

Cell Phone Customer Experience: An Appraisal for GrameenPhone (GP) in Bangladesh

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ABSTRACT

Research on customer experience is at an embryonic stage. This research embarks on a journey of exploring an appraisal of customer experience in the context of GrameenPhone (GP), one of the largest cell phone companies in Bangladesh. The study includes five categories of services that the company is keen to deliver to its customers in order to raise customer experience and loyalty. The result of the investigation suggests that the overall level of customer experience is at a modest stage, which highlights the fact that the company has a long way to go in order to achieve a super level of customer experience. In the end, the paper focuses on its limitations and managerial implications and future research.

Keywords: customer experience, cell phone company of GP, services to deliver, cell phone customers

Introduction

The term 'customer experience' is receiving increasing attention in both the academic and managerial literature (Frow & Payne, 2007). At the end of the 1990s most global businesses accord the appraisal of customer experience a high priority (see Pine & Gilmore, 1998). This is a result of numerous factors, not the least of which has been some rather noteworthy business turnarounds based on tactical initiatives to comprehend customers' needs and then provide goods or services (Hart, 2007) and the apposite follow-up servicing to maximize customers' satisfaction (Frei, 2008). In describing what differentiates success in

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businesses, hopeful individuals and experts philosophically ascribe the basis in explaining the nature of a good fortune and that is, 'how you treat people'. Only satisfied customers testify that an organization is quality oriented and their experience extends to both their lifetime value and their willingness to recommend a business to others (Homburg, Wieseke, & Hoyer, 2009).

The cell-phone idea is of 60 years old (Farley, 2007), but it took several decades to make it possible and several more to make it commonplace (Ashraf, Joarder, & Al-Masum, 2009). Now, after 10 years of successful operations, Grameenphone (GP), a unique joint venture between Telenor AS of Norway (62%) and Grameen Telecom Corporation (38%), is the largest mobile phone service provider in Bangladesh, with 11 million mobile subscribers (Waverman & Meschi, 2005). The company has been a pioneer in introducing new products and services to the market. It has also extended connectivity to those who had little or no access to communication technology and little cash to spend on services. Today, GP provides services to rural and urban customers across Bangladesh. Mobile telephone is acknowledged as a significant driver of socio-economic development, both for individuals and the nation. In addition to GP, five more multinational cell-phone companies have been competing in providing services to about 50 million potential customers by 2009 (Waverman & Meschi, 2005). Evidently, this huge market competition puts every company on hot seat of intense pressure of focusing keen attention on customer satisfaction appraisal, the importance of which can be traced back to Homburg et al., (2009), where it says that a company should work on developing strong emotional bonds with its customers and measure its progress through customer surveys. This study has been done on similar intent of understanding the concept of customer experience and identifying the factors lumped with different customized services that affect customer experience in the context of GP in Bangladesh. The findings of this study will, therefore, be most useful for GP and other cell phone company managements in order to look at the present status of customer preferences and of customer experience, as well as to identify the key variables responsible for affecting that status.

This paper is structured as follows: first, we briefly review the literature relating to the concept of the customer experience; secondly,

we discuss the concept of the customer experience; thirdly, we examine, case study of a leading organization to assessing customer experience in mobile phone-consumer context; finally, we discuss managerial implications, limitations and future research.

Customer Experience

An experience is not an amorphous construct; it is as real an offering as any service, goods, or commodity (Pine & Gilmore, 1999). In today's service economy, many companies simply wrap experiences around their traditional offerings to sell them better. To realize the full benefits of staging experiences, however, businesses must deliberately design engaging experiences. An experience occurs when a company intentionally utilizes services as the stage to engage individual customers in a way that creates a memorable event. Commodities are fungible, goods tangible, services intangible, and experiences *memorable* (Pine & Gilmore, 1998).

There is no generally accepted definition of customer experience. According to Pine and Gilmore (1999), customer experience is the sum of all experiences a customer has with a supplier of goods or services over the duration of their relationship. It could also be stated as customers' perception that a supplier has met or exceeded their expectations (Hill, 2002). This perception is the state of customers' mind, which may or may not conform to the reality of the situation. Customers may be wrong about the quality of the goods and services, but it is on these perceptions that millions of purchase decisions are made every day. So the customer experience is perceived by the customers in two basic ways: as either an outcome or as a process (Hill & Alexander, 2006). The outcome definitions characterize satisfaction as the end-state resulting from the consumption experience. Alternatively, satisfaction has been considered as a process, emphasizing the perceptual, evaluative and psychological processes that contribute to experience which transformed from commodities to goods, to services, to experiences (Pine & Gilmore, 1998). As the world's major economies have matured, they have become dominated by service-focused businesses (Frei, 2008).

Discussions to date, suggest that it is appropriate to consider the role of normal, day-to-day experience and practices as well as emotional

experiences in terms of seeking the status of customer experience. Wolf (2007) defines the outstanding or perfect customer experience as one that 'results in customers becoming advocates for the company, creating referral, retention and profitable growth'. This definition represents a helpful starting point for addressing the concept of customer experience along with its outstanding performance as advocacy typically implies achieving a high score on customer satisfaction. A number of studies have emphasized the importance of seeking high levels of customer satisfaction and resulting advocacy. For example, a study by Jones and Sasser (1995) reached two conclusions. First, only extremely delighted customers (e.g. a 5 on the 5-point scale) can be considered truly loyal. Secondly, customers who are just satisfied (e.g. a 4 on the 5-point scale) are only slightly more loyal than customers who are thoroughly dissatisfied (e.g. a 1 on a 5-point scale). Such measures, despite some limitations, can help companies make a judgment as to how far they have progressed in terms of delivering an outstanding or perfect customer experience. Of course, customer satisfaction, at any given point in time, reflects the summation of a customer's previous and present experiences with the product. As Grönroos (1997) points out, customer perceived value is created and delivered over time as the relationship with the customer develops.

Issues regarding customer experience often highlight the sale or after-sale service condition; however, the customer experience needs to be discussed in terms of the whole interaction over the lifecycle of the customer relationship, not just for the sales and service activities. The stages of a customer relationship can be considered under the three broad headings of acquisition, consolidation and enhancement. Each of these elements is divided into further entities under these three headings and each entity is mapped using tools such as process mapping or service blueprinting (Shostack, 1984; Shostack, 1987; Pine & Gilmore, 1998; Hurst, 2003).

A superior or outstanding customer experience must be achieved at an affordable cost. The concept of a segmented service strategy is important here. (Payne & Frow, 1999). Improvements in customer experience should be based on the profit potential of different customer segments and service strategies, and investment decisions should be made with the knowledge of this profit potential.

Customer Experience: A Brief Literature Review

The customer experience phenomena could be considered to be a new 21st-century breakthrough concept in terms of books such as *Customer Experience Management: a Revolutionary Approach to Connecting with Your Customers* (Schmitt, 2003). Over the last ten years, a plethora of other management books covering the topic of customer experience and its management have also been published (e.g. Pine & Gilmore, 1999; Arussy, 2002; Smith & Wheeler, 2002; Shaw & Ivens 2002).

Most of the popular management literature suggest that customer experience and its management is a new idea, pioneering consumer researchers such as Holbrook and Hirschmann (1982) have been examining experiential consumption for over two and a half decades. Although recent academic work accentuates Holbrook and Hirschmann's work as the opening point in considering experiential marketing, it has origins in much earlier academic work. Holbrook (2006) points out earlier researchers such as Abbott (1955) and Alderson (1957), whose work have emphasized how the services provide consumption experiences and their importance. Furthermore, work by Lebergott (1993) traces the concept of the consumption experience back to the writings of Adam Smith, Alfred Marshall and John Maynard Keynes. While detailed reviews of this literature already exist (see Holbrook, 2006), such discussions are not prolonged here anymore.

Frow and Payne (2007) discuss about the outstanding customer experience which are related to service quality and customer satisfaction. Their paper specifically examines the concept of customer experience and considers how an 'outstanding' or 'perfect' customer experience might be achieved at an affordable cost. Case studies from two leading companies are used to illustrate their approaches to creating the 'perfect' customer experience. Managerial insights from the case studies are also discussed.

Modern research in service-dominant logic (Vargo & Lusch, 2004) stresses the importance of co-creation where the customer is always a co-creator of value and where the brand becomes the experience (Prahalad, 2004). Co-creation has an important role to play in seeking to develop an outstanding or perfect customer experience. Whenever a co-creation

approach is adopted, the customer engages in a dialogue and interact with suppliers during product design, production, delivery and subsequent consumption and customer experience.

In considering customer experience, it is apposite to consider two aspects of consumer behavior—the traditional information-processing or decision-oriented approach and the experiential perspective. The information-processing perspective, sometimes referred to as the cognition, is well documented in the consumer behavior literature. This cognitive view points out that the customer is engaged primarily in goal-directed activities such as searching for information, evaluating available options and deciding whether or not to buy a particular product or service. Here in this phenomenon, there has been ample scope to come out of the confusion when consumers experience confusion (Leek & Chansawatkit, 2006). The experiential issue is highlighted by researchers such as Holbrook and Hirschmann (1982) and Hirschmann and Holbrook (1982). Experiential consumption research focuses emotions and contextual, symbolic and non-utilitarian issues of consumption (see Arnould & Thompson, 2005) where value resides in the consumption experience but not merely in the stroke of consumption alone.

The information-processing consumer research stream finds consumers as involved in a cognitive process on the basis of whether past, present or imagined future experiences are valuable for them (Oliver, 1999). With this procedure, the consumer is considered to be willing and be sufficiently knowledgeable to accomplish an appraisal of the benefits and thus get involved in purchasing a product or entering a relationship. The experiential purview of consumption has, nevertheless, widened this perspective substantially. Consumption includes the flow of fantasies, feelings and fun where such behavior may not necessarily be goal-oriented (Payne, Storbacka, & Frow, 2008).

Thus, customer experience ought to be taken into consideration from both an information-processing approach that focuses on memory-based activities and on processes that are more sub-conscious and private in nature (Holbrook and Hirschman, 1982). This involves viewing customer experience from a perspective of both normal day-to-day reutilized actions (Korkman, 2006; Edvardsson, 2005) as well as more emotional experiences (Smith, 2003; Pine & Gilmour, 1999).

It can, however, be argued that companies focusing on customer experience management should judge attentively which of these two viewpoints to underline. A rational point of view might be the predominant weight in a business-to-business context, while an emotional experiential outlook may be highlighted in a business to consumer context such as the leisure industry. Assumed an appropriate combination of these outlooks will be pertinent to many organizations. Company's endeavor to craft a super or perfect customer experience will necessitate considering the creation of customer's experiences from both rational and emotional viewpoints.

Empirical evidence suggests that companies are not inducing superior customer experiences. For instance, Meyer and Schwager (2007) quote research from a survey of the consumers of 362 companies by Bain and Company. Only about 8 % of them described their experience as superior; yet, 80 % of the companies surveyed consider that the experience they have been providing was actually superior. This shows a huge gap in perceptions between companies and their customers. Companies would benefit greatly from learning how other organizations have successfully crafted outstanding or perfect customer experiences, as viewed by customers. Meyer and Schwager (2007) conclusively point out that business organizations should deconstruct customers' overall experiences and resulting customer satisfaction into its component experiences.

In the case of T-Mobile USA, Power (2007) finds that an increasing percentage of *customers* report their *service* problems which are resolved in a timely manner. The semi-annual study asks *customers* about their *experiences* with *customer* care on three fronts: *phone* calls with *service* representatives or automated response systems; visits to a retail wireless store; and online. The survey examined input from more than 10,500 wireless *customers* who had *customer*-care interactions within the past year.

While customer experience is a new phenomenon in the periphery of experience economy, many studies trace the concept of the consumption experience back to the writings of the classical economists. However, having surpassed the periphery of service economy, the modern world is now experiencing new orientation with the customers on to a super level. Co-creations of values and cognitive approach focus on emotions and

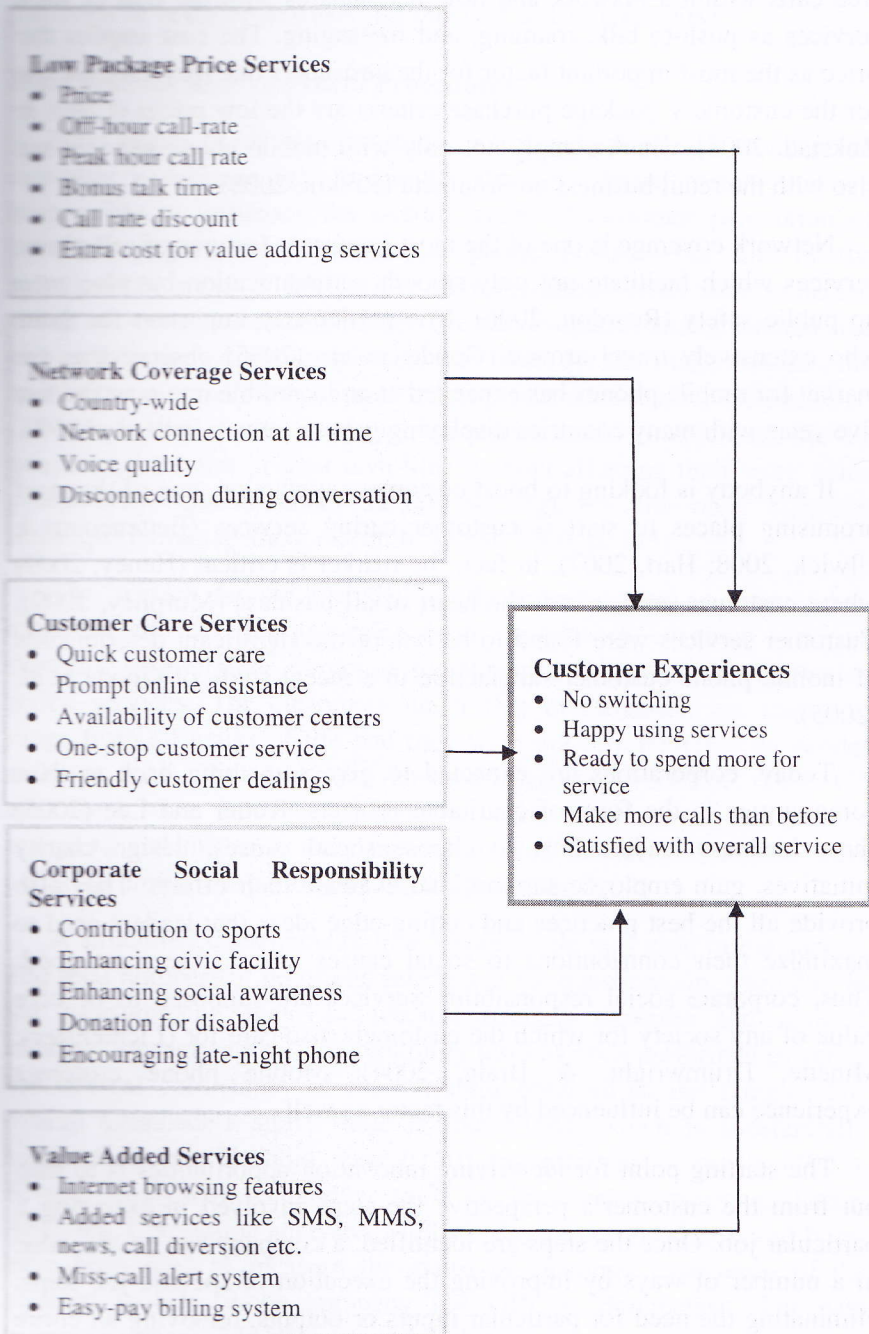
non-utilitarian issues of consumption, where value is right on to a center stage of consumer experience but not on to the utility issues of consumption alone. So far experiences are valuable for the consumers and they are memorable. Experience can be staged as well in different levels. In short, the prime goal of the entire service oriented organizations like this cell-phone company in Bangladesh is to attain the superior or perfect customer experience in the new experience economy.

Case Study Research in Customer Experience: GrameenPhone Bangladesh Limited

Conceptual Framework

This study investigated the different service factors affecting customer experience of the GP, a mobile phone company in Bangladesh. Altogether five types of services related to both techno/socio-economic and psychological issues have been identified that are likely to affect the customer experience, which focuses GP subscribers' perception towards how this company's service gives something important as an expression of satisfactory or dissatisfactory feeling (Narimawati, 2007). The study has presumed five dimensions of services which are oriented with customer experience in getting cellular phone services that include low package price services, network coverage services, customer care services, corporate social responsibility services and value added services (Figure 1).

FIGURE 1: Conceptual Framework for Assessing the GrameenPhone Customer Experience



Anyone who has signed up recently for cell phone service has faced a stern test in trying to figure out the cost of carry forward minutes versus free calls within a network and how it compares with the cost of such services as push-to talk, roaming, and messaging. The cost implies the price as the most important factor for the customers that they care for. So for the customers, package purchase criteria are the low prices (Collis & Rukstad, 2008), which comply not only with mobile phone services but also with the retail business environment (Rivkin, 2008).

Network coverage is one of the most important features of cell phone services which facilitate not only smooth communication but also prop up public safety (Reardon, 2006). It is particularly important for those who extensively travel around. Goode, et al., (2005) observe that the market for mobile phones has expanded at an incredible rate over the last five years with many countries displaying growth rates in excess of 25%.

If anybody is looking to boost customer satisfaction, one of the most promising places to start is customer caring services (Bettencourt & Ulwick, 2008; Hart, 2007). In fact, the market is critical (Heney, 2009) where customer service is at the heart of all business (Murphey, 2009). Customer services were found to be one of the significant determinants of mobile phone customer satisfaction in a recent study of Goode et al. (2005).

Today, corporations are expected to give something back to their communities in the form of charitable projects. Kotler and Lee (2005) show business leaders how to choose social causes, design charity initiatives, gain employee support, and evaluate their efforts. They also provide all the best practices and cutting-edge ideas that leaders need to maximize their contributions to social causes and do the most good. Thus, corporate social responsibility services are supposed to be core value of any society for which the customers also care for (Lichtenstein, Minette, Drumwright, & Braig, 2004). Mobile phone customer experience can be influenced by this factor as well.

The starting point for identifying innovation opportunities is to map out from the customer's perspective the steps involved in executing a particular job. Once the steps are identified, a company can create value in a number of ways by improving the execution of specific job steps, eliminating the need for particular inputs or outputs, removing an entire

step from the responsibility of the customer, addressing an overlooked step, re-sequencing the steps, and enabling steps to be completed in new locations or at different times (Bettencourt & Ulwick, 2008).

Data Sources and Analytical Procedures

The prime thrust of the study is to understand the concept of customer experience and to identify the key service factors that are responsible to influence the overall status of customer perception or customer experience of a mobile phone company of GP in the metropolitan areas of Dhaka city in Bangladesh. Data were collected using self-complete questionnaire. The survey questionnaire method was chosen because a large sample size was taken for the study. Besides, the survey questionnaire provides a "quick means of assessing information" (Zikmund, 1997, p. 203) and the respondents could complete the survey questionnaire items at their own time without affecting their work place productivity. Questionnaire survey is "arguably the most common technique in management research" (Veal, 2006, p. 143).

The service factors included in the investigation as independent variables are low package price services, network coverage services, customer care services, corporate social responsibility services and value added services. The customers under this investigation are meant to range from all walks of life and they were not differentiated on gender and age basis. Based on convenience sampling procedure, 2000 GP customers were surveyed and out of this, 1660 questionnaire were complete and the rests were incomplete and unusable. The data were collected during the period of June to December 2008.

A structured questionnaire in a 5-point scale was used in the survey. The total numbers of questions selected in the questionnaire were 29. In the measurement, scale 1 indicates strongly disagree and scale 5 indicates strongly agree. The reliability test has been performed to verify the internal consistency of the variables obtained in the sample. The overall Cronbach's alpha value is found 0.87, which is substantially higher than the threshold level (0.50) suggested by Nunnally (1978). Several analytical techniques such as Principal Component Factor Analyses, Correlation analyses, Multiple Regression Analyses, and F test have been used to measure the status of customer experience of the selected mobile phone company (i.e GP) in Bangladesh. For data processing purpose SPSS was used in this study.

Analysis and Interpretations

A principal component factor analysis was conducted on the variables related to customer experience, which formed six main factor components with eigenvalues greater than one. Each of the numbers in the third column of the table is a factor loading and can have a value between +1 and -1. A value close to +1 indicates that the variable has a strong positive loading (influence) on that factor and a value close to -1 indicates a strong negative loading. Whilst there is no definitive rule about the cut-off value for considering a variable, this study uses +/- 0.50 factor loading values in each case.

The six identified components account for about 53% of the variance in the data on determinants towards customer experience of the mobile phone corporate namely GP in Bangladesh. This implies about 47% variations could be explained by other factors, which are not included in the model of analyses of this study. The first factor component is the Customer Care Services, which accounts for the most variance (23.97%); this consists of five control variables. Eigenvalue for this factor is 5.753, which indicates that this factor contains more information than the other factors. This factor provides the maximum insights of customer experience of the mobile phone users in Bangladesh. It broadly includes the skills development by training and performance rewards of the company in customer care services. The five antecedents contained in the key factor or control variable of customer care services appraisal are quick customer care, prompt online assistance, availability of customer centers, one-stop customer service, friendly customer dealings. The mean values of these five antecedents are 3.41, 3.18, 3.42, 3.32 and 3.71 respectively. The component mean value is 3.41. In the five point scale, these mean values represent about simply positive level of customer experience. The factor loading points for these variables are considerably higher than that range of 0.60 to 0.73 and Chronbach's reliability coefficient is 75 percent. These imply that the relative importance of this variable is ranked in higher level. Hence, policy makers in the mobile phone company of GP should be more concerned on these variables to increase customer satisfaction of their users.

TABLE 1. Factor Analysis: Customer Experience of the Mobile Phone Company of GP in Bangladesh

Factor Name*	Variables	Factor Loading	% of Variance Explained (Cumulative)	Cronbach's Reliability Coefficient
Customer Care Services (5.753)	• Quick customer care	0.694	23.972 (23.972)	0.7587
	• Prompt online assistance	0.615		
	• Availability of customer centers	0.728		
	• One-stop customer service	0.710		
	• Friendly customer dealings	0.601		
Corporate Social Responsibility Services (1.752)	• Contribution to sports	0.588	7.299 (31.271)	0.8092
	• Enhancing civic facility	0.767		
	• Enhancing social awareness	0.803		
	• Donation for disabled	0.795		
Low Package Price Services (1.657)	• Price	0.511	6.906 (38.177)	0.6677
	• Off-hour call-rate	0.678		
	• Peak hour call rate	0.647		
	• Bonus talk time	0.616		
	• Call rate discount	0.534		
	• Extra cost for value adding services	0.523		
Network Coverage Services (1.373)	• Country-wide network	0.796	5.721 (43.899)	0.7745
	• Network connection at all time	0.824		
	• Voice quality	0.668		
Value Added Services (1.176)	• Internet browsing features	0.683	4.901 (48.800)	0.6666
	• Added services like SMS, MMS, News, Call diversion	0.752		
	• Miss-call alert system	0.650		
	• Easy-pay billing system	0.511		
Network Coverage and Corporate Social Responsibility Services	• Disconnection during conversation	0.585	4.456 (53.255)	
	• Encouraging late-night phone	0.812		

* Numbers in the parentheses in the first column represent eigenvalues of the corresponding factors.

The second most important factor component is the service provided in terms of corporate social responsibility, which explains the variation of customer experience about 7.299 percent. It includes contribution to sports, enhancing civic facility, enhancing social awareness, and donation for disabled antecedents. The mean values of these antecedents are 3.69, 3.36, 3.44, 3.33 and 3.71 respectively, and the component mean value is 3.43 that represent moderate level of customer experience. The eigenvalue for this key factor is 1.752, which signifies modest level of insights as well. The alpha value for this component is more than 80 percent. Thus, service in corporate social responsibility factor is in fact carrying heavy reliance in terms of importance of explaining about the GP customer experience.

The third most important factor is purchase package price, which exhibits eigenvalue and percentage of variance explained 1.657% and 6.906% respectively. Included antecedents in this component are price, Off-hour call rate, peak-hour call rate, bonus talk time, call rate discount and extra cost for value added services. The mean values of them are respectively 3.81, 3.42, 2.90, 3.15, 3.28 and 2.50, and the component mean value is 3.17, which also shows the simply positive level of customer experience.

The fourth most important factor is network coverage services that account for 5.721% of the variance and it broadly network coverage. The items specifically are countrywide network, network connection at all time and voice quality. It has an eigenvalue of 1.373. The mean values of these four items are 3.79, 3.52 and 3.70 respectively. The mean value of the component factor is 3.54 that characterize moderate customer experience level. The factor loading ranges from 67 to 82 percent and the corresponding alpha value is 77 percent, both of which are considerably high and account high score in customer experience.

The component of value added services is also an important factor which explains the variation of 4.901 per cent. The items included in this component are Internet browsing features, added services (like SMS, MMS, news, call diversion etc.), miss-call alert system and easy-pay billing system. The mean values of such components are 3.58, 3.69, 3.72 and 3.61 respectively. The mean value of the component factor is 3.62. Except easy pay billing system, all other items carry high factor loadings. The alpha value is about 67 percent, which is also considerably high.

There is another component which comprises the antecedents included in it, those are disconnection during conversation and encouragement of late-night phone and they belong to network coverage and corporate social responsibility variables respectively. It can explain the variability about 4.46 percent. The factor loading for the encouraging late-night phone is substantially high, which scores 81 percent. So these two antecedents also carry much relative importance according to the customer experience. Thus, the results show that the concerned phone companies should be more careful with those identified factors by which they can achieve higher customer satisfaction and it, in effect, will help to push up the overall productivity and profitability of the company.

Descriptive Statistics and Correlation Analysis

Table 2 presents the means, standard deviations and correlations between all the control variables in the study. On average, study participants estimated their attitudes towards the customer experience in positive sentiment that ranges from moderate to simple agreement. All the mean values of the factors are in favor of that conclusion. Specifically, value added services score the highest level of mean value ($\mu \geq 3.61$) and network coverage services score the second highest ($\mu \geq 3.53$). All the correlations are positively and statistically highly significant ($p < .001$).



TABLE 2. Mean, Standard Deviation and Correlation Coefficient

Factors	Mean	Std Dev.	PP	NCS	CCS	CSRS	VAS
Package Prices (PP)	3.1718	.7511					
Network Coverage Services (NCS)	3.5372	.7589	.274***				
Customer Care Services (CCS)	3.4078	.7792	.373***	.378***			
Corporate Social Responsibility Services (CSRS)	3.4306	.8067	.336***	.313***	.371***		
Value Added Services (VAS)	3.6173	.8015	.297***	.366***	.443***	.433***	
Customer Experience (CE)	3.4095	.7731	.473***	.405***	.481***	.346***	.387***

*P<.05 **p<.01 ***p<.001 N=1660

Besides, most of the correlation values are appeared to show positive and good associations among the control variables with each other. Overall, the study uncovers the fact that the customers of GP are satisfied with the practicing corporate culture of the companies under this study as the mean value of customer experience is observed to be more than neutral point 3.

Multiple Regression Analysis

In the analysis, simple liner multiple regression technique was used. Overall, customer experience and 5 orthogonal component factors were taken as dependent and independent variables respectively. Results are shown in Table 3. In the table all variables are shown with their respective regression coefficients (β s) and computed students't statistics along with their respective significance level. Results of the regression analyses revealed that all the independent variables are observed to be statistically significant. These results are also consistent to the results found in the factor analyses.

TABLE 3. Results of Multiple Regression Analysis

Factors	Regression Coefficient	Standard Error Coefficient	Computed t
Package Prices	.284	.022	13.138***
Network Coverage Services	.179	.022	8.237***
Customer Care Services	.238	.023	10.239***
Corp. Social Resp. Serv.	.060	.022	2.681***
Value Added Services	.106	.022	4.562***

* $p < .05$ ** $p < .01$ *** $p < .001$ Adj. $R^2 = .38$, $F = 205.399$ *** and $N=1660$

The result in ANOVA indicates that F value is considerably high which is statistically significant at $p < .001$ level. This outcome is perfectly consistent with the result of the overall multiple regression tests. From Table 2, it is evident that the mean value of overall customer experience is 3.4095, which imply that the customers in the mentioned mobile phone companies are modestly satisfied.

Discussions

Achieving super customer experience is a highly desirable goal for organizations wishing to improve customer satisfaction and loyalty as well as enhance profitability. In this section, the paper confers the management insights conceived out of the research, highlights on the results based the research model, remarks on the drawbacks of the study and points out further research opportunities. Drawing upon the case study of GP described above, the outcome of the research suggests that organizations seeking to deliver a superior or perfect customer experience should especially focus on the issues that are discussed below.

Identify the Problem and Act on the Opportunity for Improvement

The present case study of GP points to a gap in scoring of its mean value of the experience that the organization is delivering to its customers. The mean score point ($\mu = 3.4095$) of GP's customers experience is 41 percent higher than neutral point scale. The result of this study reveals the fact that GP is delivering a modest level of customer experience, which corresponds to the point scale referred by Jones and Sasser (1995) due to which the customer loyalty and number of users could decline. This implication is consistent with a recent report that the number of mobile phone users decreased by 21 percent in the region of Asia-Pacific including, Bangladesh (The Daily Ittefaq, 22 April, 2009). If the organization is keen to raise the level of customer experience, it has to concentrate into the relative importance of the services that scaled the components in the principal factor analysis (Table 1) based on the corresponding eigenvalues and factor loadings. The company should act upon those particular factor loadings which are below 60 percent, in order to improve their items of services. The focusing point is yet to undertake detailed research, by customer segment, into customer's perceptions of their service experience and to identify opportunities for improvement.

Initiating Appropriate Metrics for Measuring Customer Experience

The Company should illustrate the importance of considering appropriate measures that reflect the customer experience, at each step of the customer interaction. In addition to considering customer satisfaction, it should also be focused on customer dissatisfaction, which can allow the company to spot new important areas for getting better result in customer experience. Customary measures of customer satisfaction may fall short of comprehending deeper and unfulfilled needs of customers. Organizations need to think about other suitable measures, such as the net promoter score, which may more appropriately mirror their judgment of customers' experiences.

Admit the Need for Cross-Functional Integration

One of the key lessons from the case study of GP is that delivering an outstanding customer experience requires a better knowledge of customer needs, and this can only be attained when all staff and

departments in an organization collaborate in a cross-functional manner. For instance, in Table 1, the factor loadings of easy pay billing system, price, friendly customer dealings and extra cost for value adding service require collaboration among different departments of GP in Bangladesh. The value of using a cross-functional team is highlighted in the Parker (1996) which identified one of the key attributes of team player as collaborator.

Enhance Employee Motivation to Achieving Outstanding Customer Care Service

Aside from the benefits to the customer of delivering a better customer experience, this study of GP emphasized that the journey towards delivering superior service helped motivate internal customer satisfaction as well. This point is particularly stressed by a recent study of Homburg et al. (2009, p.5) that states, "Employees and customers might then identify more closely with the company and thus will be more loyal—which ultimately could drive profitability." Hence, the mapping of the superior customer experience induce employees better understanding of customer needs and improved both their performance and satisfaction of their role in delivering improved customer experience.

Based on the research framework and overall results of the study, *customer care services* are the utmost important tasks to accomplish in order to improve the customer experience of the GP in Bangladesh. Customer experience may not improve until it becomes a top priority and a company's work systems and organizational set-up change to reflect that priority. Yet, there is no such information available to the researchers whether GP's leadership went ahead with the real change anyway. However, once persuaded of the importance of experience every other remaining factor has a pivotal role to stage.

Low package price services have to be more attractive. Marketing unit can handle this aspect by collecting data on the tastes and standards of every one of its targeted customers and dispatching the information intra-company and then monitoring all consumer communications accordingly.

Network coverage services need to be wider. With this end in view, the technology unit of the GP can collect, analyze and distribute data

based on monitoring the progress over time. *Corporate social responsibility services* ought to be continued. Urban consumers particularly are very much aware and concerned about it which can induce satisfaction level to a lofty higher stage.

Value added services of the GP should have done a lot more than specify needed features. It should stage experiences as well after observing how customers use value added services, learning why they use offerings as they do and figuring out how presently available features might be frustrating them. Preferably, internal customers of product design will identify customer behavior that runs counter to the expectations of GP and uncover needs that have not yet been discovered.

By and large, like other research and case studies, this paper has limitations that hint to further research opportunities. This study has accomplished only one case study of the GP which is confined to the Dhaka city only in Bangladesh where four/five more mobile companies are left in the market. Additional case studies in other cities of Bangladesh and on other similar companies that consider their respective concerns should provide further insights into how the superior customer experience can be realized and managed.

This paper also underlines the necessity for appropriate measurement tools that help manage the delivery of the customer experience in optimal level. Additional research is required that explores and develops appropriate tools for managing the customer experience in different contexts. Study on the concept of customer experience is at an initial stage. As a company starts on its journey to achieving a super customer experience, it will benefit significantly by benchmarking other companies that have productively reached an outstanding customer experience. This article represents an initial step, identifying case study of a company in Bangladesh that has been seeking an outstanding customer experience highlighting important managerial lessons from its beginning.

AUTHOR NOTES

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