"Customer Experience –An Integrated View of Telecommunication Service Ecosystem Players"

सिद्धिमूलं प्रबन्धनम्
भा. प्र. सं. इन्दौर
IIM INDORE

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GAURAV JAIN
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THESIS ADVISORY COMMITTEE

Prof Jayasimha K R
(Chairperson)

Prof Rajendra Nargundkar   Prof.Abhishek Mishra
(Member)   (Member)

Table of Content

CHAPTER-1 : ABSTRACT

1.   Abstract:

Experience concept was originated by Abbott (1955,p.39), who linked product consumption to the creation of experience by saying, "*What customer want is not products but satisfying experiences*". The occurrence of experiences early on in a person's life was covered by Alderson (1957,p.163) through his statements that the customer's first experience is as a child. The academic interest in Experience was re-kindled by (Pine,Pine,Gilmore,1999), wherein they proposed 'Experiences' as the next step in the progression of economic value and their statement that *"an experience occurs when a company intentionally uses services as the stage, and goods as props, to engage individual customers in a way that creates a memorable event".* The relevance of Customer Experience persists till today, with Marketing Science Institute (MSI) listing customer experience as a research priority in the years 2014-16, 2016-18 and 2018-20. Experiences have been viewed as an evolution (Christopher et al.,1991) from tangible product qualities to services, to relationships and to Experience for achieving competitive differentiation or competitive advantage in the Marketplace (Palmer,2010).The phenomena of Customer Experience with high interest in academics, practitioners and society offered fertile ground for research contribution being interplay of scholarly work, Marketing practices, and development in society (Gummesson,2005;Kumar,2015).

The extant literature primarily covered customer experience as a dyadic phenomenon between the Firm and its customers. We came across a few academic works that have empirically studied customer experience from an ecosystem perspective, i.e., the Customer Experience perspective of all the ecosystem players. The Practitioner literature covers the Customer Experience ecosystem perspective more than the academic literature but with no significant empirical works and rigour. The B2B Customer experience literature has minimal evidence-based research (Hollyoake,2009) that can be related to academic theory, perhaps since budgets are with B2C. This view of B2B customer experience is an under-researched area in Customer Experience is echoed by several other researchers (McColl-Kennedy et al.,2019; Payne, Frow,2004;Biedenbach,Marell,2010; Lemke et al.,2011) with calls for research contribution. In view of the above, we planned our study with emphasise on B2B customer experience.

The Telecommunication industry is a highly competitive Service Industry with traditional telecom services commoditising, hence competitive differentiation is one of the biggest industry challenges. The direct linkage of customer experience to revenues (Bolton,2016,p.10) in Telecommunication showed its' relevance and utility, paradoxically performance of the Telecommunication industry in Customer Experience has been longitudinally low over the years (Nunwood-KPMG,2016; IBM Global Survey,2016; Business Insider,2021; ASCI Report,2018; Forbes,2018; EY Report,2019; InMoments Telecom Report,2021) as compared to other sectors.

The research was conceptualised on the above four aspects as a study on views of Telecommunication Service Ecosystem players on Customer Experience phenomena. The study covered the customer experience phenomena, its challenges, technological impacts, and roles of ecosystem players with a focus on the B2B experience. The study used the Grounded Theory by Glaser, Strauss (1967) and, in particular, the Constructivist version of the Grounded Theory by Charmaz (2000), consistent with the Researchers' ontological and epistemological position.

The research study framework using Service Ecosystem (Vargo,Lusch,2016) has categorised the Telecommunication Ecosystem players who were directly or indirectly involved in the creation and delivery of Telecommunication Service into three categories of Customer Experience Enablers, Customer Experience Creators and Experiencers. The Customer Experience Enablers comprised Telecom Software Vendors, Telecom Network Equipment Vendors, Telecom System Integrators and Telecom Consultants who provided Equipment, Software Solutions or Services that were used in the creation of Telecommunication Services.The Customer Experience Creator comprised of Telecom Service Providers who created and delivered the Telecom Service to the Experiencer using Equipment and services from Experiencer Enablers. The Experiencers were the end customers availing the telecommunication service comprising of Corporates Customers, i.e., Business to Business (B2B), and individual customers, i.e., Business to Customer/Consumer (B2C). The study focussed on Depth Interviews of Experience Enablers, Experience Creators and Experiencers from the B2B category, i.e., Corporate Customers (B2B).

The pilot study was conducted telephonically and face-to-face at Gurgaon (India) with five participants. The study was conducted across Six countries, in Twelve cities, with Twenty-Four

Senior Telecom Executives representing Sixty-Two companies .The study generated rich data reflected in Thousand One Hundred and Nineteen references, Ninety-Eight codes, twenty-seven categories and six themes.

The "Telecommunication Customer Experience Service Ecosystem Framework" and eight propositions unravel new facets of Customer Experience that will bring conceptual clarity (Keiningham et al.,2020) by reducing ambiguity. The study provides generic nomenclature of Experience Creator, Experience Enabler and Experiencer that will be useful for future researchers to define, categorise and scope their work in the customer experience ecosystem. The study uses ecosystem perspective and covers B2B customer experience which are under-researched areas with multiple calls in Literature for empirical studies in these areas. The above contribution of the study is in line with Lemon,Verhoef (2016) calls for researchers and managers to define the content of the intended Customer experience. The study increases managerial understanding of the Customer Experience phenomenon's customisation, variations and the resultant impact on delivered customer experience. This improved knowledge will enable Managers to plan management interventions at the Industry, Organisation and individual levels to improvise their Customer Experience Management and handle disconnects among the ecosystem players.

Keywords: Customer Experience, Consumer Experiencer, Customer Experience Ecosystem, Customer Experience Enabler, Customer Experience Creator**,** Experiencer,

CHAPTER-8 : FUTURE RESEARCH

8. Future Research:

The study provides avenues for future research to validate the Customer Experience Service Ecosystem Framework using Quantitative approaches with larger data set. The identified new constructs can be utilised for new scale developments for measuring them. The future research can work on establishing directional or causal relationship between ecosystem framework elements. In addition to above areas our discussion with Depth interview participants brought out potential new areas for research due to telecommunication technologies development like 5G as below:

- Experiencer Identity (Customer Identity) in Telecommunication till 4G network was SIM based, however with 5G prevalence of e-SIM (virtual) would increase hence the identity of Experiencer Identity would change. This changing Experiencer Identity provides area for research.

- Experience Enabler has dual relationship with Experience Creator, for conventional telecom service ,the experience enabler acts as Provider's provider to Experience Creator (Telecom Service Provider) hence relationship is pure B2B relationship. However, for new age services telecom services like Content streaming etc the Experience Enabler has relationship with both Experience Creator and Experiencer therefore their relationship is B2B2C .This dual nature of relationship of Experience Enabler with Experience Creator and Experiencer provides another area for future research.

- In upcoming 5G services, the telecom service transitions from pure connectivity to Business Enabler hence complex services like Remote Surgery or Driverless cars etc would be jointly created and delivered. In these complex Smart Services enabled by 5G technology scenarios the Customer Experience ownership, Contractual liabilities, and apportioning of Experience share among involved Telecommunication and other domain players provides potential area for future research.

CHAPTER-9 : LIMITATIONS

9.   Limitation:

It is pertinent to highlight that we have tried to keep our study framework comprehensive to explore aspects of customer experience phenomena in-depth from ecosystem perspective. We have not included Mobile handset vendors in our study since in several markets handsets or other handheld devices are directly purchased by the Experiencer (Customers) and the Experience Creator has limited role in the purchase decision. The study has not covered B2C explicitly as the participants were themselves Experiencers (Telecom Subscriber /Customer) as well.

We had envisaged identifying variation along Technical, Commercial and Support interfaces in our Research Framework however during the Depth interview it was found that participants over the years had worked across these interfaces hence their views were amalgamation of their cumulative experience which was difficult to differentiate. The influence of Organisation's knowledge on participant opinion was visible but it was difficult to separate it out. The study although geographically spread across the world had all the Depth interview participants as Indians which is a limitation.

The study gathered rich and comprehensive data through integrated view of customer experience among the telecommunication ecosystem players however converging and coalescing the data into manageable and meaningful codes, categories and themes posed a big challenge. We coped up with the challenges using multiple coding methods, large number of codes, long phrase codes and multiple from scratch re-coding etc but still we may have lost some information in the convergence process.

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Appendix- A: Theories used in Customer Experience Studies

Theory	Study Reference (s)
Justice theory	Tax et.al.,1998
Flow Theory	Bilgihan et.al, 2014, Bridges and Florsheim 2018 , Caru and Cova 2003, Trevinal and Stenger 2014 choda Van Noort et.al., 2012
Reconstructive Memory Theory	Braun-LaTour et.al., 2004
Theory of Planned Behaviour;	Froehle and Roth (2004),Loureiro and de Araujo (2014)
Theory of Planned Action	Srivastava,Kaul,2016
Technology acceptance model	Flavian et.al.,2006 , Morgan-Thomas and Veloutsou 2013 ,Nysveen and Pedersen 2004
Symbolic Interactionism Theory	Roswinanto and Strutton 2014
Optimal Experience Theory	Skadberg and Strutton 2014
Loss Aversion Theory	Frambach et.al., 2007
Service Dominant Logic	Payne 2007 , Hepola et.al 2017
Institutional Isomorphism Theory	Rahman 2014
Interpersonal Relationship Theory	Ramaseshan and Stein 2014
IS-Continuance Theory	Khalifa and Liu 2007
Structuration Theory	Chandler and Lusch 2015
Stimulus Organism Response Framework	Mosteller et.al 2014, Rose et.al 2012, Won Jeong et.al.,2009 , Zhang et.al.,2014,Zhang et.al., 2015
Theory of Reasoned Action ,The modified theory of reasoned action	Zarantonello and Schmitt 2010 ; Ryu,Jang 2006
Elaboration Likelihood Model	Keng et.al.,2011
Appraisal Theory	Ding and Tseng 2015
Observational Learning Theory	Ngo et.al 2016
Consumer Culture Theory	Waqas et al., 2021,Andreini et.al., 2019, Hepola et.al., 2017,Tafesse (2016a,b),Lipkin,2016
Relationship Marketing	Andreini et.al 2019, Hepola et.al 2017
Assemblage theory	Hoffman and Novak 2018
Behavioural Theory;Customer Value Creation;Experienced Utility ;Expectation Confirmation Theory;Information Processing Theory;Cognitive Experiential Self Theory	Kranzbuhler et.al.,2018
Model of Environmental Psychology	Zhang,Sha,Wang,2010
Customer Dominant Logic	Heinonen et.al., 2010,Oberg 2011
Sensation Perception Framework	Schmitt 2008,Keiningham et.al.,2017,Gentile et.al.,2007
Quantum Probability Theory	Rika,Aviv,Weitzfel 2022
Attribute Theory	Hauser and Urban, 1979
Resource Based View;Grounded Theory	Homburg et.al., 2017
Theory of Business Buying Behaviour;Transaction Cost Theory	Lemon,Verhoef 2016
Goal Theory ; Personal Construct Theory ; Social Exchange Theory	Lamke et.al.,2011
Attribution Theory	Lamke et.al.,2011, Grewal et.al.,2009
Experential Learning Theory/Theory of Experience	Helkkula,2011
Regulatory Focus Theory	Barari,Ross,2020
Psychological Reactance Theory	Mclean,2017

Appendix- B1: Discussion Guide

Discussion Guide: Experience Creators and Experience Enablers

1. What is Customer Experience in your view.
2. What are the different aspects of Customer Experience in your view.
3. Please share about Customer experience initiative/project that you have witnessed/ involved in: (a) why needed (b) objectives (c) outcomes-achieved and not achieved?
4. What were the views of others who were involved in Customer experience initiative/project- i.e., Telecom Hardware Vendor, Telecom Software Vendor, Telecom Service Provider, Customers?
5. Did you find any variation in views on Customer Experience between Telecom Hardware Vendor, Telecom Software Vendor, Telecom Service Provider, Customer?
6. What was Management view on Customer experience initiative/project and how did they support?
7. What was role did/does technology play in your view in Customer experience initiatives/projects.
8. Please share anything further on Customer experience concept or initiatives/projects?

Appendix- B2: Discussion Guide

Discussion Guide: Experiencer

1) What does Customer Experience mean to you as Telecom Corporate Customers.

2) Please share some examples of good/positive experience and bad/negative experience while using services of telecom operator (can *also avoid name of operator*).

3) Please share in your view what are parts of Customer experience as Corporate Customers of Telecom.

4) Please share if your customer experiences were consistent from Pre-Sales stage to Sales stage to Post sales stage. Kindly elaborate on any variations as seen.

5) Kindly share your experience with telecom operator partners like PBX vendor, DSLAM or IAD device supplier or Indoor BTS supplier etc. on his/her equipment capabilities, his/her scope of work and end service that needs to be delivered to you as corporate customer.

6) Did you find any gaps/differences/variations in views of Telecom Operator and his/her partner?

7) What role does technology have in your customer experience.

8) What is ideal scenario of customer experience in your views or what are the areas that you would like to see improvements in your experience as corporate customer.

9) Anything further of interest that you would like to share on your experience as Corporate Telecom Customers.

Appendix- C: Depth Interview Participants Profiles and Details

Sr No	Code	Designation	Location (City/Country)	Career Companies	Experience (in yrs)	Interview Duration	Technology	Support/Services	Sales / Contracts
1	DIP-1	Head-Global Solution Support	Noida	Siemens,Nokia Siemens Networks , Nokia	+24 yrs	~1hr	Yes	Yes	-
2	DIP-2	Technical Solution Manager	Noida	Ericsson,Nokia,Idea Cellular,	+11yrs		Yes	Yes	-
3	DIP-3	Head-Operation & Business Support System	Gurgaon	Bharti Airtel,Railtel,Hughes, Crompton Greaves,Nelco	+29yrs	~51min	Yes	Yes	-
4	DIP-4	Lead,Solutions	Bengaluru	Convergys,Reliance Communication,SAP,Alltel	+20yrs	~1hr 31min	Yes	-	Yes
5	DIP-5	Executive Board Member	United Kingdom	Huawei, Onmobile	+18 yrs	~1hr 2 min	Yes	Yes	Yes
6	DIP-6	Engagement Director	Malaysia	Tata Telservices, Capgemini,Accenture,IBM, Infosys,TechMahindra	+17yrs	~54min	Yes	-	Yes
7	DIP-7	Director	Delhi	Ericsson,Deloitte,IBM,PwC, Connectiva,Siemens,Tech Mahindra	+15yrs	~1hr 5min	Yes	-	Yes
8	DIP-8	Confidential / Ex General Manager	Australia	Comverse,Siemens,Australian Firm ,Aircel,Nokia Siemens	+19 yrs	~44min	Yes	Yes	-
9	DIP-9	Principal Consultant	Mumbai	Accenture,Ericsson,Pi2 tech consulting,Nokia	+24 yrs	~56min	Yes	-	Yes
10	DIP-10	Head - Digital Business Solutions	Singapore	Nokia Siemens,Siemens,Ericsson, Punj Lloyd	+22 yrs	~1hr 13min	Yes	-	Yes
11	DIP-11	Head-Marketing- Circle	Meerut	Idea Cellular,MTS,Reliance Jio,Tata Teleservices, Reliance Communications	+18 yrs	~1hr 10min	Yes	-	Yes
12	DIP-12	Vice President	Singapore	Amdocs,Netcracker,Nokia, Siemens,Punjab Communication	+27 yrs	~1hr 3min	Yes	Yes	Yes
13	DIP-13	Operations Manager	Bengaluru	Vodafone India,Ericsson,Reliance Communication,Bharti Airtel,Idea Cellular	+19yrs	~54min	Yes	Yes	-
14	DIP-14	Manager	Pune	Starent,Cisco	+16yrs	~47min	Yes	Yes	-
15	DIP-15	Partner Director	Noida	Subex,Nokia,Ericsson, Mahindra Comviva,Wipro	+19yrs	~1hr 3min	Yes	-	Yes
16	DIP-16	Assistant Vice President	Gurgaon	United Health,HCL,HP,IBM,Genpact, Wipro	+19 yrs	~35min	Yes	Yes	Yes
17	DIP-17	Global Head - Cloud Sales	United Kingdom	Siemens,Ericsson	+25 years	~1hr 13 min	Yes	-	Yes
18	DIP-18	Head -Global Enterprise Marketing	United States of America	Apivio,Nokia,Black Box Networks,Broadsoft,Nokia Siemens Networks, Siemens,	+26years	~1hr 13 min	Yes	-	Yes
19	DIP-19	Executive Vice President	Bengaluru	Vodafone,Bharti Airtel, Cisco,SIFY,Riverbed	+19 yrs	~1hr 30 min	Yes	-	Yes
20	DIP-20	Lead-IT and Telecom Services	Delhi	HCL,Bharti Airtel,Ericsson,HFCL Infotelconnect	+22 yrs	~47 min	Yes	Yes	Yes
21	DIP-21	Assitant Vice President	Mumbai	State Bank Of India	+35 yrs	~47 min	Yes	Yes	-
22	DIP-22	Regional Head	Mumbai	HDFC ,ICICI	+20 yrs		Yes	-	Yes
23	DIP-23	Lead Client Partner	Mumbai	Reliance Telecom,Nokia, Ericsson,,IBM,Nokia, Siemens Networks,Avanseus,Easy Call	+30yrs	~1hr 44 min	Yes	Yes	Yes
24	DIP-24	Ex-Managing Director/CEO/ Board Member	Malaysia	Nokia Siemens Networks,Siemens Ltd,Siemens Public Communication Network Pvt Ltd,Axiata,e.co,Smart Axiata,TuneTalk Sdn Bhd,Celcom Axiata,Robi Aixata,	+42yrs	~1hr 6min	Yes	Yes	Yes
TOTAL		**Manager Level to Managing Board Members**	**Cities = 12; Countries = 6**	**Companies =62**	**+536yr**	**+26hr**	**24**	**13**	**17**

Appendix- D: List of Themes/Categories/Codes:

Themes \ Categories \ Codes	Files	References
Customer Experience Phenomenon\B2B Customer Experience\B2B Customer Experience is different than B2C,complex,business situation dependent, customised ,business value addition and Service delivery contract based	11	34
Customer Experience Phenomenon\B2B Customer Experience\Experience Creator lack focus on B2B Customer Experience	1	2
Customer Experience Phenomenon\B2B Customer Experience\Good B2B Customer Experience is experiencer's business problem resolution based on solution approach through network services exceeding contractual scope with well-timed engagement for mutual success	5	9
Customer Experience Phenomenon\Customer Experience evolution\Customer Experience becoming analytics driven, proactive, real-time, quantified value delivery	5	7
Customer Experience Phenomenon\Customer Experience evolution\Experiencer expects Single Ownership Experience across telecom services	1	1
Customer Experience Phenomenon\Customer Experience inhibitors\Experience Creator dominating relationship with ecosystem players	6	9
Customer Experience Phenomenon\Customer Experience inhibitors\Experience Creator erratic communication	1	2
Customer Experience Phenomenon\Customer Experience inhibitors\Experience Creator Management Team reluctancy on Customer Experience Projects	4	5
Customer Experience Phenomenon\Customer Experience inhibitors\Experience Creator overemphasis on network growth and myopic vision	5	19
Customer Experience Phenomenon\Customer Experience traits\Customer Experience ambivalences about tangibility, relevance, complexity and telecom service type	12	34
Customer Experience Phenomenon\Customer Experience traits\Customer Experience from technical perspective is interlinked chained process between equipment layer, network layer, service layer and customer care layer	6	11
Customer Experience Phenomenon\Customer Experience traits\Customer Experience is perpetual, multi-dimensional and multi-stage phenomenon	11	29

Customer Experience Phenomenon\Customer Experience traits\Customer Experience linkages with Marketing concepts	2	3
Customer Experience Phenomenon\Customer Experience traits\Customer Experience measurement are complex, customer responses dependent, reactive in nature and judge dissatisfaction	6	23
Customer Experience Phenomenon\Customer Experience traits\Experience Creator multi-channel communication with Experiencer	2	4
Customer Experience Phenomenon\Customer Experience traits\Good Customer Experience is seamless, end to end, implicit delivery of committed service throughout lifecycle that exceeds experiencer expectation	13	36
Customer Experience Phenomenon\Customer Experience traits\Network as Core Experience	11	44
Customer Experience Phenomenon\Customer Experience variations\ Customer Experience variation due to environmental factors	6	8
Customer Experience Phenomenon\Customer Experience variations\Experience Creators business units variations in Customer Experience	12	38
Customer Experience Phenomenon\Customer Experience variations\Experience Creators inter-organisation variation of Customer Experience	9	51
Customer Experience Phenomenon\Customer Experience variations\Experience Enablers variation on customer experience	8	12
Customer Experience Phenomenon\Customer Experience variations\Experiencer variations on Customer Experience	9	14
Customer Experience Phenomenon\Customer Experience variations\Individual variations on Customer Experience in Experience Creator and Experience Enablers	5	5
Customer Experience Phenomenon\Customer Experience variations\Telecom ecosystem players variation on customer experience	6	11
Customer Experience Phenomenon\Customer Experience-Nature of Telecom Services impact\Monetisation of new Telecom services are a challenge	1	2
Customer Experience Phenomenon\Customer Experience-Nature of Telecom Services impact\Telecom Service as Utility commoditized Service	2	17

Customer Experience Phenomenon\Customer Experience-Nature of Telecom Services impact\Telecom Services inherent complexity and perpetual experiencer lifecycle management	1	8
Customer Experience Phenomenon\Customer Experience-Nature of Telecom Services impact\Telecom Services of future depend on active customer usage	1	4
Customer Experience Phenomenon\Customer Experience-Nature of Telecom Services impact\Telecom Services predominantly being prepaid services impacts Experiencer expectation	1	1
Environment\Economic Impact\Customer Experience dependent on cost of human resources	2	2
Environment\Economic Impact\Customer Experience benchmarked against average revenues per user (ARPU)	2	5
Environment\Regulatory Impact\Lack of Experience Creators penalisation by Regulatory bodies	1	3
Environment\Regulatory Impact\Privacy and security regulations impact Customer Experience	2	6
Environment\Regulatory Impact\Wireless Spectrum enhancement by Experience Creator	2	2
Environment\Social Impact\Customer Experience impacted by changing societal behaviour like instant gratification, low patience levels, replacement than repair, do it yourself etc	1	8
Environment\Social Impact\Experience Creators have regulatory societal mandates which limiting level playing field	2	2
Experience Creator\Experience Creator ecosystem partnerships\Experience Creator as Service Enabler by acting as connectivity hub and insights provider to partners	8	19
Experience Creator\Experience Creator ecosystem partnerships\Experience Creator partnership compulsions with new age Web companies	7	19
Experience Creator\Experience Creator ecosystem partnerships\Experience Creator's role in Customer experience quantification, measurement and alignment with Service partners	7	16
Experience Creator\Experience Creator ecosystem partnerships\Telecom Ecosystem partnership value creation and leadership	3	6

Experience Creator\Experience Creator ecosystem partnerships\Telecom Ecosystem Partnerships based on fair, revenue share and joint experience delivery	7	17
Experience Creator\Experience Creator ecosystem partnerships\Telecom Service customisation, differentiation and diversification through partnerships	7	23
Experience Creator\Experience Creator relationship with Experiencer\Experience Creator due to hyper-competition focussing on increasing knowledge about Experiencer	2	2
Experience Creator\Experience Creator relationship with Experiencer\Experience Creator marketing lacunas with Experiencer	8	21
Experience Creator\Experience Creator relationship with Experiencer\Experience Creators diluting Experiencer's ownership	5	15
Experience Creator\Experience Creator relationship with Experiencer\Experience Creator's trusted and longstanding relationship with Experiencer	11	14
Experience Creator\Experience Creator Strategy Challenge\Experience Creator biases limits their customer experience strategy execution	9	16
Experience Creator\Experience Creator Strategy Challenge\Experience Creator evolving and varied interaction with Experiencer	4	7
Experience Creator\Experience Creator Strategy Challenge\Experience Creators role transition challenge from service providers to Service Creators in some geographies	5	13
Experience Creator\Experience Creator Strategy Challenge\Experiencer Creators are challenged as Customer acquisition, customer experiencer and Network expansion are closely and directly interlinked	1	5
Experience Creator\Experience Creator Transformation\Experience Creator digital transformation driven by Top Management for Ground Level changes	4	14
Experience Creator\Experience Creator Transformation\Experience Creator digitalisation for improved customer experience quantification, measurement, delivery and monitoring	5	8
Experience Creator\Experience Creator Transformation\Experience Creators cross sector process adoption and aping new age web companies	6	9
Experience Creator\Experience Creator Transformation\Experience Creator's organisational inertia to transformation	3	12

Experience Creator\Experience Creator Transformation\Experience Creators role transition to proactive Service Creators for revenue growth etc	12	41
Experience Creator\Experience Creators Operational challenges\Customer Experience should be driven by Top Management like an Organisation DNA	7	23
Experience Creator\Experience Creators Operational challenges\Experience Creator Organisational size adversely impacts Customer Experience	1	1
Experience Creator\Experience Creators Operational challenges\Experience Creators implementation approach challenges	7	20
Experience Creator\Experience Creators Operational challenges\Experience Creators inefficient human resource usage	2	3
Experience Creator\Experience Creators Operational challenges\Experience Creators lacks in information exchange between internal teams	8	19
Experience Creator\Experience Creators Operational challenges\Experience Creators lacks insights on experiencers like real-time experiences , emotions etc	5	22
Experience Creator\Experience Creators Operational challenges\Experience Creators lacks single view of Experiencer across internal systems	5	10
Experience Creator\Experience Creators Operational challenges\Experience Creators legacy technology, organisation structure, processes and approach adversely impact customer experience	8	22
Experience Creator\Experience Creators Operational challenges\Experience Creators organisation's single face towards Experiencer	4	8
Experience Creator\Experience Creators Operational challenges\Experience Creators telecom network planning not in-sync with network growth	2	4
Experience Creator\Experience Creators Operational challenges\Experience Creators underutilise equipment's and solutions capabilities and features	1	1
Experience Enabler\Experience Enabler as Experience Creator's provider\Experience Creators and Experience Enablers at times create a Service together	1	3
Experience Enabler\Experience Enabler as Experience Creator's provider\Experience Enablers are providers for Experience Creators	2	4
Experience Enabler\Experience Enabler as Experience Creator's provider\Some Experience Enabler's business model is Business to Business to Consumer - B2B2C	1	1

Experience Enabler\Experience Enabler's Solution Evolution\Experience Enabler Network Solutions evolution for network efficiencies	2	3
Experience Enabler\Experience Enabler's Solution Evolution\Experience enabler solutions evolution to link experiencer personality, behaviour, network performance and service performance to customer experience	1	3
Experience Enabler\Experience Enabler's Solution Limitation\Customer experience solutions limitations due to technology, lack of IT and network cross-domain knowledge ,past CRM experience and budget limitation	5	8
Experiencer\B2B Experiencer evaluation	3	9
Experiencer\Experiencer evolution as Consumer\Experiencer adaptions of expectation	3	3
Experiencer\Experiencer evolution as Consumer\Experiencer behavioural evolution	9	19
Experiencer\Experiencer evolution as Consumer\Experiencer complaint handling pain	5	9
Experiencer\Experiencer evolution as Consumer\Experiencer needs as driver of new applications and usage	3	4
Experiencer\Experiencer evolution as Consumer\Experiencer Segmentation to ONE for personalised experience	7	15
Experiencer\Experiencer psychological dependencies \Bad Experiences remembered whereas good experiences are forgotten	1	1
Experiencer\Experiencer psychological dependencies \Experiencer blames Experience Creator for aspects out of their control	6	19
Experiencer\Experiencer psychological dependencies \Telecom Customer Experience is cumulative with amplifier effect specially in negative experience	1	1
Experiencer\Experiencer segmentation	3	6
Experiencer\Experiencer subjectivity\Experience Creator person facing Experiencer impacts Customer Experience	1	1
Experiencer\Experiencer subjectivity\Experiencer benchmarks against other experiences and graduates up in service demand	4	6

Technology\Technology altering Experience Creators business\Technology altering business models	4	4
Technology\Technology altering Experience Creators business\Technology altering required human skills	5	11
Technology\Technology altering Experience Creators business\Technology evolution enabling convergence	8	21
Technology\Technology altering Experience Creators business\Technology improving Experience Creator's Operational efficiency	6	8
Technology\Technology enables improvisation of Telecom Service\Technology enables deeper insights for improving Customer Experience	9	27
Technology\Technology enables improvisation of Telecom Service\Technology enables interaction improvements between Experiencer and Experiencer Creator	3	6
Technology\Technology enables improvisation of Telecom Service\Technology improves Telecom Service Design and delivery	9	17
Technology\Technology impacting Telecom ecosystem partnership\Technology shrinking telecom value chain	1	1
Technology\Technology impacting Telecom ecosystem partnership\Telecom Ecosystem Partnerships disruption	3	8
Technology\Technology increasing Customer Experience complexity\Technology adding new dimensions to Customer Experience	2	3
Technology\Technology increasing Customer Experience complexity\Technology raises Experiencer expectation and introduces new technical limitations	4	7
Technology\Telecom Network Evolution impact\Telecom Network advancements increasing technical complexity	3	3
Technology\Telecom Network Evolution impact\Telecom Network rapid data growth and processing challenges	2	3
Technology\Telecom Network Evolution impact\Telecom Network traffic diversification and usage complexity	1	2

Appendix- E : Customer impacting KPIs-4G

LTE KPI	INDICATORS
Accessibility KPI	• RRC setup success rate • ERAB setup success rate • Call Setup Success Rate *Are used to measure properly of whether services requested by users can be accessed in given condition, also refers to the quality of being available when users needed. eg. user request to access the network, access the voice call, data call, ...*
Retainability KPI	• Call drop rate • Service Call drop rate *Are used to measure how the network keep user's possession or able to hold and provide the services for the users*
Mobility KPI	• Intra-Frequency Handover Out Success Rate • Inter-Frequency Handover Out Success Rate • Inter-RAT Handover Out Success Rate (LTE to WCDMA) *Are used to measure the performance of network which can handle the movement of users and still retain the service for the user, such as handover,...*
Integrity KPI	• E-UTRAN IP Throughput • IP Throughput in DL • E-UTRAN IP Latency *Are used to measure the character or honesty of network to its user, such as what is the throughput, latency which users were served.*
Availability KPI	• E-UTRAN Cell Availability Partial cell availability (node restarts excluded) *Are used to measure how the network keep user's possession or able to hold and provide the services for the users*
Utilization KPI	• Mean Active Dedicated EPS Bearer Utilization *Are used to measure the utilization of network, whether the network capacity is reached its resource.*

Accessibility KPI : are used to measure whether services requested by users can be accessed in given condition including availability quality. e.g., user request to access the network for voice call or data call. ; **Retainability KPI:** are used to measure how the network ability to hold/keep possession of user and provide the Services to the users ;**Mobility KPI:** are used to measure the performance of network in handling the user movement while retaining the service for the user e.g., handover ; **Integrity KPI:** are used to measure the network honesty to its user, such as throughput, latency which users were served; **Availability KPI:** are used to measure the availability of network for users to provide services; **Utilization KPI:** are used to measure the network utilization in terms of network resource.

<u>Appendix- F :</u> Customer Satisfaction (CSAT) Survey:

S. N	Survey Item	Information Received
1	**Purpose**	Telecom Service Provider get CSAT survey conducted to judge customer satisfaction for their Telecom Services. The other survey done is Brand survey for brand recall of Telecom Service Provider.
2	**Relevance**	Telecom Operator's take survey results very seriously because it is observed that Telecom Operators who perform the best in surveys often gain market share in terms of new subscribers in successive quarters of survey.
4	**Responsibility**	Telecom Operator's Headquarter team or National team gets the Survey conducted.
5	**Conducted by**	3rd Party market agencies like ORG MARG, AC Nilsen or in case of budget constraint other economically viable National level agencies to get Neutral/unbiased view.
6	**Findings Usage**	Survey results are shared with Telecom Operator's Circle (State) Management every quarter. They are taken very seriously by Circle Management who identifies, assigns and monitors remedial actions. The Telecom Operator's Headquarter team is part of discussions.
7	**Frequency**	Survey is typically done once every quarter at a minimum and at times on monthly basis as well.
8	**Respondent**	Customers who are invited in Office or any other convenient place for 1-2 hours and offered goodies for their co-operation.
9	**Format**	Structured Questionnaire of 120-150 questions with mix of direct and indirect questions. The indirect questions are related to demographic profile of customer. The direct questions are related to telecom service usage. The questions are a mix of 80-90% closed questions with multiple choice and 10-20% open ended subjective questions .
10	**Duration**	The Survey duration ranges from one hour to two hours.

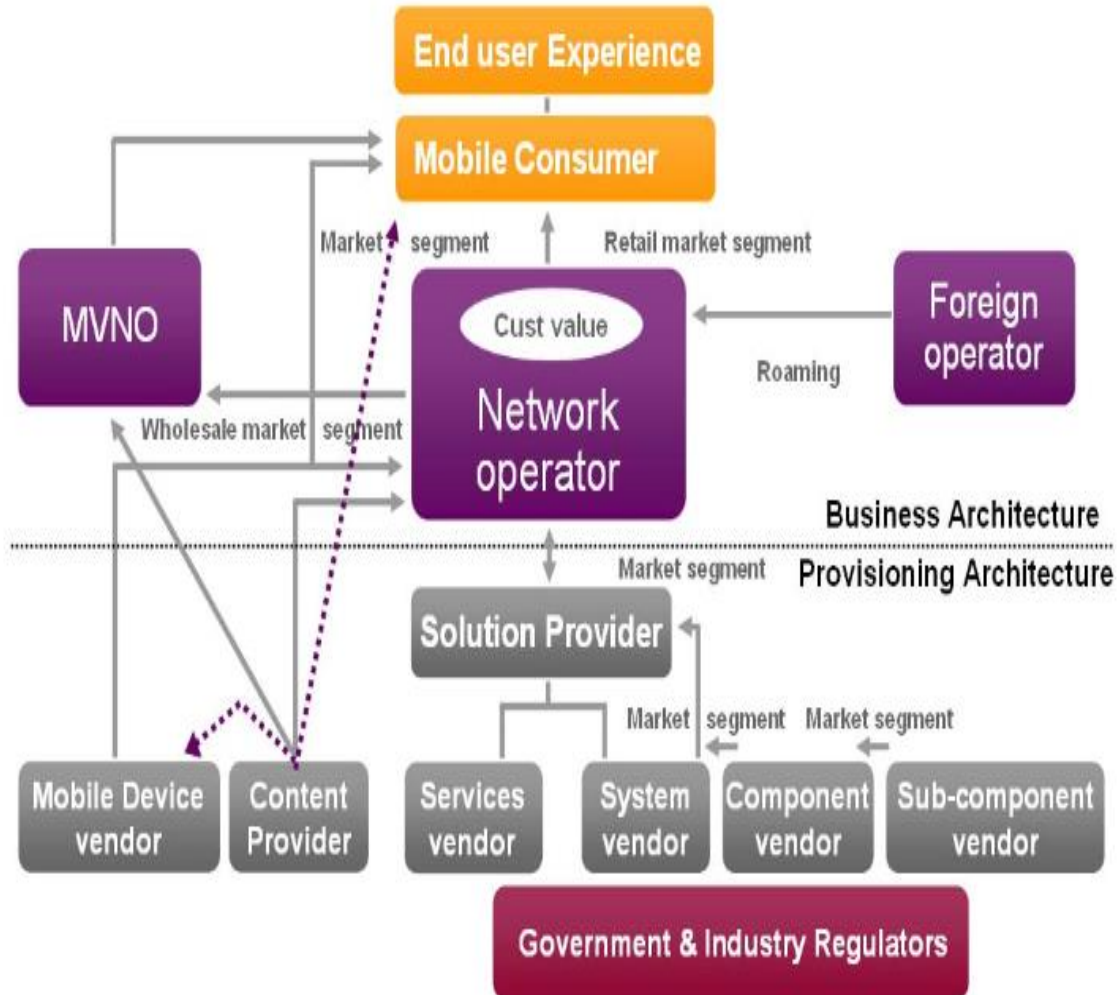# Appendix- G-1: Telecommunication Ecosystems in Literature
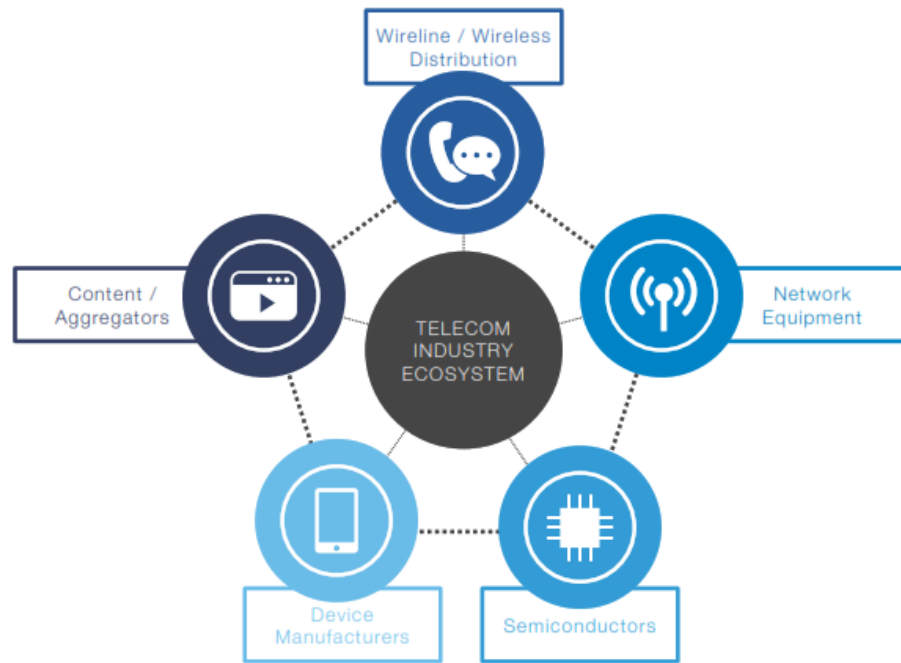
Source: World Economic Forum- Accenture (2017) -The Digital Communication Ecosystem
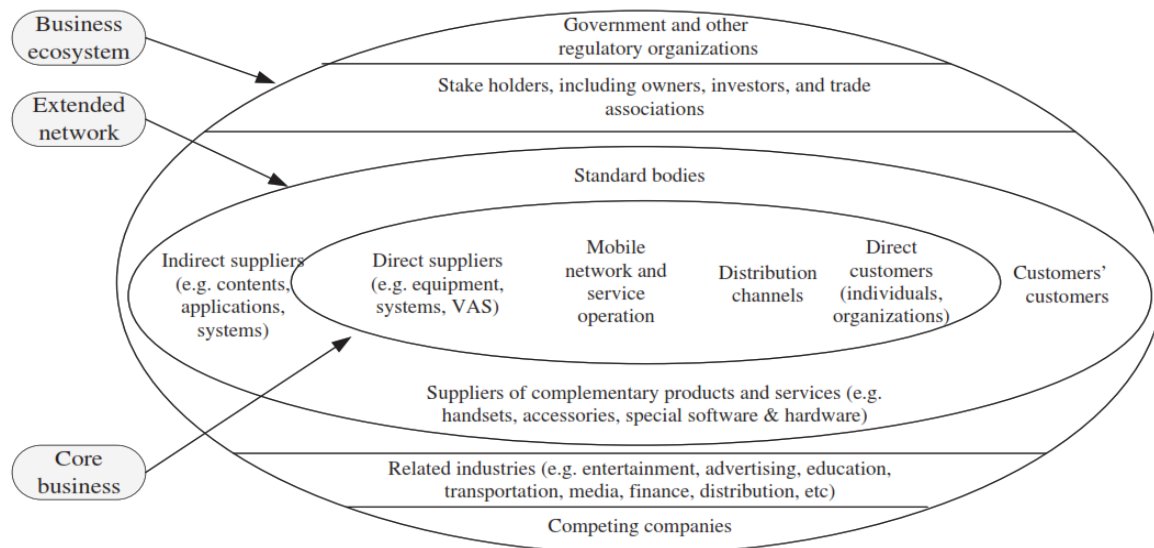
Source: Zhang, Liang (2011) -The business ecosystem around a mobile network operator

Appendix- G-2: Telecommunication Ecosystems in Literature

Source: Nokia Siemens Networks-2007- Generic business architecture of telecommunication ecosystem

List of Figures

List of Tables

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