Muhammad Qasim & Mohammad Asadullah

The Role of Customer Support Service in Relationship Strengthening

A Case of Swedish Broadband Internet Service Providers

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Abstract

In today’s competitive business world, it is really difficult and costly to attract new customers therefore in order to retain their existing customers; companies are trying to build strong relationship. Customer support service has emerged as a strong tool for companies to build a strong relationship with their customers.

The purpose of this research is to understand the role of customer support service in building strong relationship. The researchers have tried to investigate different factors which affect the relationship between the company and the customers. To get better understanding about the topic authors started from the theoretical background related to relationship marketing, customer loyalty, customer dominant logic, customer support service and triggering factors for switching. To complete this research, authors have chosen an explorative research approach. Authors have tried to get the response of the participants through the interviews which consist of descriptive questionnaire that contains both open ended and some close ended questions. These interviews were conducted in twenty participants including students and employees of Karlstad University. From these responses authors have tried to analyze participant’s experiences and expectations from customer support service.

On the basis of collected data and theoretical framework authors have reached at the conclusion that the customer support service is strong tool to retain customers. Poor customer support service leads customers on the switching path. At the end authors have recommended some implements to make customers support service better.

Key words: Customer Support Service, Relationship Marketing, Customer Loyalty
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1. Introduction

1.1. Background

In today’s competitive world it is really difficult to attract new customers because it requires lot of efforts and resources. To retain customers, it is vital to build strong relationship and to look over things which require in building strong relationship with customers. It is also important to understand which factor effect the long term relationship. In early researches different authors discussed different models and concepts to develop better understanding about factors which are significant in relationship such as customer support service, relationship marketing, trigger model, customer Dominate Logic and customer complaining behavior. According to Loomba (1998), Customer support can be simply defined as set of activities that ensures product availability for trouble free use to consumers over its useful lifespan. Customer support is also referred as product support, after sales service, technical support or simply service (Goffin and New, 2001). It is required for achieving customer satisfaction and long term relationships which is identified and emphasized by many researchers- (Armistead and Clark, 1992; Athaide et al., 1996; Cespedes, 1995; Teresko, 1994). In customer relationship research, customer support has often been viewed as isolated from the core service and studied focusing on, e.g. critical incidents resulting in complaining and switching (Roos and Edvardsson, 2008). In current competitive market role of the customers is becoming more critical because customers are the base for the success of any business. Heinonen et al. (2010) developed a T model in which they suggested that the customer’s viewpoint does not only encompass the producer’s service but also the customer’s other activities and life. They argue that customers are center point for all activities.

It is also essential to analyze switching pattern, there are different factor which force customers to switch from one service provider to another. According to Roos et al. (2004) there are three different kinds of triggers; situational, influential and reactional. Situational triggers refer to changes in customer’s life for example living standards and demographic change. When competitor’s activities such as promotion and advertisement are driving factor then trigger is called influential. Reactional triggers are related to the performance of service provider. On occurrence of some incidents which are according to the customer perception, these incidents drive customers on switching path.
In this competing environment, it is crucial for companies to retain their customers and companies can do it by maintaining strong relationship with their customers through good customer support service. The importance of customer loyalty is directly linked with continuous survival and extensive future growth (Ahmad and Buttle, 2002). Bolton et al. (2000) argued that satisfaction and value creates huge impact on loyalty in customer relationships. Service encounters also play an important role to enhance the satisfaction level among the customers. Service encounter helps to develop strong customer relationship (Britner, 1995). In these encounters customer come to know the firm’s quality (Parsuraman et al., 1985).

To enhance relationship with customers, the authors try to explore what is real quality support service from the customer’s perspective and how it can help to build strong relationship with customer. The researchers have tried to focus on the following points to get better understanding:

- How companies should develop their customer support Service in order to satisfy customers?
- How customers think about the support service in terms of building strong relations?
- What are the difficulties when customers contact with support service?
- What are the customer’s demands from support service?

Therefore, this research is going to look at customer-support service and other services in order to suggest a good practice for broadband internet providers regarding the customer-support service on relationship perspective. Through this study author will try to explore the customer perception about the customer support service and suggest the different ways to improve CSS.

1.2. Problem Formulation

In building relationship with customers both core and customer support service is considered as key players. In technical areas like internet broadband and other telecommunication service, providers always make their effort to provide better customer support service conveniently to their customer. In order to develop an effective support service it is crucial to understand customer accepted and experienced service. Companies are focusing toward continuous development in customer support service to enhance their relationship with customer.

It directly reflects on customer relationship if customer support service fails to fulfill customer requirement and needs. The dissatisfaction of customer may lead customer to switch path. Customer can leave current user and go for the new one.
Though, there are other factors too that influences customer to switch but CSS is major factor among them. As we know, customer retention is important and beneficial for companies rather than seeking for new one. It is very important for companies to identify best way of support service offerings.

1.3. Purpose of study
The purpose of this study is to find and analyse practices of customer support services in relationship strengthening aimed on home based broadband internet customers. For the accomplishment of purpose authors have gathered and developed theoretical model on relationship perspective and conducted interview with household broadband subscribers and analysed their view on CSS and other aspects in relationship. This research focuses on how customer support service can be accommodating to build good relationship with customer for long time period.

1.4. Delimitation
The researchers have delimited study by including customers having experience of customer support service. Relationship and loyalty is studied by discussion in result chapter where effort has been made to relate theoretical framework in dissent of secondary research. The research is accompanied through personal interview (face to face) and narrowed data collections instead of wide description.

1.5. Study Structure
The introduction chapter completes with disposition of thesis and provides a preview to readers about rest of chapters and their contents. Researchers present foundation of their study and have attached all applicable data and accompanied interviews for study in appendix.

Chapter 2
The theoretical framework chapter deals with theories and models that are backbone of this thesis. These theories include relationship marketing, customer loyalty, customer support service, and trigger model, consumer complaining behavior and customer dominant logic.
Chapter 3
This chapter explains the method that is used to conduct study in order to accomplish the purpose of thesis. It also includes data collection process method and interview.

Chapter 4
This chapter presents over all data and information collected throughout research period. A broad analysis of the data is presented.

Chapter 5
The part includes Analysis of empirical data and will be linked to theoretical frame work. Theories and models discussed in theory will be analyzed along empirical evidences.

Chapter 6
This chapter presents researchers’ conclusion and recommendation. The prospect of future research and finally authors own reflection on outcomes of this thesis is presented.

1.6. History of Swedish Telecommunication and Internet
Sweden is one of the best IT nations compared internationally in term of together use and access of broad band. The country has made extensive growth and development in electronic communication. The Swedish government has also formed proper policy to make IT in reach of every house hold to boost Swedish competitiveness, innovation and sustainable development. Swedish is one of the few countries that have introduced broad band policy since 1990s. According Swedish broadband responsible authorities, 89% of Swedish population have internet access at their home and approximately 90% of business organisations use internet and have broadband access. The use of internet varies according to size of businesses. Small businesses have lower rate of use around 85% than other businesses Broadband strategy for Sweden, (2012).

The Televerket was the only one service provider in telecommunication industry till 1992 in Sweden. With reform in telecommunication law against monopoly telecommunication market in 1993 opened door for other companies.
Increasing companies had brought high competition in market. The cut-throat situation would forces companies to craft better telecommunication solution (Nyqvist 2004). There are several private sectors as well some public sector has been providing internet services in Swedish market. The competition between these providers is high to provide quality services in easy way.
2. Theoretical Framework

Theory is not only considered as comprehensive description for result of research but also as observation that can raise question during the study (Creswell, 2009). As per the requirement of thesis, researchers have tried to cover overall theoretical foundations under which study can be shaped along empirical study. Theories explain various academic aspects on concept of customer support service, relationship marketing, customer loyalty, customer dominant logic, trigger model, customer switching behavior and complaining behavior. Theories are collected from academic journals published on different time span that helped to include old and new theoretical concept in study. It has enclosed all topics to gather applicable information to build a strong base for empirical study.

2.1. Customer support Service

In today’s business world customer support has become one of major function for every company either it is manufacturing or service based. The recent competitive market has compelled feel necessity to every company either it is service provider or manufacturing based company, almost all of them are offering customer support in some level in some practice. Regardless of the numerous presence of such a service, though understanding of how customers’ involvement its use in their relations with companies is vague. Service can be simply a general matter or it can rather be viewed as company-specific (Edvardsson et al., 2005; Grönroos, 2006; Lovelock and Gummesson, 2004; Vargo and Lusch, 2004a, b). According to Loomba (1998), Customer support can be simply defined as set of activities that ensures product availability for trouble free use to consumers over its useful lifespan. The authors Goffin and New (2001) explained that customer support service can be generally viewed as product support as added value, after sales service or simply service. For every service provider customer support is must to achieve customers satisfaction which also spotlighted by many researchers- (Armistead & Clark, 1992; Athaideet al.,1996; Cespedes, 1995; Teresko, 1994). Customer support (CS) provides competitive advantage over other homogeneous products and services (Goffin, 1998). Companies are increasingly looking to CS as potential source of competitive advantage to win market share. In this technological revolutionary era it’s hard to use each and every appliance without support of technical persons and to reduce this gap of knowledge regarding products almost every company are emphasizing more on customer support. This plays most important role for highly technology based company (Goffin, 1994; Lawless and Fisher, 1990). Good customer support is an
essential for succeeding customer satisfaction. It can increase success rate of services and can directly contribute to competitive advantage.

There are several models used for customer-support service. One of the early service models is Augmented-Service-Offering Model (ASOM), which design the service framework with three major components: core service, facilitating service, and supporting service (Gronroos, 1990).

As already explained, good customer support is an essential for achieving customer satisfaction; it can increase the success rate of new products and directly contribute to competitive advantage. Furthermore, it can play a major role in generating revenue for manufacturers (Berg and Loeb, 1990; Hull and Cox, 1994; Knecht et al., 1993).

The traditional way of looking at support as additional to the core service is the starting point in the service literature (Berry, 1983; Edvardsson, 1997; Gro¨nroos, 1987, 1990; So & Tang, 1996). In customer relationship research, customer support has often been viewed as isolated from the core service and studied focusing on, e.g. critical proceedings subsequent in complaining and switching (Roos and Edvardsson, 2008).

The core service in telecommunications relies on infrastructure such as networks, and equipment for the use of broadband, fixed-line and mobile-phone service while the support service has the function of enabling and supporting the use of the core service and the resulting importance in use (Vargo and Lusch, 2004a, b).

Different kind of Technical developments in telecommunications have shifted the attention of many customers towards the service providers, as a result of these companies have established separate support system department and call center. But core service is still substantial because this is reason for customers to contact customer support service (Roos & Edvardsson, 2008).

In customer relationship research, customer support has often been viewed as isolated from the core service and studied focusing on, e.g. critical incidents resulting in complaining and switching.

Hennig-Thurau et al. (2002) during their study on understanding relationship marketing have mentioned that in addition to core service, there are other different factors which effect customers when they think about perceived benefits.

Smith et al. (1999) mentioned support service as support service in terms of relating challenging encounters to satisfaction. According to the authors it is difficult to recover from process problems as compare to the resulting problem from core service.
Customers take poor contact more serious than the core service; therefore they separated core service and support system from each other. Customer support has played a vital role in customer and service provider’s relationship.

2.2. Complaining Behavior in Service

In recent years, technology based services are growing fast, like phone services, internet services. Because of technical development in these areas, emerges reason of frequent interaction with service providers. It is common belief that complain can be sorted out instant and quickly by means of online and phone which can be easily accessed by customer. Tax & Brown (1998) argues that effective service recovery can be facilitated through the technological use. Customer satisfaction can prime to loyalty, goodwill, development of long term relationship and profitability, therefor all companies should attempt to create satisfaction (Blodgett et al., 1997). On other hand dissatisfaction can result consequences; complaining, negative word of mouth or customer switching (Blodgett et al., 1995). Complaints provide ideas to service provider to tackle with similar complaints in future. So, complaints are indispensable for efficacious service recovery (Tax et al., 1998). Solidity of customer with similar service provider depends on perception of the possibility of happening same problem in future, though controllability of problem relies with consumer evaluation on how easily the problem could have been barred. Blodgett et al. (1995) discussed that consumer who suspects that problem can be encountered again in future and holds belief that it could have been barred, they are likely to switch another service provider rather than engaging in complaint procedure with old one. If consumer has previous experience about complaint which didn’t satisfy or solved problem then they are rarer likely to complain. There are several factors that effect on choice whether to approach the service provider with complaint such as service importance, stability and controllability of the incident (Singh, 1990). There also exists some customers who does not know where and how to contact service provider and feel uncomfortable in attracting courtesy. There also exists different belief about technology based customer services. According to Walker et al. (2002) that services delivered through different technology centered means i.e. Internet, phones and other means, may bring frustration and frighten in customers, also helps demotivate services encounter and brings detachment between customer and service employee.
2.3. Trigger models in customer-support relationship

In general, a trigger is a reason or an event that changes the basis of a relationship (Roos et al., 2004). The trigger can appear in two dimensions; latent and overt. In a latent trigger customer does not have active approach to the current provider because these types of customers are not aware of the trigger. Customers get awareness when they are influenced by trigger or activate their attitude.

If the customers have knowledge about the trigger, then they make their perception and understanding about the service provider, at this moment latent trigger modifies in overt trigger. This brings more stability in customers because they get more knowledge about service and service provider. With passageway of time customer gets experienced and knowledgeable (Roos and Gustafsson, 2007).

According to Roos et al. (1999) there are three types of triggers; *situational*, *influential* and *reactional*.

Situational triggers change customers’ assessments of an offering on the basis of different variations in their living style or different factors which are affecting their lives. In telecom sector, situational triggers can be characterized as the customer needs to change or quit one kind service or to subscribe other service. However, it takes a lot of time in completing a switching path (Keaveney 1995; Roos, 1999).

Reactional trigger can be defined as a serious event of decline in perceived performance that is usually defined in the literature (Gardial et al., 1996). This is one of the sources of active triggering. When something unusual happens which is not according to performance then these incidents redirect customers to pay more attention to check the current performance. These incidents can happen before purchase, during purchase or when customers are using that service. These proceedings direct customers to switching path (Roos 1999, 2002).

These instances are turning point for the customers to switch from service providers. These incidents usually happen when customers start to feel and at this point there is change in relationship between provider and customers (Holmlund and Strandvik, 1999).

Competition in industry to get best position in a market is a source of Influential trigger. In this kind of environment customers have a great opportunity to compare different service provider. Competitors try to capture market by offering good prices and other promotional activities. Influential trigger can be active or passive (Roos and Gustafsson, 2007).
2.4. Switching Behavior and Active Passive Customers

According to early researches, it is not only important to know the reason of customer switching but also to examine how they switch.

There are two different ideas that are defined during the customers switching process; active and passive customers. Customers which are worried to explore different options are called active customers. They made their switching decision on the basis of comparison between different options. These customers contact different service providers to gain more knowledge and compare which one will better satisfy their needs. Passive customers are those who get information by other sources or influenced by a third party.

Sometime they do not know about that they have a switching option, this does mean that they do not have tendency to switch. These customers plan to switch but they are watching for right time and may not be aware that switching could be an option (Roos and Gustafsson 2007).

According to Roos (1999), triggers are main key factors in customer relationship and these triggers have long term effect on the customer. Bolton (1998) argues that the relationship which is managed for long time do not bear service failures. Customers review their relationship by fixing or changing process. There are rare switching trends among the satisfied customers with their service provider. On the bases of her research on telecommunication industry, she claims that service failures which occur on constant bases reduce the duration of relationship even though customer received satisfactory recovery.

2.5. Customer Dominant Logic

Customers are major central issue of every business in this globalized new modern business era. They are considered as asset of business organizations and players in generating value and profit. It is vital for every business organization to manage seller and buyer role in order to get succeed in business. Several studies are conducted; they have developed different theories and models for maintaining and enhancing customer relationship. According recent study “A Customer Dominant Logic” by Heinonen et al. (2010), argued CD logic as a strategic issue for every organization. Furthermore, they deliberated customer position in the center than service providers or producers and other all activities involved in both parties activity. They suggested CD as a different viewpoint rather than subset of service dominant logic (SD). The basic concern is not company offering or processes but the all the activities and customer life concerning with that offering.
In below Figure 1 customary point of view of service management literature and the present current SD logic thoughts are compared with the suggested CD view. The suggested T-model specifies that the customer’s viewpoint does not only encompass the producer’s service but also the customer’s other activities and life.

The figure shows time duration and analytical emphases of service management (GD logic), SD logic, and the proposed CD logic view. On the top is a timeline that spreads service X (any service) in both directions from the time frame of service management.

Different things which are happening in service process are only some part of the activities in customer life. Traditionally service management only focuses service X and design of service blueprints (Bitner et al., 2008).

![Figure-1 CD logic of service contrasted with service management and DS logic, (Heinonen et al., 2010)](image)

According to Service Company’s point of view if customer is taking part in its activities and using its resources this means that customer is using the service X of the company. Result of this utilization of the service creates service experience and value for the customer.
According to Vargo and Lusch (2004, 2008b) Companies implied SD logic to extend concept by treating a customer as a co-creator and giving weight on customer-company interface. According to Heinonen et al. (2010) there is difference among the thinking of the customer and service provider’s because they perceive the service in two different ways. When customer are performing core activities there are other different activities and experiences which effect the customer’s perception of value as shown in Figure above. CD logic is completely different than other two logics because they only focus on the activities and experiences which are associated to the service. When companies are designing a service offering they should not only focus on service alone but also on customers’ objectives and the resulting activities and experiences. They should trace what actually customer is trying to do with that service and how that service fulfills the needs of customers (Heinonen et al., 2010).

2.6. Relationship Marketing

There is a huge growing interest in the subject of relationship marketing (RM). The presence of competitive business environment compels business organizations to build strong relationships between customer and business firms. The concept of relationship marketing emerged in the fields of industrial marketing and service marketing (Christopher et al., 1991; Gummesson, 1991, Lindgreen et al., 2004). RM was introduced to services in current business environment relationship marketing not only looked as individual transactions (O’Malley & Tynan, 2000). Transactional marketing is considered as combined into relationship marketing (Tyler & Stanley, 1999). Relationship marketing enables firms to build long term relationship to retain old customers as well as allure new customers. According to Berry (1983) relationship marketing is a strategy to attract, maintain and enhance customer relationship. Gummesson (1993) defined RM as a strategy where management of interactions, relationships and networks are basic issues. Grönroos (1994) viewed relationship marketing as means to set up, maintain, and enhance relationships with customers and other partners, at a profit, so that the expectation and aim of both parties involved are made. This can be achieved by mutual benefits and execution of promises (Ndubisi, 2003). Relationship Marketing is also a medium to cultivate customer loyalty, as Oliver (1999) defined strong held commitment to re-buy or re-patronize a chosen service or product in future despite of situational pressure and marketing efforts having the probable to causing switching behavior.
RM focuses on retaining old customers because it costs less. The retention of customer is more profitable than looking for new customers (Verhoef, 2003; Reichheld and Sasser, 1990). It has become need of companies to improve and cultivate long-term relationship with their customer in order to craft customer loyalty and maximum productivity. The enlargement of prosperous, long term, mutually advantageous relationship has fascinated the attention of researchers for the past few decades. Understanding the relationship with customer is vital to service and product improvement of a company. The success in being able to hold customer in a long-term relationship paves the way to keep customers easily with service provider. It is always better to keep customer than approaching new one.

Commitment and trust are key factors in relationship marketing. It encourages customers to have faith which helps to create a bonding between two parties in long term business transactions. Researchers have discussed in their study that Trust and commitment played vital role in understanding relationship (Singh and Sirdeshmukh, 2000; Garbarino & Johnson, 1999). A general concept of commitment as defined by Moorman et al. (1993) commitment to the relationship is a continuous wish to retain a valued relationship. In area of service relationship marketing, Berry and Parasuraman (1991) discussed that an effective relationship can be made on the basis of mutual commitment. Trust can be understood simply as having confidence on exchange partner’s trustworthiness and honesty. As defined by Moorman et al. (1993) Trust is readiness to rely on an exchange partner in whom one has confidence. Breaching thread of trust between any of parties could lead to defection. It is very significant to fulfill promises and obligations in relationship. Commitment and trust can be shaped cooperative behavior to build positive relationship and it is also must to harvest relationship (Morgan and Hunt, 1994). The attitude of customer in any form of relationship between customer and service provider is likely to be importance, thus stronger the relationship importance is perceived by customer results strong relationship building with service provider (Ward et al., 1997).

Relationship coordination suggests that the emphasis of marketing is on retaining customers by maintaining and strengthening win-win relationships over time (Payne and Frow, 1997). The relationship should be developed in the way in which customers come in more frequent relationship with service provider (Bove and Johnson, 2000). Where, service is incessantly provided over prolonged time period.
2.7. Role of Service encounters in relationship strengthening

When, interaction between customer and service providers takes place that is service encounter. The promise of a service firm is tested from frequent service encounters that either firm can hold trust or not. Service encounter helps to develop strong customer relationship (Britner, 1995). In these encounters customer come to know the firm’s quality (Parsuraman et al., 1985). The firm’s promises and quality perceived by customer finalizes further transaction. According to Bove & Johnson (2000), encounters guide satisfaction and decision of repurchase behavior. These encounters provide firms a prospect to establish quality, to develop trust and commitment between firms and customers and to upsurge customer loyalty through relationship building (Britner, 1995). Thus, number of encounters can help to maintain, enhance relationship more strongly. Trust can be developed in both parties by frequent interactions (Doney and Cannon, 1997). The frequent service encounters plays a vital role in building relationship between customer and service provider. Above discussion make clear that utilization of offered services creates need for customer to contact regarding several issues, service provider can grab these opportunities in building strong relationship with customers.

2.8. Customer Loyalty

Loyal customers are necessity of business market, where varieties of homogeneous products are available in market. It is better to maintain existing customer than looking for new one which can be expensive for firm. So, it is vital for service oriented companies like Telecommunication to have hold on existing loyal customers. The importance of customer loyalty is directly linked with continuous survival and extensive future growth. It is important to maintain a stable profit level when subscription level has reached at saturation point and market is mature, then it would better to develop defensive strategy to retain existing customer rather than going for aggressive one. It helps to enlarge overall market by building potential customer (Ahmad and Buttle, 2002).

According to Lovelock (1996), Customer Loyalty is willingness of customer to continuing a firm’s good or services over long period of time on repeatedly basis and preferably exclusive basis and speaks about the firm’s product with other family and friend. In their opinion customer will be loyal to particular firm if trust and commitment fulfilled and better value offered during their relations. If better value can be offered to customer then only they can retain with same firm. Therefore, it is most important for firms to deliver high customer value
to accomplish high customer loyalty (Kotler, 2000). Customer satisfaction is also an important component to be fulfilled in order to build strong relationship by meeting expectations. Bolton et al. (2000) argued that satisfaction and value creates huge impact on loyalty in customer relationships. Satisfaction holds strong effects on customer loyalty purpose on wide range of product and service including Telecommunication services (Fornell 1992; Fornell et al. 1996). To increase number of loyal customer companies have to give more emphasize on customer satisfaction. Some researchers state that expansion, conservation and boosting of customer loyalty signify a central marketing strategy to achieving competitive advantage (Reichheld, 2001; Gould, 1995). Ndubisi (2004) recommended that companies should make sacrifices and valuable investments in building relationships with loyal, or at least possibly loyal, customers.

2.9. Summarizing theoretical framework

In recent years the competition between telecommunication service providers is very high. There is several alternatives are available in market for customers to fulfill their specific needs. Therefore, it is a major challenge for every company to create sustainable competitive advantage. They are making their maximum effort to build strong relationship with customer. The retention of old customer bears less cost to company rather than approaching new one. This is an important issue in strategic level decision making that how a customer can be retained for long term. The commitment and trust is two bases which influences customer to be loyal to service provider. The satisfaction and quality services binds customer for long-term with service provider and finally converts in a loyal customer. With development of technology in telecommunication field dragged attention of service providers on customer support service. The main purpose of CSS is to provide solution to customer’s problem arises during use of services. Customer support service is taken as a competitive advantage in many companies. Although core service is reason to contact support service, the concept is being changed and both core service as well as support service are parallel developed. Customers have different nature and personality so their complaining behavior can be different. They don’t like to have always same problem in their services. The customers may switch their service operator if they don’t get proper support and solution from customer support services.

The reason behind switching can be different triggers. Example: If a person switches his provider because of not getting proper support from CSS, it is considered as reactional trigger.
Somebody leaves his previous operator because has to shift to another place is situational trigger. And somebody is getting any promotional offer from any provider and he changes to new provider is considered as influential trigger.

The frequent interaction can be beneficial to company to build a good relationship with customer. The service encounter can play major role to build trust among both parties. The theoretical frame work includes theories that can help to relate empirical data and fulfill the purpose of study. The customer support services contribution to build strong relationship and bases to loyalty for long-term relationship is discussed.
3. Research Methodology

In this chapter, design of current research and the methodology used to conduct the study is presented. Furthermore, the research process, collection of the essential data and the analysis is also encompassed. Finally, methods use during this study is reflected on by the researchers.

3.1. Research Design

It is vital for researcher to choose and implement the correct methodology approach to meet the purpose of the study. Decision of choosing right methodology leads the researchers to get better understanding of research problem.

Generally research approaches can be divided in three forms, exploratory, descriptive, and causal. Basic difference among these approaches is caused by the nature of the problem, purpose of the research, formulation of the hypotheses and the methods of data collection are used (Aaker et al., 2004). According to Dul and Hak (2008), explorative research is when researches have no or not enough information about the research subject or its background. According to Zikmund (1997) explorative research is good when researchers have limited knowledge about the research problem. According to him this is starting point to conduct a good convincing future study although researchers have no or limited information about the problem.

The other two types of research designs are descriptive and causal which are defined by Kotler (2008). According to Kotler (2008), descriptive approach mainly focuses to define a situation, the data which is collected is systematic and based on facts but it is not able to answer a question about how a researched situation came about. According to him the purpose of casual research is to prove hypotheses about the correlation between cause and effect of actions (Kotler, 2008).

Aaker et al., (2004) define that explorative research is used to explore the general nature of the problems and it helps to reveal different relevant variables which must be used for analysis. They described that in this approach hypotheses are not well defined and unclear because of lack of previous information. According to them this approach is highly flexible, unstructured and qualitative, for the researcher begins without firm preconceptions as to what will find.

Aaker et al., (2004) illustrates that explorative research is used to determine general nature of a problem and to release applicable variables that must be considered in the analysis part of the thesis. They defined that in explorative approach, hypotheses are poorly defined due to lack of previous knowledge. They further describe that this research approach is highly elastic, formless and qualitative.
Qualitative approach facilitates researchers to answer the questions such as how and why which are most attentive for researchers (Bryman and Bell, 2007). By qualitative research researcher can get qualitative data which is described as rich or soft data; the outcomes are generally complete and innumerable. With the help of the qualitative data researcher can get more basic knowledge about the problem and its background information can be obtained which may be more interested for researcher as compare to numbers (Aaker et al. 2004).

The other approach to collect the data is quantitative data which can be defined as more organized and statistical. It is often referred as hard data because it is easy to measure and count (Robson 2007). However, even if the researchers eventually seek to find patterns and make generalizations about customers, the processes within a customer cannot be described numerically and hence rich data is needed such that the qualitative research approach can provide. Therefore, the researchers chose the qualitative research approach as it seems to be more suitable.

According to Jacobsen, (2002), there are two ways to develop a theory, deductive approach which focuses on the testing the theory for its applicability and in inductive approach there is formation of new theory. The induction approach starts from collecting empirical data and results to form theories or models. The empirical data is also collected in deduction approach but the purpose of this is to inspect whether the results meet the expectations in the theoretical background. Jacobsen (2002) claims that it is hard to tackle a research task and separate the two approaches since it is difficult to conduct a study without any theoretical background that can show researchers what to reflect or what can be ignored. The researchers are collecting primary data that after an analysis will be applied to existing theories to create own models concerning the research objectives.

The authors conducted this research using exploratory approach because its features meet the demand of this thesis than other approaches. The authors also dealt with the qualitative data than quantitative data to meet the conditions of this study.

In this study, the researchers primarily collected qualitative data through interviews with the received answers being words and not numerical data. As an end point of this qualitative study the researchers will present a generated theory, a pattern, or a generalization that emerges from a theoretical framework and the collected data (Creswell, 2009).
3.2. Research Process

In this section authors tried to present the whole research process and the different steps which are involved to complete the research work effectively. According to Aaker et al. (2004), the research design should be according to the purpose of the research otherwise the outcomes will be not valuable.

Research procedure contains various stages which are shown in the above diagram. Approach which is used is deductive research approach because researchers try to move from the general to explicit. The first step in the research approach is problem formulation and to design research questions.

The second step in the research process is to collect data. In this step researcher used different theories and used the guide line to make questionnaire to collect the relevant data. The authors decided to take face to face interview for data collection. Researcher took the guide line from a well-designed and well formulated interview guide in Roos (1999). Authors modified it according to their requirements. The next step after the collection of the data is interpretation and analyzing to divide the data into different categories. The logic of dividing the data into various categories is to explore and find comprehensive patterns of generalization and simplification of the collected data. This simplification and generalization helps to relate data with the relevant literature and to get desired outcome.

To reach last step, it is crucial to consider earlier stages, previous experience, customer perception and literature because these are important tool to move from general to specific.
To get better understanding and complete research, the authors study recent related literature from different books, articles and journals for relationship marketing, customer loyalty, customer dominant logic, customer support service and triggering factors for switching. This literature study enables the researcher to understand the role of different factors to create a long term relationship with customers.

Before starting interview author have asked themselves about the relation between different concepts like customer support service and relationship building. After studying the theoretical part, the authors gained lot of information about the learned more regarding the importance of a good customer system to build a strong relationship.

3.3. Interview Process

Authors have conducted 20 interviews from the people who are using internet in their houses. We conducted our interviews from households and students. Researchers conducted only 20 interviews because of shortage of time.

The authors designed a descriptive questionnaire containing both close-ended and open-ended questions. 15 questions are designed to get information about customer’s service provider and their experiences, switching behavior and expectations from their service provider. The authors have conducted interview from students and ordinary people. Students were from different 7 countries. The researchers recorded all the conversation during the interviews. Before starting interview process researcher asked from the participants either they are willing to allow the researchers to record the conversation. According to Kvale (2009), the drawback of not using a recorder is the possibility that that the interviewer has not enough time to think and consider the follow-up questions that could be important and relevant. There is risk factor of losing the data is involved if note taking is used instead of recording. If the answers are written incorrectly then there is no possibility to retrieve the data. Interview recording minimizes this risk of losing data (Jacobsen, 2002).

To reach the purpose of the research the questions were focused on:
1. Overall satisfaction about customer support service in Sweden.
2. Reason for switching
3. Recent service provider
4. Importance of customer support service and other factors for the customers.
5. Satisfaction or dissatisfaction.
6. Suggestions for the improvement of customer support service.

All in all, we interviewed 20 respondents about their support service. There were all together 12 female and 8 male respondents.

3.4. Data Collection

_This section leads the reader about the methods that authors have used to gather their valuable data, this also shows the reasons that why the researchers have chosen this specific way and different limitations._

An appropriate tool for conducting this study to explore the importance of customer support service to build strong relationship is the _qualitative interviewing_. Due to time limit and other factors like more convenience to approach, face to face interviews were conducted. This was less time consuming for us because we have taken interviews from students and employees at Karlstad University. Authors have conducted interviews from the people who were using broadband connections in their homes.

The researchers used the given guideline by used by Roos (1999) as base to formulate a well design questionnaire and made some changes according to needs for their research. The advantage of using guideline was save a time because researchers did not change the questionnaire many times.

Most of the questions were open-ended which allowed the customers to reply the questions in a way they desired. The researchers got unpredicted information but they were able to ask _follow-up questions_ which were unplanned but interested (Bryman and Bell, 2007). Questions that simply give yes or no were not plenty for the researchers; background was of interest and therefore qualitative questioning was engaged.

Because of the explorative research the researcher’s preferences among the different research questions can vary during the interview (Aaker et al., 2004). For example some questions which seemed to be important before the conducting interview for data collection can lose their importance after conducting few interviews. This is the learning process about the practical problems of the research (Aaker et al., 2004). Researchers have first conducted interviews to test either questions are providing the required information or not. After this testing process, the researchers made some changes in the questions to get more valuable information.

There are other potential alternatives of collecting data like a survey through mail or email and observations. But these were either not feasible or not the correct choice for the required
information. There is possibility to reach more people by survey but it would not be possible for interviewers to ask follow-up questions. Following Christiansen et al. (1998) the researcher made the interviews semi-structured so that it will be flexible for the participants to express themselves in the way they like.

3.5. Reliability and Validity

It is really important to consider that the data which is collected during the interviews should be accurate. Accuracy and reliable outcome makes a research more fruitful and valuable otherwise without accuracy and reliability the results are not beneficial in further researches (Silverman, 2000).

3.5.1. Reliability

Reliability refers to the accurate results in the research. This means that the outcomes of research are correct and there is no reason to not believe the results. Results will be same, if that research would have been conducted again (Jacobsen, 2002). Irrespective of what observer or what time the research is done, the outcomes would still be the same (Hammersley, 1992, referred to in Silverman, 2000).

The researcher used the same questionnaire for all participants for the purpose of more reliability. The authors did this to remove the factor of inaccuracy in the various interviews. If the participant were unable to understand a question, researchers tried to elaborate it in another way. By doing this authors tried to eliminate the cause for not answering because some participant misinterpreted the question.

However, the researchers are certain that the answers of the respondents would differ on different occasions or conducted by different observers. Honesty and mood of the respondents is an important factor in the qualitative interviewing with the open-ended questions. The outcome of the answers would remain the same; if a participant says that he changed his service provider because of bad service will never say expensive for next time. Therefore researchers claim for consistent outcomes.

3.5.2. Validity

This means that the outcomes of the research are established enough that if someone else will use those outcomes will get the same kind of results. This means that the existing data is the authentic primary data and has not been used in previous researches. By using this technique
the threat of losing the original data is removed. What purposely was intended to be inquired is in fact included in the study (Silverman, 2000).

3.6. Reflection on research process

The researchers conducted total 20 face-to-face interviews with students including international as well as local and employees of Karlastad University. In families or individual lives in sharing, people use to have a broadband connection but all related problems and other issues regarding it might be handled by a single person. So, everyone living together can’t have information regarding their internet connection. We have excluded those interviews where respondent didn’t have any idea about internet connection. It was advantageous to do face to face interview. It makes easy to get more deep comprehensive and expressive information from interviewees.

We have explained some of customer responses in chart. But we couldn’t include all data because some answers were more descriptive and different from each other. The researchers thought that more actual analysis could be formed if more interviews conducted. Because of having time limit interviews couldn’t conducted. The more residential respondents could have been taken for a broad and wide perspective on customer support practice. As authors find many respondents but they didn’t have idea about their Broadband internet connection, so we filtered interviewees who actually deals with internet connection and other relating issues of provider. Every respondent have unlike therefore the answer was also different as like their thinking, the way of responding to question. The time duration for interviews were also varied because some them have many experiences of customer support and some were trying to make it short, and even we found that one respondent have quite problem with language and he took quite longer time to explain it by his words. But many of them were eagerly provide us information accordingly. Though, researchers have included University student and employees in respondents. We tried to cover respondents from different age group. Students were mostly 20-30 age groups but in other hand employees were 30-65 age groups.

As we mentioned that interviews were conducted in English. It was not easy for some interviewees to give reply in English. This may have influenced on the study as well because they might not have stated the exact expression of words that could explain more precisely.
4. Empirical study

In this chapter, the collected data from all interviews conducted throughout this research period is presented. Further analysis will be done in comprehensive manner on the basis of interviewees answer accordingly. The conducted interviews questions are plotted and asked in accordance of theoretical foundation.

4.1. Empirical data

In this part, the result of data gathered from all 20 sample interviews would be presented. A detail opinion and perception of interviewees would be plotted.

As it is seen in above chart, the respondents have access to different broadband internet connection at their homes. Comhem is leading broadband internet service provider in households whether Bredbandsbolaget, Space2U and Tele2 have limited customers according to selected respondents. Here, we can see 55% among all respondents are accessing internet service from Comhem. Respectively, 30% are using broadband internet from Telia, 5% have Tele2 connection, 5% have Bredbandsbolaget and 5% have Space2U connection at home.

Figure 1: Customers’ current broadband service providers
As it is seen from the figure, there are three factors which influence customers’ decision and selection of any internet service provider. The importance of each factor depends on individual own situation and need. 45% of customers take Customer support service as a major factor to select and use a particular broadband internet service provider. According to these customers, CSS is more important for them as compared to core service and price. For these customers, they consider price and internet speed but the decision is based on CSS. According to them, they will never go for such an alternative which is cheap or good internet availability but don’t have good customer support service. 30% of respondents think that core service should be good and the rest of factors has less priority. For example, 25% customers have different opinion than above two discussed factors, according to those customers, price is major factor to be considered during selection and use of any service provider. For example, 1 respondent said that for me price is more important as compared to customer support service and internet connection. She said that I have not so much use of internet so speed is not so important.
Figure 3: Means to contact Customer support service

In above figure, we can see the means used to contact customer support service. The major means to contact customer support service in broadband internet is phone. People feel more comfortable to contact them by phone. Here, it can be seen that 95% of broadband internet users make phone call to customer support to get help and support regarding their service queries. And 5% only uses the internet website of company to solve problem. It is 0% (nil) that anybody contacts customer support centers.

Figure 4: Calculations of expected waiting time to get customer support
From interview researchers wanted to know expected queue time preference of every respondent. As it can be seen in above figure, 30% of respondents replied that the queue time should be in between 5-10 minutes on phone during call to customer support service. 25% of them can even feel comfortable 10-15 minutes on hold or waiting. 25% of respondents can even wait till 20-30 minutes at customer support center. According to those customers, it depends on the problem if it required more time to solve then they can wait for a 20-30 minutes. 10% respondents wanted that the expected time for queue should be lesser than 5 minutes. One respondent said that he cannot wait for nor than 5 minutes, he will either switch to another service provider. Another respondent said that because she is working and the internet is really important for that she should not wait more than five minutes. Respondents who said that they can wait for 30 minutes only in customer support center not on phone. On phone they can wait maximum for 10 minutes.

Figure 5: Assessment of satisfied and unsatisfied customer with customer support service.

Here in above figure it can be seen that maximum number of people are satisfied with their current providers’ customer support service. Among all 70% of respondents are satisfied with customer support service of their broadband internet provider. According to those customers whenever they contacted to the customer support service, response was really good. For example one respondent said that they were really friendly when I contacted them to get information. Another respondent said that they solved my problem in 3 minutes and I was
happy with such quick response. And 30% are unsatisfied with customer support service. According to those respondents they were not satisfy with their CSS because they contacted many times to solve the problem or it take so much to reach the right person or to solve problem.

For example one respondent said he is living in country side and he contacted to CSS for help, initially it took long time to reach them and then they said they will fix it but it took long time.

![Figure 6: Calculation of loyal and switched customer](image)

In above chart, it is equal proportion of respondent who has been using same service provider and have switched to other provider. 50% among all respondents have experience of changing their service provider over the time. And rest of 50% are loyal to their service provider and they have been using since long time.

50% of respondent has been using same broadband providers for long time. They are satisfied with their services. There was four respondent among 10 loyal customer explained that the reason behind being with same provider is customer support service. They shared different experiences related customer support. According them required help should be provided to customer when they need otherwise it creates frustration. They all have good experience of getting their problem solution in gentle by customer support.
Switching process contains both, triggers and switching factors therefore it is important to consider them. From the interviews results authors have found that CSS was most important factor for switching. In above figure, there are 10 respondents out of 20 from selected respondents have already experienced switching to other provider. In out of 10 respondents, 4 switched to other operator because of CSS. They found that the CSS was not good in providing support. The trigger in this case was reactional because customers reacted against the bad performance of the company. 3 respondents think that price is major factor because they think that the most important thing for them is price. This behavior leads them to switch from one service provider to another service provider. They says previous provider was expensive that’s why they changed to new provider. This switching behavior was because of influential trigger because customers switched from their current service provider because the competition among the different service provider. There was only 1 respondent who said that the main reason for switching to other service provider was the poor connection speed and unavailability of network. According that the core service was problem and that leads to another provider. And 2 respondents said that they change their location or shifted their offices from one place to another therefore they changed the service provider. Trigger caused to change a service provider for these customers were situational trigger because there was a change in their situation.
In above chart, it can be seen that most of customer like to have free call service to customer support center. Calling to customer support service may take time and it cost to customers. So, 75% of customers think that the call to Customer support service should be free of cost. According to these customers sometimes have to call 3 or 4 times to CS to solve problem and it takes a long time. Some respondent’s think that they have to wait for long time so that they can reach the required person therefore it is really costly for them to make a call. According to 1 customer he has made call three times because after 4 or 5 minutes her call was disconnected.

25% respondent said that they can pay for a call but it should be cheaper. For example one respondent said it that it is not problem for her to pay but it should be cheaper and it should not take so much time.
According to respondent answers only 30% were the active customers. They said that they were personally anxious to get information about the different service providers. They searched for the different information like speed, CSS and price by their own. 70% of the respondent said that they were not so much active to get information about different service provider. They came to know about the different options from different means such as their friends and family or the advertisement from the different service providers. They are influenced by the above means to switch from one service provider to another.

4.2. Data organized according to respondents answer

Different influencing factors in Customer Support Service

Time
There are many unsatisfied customers with time that the support service takes long to provide support. Many respondents want to get support in short time period. According to them time can vary and depends on issue they have.

“It is stressful to stay on hold for long time”
“I don’t have that much time to spend on customer support”.
“They should provide call back service if customer may need to wait or hold on call”.

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So, most of customers does not want to spend long time on customer support to get help. One respondent says that I am quite busy with my life and can’t afford long time to stay there on customer support if I face any problem. One respondent also said it would be better to get call back from CSS rather than keeping on waiting. Customers want response in short time from support. They don’t want to bear extra stress. They want further improvement in above issues from their respective service providers. Some of respondents suggest that they should hire more personnel or manage them to provide assistant to customer during pick hours so customer may not need to wait for such a long time.

**Communication**

As we have respondents from Karlstad University and some of them are international students as well. They have problem with communication language. Some respondents also have other issues regarding communication.

“Some of customer representatives can speak in English but other relevant information appears in Swedish. It is difficult to understand.”

“There should be some system to get connect to the same customer representatives for certain time period. I contacted to CSS with same problem within half an hour which is not shorted out still. On call I get other customer representative and have to retell whole story again.”

It is a major problem for a segment of customers who does not understand Swedish language. According to one respondent he paid extra fine for his bill because he didn’t understand language and payment due date was over. And they face same problem in provider’s web page. There was one respondent he shared his problem that he made call within half an hour for same issue but he would have to discuss same problem with other personnel too.

**Service Center**

Only few of service providers have support center here in Karlstad. According to our empirical investigation 55% customer among respondents have Comhem broad band internet. But company does not have any support center in city. There are other companies too which don’t have support center in city.

“Customer support center should be available in city, we always talk on phone with support and even we don’t know with whom we are talking. I think visit support center can create more value in relationship.”
The respondent thought that it is better to visit customer support center or outlet than just talking on phone. He thought personal interaction is better way to explain and make them understand about problems.

**Price and Call rate**

Price is major factor for many respondents and especially to students it matters more. Without some exceptional providers, many of them do not have any facility to provide free call to customer support. Many of respondents want to make free call to CSS because most of time customer support takes more than 5 minutes and are expensive.

“They take long time to connect to right personnel and I think it is expensive to call them”.

“It would be better if they can provide free call service to their support”.

“Call to customer support should be cheaper”.

So, many of respondents like to have free call service to CSS and also some respondent says even they charge then it should be cheaper compare to other normal calls.
5. Analysis and Discussion

In the theoretical part we have discussed the theoretical concepts related to the CSS and building strong relationship. Through the empirical data we came to know what customer actual think about the CSS. In this part of the thesis we are going to analyze the relationship between the theoretical concepts and the data gather by the interviews from the participants.

5.1. Customer Dominant Logic

As we discussed in our literature that customers are key for the success of any business. According to Heinonen et al. (2010) there is difference among the thinking of the customer and service provider’s because they perceive the service in two different ways. Companies should trace what actually customer is trying to do with that service and how that service fulfills the needs of customers (Heinonen et al. 2010). From the empirical data researchers came to know that the customer’s perception and need were different than company’s perception. As some customers said that the information should be in English for customer support because they cannot speak and understand Swedish well. Some said they start give information which we already know. This means that companies are not focusing on what actually customers want from them. They are looking the things from their own point of view which is different than the customer’s point of view. This poor support system makes the customers unhappy and destroys the relationship between the companies and their customers. As a result of this dissatisfaction customers switch to other service providers.

5.2. Complaining behavior

Blodgett et al. (1995) discussed that consumer who suspects that problem can be encountered again in future and holds belief that it could have been barred, they are likely to switch another service provider rather than engaging in complaint procedure with old one. According to the respondents they do not like to complain again and again about the same problem. If the problem will not be solved in one or two attempts, they will try switch to other service provider. Even few respondents said they will not complain because they are lazy and they will switch to other service provider. Therefore in this competing world it is crucial for service provider to have CSS to handle these complains. If these service encounters will be manage well, this will affect the relationship between service provider and the company.
5.3. Trigger Model and Customer support service

According to Roos (1999), triggers are main key factors in customer relationship and these triggers have long term effect on the customer.

Through our imperial data we came to know that 70% of the participants were passive. This means that these customers try to get information from family or friends. This means that these customers are going to choose the service provider because of positive word of mouth from the other people. If the companies have good support system which can help to create a good relationship and positive word of mouth for the companies which can help to attract new customers.

We found that one respondent looks always on his friend, family and other relatives for recommendation to change his service provider. It can be simply understood that even words of mouth can be a reason of switching to other service provider. Obviously he had thought too, but it only occurred by recommendation from any friend or relative. Though, the decision is finally taken by customer but it was boosted by recommendation that he gets from others. It will be considered as influential trigger since a third party recommendation took place.

Reactional trigger can be defined as a serious event of decline in perceived performance that is usually defined in the literature (Gardial et al., 1996). These incidents can happen before purchase, during purchase or when customers are using that service. These events direct customers to switching path (Roos 1999, 2002). These incidents are turning point for the customers to switch from service providers. These incidents usually happen when customers start to feel and at this point there is change in relationship between provider and customers (Holmlund and Strandvik 1999).

From the empirical data, the authors found that main factor for switching was CSS. 4 participants out of 10 said that they left their previous service provider as a reaction to their bad service. They were promising to give high quality service but they were unable to provide. Some participant said they were calling again and again to customer support but they were not getting the required support. Some participant said that the queue time was too long and sometime call was disconnected frequently. One participant said that she paid a bill but they were still sending her letters to pay bill. Another participant said that she received so many calls from service provider. These were critical incidents which forced them to change their service provider.

As we have discussed in theory that these triggers are important to maintain strong relationship, from empirical data we got the same points and issues.
5.4. Role of CSS to build Loyalty

Bolton et al. (2000) argued that satisfaction and value creates huge impact on loyalty in customer relationships. According to Lovelock (1996), Customer Loyalty is willingness of customer to continuing a firm’s services over long and speaks about the firm’s product with other family and friend.

From the empirical data we found that the customers who were satisfied with their service provider were loyal and have good relationship with the company. The main factors behind this loyalty were connection speed and customer support service (CSS). For example one respondent said that I am satisfied with my service provider because whenever I have problem, company solved my problem in few minutes. He further said because of his good experience with the CSS, he recommends his friends and family to use the service from the same service provider. One respondent said that he is using the service for last five years from the same service provider. He said that his service provider treats him as a family member. So the CSS is one of the most important factors which help companies to build strong relationship with their customers.

5.5. Importance of Customer Support Service

It is required for achieving customer satisfaction and long term relationships which is identified and emphasized by many researchers (Athaide et al., 1996; Cespedes, 1995).

In customer relationship research, customer support has often been viewed as isolated from the core service and studied focusing on, e.g. critical incidents resulting in complaining and switching (Roos and Edvardsson, 2008).

From the empirical data we have seen that people does not consider the CSS as a part of core service. They consider it as an important factor separate then core service. From the empirical study we found that 45% of customer said that CSS is most important factor for them whenever they think about the any service provider. As we have seen from the result of the empirical data that now a day’s people are busy in their daily activities and they do not have enough time to spend to solve their problem relating to CSS.

5.6. Role of Service Encounters in Building Strong Relationship

The promise of a service firm is tested from frequent service encounters that either firm can hold trust or not. Service encounter helps to develop strong customer relationship (Britner,
In these encounters customers come to know the firm’s quality (Parsuraman et al., 1985). According to Bove and Johnson (2000), encounters direct satisfaction and decision of repurchase behavior.

From the interviews we generalize that service encounters are very important from the relationship perspective. Customers who were satisfied with the company’s performance were saying that quick response from the company representatives is a main reason for their satisfaction. They trust on their service provider because they are delivering the quality what they promised before. Good quality of service encounter increases the loyalty among the customers and help to keep long term relationship.

The customers who were dissatisfied with the performance of service encounter were no more loyal with the company. They were complaining that the queue time is too long to reach the required information. Some were saying that they have to call again and again to fix their problem. According to these unsatisfied customers there is a gap between the promises made by the service provider and the actual performance.

5.7. Summary

From the above discussion we came to know that CSS is a most important factor behind the customer satisfaction and dissatisfaction. It is vital for the company to develop such CSS which is customer dominate logic. From the switching behavior of the customer we came to know that bad CSS put the customers on switching path and weaken the relationship between service provider and customers. It is also cause of negative word of mouth which conveys negative image of the company to other people. From the above discussion we also noticed that different customers have different complaining behavior, sometime they complain but sometime they don’t complain about their bad experiences.
6. Conclusion and Recommendations

6.1. Conclusion

In this competing world, it is really important to retain old customers because it is more expensive to attract new customers. To retain old and attract new customers, it is important for the companies to have good customer support service. Good customer support service helps companies to build strong relationship with their customers. It is important to focus on the actual needs and demands of customers before designing a customer support service. Good Support Service management is vital to cope with changing perceptions of the customers. From the research author think that a good customer support service can help the companies to fill the gap between customer expectations and actual experience. A good customer support service is tool to strong bonds and loyalty among the customers which help companies to create positive word of mouth for companies.

6.2. Recommendations

The researchers will present recommendations to different service providers based on the findings from the research.

- According to the finding of the research companies should more focus on the actual needs of the customers and they should follow the customer dominate logic approach. Whenever customer approaches to the customer support service or service, he or she has many past experiences which influence on the behavior.
- Companies should focus on queue timing because it is main factor behind the customers switching. People are really busy in their daily life they don’t have enough time to solve their problems. According to different responses queue timing for phone call should be less than five minutes.
- Companies should have their customer support center in the city so that people can visit. According to respondent some time it is necessary to have face to face contact to solve problems. According to responses queue time in service center should be not more than 15 minutes.
There should be information in English also. According to respondents it is difficult to get required information because available information is in Swedish.

Call to the customer support service should be free or cheaper because it is expensive to contact.

6.3. Future Research

In this changing environment where the perception and demands of the customers are changing rapidly, finding of the current research can help other to get deeper information about the CSS and it connection with relationship. It will be very interesting to investigate more deeply to know about the customer perceptions regarding CSS and how this CSS can be improved. We have focused on the university employees and students. There might exist variation of use and understanding of essence of customer support service between customers of this segment and in other customers from general households. The results of the research can be improved by taking large sample from different areas and individuals with different background because every individual have different needs and their own pattern of using services. The study also can be conducted on broad perspective by taking business organizational customer. We have taken a small sample of 20 respondents for empirical data and it may not be enough to generalize perception and experience of people about customer support service. Therefore, in order to generalize another empirical study is needed.

A quantitative research can be conducted by taking a large number of samples from population in order to get more precise and approximate result. A sample of more than hundred can be included from different back ground by distributing close end questionnaires to make a survey. Though, we have conducted interview which are more descriptive based. We can break questions in simple questions and can provide choices or scale. Even, quantitative tools (ex- SPSS) can be used to plot empirical data.

6.4. Reflections on the Thesis

Customers have become more important since it has become easier to get much information. Now they are much aware about the different available options and they are free to choose whatever they want to satisfy their needs.
Companies have to fight for their customers. In this study authors tried to understand more about the customer’s way of thinking and acting about their service providers. Researchers tried to find out, how CSS can help the companies to build strong relationship with their customers.

More research and information could have been gathered if more time is available and that could have helped to make a broad research. Time limitation influenced the researchers from getting more details. The researcher could conduct more interviews if time would available. At the end, the researchers believe that the qualitative approach was the better choice over a quantitative approach and personnel interviews with open ended questions were essential to get desired information.
References:


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Appendix 1 Results arranged according to Interviews

The interview has been conducted within 20 respondents. Including Students 11 (international and Swedish) and 8 employees of Karlstad University, Sweden. International students participated in interview were from different European and Asian countries. The interview results have been summarized below:

Total Interviews – 20

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<td>6</td>
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<tr>
<td>KAU Employee</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>12</strong></td>
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Current Broadband Internet Service Provider

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<td>Tele 2</td>
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</tr>
<tr>
<td>Bredbandsbolaget</td>
<td>1</td>
</tr>
<tr>
<td>Space2U</td>
<td>1</td>
</tr>
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Factors that create value for customers

<table>
<thead>
<tr>
<th>Determinants</th>
<th>Participants Preference</th>
</tr>
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<tbody>
<tr>
<td>Customer Support Service</td>
<td>9</td>
</tr>
<tr>
<td>Core Service</td>
<td>6</td>
</tr>
<tr>
<td>Price</td>
<td>5</td>
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Means to contact customer support service

<table>
<thead>
<tr>
<th>Contacts Through</th>
<th>No. of Respondents</th>
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</thead>
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<tr>
<td>Phone</td>
<td>19</td>
</tr>
<tr>
<td>Internet</td>
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</tr>
<tr>
<td>Customer support Center</td>
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</table>

Assessment of customer expected time on waiting to get support

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<tr>
<th>Time range</th>
<th>1-5</th>
<th>5-10</th>
<th>10-15</th>
<th>15-20</th>
<th>20-30</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Respondents</td>
<td>2</td>
<td>6</td>
<td>5</td>
<td>2</td>
<td>5</td>
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</table>
Overall satisfaction with customer support service

<table>
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<tr>
<th>Satisfied</th>
<th>Dissatisfied</th>
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</thead>
<tbody>
<tr>
<td>14</td>
<td>6</td>
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Customers loyal with current service provider and have been using same service for long time and customer who have experienced switching; switched from other provider

<table>
<thead>
<tr>
<th>Loyal</th>
<th>Switched</th>
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<tr>
<td>10</td>
<td>10</td>
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</table>

Factors that influenced customer to switch

<table>
<thead>
<tr>
<th>Total Switchers - 10</th>
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<tbody>
<tr>
<td>Customer support service</td>
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<tr>
<td>Core service</td>
</tr>
<tr>
<td>Price</td>
</tr>
<tr>
<td>Other</td>
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Customer Preference for free or cheap call to contact customer support service

<table>
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<tr>
<th>Preference</th>
<th>No. of Respondents</th>
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<tr>
<td>Free call</td>
<td>15</td>
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<tr>
<td>Cheaper call</td>
<td>5</td>
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Active and Passive Customers

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Active</td>
<td>5</td>
</tr>
<tr>
<td>Passive</td>
<td>15</td>
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</tbody>
</table>
Appendix 2 Summarizing Interviews

1- The 28 year old male student from Nepal has been currently using Comhem at his apartment. Before that he was using 3 for his internet access. He left 3 because of poor customer support service and expensive rates. According to him his current service provider is providing better services than previous one. As he thinks customer support should be quick responsive and it should be customer focused. The service provider should have a customer support center here in Karlstad.

2- The 27 year old male student from Nepal has been using Comhem service from 1 year and 5 months. According to him core service is good but he doesn’t like to spend long time to get support service which use to be quite expensive. According to him Customer support should provide service within short time and information should also be provided in English language.

3- The 29 years old male student from Afghanistan has been using Tele 2 service for 1 year 6 months and selected this provider simply because he had mobile phone service from same provider. He thinks that an ideal customer should provide quick service within short time and the information also should be in English.

4- The 23 year female student from Turkey is using Comhem for 3 months and is quite satisfied with customer till now. She thinks that customer support service should take short time because it costs.

5- The 24 year old female student from Germany has been using Telia for 6 months. According to her Customer support service and core service is the factor which means a lot for her. The customer support should provide direct contact with related personnel and should not keep on hold for long time.

6- The 23 year old female student from Germany is using Comhem since 1 year and before that she had Telia. She found that price was quite expensive in Teali. Therefore, she switched to Comhem. According to her any particular problem should
be solved after one contact to customer support. There should be no need of calling again and again. The call to CSS should be free of cost.

7- The 20 year old female student from Belgium is using Comhem for 4 months. She thinks price is a factor that compelled her to select provider. She doesn’t want to repeat explaining same problem on every call. She also thinks call to customer support should be cheaper.

8- The 60 year old male KAU’s employee from Sweden has been using Comhem for ten years. His preference is based on customer support service. He is not much satisfied with CSS and he wants to change provider. He suggests that customer support must have more personnel to avoid waiting call.

9- The 64 year old male KAU’s employee from Sweden has been using Telia for 10 years. He lives in country side and don’t have reach for other provider so he can only use Teali. Customer support is major factor for him. He thinks if we don’t get service at right time in proper way, it may ring frustration. CSS always take long time on call and it is quite expensive.

10- The 48 year old female KAU’s employee from Sweden has been using Space2U from 1 year. Her previous service provider was Bredbandsbolaget. She switched to current service because has to move at another place. She thinks that CSS should not make people wait on their call if it may take time to attained either they should call back to customer.

11- The 55 year old female KAU’s employee from Sweden has been currently using Telia from 4 months. She is switched to current service from previous Bredbandsbolaget. The reason for leaving previous provider was core service. As she said that they are not offering same speed as they promised during purchase. She suggests that CSS should be efficient and less time consuming.

12- The 47 year old female KAU’s employee from Sweden has been currently using comhem for 8 months. She switched from Telia because she got good price and package from Comhem. According to her Call to CSS should be free of cost.
13- The 68 year old female KAU’s employee from Sweden has been using Telia since 2 years. Even she shifted to another place but still having same provider. She is satisfied with her provider and its customer support.

14- The 39 year old male KAU’s employee from Sweden has been currently using Comhem service for 2 years. He switched to Comhem from Telia. He says that Telia had also good service but when he shifted to current place, modems in houses are only compatible with Comhem. He thinks the time length of CCS response to customer depends on need of customer that how fast they need it. According to him current operator should establish one customer support center here because some it is easy to contact rather than calling. It takes long time to call them so they should give free call service to CSS.

15- The 51 year old female KAU’s employee has been using Telia for 2 year and 6 months. She is switched to current service from Bredband 2. She got problem with CSS, they send her bill for even paid bill and he solved the problem through kommun. Afterward, she left it. In her opinion customers should be treated in good way.

16- The 26 year old female student from Sweden has been using Comhem for 6 months. She has bredbandsbolaget previously. She switched because she shifted at new place where she can only have access to Comhem. According to her as being a student price is major factor in making decision to have one among many available providers. The customer support should not take long time on call and they should always provide required information and services to customers.

17- The 29 year old female KAU’s employee from Sweden has been using Bredbandsbolaget for 2 years and she is satisfied with her service provider. She doesn’t want to get calls from provider that ask to take offers and other services even after knowing that I don’t have any interest in it.

18- The 27 year old male student from India has been currently using Telia for 3 weeks. He is switched from Comhem to Telia because place he has shifted at recently, there only Telia can work. He suggests that there should be quick service. There should be
specific system that a man call with same problem within short time should be handled by same personnel who has received call earlier so that a person may not need to repeat same problem story every time.

19- The 23 year old male student from Sweden has been using Telia for 5 years. he is a very satisfied customer with Telia. He thinks that every promise should be fulfilled regarding service that made at the time of installation.

20- The 26 year old female student from Sweden has been currently using Comhem for 8 months and previously, she had Bredbandsbolaget. She changed her provider because Customer support didn’t provide solution to her problem even after calling three times for same problem. According to her customer representatives should be good in customer handling and it would be better if they provide free call or cheaper call for support service.
Appendix 3 Original interviews

Interview-1

Name: Manish Mahato
Gender: Male Age: 28

1. Are you using internet Broadband at home?
   
   yes

2. Which broadband network do you have now?
   
   Comhem

3. Since how long you have been using this service provider?
   
   From last six months

4. Which service provider did you have before?
   
   3
   
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   
   Customer support service   [ ] Core service [ ] Price [ ] Other [ ]

6. Why did you leave previous operator?
   
   Customer support service [x] Core service [ ] Price [x] Other [ ]

7. How did you get information about service provider?
   
   One of my friends told me that this provider has good internet service.

8. What differences do you find in previous and current provider’s service and CSS?
   
   Current service is cheaper than previous one. It has Strong customer support service, take lesser time to solve problem than previous operator.

9. When and why did you contact first time?
   
   I contacted when I had problem in my network connection.
10. **How you contact with customer support service?**

   - Face to Face
   - Internet ✔️
   - Phone

11. **How often do you contact with customer support service?**

    It depends on problem. Whenever I have any problem regarding my connection, I do contact.

12. **How long time do they take to solve your problem?**

    1 hr

13. **What should be expected queue time?**

    max 25 minutes

14. **Are you satisfied with customer support service?**

    Yes, it is better than previous service provider.

15. **What is your suggestion to improve customer support service?**

    - Service provider should be quick responsive to customers and solve problem quick. -
    - The service should be developed according to customer need and requirement.
    - They should establish a customer support center here in Karlstad.
Interview – 2

Name: Raju Regmi
Gender: Male  Age: 27

1. Are you using internet Broadband at home?
   yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   1.5 years

4. Which service provider did you have before?
   I have been using same service provider since I come here.

If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service [x]  Core service [x]  Price [x]  Other [ ]

6. Why did you leave previous operator?
   Customer support service [ ]  Core service [ ]  Price [ ]  Other [ ]

7. How did you get information about service provider?
   Apartment I live in, there only Comhem can be installed.

8. What differences do you find in previous and current provider’s service and CSS?
   I am using same internet so I don’t have any experience.

9. When and why did you contact first time?
   Last August 2012, I contacted CSS because I had lost internet connection wanted to resume service again. Problem was solved in the same day.
10. How you contact with customer support service?

Face to Face ☐  Internet ☐  Phone ☑

11. How often do you contact with customer support service?

When I face any problem with my connection.

12. How long time do they take to solve your problem?

They tried to solve problem as soon as possible. But I had to wait almost half an hour to get response. It’s quite boring but they solved problem finally.

13. What should be expected queue time?

It should be max 10 minute.

14. Are you satisfied with customer support service?

Somehow satisfied, because they solved every problems till now although took long time to solve it.

15. What is your suggestion to improve customer support service?

- Queue time should be short. It is really stressful to wait over half an hour to get response.
- For Swedish non speaker customer, services should be provided in English language. (Ex- I had to pay fine due to inability to translate Swedish language faktura.)
- They speak in English but other relevant information appears in Swedish. It is difficult to understand.
- They should offer free call to customer support service.
Interview-3

Name: Sayed Khalid Hashmi

Gender: Male  Age: 29

1. Are you using internet Broadband at home?
   yes

2. Which broadband network do you have now?
   Telia 2

3. Since how long you have been using this service provider?
   1 year 6 months

4. Which service provider did you have before?
   same

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service [x]  Core service [ ]  Price [ ]  Other [ ]

6. Why did you leave previous operator?
   Customer support service [ ]  Core service [ ]  Price [ ]  Other [ ]

7. How did you get information about service provider?
   I have mobile from same provider so I thought I can take internet service too.

8. What differences do you find in previous and current provider’s service and CSS?
   Using same service

9. When and why did you contact first time?
   I contacted last October 2011, I had problem with signal strength and internet speed was low.
10. How you contact with customer support service?

   Face to Face  ☐  Internet  ☐  Phone  ☑

11. How often do you contact with customer support service?

   I contact, whenever I have problem with internet broadband device or services.

12. How long time do they take to solve your problem?

   Max 30 minutes

13. What should be expected queue time?

   less than 10 minutes

14. Are you satisfied with customer support service?

   Quite satisfied

15. What is your suggestion to improve customer support service?

   - There must be information in English which can make easy to understand all services and procedures.
   - Queue time should be less than 5 minutes.
   - Problem must solve in short time.
   - Call to customer support should be free of cost.
Interview – 4

Name: Berfin Karakecily
Gender: Female       Age: 23

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   3 months

4. Which service provider did you have before?
   Same

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service  Core service  Price  Other
   Customer support service  Core service  Price  Other

6. Why did you leave previous operator?
   Customer support service  Core service  Price  Other
   Customer support service  Core service  Price  Other

7. How did you get information about service provider?
   My friend told me about this service provider.

8. What differences do you find in previous and current provider’s service and CSS?
   I have been using same service.

9. When and why did you contact first time?
   Get connection through housing company’s help after that don’t have any contact.
10. How you contact with customer support service?

   Face to Face [ ]  Internet [ ]  Phone [ ]

11. How often do you contact with customer support service?

   Once when I had problem

12. How long time do they take to solve your problem?

   same day

13. What should be expected queue time?

   Lesser than 30 minutes (Shop)

14. Are you satisfied with customer support service?

   Yes, I satisfy but not that much, they solved my problem same day I contacted.

15. What is your suggestion to improve customer support service?

   - They should take less time on call because it is expensive to call them
Interview – 5
Name: Jenny
Gender: Female  Age: 24

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   6 months

4. Which service provider did you have before?
   same
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service [x]  Core service [x]  Price [ ]  Other [ ]

6. Why did you leave previous operator?
   Customer support service [ ]  Core service [ ]  Price [ ]  Other [ ]

7. How did you get information about service provider?
   I searched information myself on webpage.

8. What differences do you find in previous and current service provider?
   same

9. When did you contact first time?
   Before some days, Got problem with router then we contacted customer support to send us new router.

10. How you contact with customer support service?
    Face to Face [ ]  Internet [ ]  Phone [x]

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11. How often do you contact with customer support service?
   Once in year

12. How long time do they take to solve your problem?
   One hour.

13. What should be expected queue time?
   It should be lesser than 5 minutes because we have to pay for calls which we make to them.

14. Are you satisfied with customer support service?
   Quite satisfied

15. What is your suggestion to improve customer support service?
   - There customer support service should be quick responsive.
   - Queue time should be short
   - It should be direct to contact personnel through internet or phone who deals with the problem that I have, should not be call transfers from one to other personnel.
Interview -6  
Name: Annika Härtel  
Gender: Female  Age: 23  

1. Are you using internet Broadband at home?  
yes  

2. Which broadband network do you have now?  
Comhem  

3. Since how long you have been using this service provider?  
From last 1 year  

4. Which service provider did you have before?  
Telia  

If using same service provider- then Reply Q. 5 if not – Q.6  

5. Why are you using same network for long time?  
Customer support service  
Core service  
Price  
Other  

6. Why did you leave previous operator?  
Customer support service  
Core service  
Price  
Other  

7. How did you get information about service provider?  
My friend told me that it would be good in both way speed and price.  

8. What differences do you find in previous and current service provider?  
It cheaper than pervious and have good internet speed.  

9. When and why did you contact first time?  
Few months back, my device had problem with frequency.  

10. How you contact with customer support service?  
Face to Face  
Internet  
Phone  

11. **How often do you contact with customer support service?**
   
   Whenever get problem in connection and router.

12. **How long time do they take to solve your problem?**
   
   30 minutes

13. **What should be expected queue time?**
   
   15 minutes

14. **Are you satisfied with customer support service?**
   
   Satisfied

15. **What is your suggestion to improve customer support service?**
   
   - Queue time should be short.
   
   - Problem should be solved after one call. Should be no need to contact CSS again and again for same problem.
   
   - It would be good if they can provide us free phone call.
Name: Janice Seynhawe
Gender: Female  Age: 20

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   4 months

4. Which service provider did you have before?
   same

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service [ ] Core service [X] Price [ ] Other [ ]

6. Why did you leave previous operator?
   Customer support service [ ] Core service [ ] Price [ ] Other [ ]

7. How did you get information about service provider?
   My friend has same connection and she told me it can be good.

8. What differences do you find in previous and current service provider?
   same

9. When did you contact first time?
   Jan 2012, Internet was disconnected then I contacted first time.

10. How you contact with customer support service?
    Face to Face [ ] Internet [ ] Phone [X]
11. **How often do you contact with customer support service?**
   once till now

12. **How long time do they take to solve your problem?**
   they took almost a day

13. **What should be expected queue time?**
   20 minute

14. **Are you satisfied with customer support service?**
   ok

15. **What is your suggestion to improve customer support service?**
   - I don’t want to hear the same thing as example if I had problem with connection I call to CSS they give me instruction to switch on or unplug cables which I had done before contacting him. So I don’t like to hear same information again.
   - CSS should be less time consuming and call to CSS should be cheaper.
Interview – 8

Name: Hans Kvarnström
Gender: Male Age: 60

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   10 years

4. Which service provider did you have before?
   I have been using same but planning to change service provider because have Tv, phone and broad band from same service provider and when I get problem all three services get stopped.

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service x Core service Price Other

6. Why did you leave previous operator?
   Customer support service Core service Price Other

7. How did you get information about service provider?
   I searched on web.

8. What differences do you find in previous and current service provider?
   I want to change but not changing because I am being lazy.

9. When and why did you contact first time?
   Don’t remember the date but contacted to complain about failure of service.
10. How you contact with customer support service?

   Face to Face  [ ]  Internet  [ ]  Phone  [x]

11. How often do you contact with customer support service?

   Several times

12. How long time do they take to solve your problem?

   They take more time and keep on hold.

13. What should be expected queue time?

   10 minute

14. Are you satisfied with customer support service?

   Not that much

15. What is your suggestion to improve customer support service?

   - They should hire more people so that we don’t need to wait for long time to get
   response. It can be better if they provide cost free call to them.
Interview – 9

Name: Kent Åsenlöf
Gender: Male Age: 64

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   10 years

4. Which service provider did you have before?
   Have same because I live at the place where only Telia have connection.
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☒  Core service ☐  Price ☐  Other ☐

6. Why did you leave previous operator?
   Customer support service ☐  Core service ☐  Price ☐  Other ☐

7. How did you get information about service provider?
   I just get informed by neighbor that only Telia can work here.

8. What differences do you find in previous and current service provider?
   Same and till now I think well.

9. When did you contact first time?
   Before sometime called to change modem because it was damaged by bad weather.

10. How you contact with customer support service?
    Face to Face ☐  Internet ☐  Phone ☒
11. **How often do you contact with customer support service?**
   
   7 – 6 times

12. **How long time do they take to solve your problem?**
   
   It is hard to get connection first. Then they take some time even one hour.

13. **What should be expected queue time?**
   
   20 minute but not longer.

14. **Are you satisfied with customer support service?**
   
   It is quite good but I think service is quite expensive.

15. **What is your suggestion to improve customer support service?**
   
   - They take long time to connect to right personnel and I think it is expensive to call them.
   
   - They should not take long time in holding call.
   
   - should give free call facility to CSS.
Interview – 10

Name: Cecilia Hardstrom
Gender: Female  Age: 48

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Space2U

3. Since how long you have been using this service provider?
   1 year

4. Which service provider did you have before?
   Bredbandsbolaget

   If using same service provider- then Reply Q.5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service  Core service  Price  Other

6. Why did you leave previous operator?
   Customer support service  Core service  Price  Other

7. How did you get information about service provider?
   I just saw on website.

8. What differences do you find in previous and current service provider?
   That service provider was also good but we moved to another place and changed provider.

9. When did you contact first time?
   Jan 2012, Internet was disconnected then I contacted first time

10. How you contact with customer support service?
    Face to Face  Internet  Phone
11. **How often do you contact with customer support service?**

   Two times a year when I was getting slow internet traffic.

12. How long time do they take to solve your problem?

   They took almost a day

13. What should be expected queue time?

   20 minute

14. Are you satisfied with customer support service?

   They are quite good.

15. What is your suggestion to improve customer support service?

   - It is really boring to stay on hold for long time. So I think there should be some system to call back to know our problem rather than keeping on hold and making frustrated.
Interview - 11

Name: Berit Hjört
Male: Female Age: 55

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   4 months

4. Which service provider did you have before?
   Bredbandsbolaget

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

6. Why did you leave previous operator?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

7. How did you get information about service provider?
   I had mobile from Teli so I thought it would be good to have.

8. What differences do you find in previous and current service provider?
   My current service provider good but the old one was not giving me better speed as they promised.

9. When did you contact first time?
   Jan 2012, Internet was disconnected then I contacted first time

10. How you contact with customer support service?
    Face to Face ☐ Internet ☐ Phone ☒
11. How often do you contact with customer support service?
   
   once till now

12. How long time do they take to solve your problem?
   
   They take short time

13. What should be expected queue time?
   
   5 minute

14. Are you satisfied with customer support service?
   
   I am satisfied with my current service provider.

15. What is your suggestion to improve customer support service?
   
   - It should be fast because I don’t have time to spend 45 minute or one hour to get customer support service.
   
   - If company is doing commitment to provide support service then it must efficient.
Interview – 12

Name: Anna Dyrman
Gender: Female  Age: 48

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   8 months

4. Which service provider did you have before?
   Telia
   
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service  Core service  Price  Other

6. Why did you leave previous operator?
   Customer support service  Core service  Price  Other

7. How did you get information about service provider?
   My friend told me that it is cheaper and promotional offer is going on.

8. What differences do you find in previous and current service provider?
   Previous operator was also good but expensive.

9. When and why did you contact first time?
   Few months before when I wanted to get connection.

10. How you contact with customer support service?
    Face to Face  Internet  Phone  

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11. **How often do you contact with customer support service?**

   It depends on problem encounter.

12. **How long time do they take to solve your problem?**

   Some time they take 15 minutes and sometime more than it.

13. **What should be expected queue time?**

   10 minute

14. **Are you satisfied with customer support service?**

   yes, somehow

15. **What is your suggestion to improve customer support service?**

   - The call to customer support service by phone should be free.
   - Less time consuming service
Interview-13

Name: Britt-Marie Karlsson
Gender: Female Age: 68

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   2 years

4. Which service provider did you have before?
   I am using same service for a long time even I shifted at other place but still using same Telia.
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service x Core service Price Other

6. Why did you leave previous operator?
   Customer support service Core service Price Other

7. How did you get information about service provider?
   I just took Telia.

8. What differences do you find in previous and current provider’s service and CSS?
   I am using same

9. When and why did you contact first time?
   When I had to get connection from Telia and moved to another place.
10. **How you contact with customer support service?**

   Face to Face [ ] Internet [ ] Phone [x]

11. **How often do you contact with customer support service?**

   It depends on problem.

12. **How long time do they take to solve your problem?**

   45 minutes

13. **What should be expected queue time?**

   10 minute

14. **Are you satisfied with customer support service?**

   Yes, I am quite satisfied.

15. **What is your suggestion to improve customer support service?**

   They are doing well. I am ok with it. But it would be better if they can provide free call service to their support.
Interview-14

Name: Samuel Petros Sebhatu
Gender: Male Age: 39

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   2 years

4. Which service provider did you have before?
   Telia. – The place I have shifted has only comhem now.
   
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service [ ] Core service [ ] Price [ ] Other [ ]

6. Why did you leave previous operator?
   Customer support service [ ] Core service [ ] Price [ ] Other [x]

7. How did you get information about service provider?
   The house where I live could have only access to Comhem.

8. What differences do you find in previous and current provider’s service and CSS?
   Previous service provider also had good service but now also it’s good.

9. When and why did you contact first time?
   I called CSS because I faced some problem in connection.
10. How you contact with customer support service?
   Face to Face  Internet  Phone  

11. How often do you contact with customer support service?
   Till now 2 times

12. How long time do they take to solve your problem?
   15 minutes

13. What should be expected queue time?
   It depends how fast I need it example: I am working with some important task then I
   would need it fast.

14. Are you satisfied with customer support service?
   Yes, I am quite satisfied.

15. What is your suggestion to improve customer support service?
   - My current operator should establish one customer support center here because some
   it is easy to contact rather than calling. It takes long time to call them so they should
   give free call service to CSS.
Interview-15

Name: Anneli Sandburg
Gender: Female Age: 51

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   2 year and 6 months

4. Which service provider did you have before?
   Bredband 2
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

6. Why did you leave previous operator?
   Customer support service ☒ Core service ☐ Price ☐ Other ☐

7. How did you get information about service provider?
   I had my phone with Telia.

8. What differences do you find in previous and current provider’s service and CSS?
   I had bad experience with my previous service provider. They send me payment reminder for paid bill. They sent me noticed. I solved my problem through kommun.

9. When and why did you contact first time?
   I called CSS because I faced some problem in connection.
10. How you contact with customer support service?
   - Face to Face
   - Internet
   - Phone [x]

11. How often do you contact with customer support service?
   3-4 times till now.

12. How long time do they take to solve your problem?
   They solved within 1 hour.

13. What should be expected queue time?
   5 minutes

14. Are you satisfied with customer support service?
   Yes, I am satisfied with Telia.

15. What is your suggestion to improve customer support service?
   - To treat customer in a good way and provide good service.
   - They have to be always interested in helping customer.
Interview-16

Name: Hana Ranken
Gender: Female  Age: 27

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   6 months

4. Which service provider did you have before?
   Bredbandsbolaget
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service  Core service  Price  Other

6. Why did you leave previous operator?
   Customer support service  Core service  Price  Other

7. How did you get information about service provider?
   My friend told me about it.

8. What differences do you find in previous and current provider’s service and CSS?
   That was also providing good service. I changed previous one because I shifted to another place. There I can only use Comhem.

9. When and why did you contact first time?
   Before few months when I lost my internet connection.
10. How you contact with customer support service?

   Face to Face [ ]  Internet [ ]  Phone [x]

11. How often do you contact with customer support service?

   Not that much but whenever I face problems.

12. How long time do they take to solve your problem?

   35 minutes

13. What should be expected queue time?

   10 minutes

14. Are you satisfied with customer support service?

   Yes, I am quite satisfied with Comhem.

15. What is your suggestion to improve customer support service?

   - Customer should get desired solution and information from them
   
   - They should provide free call to CSS.
   
   - It shouldn’t take long time to get response.
Interview-17

Name: Ingrid Ranke
Gender: Female Age: 29

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Bredbandsbolaget

3. Since how long you have been using this service provider?
   3 years

4. Which service provider did you have before?
   same

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ✔ Core service ✔ Price ❌ Other ❌

6. Why did you leave previous operator?
   Customer support service □ Core service □ Price □ Other □

7. How did you get information about service provider?
   I had two choices either Comhem or Bredbandsbolaget and I just picked
   Bredbandsbolaget without knowing.

8. What differences do you find in previous and current provider’s service and
   CSS?
   Current service is really good. They give quick response and proper solution to me.

9. When and why did you contact first time?
   I contacted them when had a problem. They answered very intelligently.
10. **How you contact with customer support service?**
   - Face to Face
   - Internet
   - Phone

11. **How often do you contact with customer support service?**
    2-3 times till now.

12. **How long time do they take to solve your problem?**
    Immediately after receiving my call.

13. **What should be expected queue time?**
    10 minutes

14. **Are you satisfied with customer support service?**
    Yes, I am very satisfied. I often have problem but quick solution too.

15. **What is your suggestion to improve customer support service?**
    - They should not call me often and ask to take other services ex: Tv. Even after knowing once that I don’t have any interest in other services.
Interview-18

Name: Bishnu Dev Tiwari
Gender: Male Age: 27

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   3 weeks

4. Which service provider did you have before?
   Comhem
   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

6. Why did you leave previous operator?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

7. How did you get information about service provider?
   I searched myself on internet and I took decision to take one offered package.

8. What differences do you find in previous and current provider’s service and CSS?
   Current service is expensive than previous one. I didn’t have any choice to take Comhem again in my new apartment because it was only Telia compatible. Current provider’s customer support responses quicker than previous one. Current provider has free call to customer support service.
9. **When and why did you contact first time?**
   
   I contacted them first at time of installation.

10. **How you contact with customer support service?**
   
   Face to Face [ ]  Internet [ ]  Phone [x]

11. **How often do you contact with customer support service?**

   3 times till now.

12. **How long time do they take to solve your problem?**

   They take 10 to 15 minutes usually.

13. **What should be expected queue time?**

   6 minutes

14. **Are you satisfied with customer support service?**

   Yes, I am quite satisfied till now.

15. **What is your suggestion to improve customer support service?**

   - Communication problem: I called them and asked that the service I am taking includes Wi-Fi device or modem. They replied me yes but it didn’t have Wi-Fi modem, can be only connected through cable. I thought they didn’t understand me because I was communicating in English.

   - There should be some system to get connect to the same customer representatives for certain time period. We contact to CSS with same problem within half an hour which is not shorted out still. On call we get other customer representative and have to retell whole story again.

   - Customer Support Service should be 24 hour available.

   - Free call to CSS
Interview-19

Name: Damjan Tosic

Gender: Male   Age: 23

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Telia

3. Since how long you have been using this service provider?
   5 years

4. Which service provider did you have before?
   same

   If using same service provider- then Reply Q.5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☐  Core service ☒  Price ☐  Other ☐

6. Why did you leave previous operator?
   Customer support service ☐  Core service ☐  Price ☐  Other ☐

7. How did you get information about service provider?
   We are using same service provider for long time. Does not remember.

8. What differences do you find in previous and current provider’s service and
   CSS?
   Don’t have any experience of switching.

9. When and why did you contact first time?
   Few months before to upgrade my service.
10. **How you contact with customer support service?**

   - Face to Face [ ]
   - Internet [ ]
   - Phone [x]

11. **How often do you contact with customer support service?**

    2-3 times till now.

12. **How long time do they take to solve your problem?**

    5 minutes

13. **What should be expected queue time?**

    5 minutes

14. **Are you satisfied with customer support service?**

    Yes, I am very satisfied and a loyal customer to Telia.

15. **What is your suggestion to improve customer support service?**

    - Provider should fulfill their promises what they make at the time of installation.
    - Free call to CSS.
Interview-20

Name: Linn Andersson
Gender: Female Age: 26

1. Are you using internet Broadband at home?
   Yes

2. Which broadband network do you have now?
   Comhem

3. Since how long you have been using this service provider?
   8 months

4. Which service provider did you have before?
   Bredbandsbolaget

   If using same service provider- then Reply Q. 5 if not – Q.6

5. Why are you using same network for long time?
   Customer support service ☐ Core service ☐ Price ☐ Other ☐

6. Why did you leave previous operator?
   Customer support service ☒ Core service ☒ Price ☒ Other ☒

7. How did you get information about service provider?
   Advertisement

8. What differences do you find in previous and current provider’s service and CSS?
   Previous provider was not quick in doing problem solution. I called them three times for same problem.

9. When and why did you contact first time?
   Last Month, because of bill.
10. How you contact with customer support service?

   Face to Face   Internet   Phone  

11. How often do you contact with customer support service?

   Whenever I need support.

12. How long time do they take to solve your problem?

   Within 10 minutes.

13. What should be expected queue time?

   5 minutes

14. Are you satisfied with customer support service?

   Yes, I am quite satisfied.

15. What is your suggestion to improve customer support service?

   - The call to customer support service should be cheaper or free.
   - They should be good in customer handling.