical distribution of service center is not meeting the customer need, so we must increase the customer service center.

The methodology followed in this research:

Questioner (random sample) after studying and analyzing the questioner answer I have reached to the following out pot (written at the end of the research)

Vindication of hypothesis, data analysis, finding and recommendations the researcher adopted the descriptive methodology to identifying data and statistical methodology in analyzing data besides using SPSS.

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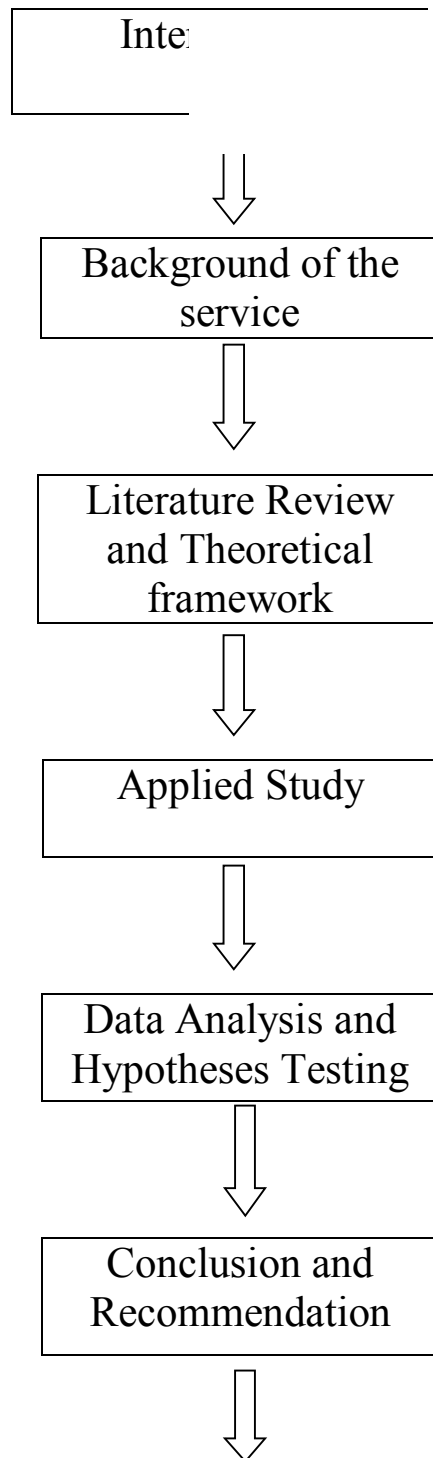
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The Structure of the Research



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Introduction

Introductory Background

Nowadays, economies are called economies of services because the service sector plays a significant role in the wealth creation measured by such indicators like GDP and added value. Service sector has the crucial meaning because it employs vast numbers of people. Therefore, the growth of service sector is affecting positively all the economy. Many scientific works mention variety of growth factors, from many differentiated points of view; among them quality of service and quality management analyzed in the level of enterprises seem to be potentially very interesting direction. Improving the service quality, companies might achieve many competitive advantages, thanks to which they are winning growth and development.

Quality of service and the ability to attract and retain customers dictate the success or failure of Next-generation communications service providers. In today's competitive environment, customers are quick to abandon services that do not meet expectations. The ease with which customers can switch from their current service to another demands that providers deliver the highest possible levels of service quality and performance. To be successful, communications service providers must deliver positive customer experiences with rich, value-added services supported by comprehensive service quality management.

Service marketers have realized over past few years that competition can be well managed through quality. Thus service quality is imperative to achieve competitive advantage. Poor quality places a firm at a competitive disadvantage. Service quality offers a way of achieving success among competing services, particularly in case of firms that offer nearly identical services.

It is all about the quality, so what is the quality?

The definition of quality often depends on the stakeholders. Stakeholders are, as the name implies, people with some stake or concern in the process. Today, there is no single universal definition of quality. Some people view quality as “meeting the needs and expectations of customers” other view is “level of excellence” or “satisfying the customer”. This is some of the more common definitions of quality.

Chapter 1

Basic of the Research

The aim of this chapter is to identify the research topic and to formulate research questions. Thus the chapter begins with the previous studies which includes the Statement of the problem and the Research objectives, the research Hypotheses, research methodology, data collection and population and sample of the study.

1.1. Previous studies

The impact of customer relationship management: approach customer satisfaction
By: Mohammed Elfatih Firagoun (2015)
Sudan University of Science and Technology

In this research the study aims to investigate the effect of applying the concept of customer relation management (CRM) on customer satisfaction and decreasing the rate of customers loss in the agriculture bank of Sudan.

The study found that adapting CRM concept in ARS Bank was significantly correlated with in positive direction with relation customer satisfaction

The study recommend that the organization should concentrate more on developing the provided services and dealing with customers complaints and queries in efficient and proper ways ended with customers feedback and involving customers in any future strategic and establish continuous communication with customers using different communication channels in order to reach ultimate goal of CRM adoption .

The effect of customer service centers on customer satisfaction
By: Intisar Mohammed Elnour (2014)
Sudan University of Science and Technology

In this research the researcher study the quality of service provided to the customers throughout the customer's service center which distributed in different places, and the importance of customer service centers rendered throughout the centers, also show to which extend the customer satisfaction.

The obligation of research focus on that:

- Provide good service leads to customer's satisfaction
- Concern customer's complains leads to their satisfaction.
- Appropriate service tariff contribute in customer's satisfaction.

The researcher focus on the job satisfaction of the company employees can be reached by:

- Financial satisfaction to the laborers.
- The continues training, increase the knowledge and development their skills.

The study recommend that:

Reduce the tariff calls and simplify the procedures. Also minimize the price of the products, and minimize the time for handling complaints.

Measuring fixed telephone services quality from the customer's perspective

By: Mohammed Fawzi Salim (2006)

Islamic University in Gaza

In this study the researcher aims at measuring fixed telephone services quality that the Palestinian communication company from the viewpoint of the customers and the study has leaned on the gap theory with the use of the measurement model SERVQUAL, where the study problem depends on the attempt of an evaluation of the quality of the offered fixed telephone services, with respect to the difference between what the customers expect from fixed telephone services and what they actually receive.

The study advised on the necessity of adopting the quality of the service as a strategy for distinction and competition of development and improvement of the quality level of the offered fixed telephone services.

The Relationship between Customer Satisfaction and Service Quality

By: Jenet Mania Agbor (2011)

School of Business – UMEA University

In this study the researcher aims to examine the relationship between customer satisfaction and service quality in service sectors with respect to the service quality dimensions. The study showed distinctive results for the relationship between service quality dimensions and service quality/customer satisfaction.

The researcher fined that imply that service quality is not the only factors that could lead to customer satisfaction in service sectors; that service quality dimension varies in the different service sectors. Also this study contributes to existing theories by confirming or adding value to the relationships that are involved in customer satisfaction, service quality and SERVQUAL dimensions. It provides results that could be useful to managers in business organizations for strategic planning.

1.2. Statement of the problem:

The study of good customer service is very important in the day- to - day activities of an organization. The concept becomes even more complex for organizations in the Telecommunication Industry with a high degree of economic instability as day-in and day-out, customers become more and more complex in their choice of product and service they seek. Therefore, the effect of customer service is very important variable to the organization in customer satisfaction measurement. Sudani telecom company implement customer experience design, then the researcher focuses to identify the impact of the result of good customer service. The result indicates that good customer service have positive impact on performance of Sudani telecom company.

1.3. Research objectives:

The research aims to achieve the following:

- 1- To identify the Impact of good customer service on the customer experience
- 2- To decrease customer churn and increase customer loyalty .
- 3- To enhance customer satisfaction.
- 4- The study is a step on the path of scientific research to help the researcher to find and develop the telecom industry by providing good customer service and enhancing the customer experience.

1.4. Research Hypotheses:

1. There is a significant impact of good customer service on customer experience.
2. There is a significant impact of good customer experience on customer satisfaction.
3. There is a significant relationship between good customer service and customer experience.

1.5.Data collection:

Researcher depends on the following sources of information:

- 1-Reports and records of the institutions and the relevant authorities.
- 2-Specialized studies in the field of research.
- 3-Research and academic studies and references.
- 4- Research based on the survey method help of structured questionnaire.

Chapter 2

Literature Review and Theoretical Framework

The aim of this chapter is to present literatures relevant to this research and to provide a theoretical framework. The chapter begins with a review of definitions and concept of customer Service, customer Service Representatives, Customer Perceived Value and customer satisfaction, also service quality gap model and then follows by the concept of customer experience.

2.1 Customer Service

2.1.1 Customer Service Concept and Definition

In order to understand the term, we must first understand the words. In Webster's II, New Riverdale University Dictionary, the word customer derived from Latin and French is defined in two ways, (1) one who buys goods or services and (2) a person with whom one must deal, (Soukhanov, 1984, p.340). The word service, derived from Latin and French however, has 18 different meanings. For the purpose of this research, the one chosen is the employment in duties or work for another, (Soukhanov, 1984, p.166) Both innocuous words alone but when combined into customer service as a term, to misquote Shakespeare, "Therein, lies the rub!" It is an expression of an idea, an individual intangible and personalized concept. All the literature supports this interpretation. What is relevant, is the level or quality of that customer service which is provided, and how the receiver perceives it. Perception: The individual (customer) perceives service in his or her own terms. (We always add "to McGill's line: in his or her own unique, idiosyncratic, human, emotional, end-of-the-day, irrational, erratic terms") (Peters and Austin, 1985, p.71).

A service is an intangible. It doesn't exist until it is called for by the recipient. Quality control of a product involves weighing, measuring, and comparing the finished good against a rigorous engineered standard. Quality control of a service entails watching a process unfold and evaluating it against the customer's level of satisfaction. That's a perception –something appreciably more slippery than the physical dimensions of a product. (Zemke and Schaaf, 1990, p.13)

Moreover customer service that exceeds expectations gives customers a sense of satisfaction and creates a feeling of good will towards an organization. This encourages them to develop positive perceptions and to return

1. Using common sense- This suggests performing things that seem apparent. Hence this practice is all about taking care of your clients just like they want to be treated. Understand that what you'd anticipate might be different from what your consumer maybe looking for. For example, a bellman might work in a really costly hotel. He'll most likely by no means stay at a resort such as the five Star in which he functions. But he very well knows what the hotel guests demand, and successfully delivers it for them.

2. Flexibility – Policies and Guidelines are practically nothing more than mere rules. Don't allow "business policy" stand amidst the happiness of your client. There can be a point wherein you will have to stick to these policies but customers come first in most cases. So, if they are in

any way wrong, then let them stay that way with dignity. Do whatever you can do to make your consumer happy. Along with empowering individuals to become flexible there is also a major initiative of proper training. If correctly educated and the workers are trained properly then they can satisfy the customer and at the same time bring profit to the company.

3. Solving Issues – You'll find two kinds of issues to solve – non-business and business issues. Business issues involve taking care of complaints and meeting the customer requirements. Customers often come up with complaints, so you have to help them. Then you'll find non – business issues that are very different from the first category. Solving non – business issues involve excellent PR skills.

4. Recovery – This can be among the most significant factors. You'll be able to possess a happy consumer for a long time if you have a great recovery approach. Bear in mind, research have confirmed it is a lot less expensive to keep an old customer then to have a new one. Do everything you can so as to recover from a difficult issue, and also give the customer a fresh ray of confidence why he or she should stick to your business post the recovery. This means that you need to work on a problem from all perspectives beyond just fixing it. In order to get a client back, the business has to offer some complimentary services or products that will attract the client and make him or her stay.

2.1.2 Who Are the Customers?

We will start by defining a very basic term customers.

Customers are people who have a specific need or desire that they believe can be satisfied by your product or service.

Customers can be either internal or external. We most often associate the word customer with external customers. External customers in both for-profit and not-for-profit organizations are people outside the organization who benefit from that organization's product or service. Internal customers differ from external customers because they do not necessarily derive direct benefit from the organization's products or services. Internal customers are people within the company who receive your personal work output. For example, a salesperson takes an order from the external customer and sends it to warehousing to be processed. The warehouse person receiving the order is the internal customer of the salesperson. Accounting and purchasing could also be internal customers.

Following this scenario, we can see that a customer service problem between internal customers can have a dramatic impact on external customer service. You cannot provide outstanding external customer service until you provide outstanding internal customer service.

2.1.3 Customer Service Representatives:

We have been using the term customer service representatives, but who are they? When we hear the term customer service representative, we generally think of employees with that title or one similar. While it is true that they have more contact with the customer than most employees, all employees within an organization have some impact on customer service. For example, a shipping clerk impacts customers by filling orders promptly, and an accountant impacts customers by preparing invoices accurately.

For some employees, contact with a customer may be casual, yet it is still important. Consider the customer waiting in a company's lobby. An employee walks by but fails to speak to the customer. That employee has probably just sent a negative message, especially if the employee's body language makes him or her appear hurried or irritated. At a minimum, that employee has passed up an opportunity to make a positive impression on this customer.

As you can see from these examples, while some employees have a great deal of interaction with customers, everyone has a responsibility for projecting a "we care" attitude. Remember, all employees project one of three attitudes to the customer:

Negative, neutral, or positive. None of us want to project a negative attitude, and we generally get feedback when we do exhibit this attitude. Projecting a neutral attitude can be as damaging to customer relationships as projecting a negative attitude. In today's highly competitive world, we must adapt, develop, and project a positive attitude toward customers.

Customers must walk away thinking, "They really do care about me." Organizations must develop, reinforce, and reward behaviors that reflect positive customer service attitudes.

Table (1) the top reasons for customers to re-purchase or recommend a product or service to others are

	Re purchase	Recommend to others
Quality of products/ services	55%	60%
Price of products/services	45%	44%
How staff treat customers	41%	38%
After seals service	25%	26%
Range of products /services	23%	21%
Handling complaints/enquires	21%	18%
Staff knowledge	17%	14%

Source: Journal of customer service (1999)

According to MORI (1999), the top 7 reasons for customers to re-purchase or recommend a product or service to others in table (1)

However the concept of Customer Service presents an image of an organization that is outward-focused (building and developing relationships with its customers). When developing Customer Service as a total business strategy, however, it is important to realize that it begins with how employees relate to each other and the customers within the business.

2.1.4 Customer Perceived Value (CPV)

Customer Perceived value is a notion that has lately been receiving attention from industrial marketing researchers. As a rule of thumb, offering high value to customer is a key factor for creating and maintaining long-term customer-supplier relationships. (Fiol and Alcaniz, 2009, p.267).

Moreover, business organizations need to become suppliers of value while each must do it in a different way from the others; taking this into account, this skill will allow them to distinguish themselves, improve their results and increase their future survival prospects (Roig et al, 2009, p775) Overall, customer perceived value is a comparison of weighted “get attributes to give attributes (Heskett et al., 1994, p.164). (Roig et al, (2009) define it as a construct formed by two parts, one of benefits received and the other of sacrifices made by the customer. It's worth noting that the general definition of value is a consumer's perception of the subjective worth of some activity or object considering all net benefits and costs of consumption (Babin et al., 1994, p.56).

2.1.5 Customer Satisfaction:

Satisfaction is defined as “the consumer’s fulfillment response”, a post consumption judgment by the customer that a service provides a pleasing level of consumption-related fulfillment, including under- or over-fulfillment, Oliver (1997, p.13).

The fundamental reason customer satisfaction is important to the organization is because it allows the organization to stay in business. In many businesses, service is the only thing that makes your organization more attractive than your competitors’. Boshoff and Gray (2004, p.27) point out that satisfaction is not inherent in the product or the service itself; rather, satisfaction primarily depends on the customer's perceptions of the attributes of the product or service as they relate to that individual.

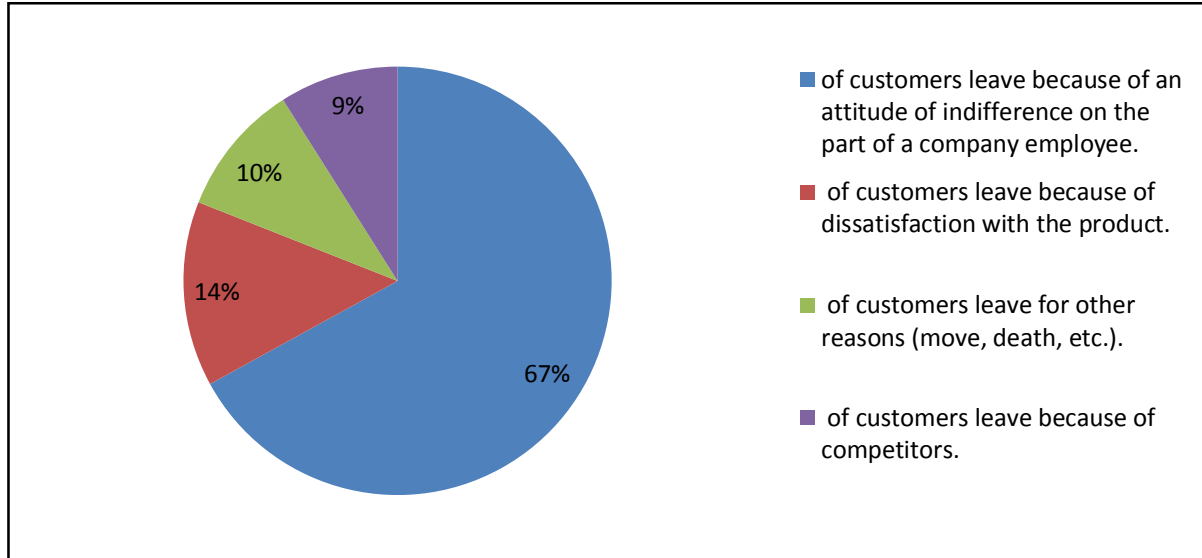
Using our customer service skills to satisfy the customers will lower your stress level and help you avoid job burnout. For example, calming an irritated customer allows you to focus your energy on solving the problem rather than arguing or dealing with your own frayed emotions. We can derive a sense of satisfaction when we solve a customer’s problem. Most customers appreciate the help and will tell us so. No matter whether we are selling to a happy customer or dealing with a dissatisfied customer, we have the opportunity to help solve a problem.

There are many reasons customers choose not to buy or stop buying a product or service from the organization. Source: American society of quality.

The following reasons provided by the American Society for Quality:

- 1) 67% of customers leave because of an attitude of indifference on the part of a company employee.
- 2) 14% of customers leave because of dissatisfaction with the product.
- 3) 10% of customers leave for other reasons (move, death, etc.).
- 4) 9% of customers leave because of competitors.

Figure 1 Leaving Reasons



Source: ASQ, formerly known as the American Society for Quality and the American Society for Quality Control (ASQC), is a knowledge-based global community of quality professionals, with nearly 80,000 members dedicated to the promotion and advancement of quality tools, principles, and practices in their workplaces and in their communities.

Everyone within a company has responsibilities as a customer service representative. Some have more contact with customers than others, but all employees influence the customer's Perceived Value (PV).

As a customer service representative, we have both internal and external customers. Sometimes customer service representatives do not recognize the importance of internal customer service. However, if we are to have outstanding external customer service, we must have outstanding internal customer service.

The two are inseparable. The attitude and actions must leave the customer with the impression that "they really care about me." our attitude is the feeling you have toward a given set of circumstances. Approaching the customer with an "I can" attitude rather than "I can't" attitude is the first step to building lasting relationships with your customers. While customer service standards and knowledge about the product or service are very important, they are useless without a positive, caring attitude.

The attitude is shown by your behaviors toward customers. Behaviors are actions that other people can see you do. We should maintain a set of standards to guide the customer service behaviors in various situations. Being knowledgeable about our product is a behavior that can help us build perceived value for our customer. Become familiar with the features of the products and services and be able to discuss how these features can benefit our customers. Also most prepared to describe the advantages our products and services offers when compared with the competitors.

2.1.6 The Importance of Good Customer Service:

Understanding customer service is one of the utmost priorities for many companies. Service is a valuable resource and, if customers do not receive the service they expect, they will go elsewhere, Graham, (1994, p.25-28). Horovitz (1990,p.13) defined service as being “measured in terms of freedom from inconvenience and added value of products, that is, in terms of basic service features and the customer’s experience with the service”.

Purdy (2001) PRNewswire. [Online], 531 words, gave a few reasons that indicate the importance of focusing on customer service. First he stated that a recent national survey found that poor service was the reason almost half of all consumers stopped doing business with a company during the past year. Second, companies that hire customer service representatives without strong service capabilities are at risk of losing valuable lifetime customers. Third, 70% of customers will buy products from companies that have excellent customer-service reputations.

Zemke and Woods (1998) HRD Press: New York, explained that it is vital to be concerned with customer service employees because they have the ability to retain the customer base. They also noted that some managers view customer service as separate from their department.

These managers believe that customer service is supposed to take care of customer complaints, problems and questions, and they often overlook customer service being the responsibility of the whole organization, each department contributing in its own way. In addition to this, Greenberg (1996,p.31-33) mentioned that customer service representatives have the potential to clear up situations and deal with them on their own without having to call on managers or supervisors. Such efficiency greatly facilitates the service process leading to satisfied and loyal customers.

Loyal customers are important and essential. Research has shown that 65% of a typical company’s business comes from current loyal customers (Tschohl, 1998, p.14-15),Perlik (1999, p.58),stated that customer loyalty increases when a complaint is handled effectively and also includes guidelines to address customer concerns. Employees should apologize sincerely, involve the customer in the resolution, fix problems quickly, do extra for the customer, follow up with the customer and confirm repeat business. Businesses that concentrate on finding and keeping good customers, productive employees, and supportive investors continue to generate greater results. Loyalty is one of the great producers of business success (Reichheld, 1996, p.91). While many organizations realize that it is important to understand customers’ needs, many find that it is not easy to determine the importance of particular consumer demands or implement a plan to satisfy them. A survey by Yankelovich Partners found that 90% of customers said they felt they paid enough money to get the highest levels of service, yet 64% said that service representatives they dealt with did not care about their needs (Jones, 1997). Similarly, Meister, Chambers and Shehab (2000,p.70) stated that 92% of the executives from a Forrester Research survey believed that a common view of the customer is important or needed, but only 38% believed that they would reach that goal in one year. Failure to provide the desired level of service to the customer often results from the organization’s failure to realize the complexity of the service process. As the following review describes, service hinges on a variety of factors that occur during exchanges with the client, but it also is determined by numerous exchanges that occur between company employees before and during the contact with the consumer.

2.2Service Quality

2.2.1 Concept of service quality:

According to Parasuraman et al. (1988,p.40), service quality can be defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml and Bitner, 1996,p.46). Parasuraman et al. (1988, p.40) have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service (Zeithaml et al., 1990). Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by the suppliers (Zeithaml et al., 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985, p.41); (Lewis and Mitchell, 1990, p.17).

For decades, many researchers have developed a service perspective (Zeithaml, 2009, Ramsaran and Fowdar, 2007, p.19).Chang (2008, p.164) describes that the concept of service quality should be generally approached from the customer's point of view because they may have different values, different ground of assessment, and different circumstances. Parasuraman, Zeithaml and Berry (1990, p.140) mention that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter. According to the work of Kumra (2008,p.211), service quality is not only involved in the final product and service, but also involved in the production and delivery process, thus employee involvement in process redesign and commitment is important to produce final tourism products or services.

Another research study on service quality is presented by Grönroos (2007, p.43) who focuses on a model that is a comparison between customer expectations of the service and their experience of the service they have received before. This model is named "total perceived service quality". As he emphasizes on what customer is really looking for and what they evaluate, the service quality is based on two dimensions. The first dimension is the technical quality and this dimension refers to the outcome, what is delivered or what the customer gets from the service. The next dimension is the functional quality which refers to the manner in which the service is delivered or how it is delivered. Both dimensions affect the corporate image and the perception of quality in various ways. According to total perceived service quality model, perceived quality of a service is not only affected by the experiences of the quality dimensions that the consumer used for evaluating whether quality is perceived as good, neutral, or bad. It is also affected by the perceived quality of given service as well as the outcome of the evaluation process.

2.2.2 Service Quality Gap Model

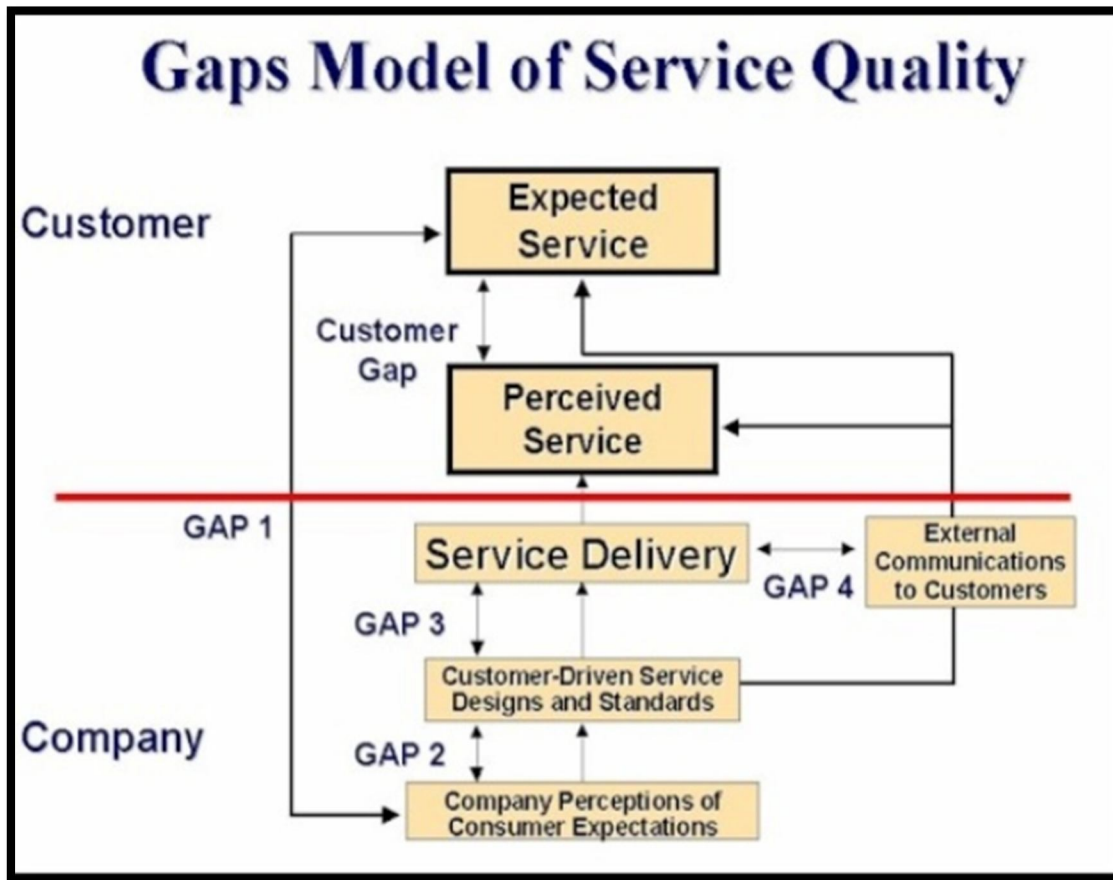
The gap model (also known as the "5 gaps model") of service quality is an important customer-satisfaction framework. In "A conceptual model of service quality and its implications for future research" (*The Journal of Marketing*, 1985), A. Parasuraman, VA Zeithaml and LL Berry identify five major gaps that face organizations seeking to meet customer's expectations of the customer experience.

Chang (2008) support the earlier line of thinking by Grönroos but Parasuraman, Zeithaml, and Berry developed "The Gap Analysis Model", which is a well known model of service quality. This model shows an integrated view of the consumer company relationship. The main idea of the model is focused on the premise that service quality is dependent on the size and direction of the five gaps that can exist in the service delivery process.

- a. **Gap 1:** the gap between customer expectations and those perceived by management to be the customer's expectations.
- b. **Gap 2:** the gap between management's perception of consumer expectations and the firm's service quality specifications.
- c. **Gap 3:** the gap between service quality specifications and service delivery.
- d. **Gap 4:** the service delivery, external communication gap.
- e. **Gap 5:** the perceived service quality gap, the difference between expected and perceived service (Parasuraman et al,1990)

The first four gaps are identified as functions of the way in which service is delivered from the service provider to the customer, while gap number five is connected to the customer and as such is considered to be the truth of service quality. Gap five is also the gap that the SERVQUAL instrument influences. Edvardsson (1996, p.140) mentioned that it is important for a service organization to define the level of quality at which to operate; he argued that it is more relevant to speak of the "right quality" than of merely high quality.

Figure 2 Gaps model of service quality



Source: A. Parasuraman, VA Zeitham and LL Berry "A conceptual model of service quality and its implications for future research" (*The Journal of Marketing*, 1985) VOL.49, NO 4, pp.41-50

Grönroos (1983, p36) also describes different definitions and one of them comes from Philip Crosby (1979, p.56) who defines service quality as conformance to specifications. Services are performances and often they are performed in the presence of the customer. Services have a nature of varying from one firm to another and from one situation to another. It is also possible to make a distinction between technical and functional service quality, technical quality is connected to what is delivered and functional quality is connected to how it is delivered. Another example is Jarmo Lehtinen who describes customer quality in terms of process quality and output quality. The process quality is evaluated during the service delivery and output quality is evaluated after the service delivery.

In the study described by Grönroos (1983) 10 determinants of service quality were identified:

1. **Reliability** that is connected to the consistency of performance and dependability. Here it is determined if the company give the service in the right way the first time and keeps to its promises.
2. **Responsiveness.** This factor concerns to what extent the employees are prepared to provide service. This involves factors such as mailing a transaction slip immediately, calling a customer back in short time and giving prompt service.
3. **Competence.** Competence is connected the knowledge and skills contact personnel, operational support personnel (and also research capability) that are needed for delivering the service.
4. **Courtesy.** This factor involves politeness, respect, consideration, friendliness of contact personnel (including receptionists, telephone operators and so on).
5. **Communication.** This is about keeping the customer informed in a language they can understand and also listen to the customer. The company may have to make some adjustments in order to include foreign customers.
6. **Credibility.** Factors such as trustworthiness, believability and honesty are included. It means to the level the company has the customer's best interest at heart. Factors that affect the credibility are the company name, reputation, personal characteristics and the degree to which the hard sell is connected to interactions with customers.
7. **Security.** Security means freedom from danger, risk or doubt. Factors included are: physical safety, financial security and confidentiality.
8. **Understanding the customer.** This is about making an effort to understand the customer which involves learning about specific requirements, providing individualized attention and recognizing also the regular customer.
9. **Tangibles,** they include physical aspects of the service such as physical facilities, appearance of personnel, tools or equipment that is used to provide the service, physical representations or other customers in the service facility.
10. **Access.** This factor is connected to the approachability which means for example if the operating hours are convenient, the location of the facilities are convenient, the waiting times are short and also easy access by telephone.

2.3 Customer Experience

2.3.1 The Definition of Customer Experience

Customer experience (CX) is the philosophy and vision of the company for engaging with customers in the broadest sense in a collaborative interaction that provides mutually beneficial value. Wireless federation p (58)

2.3.2 The concept of Customer Experience:

It is noteworthy that the concept of experience is not new and has been covered by many disciplines. In marketing, Holbrook & Hirschman (1982, p.132), Arnould & Price (1993, p.24), Ritchins (1997, p.127) have theorized early that consumption has experiential effects. However in the past decade, an interest in the concept of customer experience has increased mainly from practitioners and consultants.

Customer experience is defined as your customers' perceptions – both conscious and subconscious – of their relationship with your brand resulting from all their interactions with your brand during the customer life cycle.

As for customer experience management, Gartner sums it up pretty well in its definition: “the practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy.”

Customer experience management is about more than serving your online customers. It's about more than knowing where customers shop and what brand of they buy. It's about knowing your customers so completely that you can create and deliver personalized experiences that will entice them to not only remain loyal to you, but also to evangelize to others about you – and that's the most valuable form of advertising there is.

Gaining this depth of knowledge about customers isn't something that just happens. It comes from extracting insight from all customer touch points and channels across your entire organization. It's about harnessing mountains of customer data from online channels and beyond, and extracting valuable insight from that data with speed and precision.

The concept of customer experience may sound idealistic or touchy-feely, but anyone who dismisses it as such is woefully out of touch. In fact, customer experience has become a critical differentiator in today's hyper-competitive, hyper-connected global marketplace. There's tangible business value in managing the customer experience effectively. Good customer experience management can:

1. Strengthen brand preference through differentiated experiences.
2. Boost revenue with incremental sales from existing customers and new sales from word of mouth.
3. Improve customer loyalty (and create advocates) through valued and memorable customer interactions.
4. Lower costs by reducing customer churn.

However, limited amount of research in this area suggests that good customer experiences are not prevalent. For example, a recent survey by Bain & Co. of 362 companies, across several industries and their customers, found that 80 percent of the senior executives interviewed said they provided a superior customer experience, but just eight percent of their customers agreed (Coffman and Stotz2007).

2.3.3 Customer Experience Management

Customer experience management (CEM or CXM) is the process that companies use to oversee and track all interactions with a customer during their relationship. This involves the strategy of building around the needs of individual customers. According to Jeananne Rae(2006-p,11-27)., companies are realizing that "building great consumer experiences is a complex enterprise, involving strategy, integration of technology, orchestrating business models, brand management and CEO commitment."

Although 80% of businesses state that they offer a "great customer experience," according to author James Allen, these contrasts with the 8% of customers expressing satisfaction with their experience. Allen asserts that for companies to meet the demands of providing an exceptional customer experience, they must be able to execute the "Three Ds":

1. Designing the correct incentive for the correctly identified consumer, offered in an enticing environment
2. Delivery: a company's ability to focus the entire team across various functions to deliver the proposed experience
3. Development ultimately determines a company's success, with an emphasis on developing consistency in execution

CEM has been recognized as the future of the customer service and sales industry. Companies are using this approach to anticipate customer needs and adopt the mindset of the customer. CEM depicts a business strategy designed to manage the customer experience and gives benefits to both retailers and customers. CEM can be monitored through surveys, targeted studies, observational studies, or “voice of customer” research. It captures the instant response of the customer to its encounters with the brand or company.

The aim of CEM is to optimize customer experience through gaining the loyalty of the customers in a multi-channel environment.

CEM holds great importance in terms of research and showing that academia is not as applicable and usable as the practice behind it. It needs to be noted that there isn't a specific set of rules or steps to follow as companies (in their various industries) will have different strategies. Therefore, development into the conceptual and theoretical aspects is needed. This can be seen through different scholarly research. The reasoning behind the interest in CEM increasing so significantly is because businesses are looking for competitive differentiation. Businesses want to be more profitable and see this as a means to do so. Hence why businesses want to offer a better experience to their customers and want to manage this process efficiently. In order to gain success as business customers need to be understood. In order to fully utilize the models used in practice, academic research that is conducted can assist the practical aspect. This along with recognizing past customer experiences can help manage future experiences.

A good indicator of customer satisfaction is the Net Promoter Score (NPS). This indicates out of a score of ten if a customer would recommend a business to other people. With scores of nine and ten these people are called promoters and will recommend other to the given product but on the other end of the spectrum are detractors, those who give the score zero to six. Subtracting the detractors from the promoters gives the calculation of advocacy. Those businesses with higher scores are likely to be more successful and give a better customer experience

Chapter 3

Managing the Customer Service

The aim of this Chapter is to present historical background of the customer service. The chapter begins with the evaluation and development of customer service and identifies the relation management with the customer.

3.1.The Evaluation and Development of Customer Service

It can be hard to fathom a life without customer service in it. Before remote desktop support, live chat and other contact center solutions, there were complex phone trees and outsourced call centers and before that there were buggy IVR systems and telephone switchboards connecting you to the store you purchased the product from. Over the last century customer service and the technologies helping to improve it have come a long way, here's the complete history as told by Events solutions. (The complete history of customer service operations).

1876: The Telephone

Before 1876, customers who wanted to return a product or receive repairs had two options; take it back to the store they purchased from where the store owner would either decide if the problem was worth his time or you could try and fix it yourself. Because of the lack of transportation options, this made it very hard for consumers to return items or for stores or companies to fix them in a timely manner. The first major change to what would later be known as customer service operations came in 1876 with Alexander Graham-Bell's invention of the telephone, paving the way for a new way in which to contact stores and companies.

1894: The Telephone Switchboard

Now just because the telephone was invented in 1876 doesn't mean that all of a sudden everyone in the United States was able to get on the horn with their nearest businesses to complain about poor product quality. Within the first few decades of its existence, the telephone was a rather rare commodity and due to the restrictive technology that only connected a telephone to its pairing, its uses were limited. This all changed in 1894 with the invention of the telephone switchboard, allowing telephones across the country to be connected to each other and the wealthier clients to contact their store owners about their products. For over half a century, this was the norm for customer service until the second half of the 20th century.

The 1920's: Rotary Dial

Although the rotary dial system was created and implemented in the late 1800's, its impact wasn't fully felt until the 1920's when finally embraced its automatic switching capabilities. As explained in the last section, early telephone use called for operators to connect callers but the rotary dial was created to act as an operator by utilizing the numbers dialed to connect to the

proper phone. The acceptance of this technology allowed customers to more easily call stores and businesses to reach customer service.

The 1960's: The Call Center

New technologies and the increasing necessity for businesses to become more efficient lead to the invention of the call center. Forward thinking companies began filling large rooms with agents whose sole purpose was to answer and resolve customer issues coming in. While still in its infancy, these call centers and the primitive **contact center solutions** utilized would soon evolve into customer service departments more closely resembling what we know today.

1962: Touch-Tone Dialing

In 1962, the American Bell Telephone System introduced touch-tone dialing to the World's Fair thus rendering rotary dialing obsolete. With this new technology came the ability for early computers to recognize and respond to sounds made from dialing, the early stages of IVR.

1967: The 1-800 Number

Although telephone technology had grown and evolved since we last left off in 1894, communicating directly with a customer service agent at a large company still meant using an operator to connect your call and if the customer did not want to pay for the call, it meant collect calling and the company accepting the charges. This whole song and dance changed in 1967 when AT&T introduced the toll free 1-800 number, allowing customers to call a specific number for the company of their choice without the hassle of collect calling or dealing with an operator. With the advent of this new system, consumers now had the fastest and most cost-efficient way in which to communicate directly with businesses regarding their products and services.

The 1970's & 80's: IVR

With the 1970's came one of the greatest call center breakthroughs up to that point with usable Interactive Voice Response (IVR) technology coming to market. While still in the early stages of creation, this extremely expensive and somewhat buggy technology paved the way for major improvements in hard drive technology allowing customer support departments in the 80's to store digitized speech on disk, play spoken messages, process the customer's response and move them through elaborate phone trees.

1989: Call Center Outsourcing

While outsourcing customer service efforts had occurred prior to 1989, it wasn't until around this time and into the 90's that this decision was considered a formal customer service strategy. Again, as new eras in business lead to companies searching for more cost-effective strategies, outsourcing customer service functions to places such as India became standard practice. Soon though, companies would realize the negative effects this strategy as customer new technologies in the next decade would lead to an increased demand from consumers for higher levels of customer service.

1991: The Internet

In the early 90's the internet was introduced to the world and with it, a new channel in which the customer can interact with a company. By 1996, internet use and instant messaging had grown enough to allow businesses to utilize email and 1-on-1 chat to personally interact with customers once again, cutting out the middle men of IVR and operators of the past.

The 2000's: Customer Support Software

The increasing experimentation with software and coding led companies in the late 90's and early 2000's to begin implementing customer support through previously independent software and help desk solutions which merged to form modern CRM systems. Companies such as Salesforce, Microsoft and Oracle became major players within the industry, providing contact centers with everything from CRM software to cloud-based solutions.

2008: Social Media

While many companies were viewed sites such as Facebook and Twitter as nothing more than social media sharing posts, customer-oriented businesses saw an opportunity to connect with both happy and unhappy customers in a more personal and very public manner.

Late 2000's: Remote Desktop Support

Beyond the near continuous improvement of technology and introduction of new strategies, the development of remote desktop support in the late 2000's allowed customers to not only receive support from contact center agents but allow them to co-browse and personally execute their suggested actions.

2014: Dedicated Mobile Apps

In 2014 customers now expect for companies to be able to provide customer support in a variety of different ways and through numerous mediums including mobile. Dedicated mobile apps allow customers to access all of the most important and vital information they need from your company along with self-service options to help them find and utilize resources on their smart phones.

From its humble beginnings behind a telephone switchboard to the high tech **contact center solutions** being created and implemented today, customer service has come a long way.

3.2.Relationships with Consumers

Research on CRM is a natural evolution of marketers' longstanding interest in understanding how relationships with individual customers are created, built, and sustained over time (Bhattacharya and Bolton, 2000). It began with investigations of how customers formed their assessments of products (goods and services). This research stream is extensive; therefore an extensive discussion of the antecedents of customer assessments (e.g., perceived service quality and customer satisfaction) as well as the implicit bonds (e.g., legal, economic, technological, knowledge, social, etc.) (Liljander and Strandvik, 1995, p.41) is beyond the scope of this section. Notably, customer satisfaction literature developed around the idea that satisfaction is influenced by the difference between expectations and experience (Oliver, 1980, 1999). Service quality literature developed along parallel lines (cf., Parasuraman, Zeithaml, and Berry, 1985, 1988, (p41-50). For example, Boulding and colleagues (1993,p.27) brought together two streams of service quality research in showing that both expectations as predictions (expectations about what will happen) and normative expectations (expectations about what should happen, often based on communications from the service provider) are important in determining perceived service quality. This stream of literature is extremely useful in helping researchers build theory-based models of customer behavior (Bolton and Lemon, 1999, p.171).

3.3. Creating Value for Customers

A common trait of many studies is a focus on measuring CRM's impact on the end results, such as profits and shareholder value, without studying the relations among processes and connections among variables (Boulding et al., 2005, p.55). Return on investment is certainly a measure of success, but—without a profound understanding of how relational processes can operate effectively—success from CRM initiatives is elusive. Although the specifics will be unique to each firm, prior research provides a conceptual framework for understanding how relational processes create value for customers. Specifically, research on the antecedents of service quality, customer satisfaction, trust, and commitment provide insights for managers (Berger et al., 2002, p.39), (Rust, Lemon, and Zeithaml, 2004, p.109).

3.4. Customer relationship management CRM

After surveying many alternative definitions of CRM, Payne and Frow (2005, p.67) offer the following comprehensive definition:

CRM is a strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. CRM unites the potential of IT and relationship marketing strategies to deliver profitable, long-term relationships. Importantly, CRM provides enhanced opportunities to use data and information both to understand customers and implement relationship marketing strategies better. This requires a cross-functional integration of people, operations, processes and marketing capabilities that is enabled through information, technology and applications. Payne and Frow (2005, p.76).

3.5. The Role of CRM

The trends outlined here help explain why CRM has become a critical business issue. However, the problem faced by many organizations, both in deciding whether to adopt CRM and in proceeding to implement it, stems from the fact that there is still a great deal of confusion about what constitutes CRM. To some it means direct mail, a loyalty card scheme or a database, while others envisage a help desk or a call center. Still others see CRM as an e-commerce solution such as a personalization engine on the Internet or a relational database for sales management. As a result, organizations often view CRM from a limited perspective or adopt CRM on a fragmented basis. This confusion surrounding CRM may be explained by:

- The lack of a widely accepted and clear definition of its role and operation within the organization
- An emphasis on information technology aspects rather than its benefits in terms of building relationships with customers
- The wide variety of tools and services being offered by information technology vendors, which are often sold as CRM.

Customer relationship management is a strategy for understanding the customers and their needs in order to optimize the interactions with them. This philosophy leverages technology to create stronger relationships with former, current and prospective customers while maximizing your marketing and customer service capabilities.

CRM can enable you to actively manage the customer relations in an organized and strategic manner. In practice, that means developing the company's methodologies, internal operations, software and Internet capabilities to be able to better address the customers' needs and, as a result, make the relationships with the customers more profitable.

Using a CRM system, you can keep track of key customer information such as contacts, communications, accounts, purchases and preferences. This can allow to match the customers' needs with the products and services. By analyzing the data, we can:

- Identify the best customers.
- Manage marketing campaigns.
- Reduce customer response times.
- Serve wider geographical regions.
- Enrich and customize the way to communicate with the customers.

Table (2): The most important concepts of CRM

Point of view	Description	Success requirement	Concept
As a process	Improving the relationships between the seller and the buyer; this relationships must be strong and enduring.	The institution should have the ability to discover the customer's desires and to respond to them.	CRM is creating and enhancing the engagement and relationships with the external parties, especially the agents and end-consumers.
As a strategy	The value of the life period of the customer with the institution determines the amount and kind of resources that the organization can invest in a relationship.	The institution should assess its relationship with the customer continuously. It should assign priorities in dealing with him/her on basis of the quantitative profitability during the life period of the customer.	CRM is the investment of the companies in the customers who are expected to be valuable for the institution, and the reduction of investment in the valueless customers of the company.
As a philosophy	Customer retention can be better achieved through focusing on establishing relationships and maintaining them.	The customer should be the focus of the attention of the institution, which should be oriented towards understanding the changeable needs of the customer.	CRM is not a temporary project, but a work philosophy, which aims at putting the customer in the focus of the attention of the organization.
As an ability	Profitable and long-term relationships only arise when the companies are able to customize its behavior continuously towards every customer.	The company should possess a group of tangible and intangible resources, which the company uses to flexibly remodel its behavior towards the customer continuously.	CRM means the desire and ability of the institution to custom its behavior towards every customer, on the basis of the information the customer tells and what the institution knows about that customer.
As a technology	Knowledge management and reaction represent the main resources that the institution needs to establish profitable and long-Term relationships with the customer.	The institution should be directed with the functional method, and also the user's acceptance of the technology applied by the institution in order to establish the customer's knowledge and reaction management.	CRM is the technology used to integrate sales systems, marketing systems and information systems to establish relationships with Customers.

Source: International Journal of Business and Social Science, The most important concepts of CRM, Vol. 2 No. 10; June2011

Chapter 4

Applied Study

The aim of this Chapter is to give background about the telecom in Sudan. And brief about the Sudani Company, Thus the chapter begins with the telecommunication in Sudan, Customer service in Sudani telecom, the chapter and with the information about Sudani telecom.

4.1. Telecommunication in Sudan

Sudan had telecommunication services as early as 1897. All of the organizations established to deliver telecommunications services were government-owned. They were, for all practical purposes, entities with little or no operational and financial autonomy and little control over their own destiny. Despite many development plans and efforts, the state of telecommunication sector in the country remained extremely poor through 1994. At that time, Sudan had one of the lowest penetration rates (0.23%) even by regional standards.

The Three-Year Economic Salvation Programme (1990–1993), adopted by the Government of Sudan, emphasized the role of telecommunications in the socio-economic development process and called for the removal of the monopolistic environment in the sector and for the involvement of the private sector—whether local or foreign—in the telecommunication sector as well as in other sectors to overcome the persistent shortfalls in investment and performance. As an outcome of this programme, the structure of the telecommunication sector in the country at present is as follows:

- a) The Ministry (Ministry of Information & Communications): in charge of policies and legislation.
- b) The Regulator (National Telecom Corporation, NTC): in charge of regulatory functions.
- c) The licensed operators and service providers: in charge of the operation of licensed networks and of the provision of services.

The liberalization and privatization of the telecommunication sector, the policies, regulations and plans adopted by the Government of Sudan have created a capital-attracting, pro-competitive policy environment that have fostered the build-up of a modern, fully-digital infrastructure in the country and furnished a climate suited to enhance Information and communications technology (ITC) development nationwide. The transformation and achievements witnessed in the Sudanese Telecommunication sector coupled with the growing and diversifying use of the ITC services including those of the Internet and its applications have made Sudan to be widely held among the most developed in Africa, if not in the Middle East. But the market is still considered to be virgin and huge investment opportunities exist and shall explode with the full realization of peace and stability throughout the country.

Table (3): Telecommunication progress in Sudan

Year	Telecommunication Progress
1859	Telecommunications introduced in Sudan(1st telegraph link between Cairo &Sawaken),
1871-1873	Telegraph line reached Khartoum (Small unit for Post &Telegraph).
1892-1903	First Telephone exchange in Sudan (Eldaba&Khartoum).
1910-1971	The service was run by a government body known as Post and Telegraph(P&T)
1971-1978	Telecommunication was separated from the Post service and run asa governmental Department.
1978-1993	Sudan Telecommunications Public Corp, (STPC).
1993-1994	Privatization of Telecommunication Sector
1994	Sudan Telecom Co. (SUDATEL) started as an Operator & Service provider.
1994-2001	National Telecommunication Council
2001	National Telecomm. Corporation (NTC) formed underTelecommunication Act 2001.
1997	Licenses issued to a cellular service provider Sudanese Mobile Telephone Co. (MOBITEL).
1997	First ISP, Sudanese Internet Service Co. (Sudanet).
2001	First Pre-paid service, Ashraaf International (Ashraaf com).
2003	License issued to the second mobile operator (Areeba).
2005	License issued to the second fixed operator (Canar).
2006	Sudatel launch its 3G - UMTS Network (Sudani).

Source: International Telecommunications Union .ITU (Geneva), Part (I) About **Sudan**; Part (II) **Telecommunication** Sector Overview; Part (III) **Telecom** Sector Assessment

Table (4): Operator /service provider in Sudan

Operator/service provider	Date of licence	Technology	Network Capacity	Country wide Coverage	Subscribers
Zain Sudan	14 August 1996	3.5G (GSM and WCDMA)	15,000,000	120 locations	11,677,060+
MTN Sudan	25 October 2003	3G+ (GSM)	9,100,000	35 locations	8,759,455+
Sudatel (Sudani)	2 February 2006	3.75G (CDMA) and GSM	10,000,000	145 locations	7,867,345+
Canar Telecommunications	April 2005	3G (CDMA)	Unknown	unknown	unknown

Source: NTC Sudan-Publications core ICT indicators reports

4.2. Customer service in Sudani Company

Started customer service in Sudan at the beginning of the emergence of institutions that provide service to customers and citizens such as banks, hospitals, schools, and governmental institutions, service, where the need can find the service found the need for customer services. In the area of telecommunications, in Sudan after decolonization to the institution of lightning Sudanese mail where communications providers of Sudanese according to different needs.

In 1970 turned into communications turned to the dependence of the institution of telecommunications in the Sudan where the service be provided to customers through the offices of the institution. After Sudatel company establishment as an extension of telecommunications corporation in 1993, Sudatel install about 50 DSLAM in all parts of Sudan ,then Sudatel opening a customer service office in all DSLAM building to let the customers to pay their bills and register their complains, at that time Sudatel provide the fixed service only ,upon the establishment of a Sudanese company in the year 2006 to provide mobile service . Sudani Company opening many customer service center with modern design in more than one location in Khartoum and in the regions. At that time, each service has separate centers for customer service.

After the year 2011 Sudatel Company merged all their subsidiaries in one company under the name of Sudani Telecommunication Company providing all telecommunication services to customers, whether they are individuals, SME or governmental institutions. Therefore Sudani opining modern customer service Centre in high level of sophistication and comfortable to serve customers and to let them pay their bills. Also Sudani create a sophisticated Contact center for receiving customers inquiries and complaints 24/7, also to help them solve their problems during the brief time. Sudani contact center receive a huge number of customers calls exceeds 2 million calls per month.

Moreover keep pace with the rapidly evolving world of telecommunications and that social networks such as Facebook and Twitter have become a means of rapid communication and most used by mobile users in Sudan and around the world Sudani establish a page on Facebook and Twitter to communicate with the customers through interaction with inquiries and complaints and respond to them directly.

Although Sudani Company creates a customer service application is an application through the mobile. The subscriber can use it and subscribe in all offers, also can interacted with customer service staff directly. The numbers of CSC in Sudani are 67 centers in Khartoum and Regions.

4.3. Sudani Customer service methods:

Sudani Contact center:

Sudan has a sophisticated call center to answers the customers queries and complaints, Sudani call center received about 5000,000 calls per month.

Table (5): The evaluation of Sudani call center

	1996	2006	2008	2009	2012	2013 till Now
OPE	Call Center Dar elhatif	Data net	Data net	Data net	Sudabill	Sudatel
TEC	PSTN System	Alcatel System	Huawei ICD System	Huawei ICD System	Huawei ICD System	Huawei IPCC System

Source: Customer care department – Sudatel Telecom Group (Sudani)

-Mr. Abdalla Yousif Elmaghrabi, Senior Manager.Planning& Development, Customer Care

-Mr.Bashir Elballa Ahmed Suleiman,Senior Manager.Customer Support & Credit Control

- Marketing research and development, edition no (8) may 2005.

Customer service center:

Sudani has 67 centers around the country to serve the customers who want to go and buy any product from Sudani or pay their bills.

Sudani self –care:

Is interactive program that enables the customers to manage their account and by them self and learn about Sudani offers.

4.4. About Sudani Telecom (Sudatel)

Sudatel Telecom Group (STG) is one of the leading telecom companies in the region, serving the needs of customers in Sudan and Africa. Since its foundation on 13th September 1993, STG has grown steadily from local to regional markets, setting a good example for privatization policy. STG is the bridge for telecommunication movement between the Arab world, Africa and the rest of the world.

STG offers various telecom services and keeping its competitive edge with other companies. STG main services include provision of mobile services, fixed-line services, as well as carrier and wholesales services.

STG provides services in 2G, 3G, and NGN technology levels. STG services are expanded into many cities and rural areas, achieving the widest coverage and most significant presence.

STG's infrastructure integrates well together in harmony with all the modern elements of modern communications in optical fiber networks, copper and wireless networks so that all these networks are based on a common technology base which is the best and most modern in the field of communications.

STG is running now a telecom business (telecom operators) in five African countries (Sudan - Mauritania – Senegal – Ghana and Guinea Conakry) covering the areas of Mobile, fixed, Internet and broadband services.

Sudatel contribute 13% in the submarine cable to east Africa extending from Port Sudan to cape Town linking 13 countries in the eastern coast of Africa and owns 50% of SAS1 and SAS2, which are huge projects for transmission linkage between Port Sudan and Jeddah, in addition to Sudatel Contribution at the continental cable ACE with 9% that links the western coast countries

extending from Cape Town to France. Sudatel is also linked with Ethiopia and Egypt via the fiber optic.

STG is the first Sudanese company to be listed on the regional stock markets. On 4th July 1997, it was enlisted on Khartoum Stock Exchange. On 6th November 2000, it was enlisted on Bahraini Stock Market and on Abu Dhabi Stock Market on 31st March 2003.

STG deals with investors from Saudi Arabia, Yemen, Qatar, Bahrain, Iran, Oman and Jordan and with more than 14 Local and Regional Banks as well as more than 80 Sudanese and Regional Companies.

Since its foundation STG paid more than 36 million dollar for the social responsibility activities to cover the needs in education, health, water projects.

Vision

Our vision is to provide Sudatel services to every Sudanese house, make our customers enjoy a better life through our modern products and services that are tailored to their needs and capabilities, and to advance its surrounding communities and help in developing them in all walks of life.

Mission

STG main mission has been to enrich the economic, cultural and social life in the African continent through the spirit of communication, change the prevailing ignorance into an in-depth knowledge which it provides through communication services, information transmission and internet.

Values

STG values are based on main pillars:

- Teamwork.
- Customer Driven.
- Integrity.
- Creativity.
- Enhanced Performance.

These values embody who we are and how we work. We live these values, every day.

Aims

STG aims to provide information and communication services using the latest technology to achieve the needs of the national infrastructure development, to use the latest communication technology in order to broaden telecommunication coverage to all communities, to improve our operational network capacity, both quantitatively and qualitatively, to turn out highly qualified personnel, to emerge as a carrier for regional traffic between Africa and the rest of the world, to sustain our successful business by making global profits and competition, and to use the latest technology to expand our service base to cover remote areas

STG Stocks

- Total shares 1,207,677,005 share
- Authorized Capital \$ 2.5 Billion
- Paid Capital \$ 1,181,148,296
- Total of 10,000 shareholders

-Source: Sudatel financial report 2015

4.5. Sudatel project

4.5.1 In Sudan

Sudani Telecom Company:

Sudani is telecom services provider in Sudan provide voice call and internet services with high quality sound, wide coverage, safety technology, high speed & low tariff,

Sudatel telecommunication academy (SUDACAD):

Sudatel Telecom Academy (Sudacad) is the biggest academy premises of its kind in Sudan.

The academy was established 2005 and provides special privileges which aims to prepare qualified people to meet different market needs by using the best modern scientific methods offering training services and vocational training, research, consulting and sophisticated development projects for HR and affordable prices which shall comply with requirements of customers carried out by the competent experts with the most sophisticated means, with the follow-up to confirm the benefit and the quality.

Submarine Cables:

Sudatel early start towards the field of regional transmission and its huge fiber optic network which is considered the biggest in Africa has enabled the company to approach this vital field.

Its network linked with Ethiopia and Egypt with the fiber optic, which also contributes with the 2 cables SAS1 and SAS2 that links Port Sudan to Jeddah with 50% partnership with STC.

Sudatel also contributes with the submarine cable of East Africa ESSAY with 13% that is extended from Port Sudan to Cape Town linking 13 countries in eastern coast of Africa that is considered one of the most important telecommunication projects in the world and it represents the final link at the submarine cable.

In addition to the contribution to the continental cable ACE with 9% which links the western coast countries in Africa that is extending from Cape Town to France.

Sudatel has built the largest internet station in the east coast of Africa and leasing band width of C-M-E -4 cable extending from Singapore to Marseille.

The city of Port Sudan has become one of the biggest telecom cities as a global submarine cable Forum as well as Sudan has become a Regional Transmission Centre.

Sudasat:

Sudasat was established in May 2006 as a joint venture between Sudatel and SOPETCOM, a subsidiary of Haggat to provide VSAT service to transfer and localize the global state-of-the-art telecommunications industry to all parts of Sudan.

Electronic Banking Services (EBS)

Sudatel has initiated E- Banking which has linked the banks with its branches that the banks has benefited from every transaction where ATMs and other e- banking services was introduced. All of this has led to the establishment of SWIFT Service Bureau in 1999 where Sudatel is a shareholder by 30%.

4.5.2 In Africa

Expresso is an African telecommunications services company. It's provides telecommunication services in four African markets: Mauritania, Senegal, Guinea, and Ghana. Expresso offers a wide range of products and services to meet the needs of customers. Expresso is a key player in the implementation of the Africa Coast to Europe (ACE) submarine cable.

In 2006, Mauritania's Chinguitel was Expresso's first 'green field' operation, acquiring a license to operate as a telecom operator. Sudatel share in Chinguitel is 68%. By August 2007, Chinguitel established a CDMA network, providing full coverage across the country.

In November 2007, Expresso Senegal became Expresso's second 'green field' operation, licensed to operate as a telecom operator in Senegal. Sudatel share in Expresso Senegal is 75%.

In January 2009, Expresso Senegal launched its commercial operations providing high-quality voice, fixed wireless and high-speed data services over a CDMA network across the nation. In June 2010 Expresso Senegal successfully launched a GSM network; the only operator providing 3G services for the very first time to the people of Senegal. Expresso Senegal provides wireless broadband internet across the nation allowing the people of Senegal to connect to the internet.

In Guinea, Expresso acquire 100% ownership of Intercel Guinee SA, a company engaged in providing telecommunication services in Guinea.

In July 2008, Expresso Telecom acquired 100% of Ghana's Kasapa Telecom Company. Sudatel share in this company is 75%.

The company has been working on many strategic initiatives and, more recently, an operational transformation project and network expansion program has seen the company increase its coverage from 40% to nationwide coverage.

Chapter 5

Empirical Findings and Analysis

The aim of this Chapter is to present the results and analysis of my work. I decided to combine both the empirical findings and analytical part of this work together in this chapter. Thus the chapter begins with Population and sample of the study, then statistical methods used and descriptive of the variables study, the chapter end with findings and recommendation.

5.1. Population and sample of the study

The original population for this study is Sudani postpaid customers whose affected by quality of service and that impacted their experience. The researcher used the simple random sampling to select the people whom their customer experience is measured.

The sample was selected from postpaid subscribers whose the service is not disconnected from them in the last 6 months, then we selected the high ARPU customers and selected from them 20% and the last number of sample become 100 samples .

The study sample respondent are differs according to the following characteristics:

- The respondent from different Gender (Male, Female)
- The respondent from different how many years used Sudani service (Less than a year, from (1 - 3) years, from (4 - 6) years, from (7 - 9) years, More than (10) years).
- The individual in terms of type of subscription deferred payment (postpaid subscribers high Average revenue per unit ARPU).
- The individual in terms of what is a company that advises others to deal with it in scale from 1 to 10.
- The individual in terms of after six months from now, you will continue with the company or not?

We verified the authenticity of the questionnaire by presented to a group of Arbitrators specialists and experts to give us their opinions, according to Arbitrators opinions we amendment the questionnaire. The questionnaire in the final form contains 29 questions.

5.2. Statistical methods used

To achieve the objectives of the study and to verify hypotheses, statistical methods were used the following:

- 1 - Charts.
 - 2 - Frequency distribution of the answers.
 - 3 - Percentages.
 - 4 - Alpha equation, to calculate the reliability coefficient.
 - 5 - Median.
 - 6 - Chi-square test for the significance of differences between the answers.
- To get results as accurate as possible, has been used SPSS statistical software, which indicates a shortcut to Statistical Package for Social Sciences.

5.3. Descriptive of the Variables Study

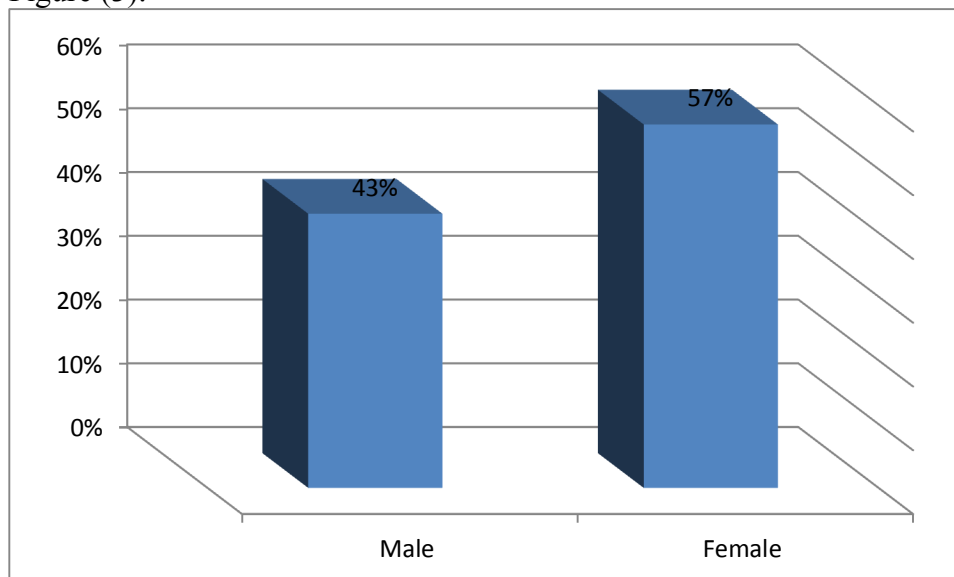
1- Gender:

Table (6)

Gender	Frequency	Percentage
Male	43	43%
Female	57	57%
Total	100	100%

Source: prepared by researcher, using SPSS, 2016

Figure (3):



From table (6) and figure (3) we note that most of the individuals study are female by (57) and with (57%) while the total number of males (43) by (43%).

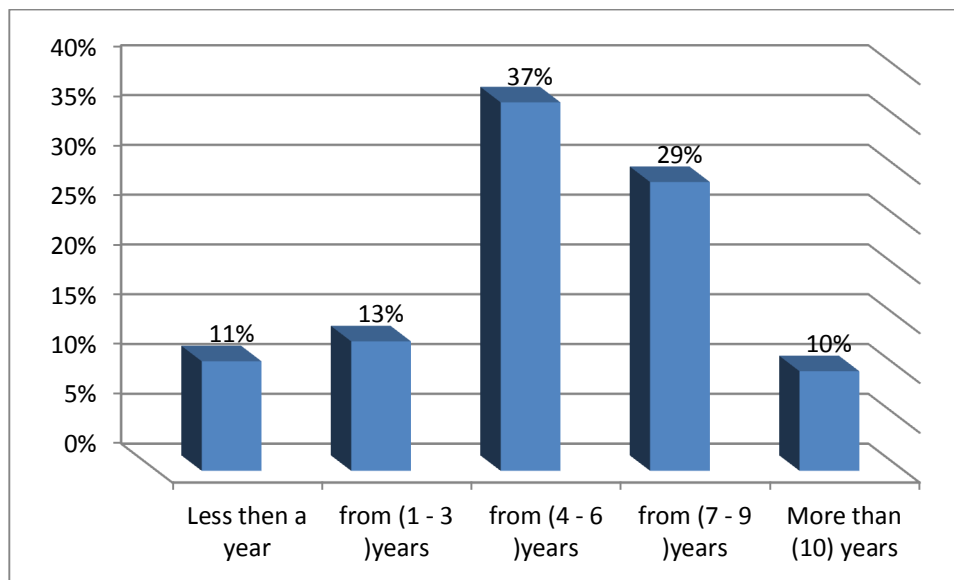
2- Since when used Sudani services:

Table (7)

Duration	Frequency	Percentage
Less than a year	11	11%
from (1 - 3)years	13	13%
from (4 - 6)years	37	37%
from (7 - 9)years	29	29%
More than (10) years	10	10%
Total	100	100%

Source: prepared by researcher, using SPSS, 2016

Figure (4):



From table (7) and figure (3) we note that the time used Sudani services of most individuals study are (from 4-6 years) by (37) and with (37%), followed by whom time used Sudani services is (from 7-9 years) by (29) with (29%) while the total number of whom time used Sudani services is (from 1-3 years) is (13) by (13%).

5.4. Reliability and Validity

Stability means that measure give the same results if used more than once under similar conditions.

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials.

Validity is defined as the extent to which the instrument measures what it purports to measure. And calculate in many ways represents the easiest being the square root of the reliability coefficient.

$$\text{Validity} = \sqrt{\text{Reliability}}$$

Researcher calculates the reliability coefficient of the scale used in the questionnaire by alpha equation and the results as follows:

Table (8):Reliability and Validity:

Reliability coefficient	Validity coefficient
0.96	0.98

Source: prepared by researcher, using SPSS, 2016

Notes from the results table (3) that all reliability and validity coefficients for questionnaire is greater than (50%) and close to the one, This indicates that the questionnaire is characterized by high reliability and validity, and makes statistical analysis acceptable.

5.5. Test hypotheses

To answer the questions of the study and verification of hypotheses will be calculated Mode for each of the phrases in the questionnaire and which show views of individuals the study, which was given Grade (5) as a weight for each answer " Strongly agree - Very Satisfied", and grade (4) as a weight for each answer "agree - Satisfied " grade (3) as a weight for each answer " Neutral – Average Satisfied ", grade (2) as a weight for each answer, " Disagree - Dissatisfied " and grade (1) as a weight for each answer " Strongly Disagree - Very Dissatisfied".

To know Trends answer, by calculated Mode. And then it will use the Chi-square test to know the significance of differences in answers.

- **Discussion the first axis**

" The general impression about SudaniCompany "

Table (9):Frequency distribution of the first axis phrases Answers:

No.	Phrases	Frequency and Percentages				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Are you satisfied with your experience with Sudani company	35 35%	28 28%	24 24%	7 7%	6 6%
2	All services provided by Sudani meet your needs	38 38%	25 25%	23 23%	8 8%	6 6%
3	feel secure when dealing with Sudani company	40 40%	35 35%	15 15%	8 8%	2 2%
4	feel valued and respected when dealing with Sudani company	39 39%	33 33%	20 20%	5 5%	4 4%
Axis		152 38%	120 30%	82 20.5%	28 7%	18 4.5%

Source: prepared by researcher, using SPSS, 2016

Figure (5):Frequency distribution of the first axis phrases Answers:

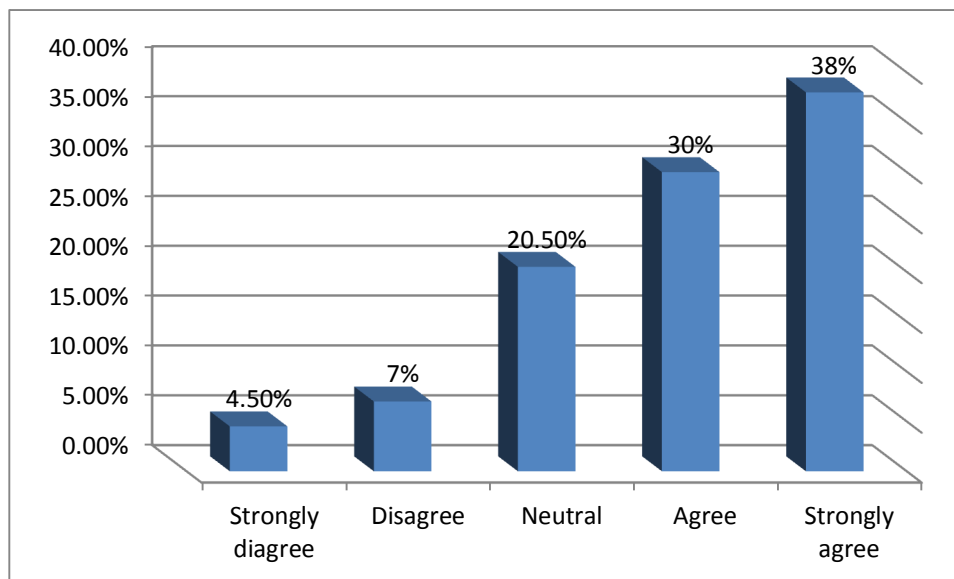


Table (10):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Mode	Trend
1	Are you satisfied with your experience with Sudani company	33.50	0.000	4	agree
2	All services provided by Sudani meet your needs	34.90	0.000	4	agree
3	feel secure when dealing with Sudani company	55.90	0.000	4	agree
4	feel valued and respected when dealing with Sudani company	49.30	0.000	4	agree
Axis		166.70	0.000	4	agree

Source: prepared by researcher, using SPSS, 2016

From the table above:

- The value of chi-square for the first phrase is (33.50) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
 - The value of chi-square for the second phrase is (34.90) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
 - The value of chi-square for the third phrase is (55.90) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
 - The value of chi-square for the fourth phrase is (49.30) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.
- The value of chi-square for all phrases in the first axis (166.70), with (p-value =0.000 < 0.05) and figure (5), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of agree.

We conclude from the above that the first axis "The general impression about SudaniCompany " has been achieved and in favor of agree.

- **Discussion the second axis**

" The impact of quality of Network on satisfaction and customer experience "

Table (11):Frequency distribution of the second axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Very Satisfied	Satisfied	Average Satisfied	Disssatisfied	Very dissatisfied
1	How satisfied are you with your experience when using Sudanil network	30 30%	17 17%	34 34%	11 11%	8 8%
2	Quality of Network (call setup successful& call disconnect)	25 25%	22 22%	27 27%	18 18%	8 8%
3	Geographical coverage(availability of network)	16 16%	27 27%	29 29%	18 18%	10 10%
4	Quality and clarity of sound	45 45%	35 35%	10 10%	8 8%	2 2%
5	Internet speed and consistency when used in mobile	12 12%	8 8%	18 18%	13 13%	15 15%
Axis		134 26.8%	113 22.6	127 25.4%	75 15%	15 10.2%

Source: prepared by researcher, using SPSS, 2016

Figure (6):Frequency distribution of the second axis phrases Answers:

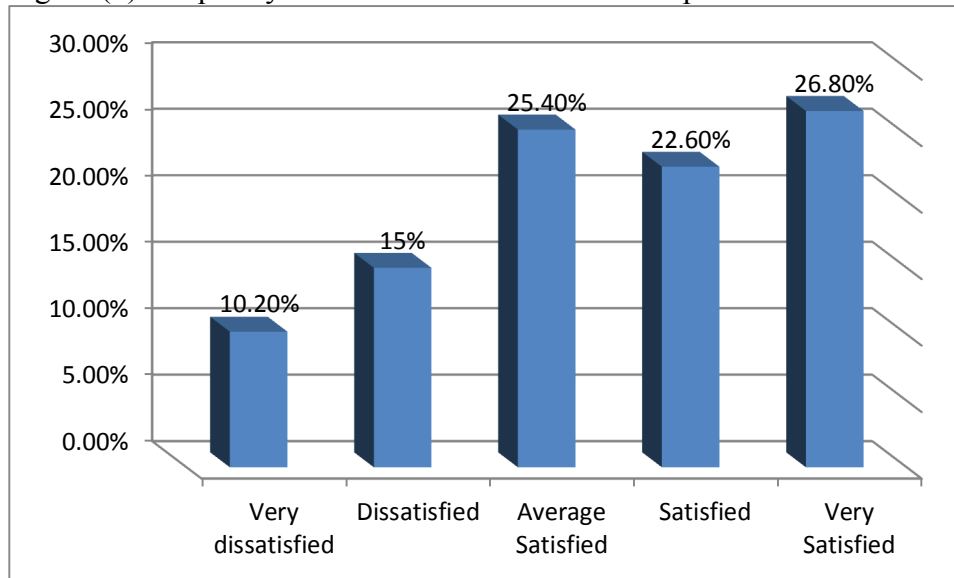


Table (12):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Mode	Trend
1	How satisfied are you with your experience when using Sudanil network	26.50	0.000	3	Average Satisfied
2	Quality of Network (call setup successful& call disconnect)	11.30	0.023	3	Average Satisfied
3	Geographical coverage(availability of network)	12.50	0.014	3	Average Satisfied
4	Quality and clarity of sound	70.90	0.000	5	Very Satisfied
5	Internet speed and consistency when used in mobile	6.30	0.178	-	-
Axis		50.80	0.000	3	Average Satisfied

Source: prepared by researcher, using SPSS, 2016

From the table above:

- The value of chi-square for the first phrase is (26.50) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.
- The value of chi-square for the second phrase is (11.30) with (p-value=0.023 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.
- The value of chi-square for the third phrase is (12.50) with (p-value=0.014 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.
- The value of chi-square for the fourth phrase is (70.90) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.
- The value of chi-square for the fifth phrase is (3.60) with (p-value=0.178 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals. The value of chi-square for all phrases in the second axis (50.8), with (p-value =0.000 < 0.05) and figure (6), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.

We conclude from the above that the second axis “The impact of quality of Network on satisfaction and customer experience” has been achieved and in favor of Average Satisfied.

Discussion the third axis:

“The impact of prices and tariffs on satisfaction and customer experience ”

Table (13):Frequency distribution of the third axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Very Satisfied	Satisfied	Average Satisfied	Dissatisfied	Very dissatisfied
1	How satisfied are you about the prices and the company offers.	27 27%	27 27%	27 27%	9 9%	10 10%
2	Services prices within Sudani Network.	58 58%	21 21%	12 12%	4 4%	5 5%
3	Prices of calls to other networks.	10 10%	19 19%	38 38%	21 21%	12 11%
4	International call rates.	21 21%	16 16%	28 28%	25 25%	10 10%
5	Internet prices when used in mobile.	21 21%	22 22%	25 25%	22 22%	10 10%
6	How satisfied are you about the availability of recharge cards of various categories.	67 67%	20 20%	9 9%	2 2%	2 2%
Axis		204 34%	125 20.8%	139 23.2%	83 13.8%	49 8.2%

Source: prepared by researcher, using SPSS, 2016

Figure (7):Frequency distribution of the third axis phrases Answers:

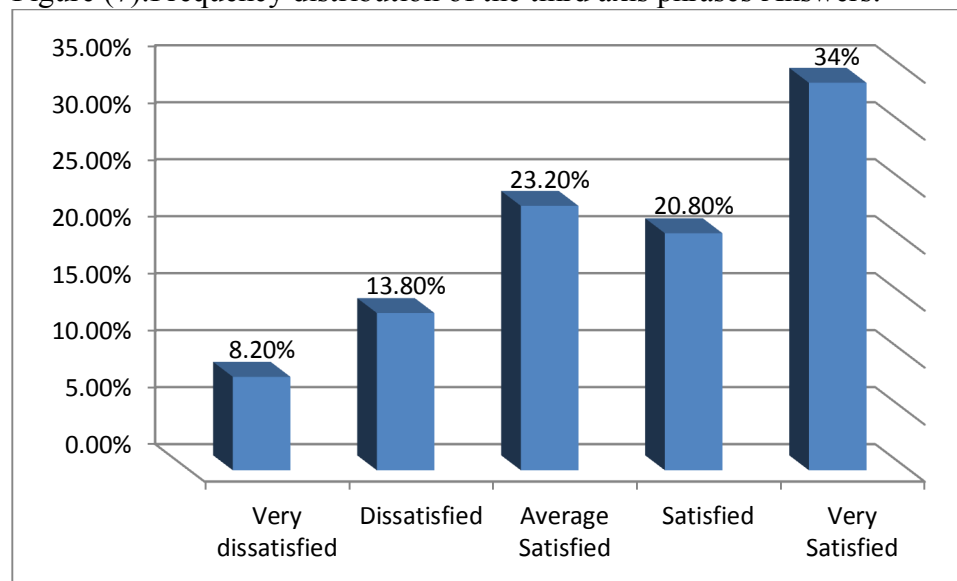


Table (14):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Mode	Trend
1	How satisfied are you about the prices and the company offers.	18.40	0.001	4	Satisfied
2	Services prices within Sudani Network.	99.50	0.000	5	Very Satisfied
3	Prices of calls to other networks.	24.50	0.000	3	Average Satisfied
4	International call rates.	10.30	0.036	3	Very Satisfied
5	Internet prices when used in mobile.	6.70	0.153	-	-
6	How satisfied are you about the availability of recharge cards of various categories.	148.00	0.000	5	Very Satisfied
Axis		115.43	0.000	4	Satisfied

Source: prepared by researcher, using SPSS, 2016

From the table above:

- The value of chi-square for the first phrase is (18.40) with ($p\text{-value}=0.001 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.
- The value of chi-square for the second phrase is (99.50) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.
- The value of chi-square for the third phrase is (24.50) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.
- The value of chi-square for the fourth phrase is (10.30) with ($p\text{-value}=0.036 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Average Satisfied.
- The value of chi-square for the fifth phrase is (6.70) with ($p\text{-value}=0.153 > 0.05$), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the sixth phrase is (148.00) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.

The value of chi-square for all phrases in the third axis (115.43), with ($p\text{-value} = 0.000 < 0.05$) and figure (7), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.

We conclude from the above that the third axis “The impact of prices and tariffs on satisfaction and customer experience” has been achieved and in favor of Satisfied.

- **Discussion the fourth axis:**

“The impact of customer service on the customer experience: Customer Service by telephone (Contact center)”

Table (15):Frequency distribution of the fourth axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Very Satisfied	Satisfied	Average Satisfied	Dissatisfied	Very dissatisfied
1	How satisfied are you about customer service by telephone	38 38%	20 20%	18 18%	12 12%	12 12%
2	Ease of access and contact to the call center	20 20%	23 23%	23 23%	18 18%	16 16%
3	Speed processing of complaints and problem-solving	66 66%	16 16%	9 9%	4 4%	5 5%
4	Employee efficiency to solve the problems and answer questions	59 59%	16 16%	11 11%	7 7%	7 7%
Axis		183 45.8%	75 18.8%	61 15.3%	41 10.3%	40 10%

Source: prepared by researcher, using SPSS, 2016

Figure (8):Frequency distribution of the fourth axis phrases Answers:

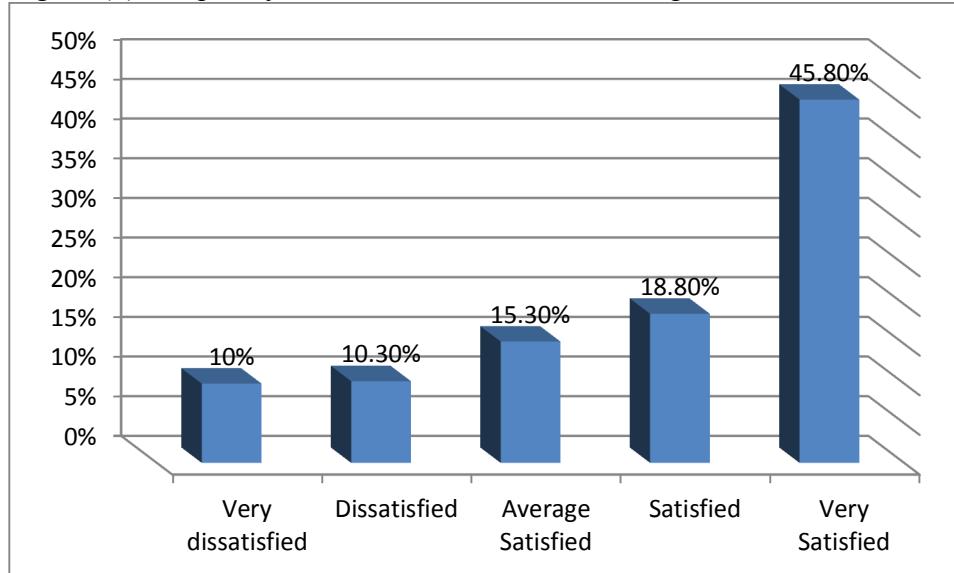


Table (16):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Mode	Trend
1	How satisfied are you about customer service by telephone	22.80	0.000	4	Satisfied
2	Ease of access and contact to the call center	1.90	0.754	-	-
3	Speed processing of complaints and problem-solving	136.70	0.000	5	very Satisfied
4	Employee efficiency to solve the problems and answer questions	97.80	0.000	5	very Satisfied
Axis		176.45	0.000	4	Satisfied

Source: prepared by researcher, using SPSS, 2016

From the table above:

- The value of chi-square for the first phrase is (22.80) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.
- The value of chi-square for the second phrase is (1.90) with (p-value=0.754 > 0.05), this indicates that there is no significant differences at the level (5%) between answers of study individuals.
- The value of chi-square for the third phrase is (136.70) with (p-value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.
- The value of chi-square for the fourth phrase is (97.80) with (p value=0.000 < 0.05), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.

The value of chi-square for all phrases in the fourth axis (176.45), with (p-value =0.000 < 0.05) and figure (8), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.

We conclude from the above that the fourth axis "The impact of customer service on the customer experience: Customer Service by telephone (Contact center)" has been achieved and in favor of very Satisfied.

- **Discussion the fifth axis:**
" The impact of customer service on the customer experience:Customer Service Centers "

Table (17):Frequency distribution of the fifth axis phrases Answers:

No.	Phrases	Frequency and percentages%				
		Very Satisfied	Satisfied	Average Satisfied	Dissatisfied	Very dissatisfied
1	How satisfied are you about the provided services through customer service Center	47 47%	28 28%	16 16%	4 4%	5 5%
2	waiting time until arrive to the employee	35 35%	18 18%	35 35%	8 8%	4 4%
3	Employee interaction with customer and the extent of familiarity with the information	63 63%	26 26%	5 5%	2 2%	4 4%
4	The geographical distribution of service centers and its presence near you	32 32%	20 20%	18 18%	18 18%	12 12%
5	Working Hours	37 37%	28 28%	23 23%	6 6%	6 6%
Axis		214 42.8%	120 24%	97 19.4%	38 7.6%	31 6.2%

Source: prepared by researcher, using SPSS, 2016

Figure (9):Frequency distribution of the fifth axis phrases Answers:

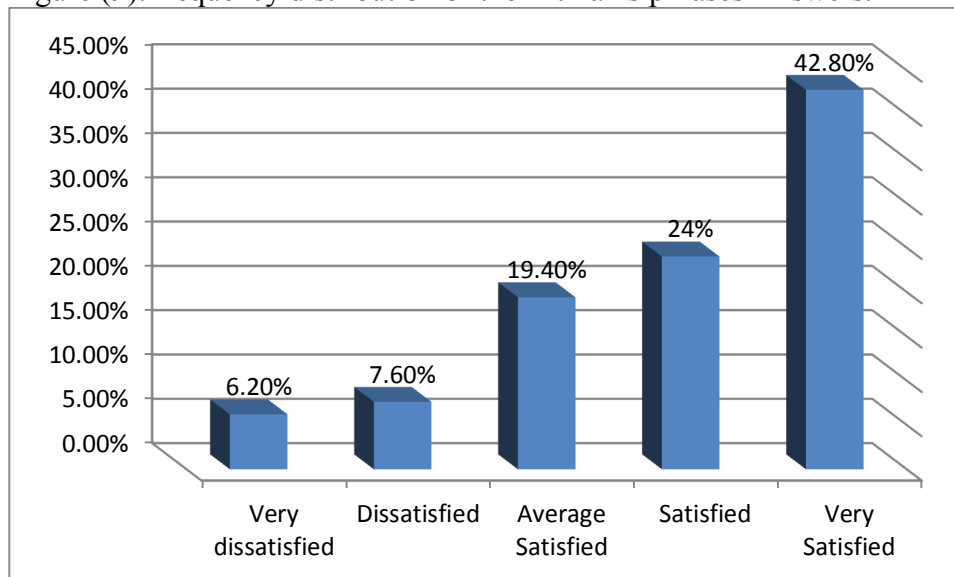


Table (18):Chi-square test results:

No.	Phrases	Chi-square value	P-value	Mode	Trend
1	How satisfied are you about the provided services through customer service Center	64.5	0.000	4	Satisfied
2	waiting time until arrive to the employee	42.7	0.000	4	Satisfied
3	Employee interaction with customer and the extent of familiarity with the information	134.50	0.000	5	very Satisfied
4	The geographical distribution of service centers and its presence near you	10.80	0.029	4	Satisfied
5	Working Hours	37.70	0.000	4	Satisfied
Axis		220.10	0.000	4	Satisfied

Source: prepared by researcher, using SPSS, 2016

From the table above:

- The value of chi-square for the first phrase is (64.5) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.
- The value of chi-square for the second phrase is (42.7) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.
- The value of chi-square for the third phrase is (134.50) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of very Satisfied.
- The value of chi-square for the fourth phrase is (10.80) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.
- The value of chi-square for the fifth phrase is (37.70) with ($p\text{-value}=0.000 < 0.05$), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.

The value of chi-square for all phrases in the fifth axis (220.10), with ($p\text{-value}=0.000 < 0.05$) and figure (9), this indicates that there is significant differences at the level (5%) between answers of study individuals and in favor of Satisfied.

We conclude from the above that the fifth axis "The impact of customer service on the customer experience: Customer Service Centers" has been achieved and in favor of Satisfied.

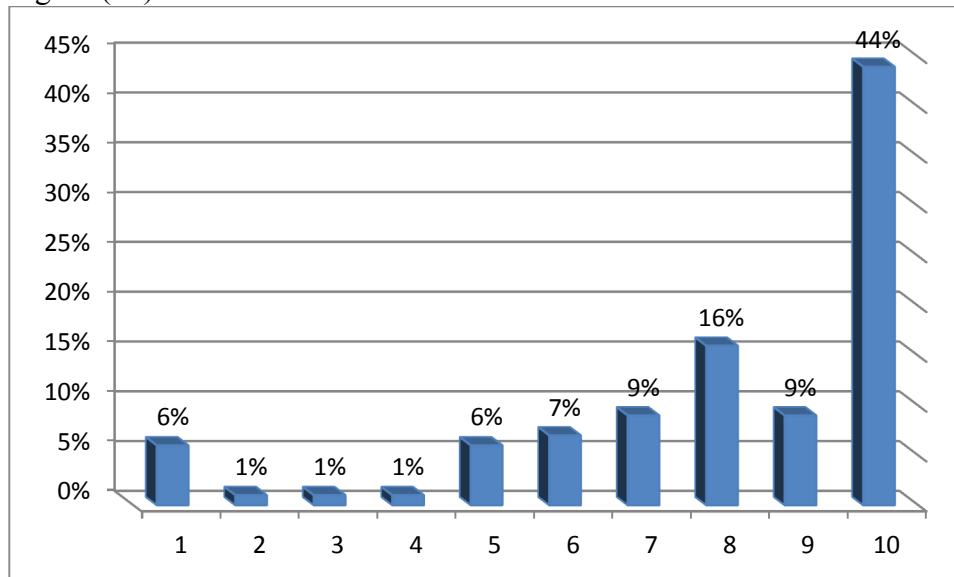
What is a company that advises others to deal with it?

Table (19)

Scale	Frequency	Percentage
1	6	6%
2	1	1%
3	1	1%
4	1	1%
5	6	6%
6	7	7%
7	9	9%
8	16	16%
9	9	9%
10	44	44%
Total	100	100%

Source: prepared by researcher, using SPSS, 2016

Figure (10):



From table (19) and figure (10) we note that the scale of most individuals study are (10) by (44) and with (44%), followed by whom scale is (8) by (16) with (16%) while the total number of whom scale is (9 and 7) is (9) by (9%) for both of them.

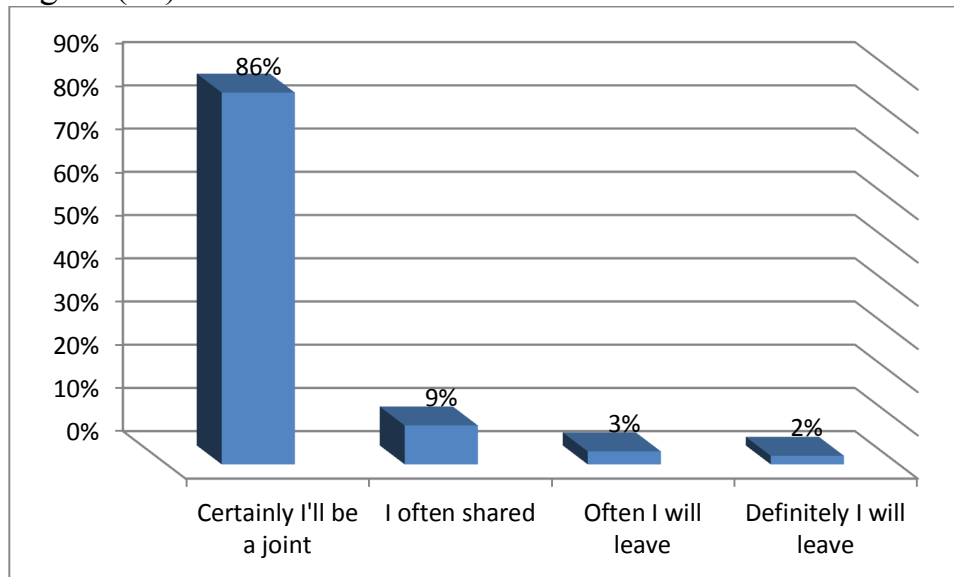
After six months from now, you will continue with the company or not?

Table (20)

Answer	Frequency	Percentage
Certainly I'll be a joint	86	86%
I often shared	9	9%
Often I will leave	3	3%
Definitely I will leave	2	2%
Total	100	100%

Source: prepared by researcher, using SPSS, 2016

Figure (11):



From table (20) and figure (11) we note that the answer of most individuals study are (Certainly I'll be a joint) by (86) and with (86%), followed by whom answer is (I often shared) by (9) with (9%) while the total number of whom answer is (Often I will leave) is (3) by (3%).

5.5. Conclusion:

At the end of the research after we have analyzed the customer impression from the customerspoint of view we conclude the following:

The good impression and the joint satisfaction is direct correlation with the quality of service provided to the customers, the offer and the price are is a major role of joint satisfaction. Good customer experience leading to success business and to loyal costumers.

5.5.1. Outcomes of questioner analysis:

- In terms of general impression about Sudani Company 68.3% of sample of the study are well agree about their good feeling about SudaniCompany.
- In terms of the impact of quality of Network on satisfaction and customer experience 49.4% of sample of the study are well satisfied about their experience with Sudani network, but 25.2% are not satisfied.
- In terms of the impact of prices and tariffs on satisfaction and customer experience 58.8% of sample of the study are well satisfied about the price and offers .while 22% are not satisfied.
- In terms of the impact of customer service on the customer experience: Customer Service by telephone (Contact center) 64.6% of sample of the study are well satisfied about the service provided by contact center, while 20.3% are not satisfied.
- In terms of the impact of customer service on the customer experience: Customer Service center 66.8% of sample of the study are well satisfied, while13.8% are not satisfied.
- In terms of the continuity with company or not? 86% of sample of the study will continue with Sudani Company.

5.6. Recommendations:

The researcher recommends that for Sudani Company:

- Improve the quality of network to get all customers need especiallyfor those how used the internet through mobile.
- Reduce the internet price.
- Increase number of employees in contact center to catch all customers calls and inquiries
- Increase number of service center considering the geographical distribution and population density.

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Interviews:

- Abdallah Elmagrabi, Senior manager c.Planning& Development, Customer Care.
- Basher Alballa,senior manager customer service quality and performance.
- Magdaa Abdelmagid, Senior manager of quality management.

The Arbitrators:

- D. Amira Mohammed Ali- Sudan University of Science and Technology -Deanship of Development and Quality.
- Abdalla Yousif Elmaghrabi, Senior Manager. Planning & Development, Customer Care.
- Bashir Elballa Ahmed Suleiman,Senior Manager. Customer Support & Credit Control.

Appendix

بسم الله الرحمن الرحيم

عزيزي مشترك سوداني

يهدف هذا الاستبيان الى معرفة أثر جودة خدمة العملاء على تجارب العملاء بشركة سوداني مع العلم انه سيتم معاملة هذا الاستبيان بشكل سري وسيتم عمل دراسة احصائية للنتائج (بغرض البحث) ، لذا نأمل استجابتكم الكريمة بتعبئة فقرات هذه الاستبانة بوضع علامة (✓) تحت احد الخيارات المطروحة امام كل عبارة، ونحيطكم علما بأن المعلومات التي تدلون بها سوف تستخدم لاغراض الدراسة والبحث العلمي فقط ، شاكرين ومقدرين جهودكم الطيبة وتعاونكم المثمر لخدمة البحث العلمي .

القسم الاول: البيانات الأساسية

(1) النوع: ☐ ذكر ☐ أنثي

(2) فترة استخدام شريحة سوداني :

أقل من سنة ☐ 3 - سنوات ☐ سنوات ☐ (7 - 10) سنوات ☐

القسم الثاني : أسئلة الدراسة

المحور الاول : الانطباع العام عن شركة سوداني

	الوصف	اوافق بشدة	اوافق	محايد	لا اوافق	لا اوافق بشدة
1	انت راضي عن تجربتك مع شركة سوداني					
2	كل الخدمات المقدمة من سوداني تلبي احتياجاتك					
3	تشعر بالامان عند التعامل مع شركة سوداني					
4	تشعر بالتقدير والاحترام عند التعامل مع شركة سوداني					

المحور الثاني : تجربة ورضا العميل عند استخدام شبكة سوداني

	الوصف	راضي تماما	راضي الى حد كبير	متوسط الرضا	غير راضي الى حد كبير	غير راضي تماما
1	درجة رضاك عن تجربتك مع شبكة سوداني بصورة عامة					
2	جودة الشبكة عند اجراء المكالمات					
3	التغطية الجغرافية (توجد شبكة في كل مكان)					
4	جودة و وضوح الصوت					
5	سرعة و ثبات الإنترنت عبر الموبايل					

المحور الثالث : تأثير الاسعار والتعرفة على رضا وتجربة العميل

	الوصف	راضي تماما	راضي الى حد كبير	متوسط الرضا	غير راضي الى حد كبير	غير راضي تماما
1	هل انت راضي بصورة عامة عن أسعار و عروض الشركة					
2	هل الأسعار عند الاتصال داخل الشبكة مرضية					
3	هل الأسعار عند الاتصال بالاشيكاك الأخرى مرضية					
4	هل انت راضي عن أسعار المكالمات العالمية					
5	أسعار الإنترنت عبر الموبايل					
6	درجة رضاك بصورة عامة عن توفر كروت الشحن بالفئات المختلفة					

المحور الرابع : تأثير خدمة العملاء على تجربة العميل

أ- خدمة العملاء عبر الهاتف

	الوصف	راضي تماماً	راضي الى حد كبير	متوسط الرضا	غير راضي الى حد كبير	غير راضي تماماً
1	هل انت راضي بصورة عامة عن الخدمة المقدمة عبر خدمات المشتركين بالهاتف (الكول سنتر)					
2	سهولة الإتصال ودخول المكالمات					
3	سرعة معالجة الشكاوى وحل المشكلة					
4	كفاءة الموظف ومقدرته علي اجابة الأسئلة					

ب- مراكز خدمة العملاء

	الوصف	راضي تماماً	راضي الى حد كبير	متوسط الرضا	غير راضي الى حد كبير	غير راضي تماماً
1	هل انت راضي بصورة عامة عن الخدمة المقدمة عبر مركز خدمات المشتركين					
2	مدة الإنتظار حتي الوصول للموظف					
3	تجربة وتعامل الموظف ومدى المامه بالمعلومات					
4	التوزيع الجغرافي للمراكز و تواجدها بالقرب من أماكن تواجدك					
5	هل ساعات العمل كافية وملائمة					

القسم الثالث:

(1) هل تنصح الآخرين بالتعامل مع شركة سوداني ؟ الى اي درجة بتنصحهم باستخدام مقياس من 1 إلي 10 حيث 1 لا أنصح نهائياً و 10 أنصح بشدة

(1) لا أنصح نهائياً _____ (10) أنصح بشدة

(2) بعد ستة شهور من الان، هل ستكون مشترك مع شركتك ام ستتركها:

بالتأكيد سأكون مشترك	غالباً أكون مشترك	بالتأكيد سأتركها	غالباً سأتركها
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