INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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    NEED/IMPORTANCE OF THE STUDY

    STATEMENT OF THE PROBLEM

    OBJECTIVES

    HYPOTHESES

    RESEARCH METHODOLOGY

    RESULTS & DISCUSSION

    FINDINGS

    RECOMMENDATIONS/SUGGESTIONS

    CONCLUSIONS

    SCOPE FOR FURTHER RESEARCH

    ACKNOWLEDGMENTS

    REFERENCES

    APPENDIX/ANNEXURE

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- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
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BOOKS
- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES
- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES
- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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WEBSITES
- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

ENCOMPASSING KANO'S MODEL TO AUGMENT CUSTOMER EXPERIENCE FOR THE INDIAN DTH INDUSTRY

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ABSTRACT

The purpose of the research was to develop a solution which would help the Direct to Home service providers to enhance the levels of customer experience and help in attaining customer satisfaction. This study modifies the Kano's model within the context of the Direct to Home industry and segregates the attributes that affect customer experience into the various quadrants as identified by Noriaki Kano as Exciters, Satisfiers, Dissatisfiers, and Indifference attributes. Data analytics and then modeling the data to provide insightful information was the core process followed. For obtaining Primary Data for the service parameters and customer information, a questionnaire was formed and an assisted survey of 440 consumers was carried out. Secondary research was carried out to build the data model. The questionnaire could quantitatively capture voice of customers on a scale of 1-7. A crosstab correlation was performed using SPSS, which promotes the fact that the considered attributes in developing the model have positive influence on enhancing the overall Customer Experience. The results show that there is a significant relationship between customer experience and the attributes defined under exciters, satisfiers and Must Be's. A broader segment can be opted for the survey to get better results, also the move to rural areas can be considered. The study will help DTH operators to perform efficient parameter profiling & understand the customer's mindset. The operator can then build on its Quality of Service & increase customer satisfaction and loyalty by delivering the perceived customer experience. The work has been able to express experience quantitatively. The research was based on unconventional and logical thoughts on how to analyze and model the data which could be used for strategic decision making by the service providers.

KEYWORDS
Customer Experience, Customer satisfaction, KANO'S Model, DTH industry.

1. INTRODUCTION

India happens to stand third in terms of subscriber base of TV market with 155 million subscriber households in 2012, with US and China being the first two contenders. In India, as of date, the TV signals are distributed in three formats, analog, digital, and terrestrial. In India, the analogue TV services are being provided by cable operators and the digital TV services are being provided by direct to Home operators. Direct to Home (DTH) refers to Direct to Home Television. DTH is can be defined as receiving satellite programs in the house using a personal dish by an individual user. DTH eliminates the local cable operator by enabling direct contact between the broadcaster and the consumer. The cable operators are able to receive satellite programs which in turn are distributed to individual homes of customers.

The Cable Television Networks (Regulation) Act was reformed by the Indian government in 2011 whereby it was decided to digitize Pay TV services in a phased manner such that the implementation would be complete by end of 2014. The main reasons driving the growth of Direct to Home services are the progress in technology, increased overall value proposition, and simplified yet enhanced consumer's television viewing experience. One more major driver for growth of DTH industry is customer service as it acts as a major differentiator for the DTH players A few challenges faced by the Direct to Home Industry are low Average Revenue per user (ARPU), high customer acquisition costs and high churn rate. DTH Service Providers consider superior service experience as the key differentiator that will help them acquire new customers and manage churn as well. Currently the rate of churn for the DTH industry is 14-16%. Thus, it is essential to develop effective methods to retain the existing which can be achieved by managing the customer experience. Customer experience is defined as the sum of all experiences that a customer has at every touch-point of the customer-company relationship. It is an intentional effort on the part of the company to develop and maintain good experience which is differentiated from the competition, consistent at every touch point and most importantly valued by the customer. The objective of the paper is to use the Kano's model of customer satisfaction in order to enhance customer experience for DTH customers. This study modifies the Kano's model within the context of the Direct to Home industry. The attributes which affect customer experience for DTH services have been identified in this study and are then segregated into the various quadrants as identified by Noriaki Kano as Exciters, Satisfiers, Dissatisfiers, and Indifference attributes. The segregation will help managers to focus on those attributes which will yield in creating value for the customers.

2. LITERATURE REVIEW

2.1 IMPORTANCE OF CUSTOMER EXPERIENCE

Various authors have stressed on the importance of customer experience. Pine and Gilmore 1998 and 1999, Shaw and Ivens 2002, Voss 2003, Prahalad and Ramaswamy 2004, Meyer and Schwager 2007 opine that customer experience can be used as a source of competitive advantage. According to Liljander and Strandvik 1997, customer experience has an effect on customer satisfaction. As per Yu and Dean 2001, Pullman and Gross 2004, Mascarenhas *et al*. 2006, customer experience leads to customer loyalty. Johnson and Mathews 1997, Flanagan *et al*. 2005 advocate that customer experience can influence expectation of customers. Flanagan *et al*. 2005 feel that customer experience helps to build confidence of customer towards a brand, and Grace and O"Cass 2004 Berry and Carbone 2007 opine that customer experience actually supports in brand building which is also supported by Pullman and Gross 2004 who opine that good experiences helps to create emotional bonding with customers.

2.2 CUSTOMER EXPERIENCE DEFINED

Pine and Gilmore (1998, 1999) were amongst some of the early writers to research on the concept of customer experience. One of their observations was on commoditization of services which they felt was the main reason why companies now had to compete on basis of better experience to customers. Research done by Pine and Gilmore, 1998; Prahalad and Ramaswamy, 2004 Johnston and Kong, 2011; clearly reflects the trend of creating a differential advantage by giving better experiences to the customer.

Experience has been increasingly discussed since the beginning of 2000 (Caru and Cova 2007), but it is rarely defined. Sundbo and Hagedorn- Rasmussens (2008) defined Customer Experience as the customer's direct and indirect experience of the service process, the organization, the facilities and how the customer interacts with the service firm's representatives and other customers. According to them, Customer experience is one of the major factors   influencing the consumer's process for purchase decision. Customer experience has been defined by Meyer and Schwager (2007) as the response of a customer at any direct or indirect touch point of a company, which may be internal or subjective in nature. Customer experience, as perceived by Zomerdijk and Voss (2009), is a holistic concept which is a combination of the combined aspects of a product/service offering of a company.

In the opinion of Davidson (1992) customer experience is a method of creating a competitive advantage for achieving sustenance and for establishing customer's loyalty. Barlow and Maul (2000) have suggested that as per the experience economy philosophy, customers expect a positive, emotional and memorable experience at every touch-point or transaction with an organization. According to O'Sullivan and Spangler (1998), customer experience economy includes all those companies or individuals whose prime aim is to give customers a wonderful and different experience.

2.3 CUSTOMER EXPERIENCE AND CUSTOMER SATISFACTION

Previous studies by researchers by Bolton, 1998; Fornell, 1992 have proven that customer satisfaction leads to increase in revenue for an organization. Reichheld and Sasser, 1990 opine that customer satisfaction leads to reduction in the transactional costs. As per Anderson and Sullivan, 1993 it also decreases in rate of customer defection in cases when quality has not been delivered at times. As per Kotler 2006, customer satisfaction plays an important role as it is not affected by changes in costs or seasonal changes or other organizational practices. Hence customer satisfaction is considered by researchers as one of the best indicators of a company's profits.

Oliver (1980) has defined customer satisfaction as a feeling of pleasure or disappointment which occurs after an individual evaluates the services delivered by an organization with his individual expectations of the same. Fornell (1992) has defined customer satisfaction from post purchase perspective as how a service is evaluated by a customer after he buys the service. Cadotte, Woodruff and Jenkins 1987 define it from experience perspective as the evaluation of a customer based on the usage experience that he gets from the service. The same perspective has been emphasized by Day 1984 wherein they define customer satisfaction as a resultant of the evaluation of a service by a customer based on actual service received versus customer's prior expectation from that service. Churchill and Surprenant 1982 view customer satisfaction as an outcome of purchase and usage i.e customers' expectation with respect to product attributes and evaluation of the same post usage. According to Swan, Trawick and Carroll 1980 it is a feeling of customer towards a product/service: whether the product or service performed as expected or it performed poorly. Howard and Sheth 1969 interpreted it as the cognitive response of buyer and whether buyer feels adequately rewarded for sacrifices he has undergone for purchasing the product. W. Boulding, K. Ajay, S. Richard, A.Z. Valarie (1983) divide customer satisfaction as twofold: transaction specific satisfaction or cumulative satisfaction. Transaction specific satisfaction has been described by C. Cook, B.Thompson (2000) as a customer's individual experience with respect to a particular service encounter with an organization. Cumulative satisfaction has been described by I. M. Tahir, N. M. Abu-Bakarcon (2007) as the overall experience of a customer with an organization from the beginning till date.

According to Hongxiang (2011) experience quality is one of the exceedingly important factors for creating a satisfied customer. As per statistical information, it has been proven that approximately 82% of users either leave or move to another service provider's network because they are not satisfied with the quality of the service provider's offerings.

The research done by Belk *et al* (1989) stresses on the importance of understanding the factors affecting experience of the modern consumer. Similarly, Thompson *et al.* (1990) have also reiterated the fact that researchers should do a study on customer experiences. Experience, according to Michela Addis (2005), is what a customer experiences during consumption of a product or service. Katz (1968), and Van Der Wagen (1994) are of the opinion that different customers may have different perception of experiences for a given product or service because each customer is unique in his understanding and analysis given the fact that each one of them comes from a different educational, cultural background. Blythe (1997) reiterates a similar opinion by saying that consumers analyze their purchase decisions as a result of their previous positive experiences.

From the above literature review we can summarize that positive experiences are essential in order to achieve customer satisfaction. However, there is little guidance in practical terms regarding designing of experiences. Shaw and Ivens (2005) have pointed out the fact that companies are now utilizing customer experience as a way to attain sustainable competitive advantages. Pine and Gilmore (1998) feel that this may lead to customer experience becoming the next competitive for companies to battle upon. .

As per Kotler 2006, the antecedents and consequences of customer satisfaction have been discussed in several articles. But the use of Kano's model for creating better value for customers has not been discussed especially in the context of customer experience. According to Hsiu-Yuan Hu1, Ching-Chan Cheng, Shao-I Chiu and Fu-Yuan Hong "the antecedents of this model can be replaced by different quality attributes", which will help managers to improve levels of customer satisfaction and create value for customers.

Hence, this study uses the Kano's model to study how overall customer experience associates with various attributes of service quality for the DTH services. The purpose of the research was to capture service attributes for the DTH service & segment them to realize the focus areas of Customer Experience in the Indian DTH consumer's mindset.

3. MODEL NARRATIVE

3.1 KANO's QUADRANTS

The Kano's quadrants are a depiction of an excellent model of customer satisfaction. The quadrants emerge from the responses of the customers & define the service attributes & statements into various categories. This model can be used an insightful tool for the service providers to check out the focus areas & work upon them to provide better customer experience & build customer loyalty. The quadrants defined by Noriaki Kano are as follows:-

1. *Exciters*: Are services that are unexpected. For example an attendant offering one's phone to the customer or a service call from the operator for the plan that fits customer needs. These are basically those experiences which create delight & customer wants to return to the DTH operator for another purchase.

2. *Satisfiers*: These are the 'the more the better' parameters which drive customer satisfaction. Higher the "Satisfier" higher the experience. Experience will suffer if these parameters are low. Directly proportional is the loyalty factor better experience greater are the chances of loyalty.

3. *Dissatisfiers*: These are the attributes which if not provided can cause customer to dislike the product but the provision of which may not necessarily result in raising customer experience. For example, a Wi-Fi access point at an unexpected location by the operator that the customer is using. These should be worked upon to better experience fundamentals for the customers.

4. *Indifference*: These do not make any impact one way or another. These create the secondary opportunity areas to be tapped upon by the DTH service operators& create unexpected experience enhancement & enhance loyalty & WOM.

4 RESEARCH METHODOLOGY

4.1 RESEARCH OBJECTIVE

The objective of the paper is to use the Kano's model of customer satisfaction in order to enhance customer experience for DTH customers. This study modifies the Kano's model within the context of the Direct to Home industry. The attributes which affect customer experience for DTH services have been identified in this study and are then segregated into the various quadrants as identified by Noriaki Kano as Exciters, Satisfiers, Dissatisfiers, and Indifference attributes. The segregation will help managers to focus on those attributes which will yield in creating value for the customers.

4.2 RESEARCH DESIGN

The purpose of the research was to capture service attributes for the DTH service & segment them to realize the focus areas of Customer Experience in the Indian DTH consumer's mindset. Hence for obtaining Primary Data for the service parameters and customer information, a questionnaire was formed and an assisted survey of 440 consumers was carried out. Secondary research was carried out to build the data model. The questionnaire could quantitatively capture voice of customers on a scale of 1-7. A Scale reliability test based on the responses was carried out for initial validation. These analyses were carried out to prove the considered hypothesis and achieve the research objective.

4.3 RESEARCH FLOW

FIGURE 1: RESEARCH PROCESS
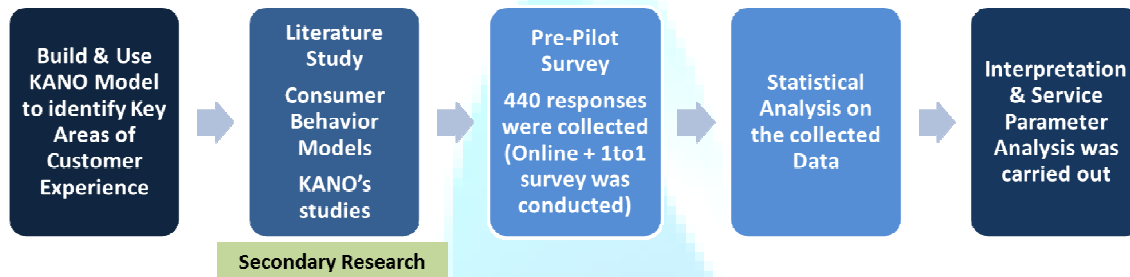
5. CONCEPTUAL FRAMEWORK

For designing the framework, a thorough literature review was done to determine the set of 25 parameters contributing to customer experience. These parameters were clubbed up in 4 different quadrants in accordance to the KANO's Model. To obtain quantitative inputs, a questionnaire was prepared containing questions related to these buckets. The response was measured on a scale of 1-7. Secondary literature review was carried out to help build data model which would later on provide a view of customer experience. Both the primary and secondary inputs helped in carrying out the research which aimed at the classification of service attributes.

FIGURE 2: HYPOTHESIS
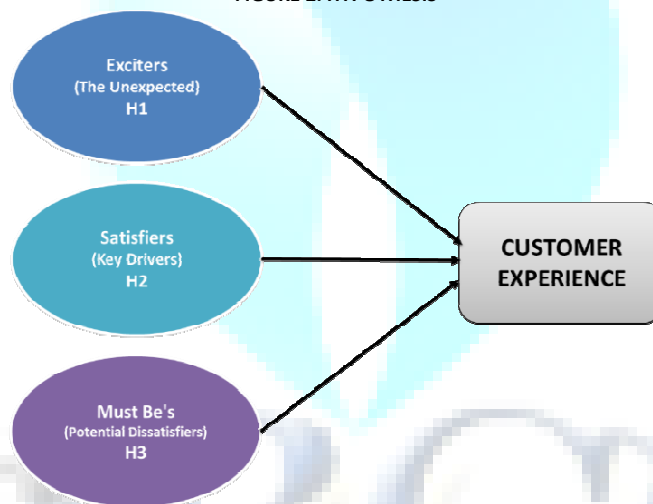
6. HYPOTHESIS FORMULATION

The review of literature gave deeper insights into the attributes or parameters affecting customer experience for DTH services. For hypotheses formulation in this study researcher has considered:-

H1: There is a significant relationship between the Exciter attributes and Customer experience.

H2: There is a significant relationship between the Satisfier attributes and Customer experience.

H3: There is a significant relationship between the Must Be attributes and Customer experience.

7. SOLUTION PRESENTATION

7.1 CROSS TAB CORRELATION OF ATTRIBUTES TO CUSTOMER EXPERIENCE

The service attributes of the DTH service provider need to be characterized & adjudged into various segments so as to bring out what factor affects the experience. The loyalty of the customers further depends upon as to how proficiently & effectively these service statements are being delivered by the DTH provider. Kano's classification of parameters gives a pertinent solution to such proposals for the business.

The distribution of various parameters into various segments of the grid is arrived at by creating a plot between (X-axis as Stated Importance; Y-axis as Derived Importance). The following table indicates the Stated Importance & the Derived Importance values. The derived importance is arrived at by performing a cross-tab correlation between the overall experiences of the customer with the 25 service attributes considered.

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TABLE 1: SERVICE PARAMETERS WITH CORRESPONDING VALUES OF STATED & DERIVED IMPORTANCE

Parameters	Stated Importance	Derived Importance
Advertisements	0.71	0.15
Promotions	0.74	0.22
Plans & offers	0.81	0.20
Pricing is value	0.81	0.27
Trustworthy operator	0.81	0.31
Variety of **Channel Packages**	0.83	0.01
I feel **valued customer**	0.74	0.25
First time installation	0.79	0.12
Activation of first time services	0.82	0.20
Behavior of installation staff	0.80	0.23
Picture & Audio **Quality**	0.84	0.31
Continued Service in heavy rains	0.79	0.26
User Friendly equipment	0.79	0.23
Experience of **change in service**	0.77	0.22
Experience in **Relocation** of services	0.77	0.17
Dealers are **widely spread**	0.78	0.31
Experience at Outlets	0.74	0.20
Interactive website	0.77	0.18
Customer Helpline easy Access	0.79	0.15
Helpline staff are **polite & courteous**	0.81	0.26
Queries **solved efficiently & quickly**	0.80	0.21
Maintenance & Repair Options	0.81	0.27
Accurate (Fair) Charge **deduction**	0.81	0.22
Regular payment alerts	0.78	0.27
Recharge Flexibility	0.82	0.30

7.2 KANO's QUADRANTS

The Kano's construct is a metric that classifies service parameters and their impact on creating customer delight. When implemented statistically the KANO's grid is formulated simply in Excel worksheet by making a Bubble Plot, between the stated importance and the derived importance of all the considered parameters. The stated importance is captured in the questionnaire on a scale of 1-7. The derived importance is a cross-tab correlation between the performance of all the parameters and the overall experience. The correlation values fall between -1 to 1. So the stated importance values were brought down to the range of 0-1. The origin for the grid is reached at by the average of averages method the average of stated importance (25 parameters) i.e. the X-Axis (0.79) & the average of derived importance (25 parameters) i.e. Y-Axis (0.22). Considering the service parameter as Advertisements, the average importance value i.e. 0.71 was calculated from all the surveyed responses. The derived importance i.e. 0.15 was calculated from a cross tab correlation between the average performance score of the parameter and the overall experience. The same was done for all the parameters to construct the plot.

FIGURE 3: PARAMETER DISTRIBUTION IN QUADRANTS
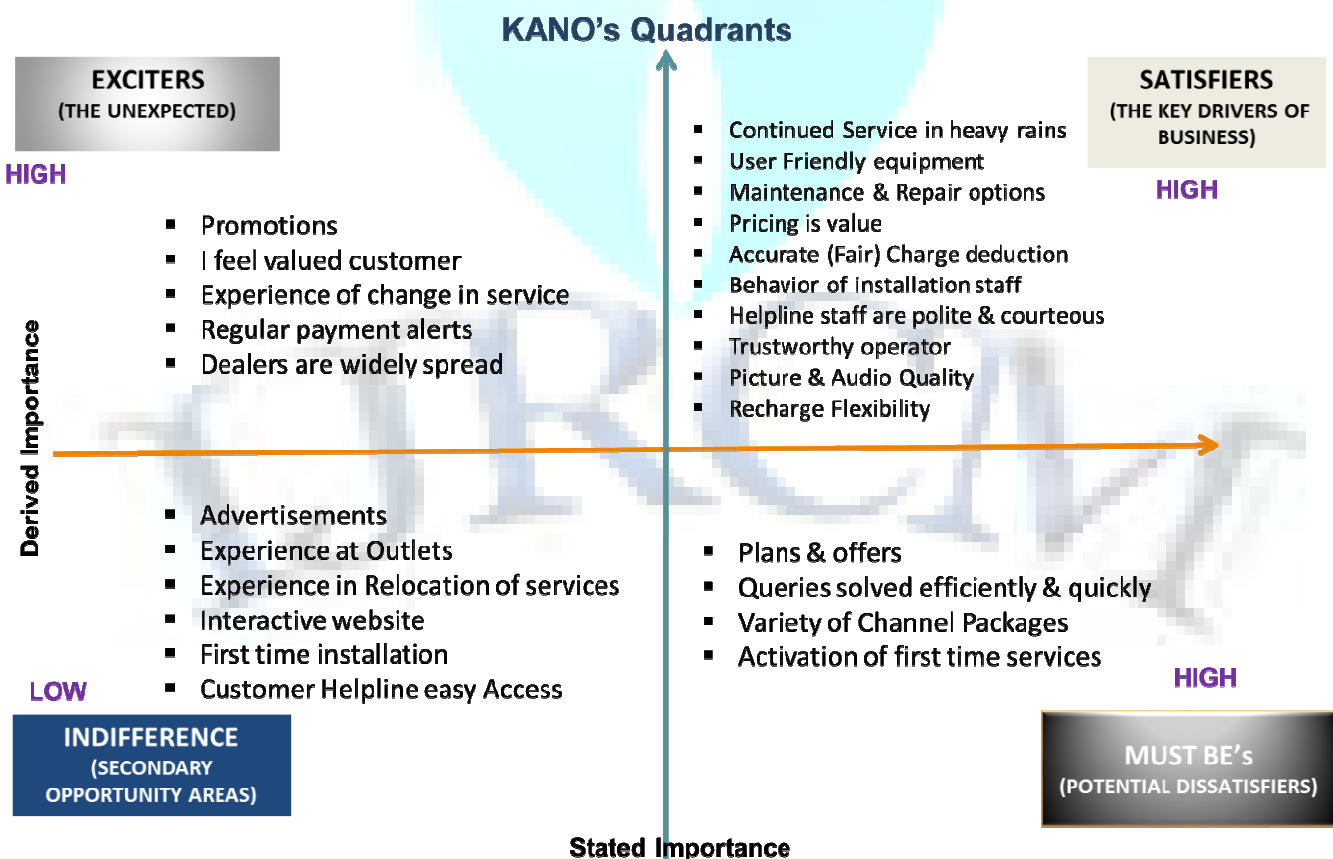
8. HYPOTHESIS TESTING

Correlation was performed using SPSS, which promotes the fact that the considered attributes in developing the model have significant relationship with the overall Customer Experience. The proof of hypothesis considered can be aptly depicted by the following tabular representation.

TABLE 2

EXCITERS (THE UNEXPECTED)	Correlation with CE
Promotions	0.604
I feel valued customer	0.734
Experience of change in service	0.748
Dealers are widely spread	0.744
Regular payment alerts	0.743

The correlation values of 0.604 for Promotions, 0.748 for Experience of Change in service & others show that there is a noteworthy relationship between Exciter attributes & Customer Experience. The statistical value of Pearson's correlation coefficient ranging between 0.7 to 0.9 on the positive side indicates a good positive association. Hence evidencing the *Hypothesis H1: There is a significant relationship between the Exciter attributes and Customer experience.*

TABLE 3

SATISFIERS (KEY-DRIVERS)	Correlation CE
Pricing is value	0.662
Trustworthy operator	0.732
Behavior of installation staff	0.712
Picture & Audio Quality	0.709
Continued Service in heavy rains	0.661
User Friendly equipment	0.674
Helpline staff are polite & courteous	0.770
Maintenance & Repair options	0.754
Accurate (Fair) Charge deduction	0.743
Recharge Flexibility	0.746

The Pearson's correlation coefficient window between +0.7 to +0.9 gives an insight of a strong level of connection between Satisfier attributes & Customer Experience. **The** *Hypothesis H2: There is a significant relationship between the Satisfier attributes and Customer experience;* is proven by the values such as 0.770 for Helpline staff are polite & courteous, 0.754 for Maintenance & Repair options & others.

TABLE 4

MUST BE's (POTENTIAL DISSATISFIERS)	Correlation with CE
Plans & offers	0.683
Variety of Channel Packages	0.674
Activation of first time services	0.726
Queries solved efficiently & quickly	0.754

Hypothesis H3: There is a significant relationship between the Must Be attributes and Customer experience; is substantiated by the association levels depicted by correlation values ranging from 0.60 to 0.75 in the table. The correlation values give a clear interpretation that a moderate to strong association exists between the Potential Dissatisfiers & the Customer Experience.

9. MANAGERIAL IMPLICATIONS

DTH operators can effectively focus & manage decisions based on the above classification and enhance the customer experience for TH customers.

- The Performance Attributes i.e. trustworthy operator, picture & audio quality, recharge flexibility, behavior of customer care staff are important for the customer & feature as key drivers that give higher satisfaction levels & build loyalty.
- Parameters like promotions; value to the customers & regular payment alerts provide additional delight to the customers & make the customers more loyal to the brand, as these showcase brand value & also bridge the gaps in services that customers perceive.
- The Potential Dissatisfier Attributes, like Accurate billing, plans and offers, channel packages are the mandates for customers. They must provide a higher service experience or else would upshot the chances of churn & negative word of mouth & decreased loyalty.
- Interactive website, Relocation of service, Advertisements may have an impact on decision making but do not formulate a measurable part of the customer's black box.

Increased quality of service will give rise to better experiences. Greater level of experiences in turn enhances customer's trust leading to customer satisfaction & increased loyalty towards the brand.

10. LIMITATIONS OF THE RESEARCH

1) **Sample size** -- The number of the units of analysis was relatively small. Open to more advanced & wider data collection.
2) **Availability of data** -- Reliable and sufficient data from the DTH service providers will give a more clear understanding of the trends in the services and experiences.
3) **Limited Demographics** -- The study was limited to students, professional & employees, only in Pune area. An increase in sample size and varied demographics would provide a more heterogeneous sample.
4) **Rural coverage --** The rural areas have not been covered & would formulate a wider scope for future research.

11. SCOPE FOR FUTURE RESEARCH

1) The survey and analysis can be completed on a larger scale to include more customer & industry insights.
2) This tested study can further be applied to other telecom verticals such as broadband & mobile.
3) Can be used as a consulting solution for service providers.

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