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The Impact of Customer Experience Quality on Loyalty Intentions, Customer Satisfaction and Word of Mouth Behaviors: In the Case of Ethio Telecom Key Account Fixed Broadband Customer

**A Thesis Submitted to Addis Ababa University
College of Business and Economics,
Graduate Studies in Partial Fulfillment of the Requirements for the Degree of
Mater in Executive MBA**

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**Addis Ababa
Ethiopia
2020**

Declaration

I, Solomon Abera, hereby declare that this thesis entitled “**The Impact of Customer Experience Quality on Loyalty behavioral Intentions, Customer Satisfaction and Word of Mouth Behaviors: In the Case of Ethio Telecom Key Account Fixed Broadband Customer**” is my own original work submitted to Addis Ababa University College of Business and Economics, Graduate Studies in Partial Fulfillment of the Requirements for the Degree of Mater in Executive MBA, has not been submitted earlier for any degree either at this University or any other University and all source of material used herein has been duly acknowledged.

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This is to certify that the research project entitled “**The Impact of Customer Experience Quality on Loyalty behavioral Intentions, Customer Satisfaction and Word of Mouth Behaviors: In the Case of Ethio Telecom Key Account Fixed Broadband Customer**” submitted in partial fulfillment of the requirements for the degree of Mater in Executive MBA, the graduate program of the department of management and has been carried out by **Solomon Abera** ID No:SEC/0736/10, under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence hereby can submit the thesis to the department for defense.

Dr. Ethiopia Legesse

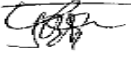
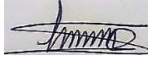
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Abbreviation and Acronyms

Abbreviation	Description
ANOVA	Analysis of Variance
BRE	Brand Experience
COVID 19	Corona Virus Disease
CRM	Customer Relation Management
CX	Customer Experience
CxM	Customer Experience Management
DV	Dependent Variable
EPON	Ethernet Passive Optical Network
ETB	Ethiopian Birr
EXQ	Customer Experience Quality
FGD	Focus Group Discussion
GPON	Gigabit Passive Optical Networks
HA	Hypothesis
HBR	Harvard Business Review
IT	Information Technology
IV	Independent Variable
MSAG	Multi-Service Access Gateway
MSAN	Multi-Service Access Node
NGO	Non-Government Organization
PPE	Post Purchase Experience
SAHO	Small Office Home Office
SD	Standard Deviation
SERVQL	Service Quality
SLA	Service Level Agreement
SME	Small and medium Enterprise
SMS	Short Message Service
SPE	Service Provider Experience
SPSS	Statistical Package for Social Science
STA	Satisfaction
TM	Telecom Management
TMFORUM	Telecom Management FORUM
TPO	Transformation Program Office

USSD	Unstructured Supplementary Service Data
VIF	Variance Inflation Factor
WOM	Word of Mouse

ABSTRACT

The purpose of this study is to examine the impact of customer experience quality on customer behavioral intentions (loyalty behavioral intention, customer satisfaction and word of mouth behaviors) for broadband customers - the case of ethio telecom corporate key account customers. This research paper examines customers' feedback through survey on experience across various stages in customer lifecycles and interactions with ethio telecom and attempts to identify the determinants of important marketing outcomes specifically their significant impact on customer loyalty behavioral intention, customer satisfaction and word of mouth behaviors. Primary research utilizing a quantitative method was conducted. The target population was 563, sample size of 234 and actual response of 179. Questionnaire was used as the primary research instrument. This paper establishes that Brand Experience and Post Purchase Experience has the highest impact for ethio telecom as a service Provider. It also establishes the relation between customer experience quality dimension and customer behavioral intentions through statistical backing of multiple linear regression tests. This is a preliminary study to identify the determinants of important marketing outcomes through customer experience quality dimension to the case of ethio telecom. With the upcoming competitions, further research is required to establish the overall impact of customer experience quality dimensions on customer behavioral intentions. Ethio telecom can use this relation for strategizing and focusing its investments and customer offers.

Keywords: Customer Experience, Customer Experience Quality , Customer Behavioural Intentions, Customer Journey.

1. CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Truly understanding customer needs may help companies improve not only the buying experience but also their bottom line (Forbes, 2016). Customer experience is of critical importance to the sustained growth of a business. It is important to ensure a positive customer experience so customers build brand loyalty and affinity, evangelize product or service and refer their friends, and leave positive customer reviews that will help business retain revenue and earn new customers.

For the first time in centuries differentiating on price, quality and delivery is an unsustainable business strategy (Shaw and Ivens, 2002). The basic concept of customer experience is generally understood – that price and functionality are no longer enough (if they ever were!) (Barnes, Blake Pinder, 2009). Customer experience is a key differentiator for service providers as excellent network and service quality becomes widespread, and product offerings become similar across all providers (TMFORUM, 2019). The key to leveraging this differentiation to maintain a strong customer base and sustain revenues is to deliver a consistent and personalized experience to customers across all channels.

In previous time, business competition is usually created through product and its featuring, prices and delivery. Product and service alone are not enough to create brand recognition to gain competitive advantage. Competitors can deliver similar product in terms of quality and prices and are becoming all too similar. Offering products or services alone isn't enough. Organizations must provide their customers with special experience. Competing on that dimension means orchestrating all the “clues” that people pick up in the buying process (Leonard et. al, 2015).

The time from innovation to imitation is reducing to a matter of weeks, being forced by globalization, technology, and competition (Shaw & Ivens, 2002). The dynamic of the business has changed from technology oriented to experience, from coverage to usage and availability, from reactive to proactive, from one size fit for all to personalization.

Commercial businesses in competitive markets can see how easily customers who've had poor experiences choose to switch to another provider within a matter of seconds. A good customer experience is closely aligned with loyalty and a disinclination to switch to a different supplier (Barnes, Blake & Pinder, 2009).

Customer experience (CX) has evolved into a top priority of business executives worldwide (Klaus, 2019). Customer experience is becoming the single most important factor for business success (Yohn, 2016). Focusing on customer experience delivers profit (Barnes, Blake & Pinder, 2009). In today's environment of evermore sophisticated consumers, those who deliver memorable Customer Experiences consistently create superior value and competitive advantage (Shaw, 2007). Managing experience of customers will help to retain and engaged them. The emotional relation with the company and its brand will make them loyal.

In recent years, creating and managing customer experiences seems to be a key area for most companies, particularly for those in the service sector. Verhoef, (2009). Sharma and Chaubey (2014) claim that “the customer experience has emerged as the single most important aspect in achieving success for companies across all industries

The key to leveraging this differentiation to maintain a strong customer base and sustain revenues is to deliver a consistent and personalized experience to customers across all channels (Telecom Management Forum, 2019).

So, what is the future? The customer experience is the next competitive battleground, and it will provide a source of sustainable differentiation (Shaw & Ivens, 2002). The thing that makes companies standalone out of the crowd is the customer experience provide to the customer.

Now a days most digital service provider become realized a strong correlation between customer experience & profitability, as well as the importance of retention along with the growth in the subscriber numbers. Many digital services accessed in multiple ways by customers using different devices, the network-centric approach provides a one-dimensional incomplete picture.

As the industry moves into a growing market of digital services built on infrastructures that enable fast development and deployment of new services, the service portfolio itself is not enough to establish a lasting differential in the marketplace. Such a differential is quickly eroded by competitive service providers. Having tried to differentiate through technology and clever pricing models, found the strategy to be short lived (Telecom Management Forum, 2019.)

As a service provider ethio telecom realized by standing on the current monopoly market but imagined the coming competitive a more solid differentiation can be gained through managing the customer experience. This does not just mean delivering service that meets the customers'

expectations but that all aspects of its business must support the concept of a superior customer experience.

Today the modal of providing service to the customer is dynamically changing. Everything invested must be aligned to the customer expectations. From product centric to customer centric: from best product to best solution, from new product to new needs to be filled, from product development process to new solution and customer experience management, from Sales/ Market penetration to customer satisfaction, quality of service and customer usage, from product segmentation to customer segmentation.

The following figure shows why a single telecom operation should implement CxM to enhance its customer relations.

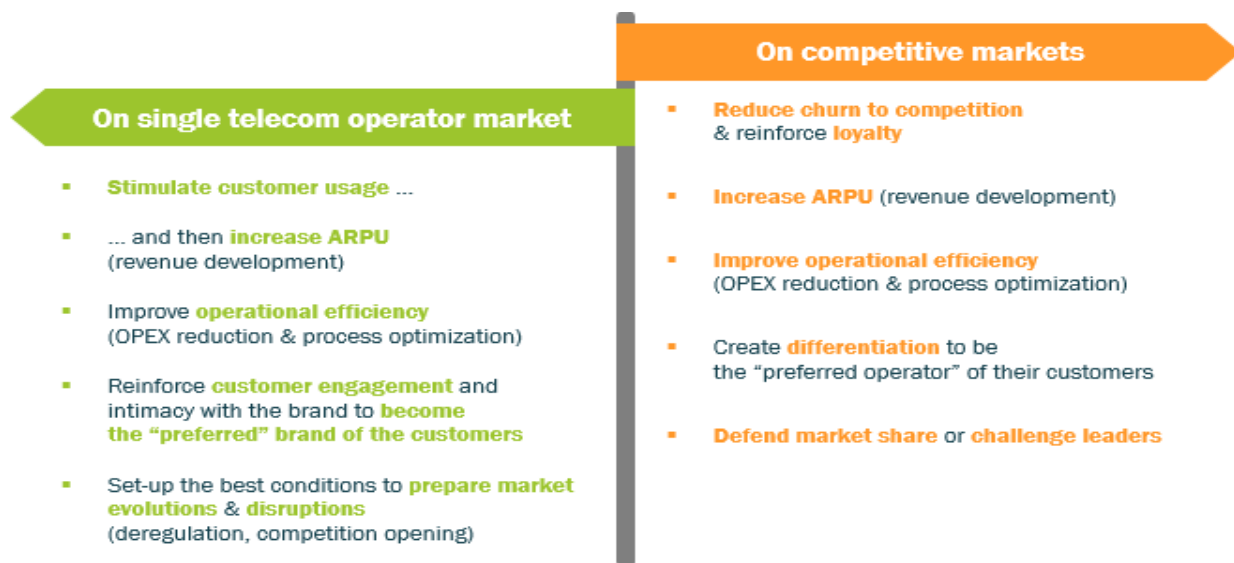


Figure 1 : Taken from Ethio Telecom Customer Experience Maturity Assessment, 2018

Although the company is sole telecom operator in the country, there is a high driving factor to implement customer experience management in ethio telecom. By implementing this the company may retain key customers, enhance its customer base through word of mouth behaviors and increase their satisfaction. In addition, the upcoming competition to the industry forces the company to focus more on customer experience management especially on key account customers as these customers are the building block for the country economy and have many dimensional purpose to the general public and generate high revenue to ethio telecom.

1.2. Why Focusing Fixed Broadband and Key Account Customers?

One of the reliable sources of connection to internet is the fixed broadband service provided by the telecom operators to its customers. Fixed broadband service is a wide range of data supply to the customer through wired service.

According to the federal government of Ethiopia broadband strategy and implementation plan (the federal government of Ethiopia, Mistry of information and communication, Nov 2016), expansion of the Broadband service will help to enhance the economic development, fosters to join the digital world and fasten the communication service of the country to the rest of the world. According to the strategic document, the penetration rate of broadband service in Ethiopia is very low compared to other sub Saharan countries, particularly the fixed broadband service and fiber to home. This has highly impacting foreign direct investment as the investors are required to have high bandwidth connectivity and reliability to the service to have a clear communication with other part of the world.

Country like Ethiopia will highly benefit from the growth and development of broadband technology as it supports to enhances creativity, efficiency and will highly benefit the economic development in the area of agriculture, health, educations, administration and helps citizen to get technology assisted easy and simple service.

According to ITU (2010) definitions of world telecommunication indicators manual, broadband internet service with downstream speeds of 256kbps are considered as broadband. Even this standard has now become irrelevant as most developing countries has set their own standards for broadband service.

According to reports, the penetration rate of Fixed broadband service in Ethiopia is less than 1%, Which is the lowest from international perspectives.

The technology for fixed broadband is delivered either through copper wire or optical fiber networks, the difference with the two are the capacity, speed and reliability of the service. In addition, price wise the fixed broadband service is cheaper than wireless broadband internet service. International link to the outside counters is becoming mandatory through cable than satellites as it carries large volume of data and assured reliability and quality.

Even though Fixed broadband service is highly important and makes key account customers dependable, the end to end experience of the customer in all the way to the customer journeys is not satisfactory.

It is highly important to enhance end to end customer experience to improve the satisfaction level and create loyal customers to the company as well as attracting additional customers.

Thus, the objective of this empirical study is to explore, discover, analysis the impact of the customer experience quality on customer satisfaction, loyalty and word of mouth behaviors of ethio telecom key account customers particularly focusing on fixed broadband service in Addis Ababa.

1.3. Statement of the Problem

Although a few existing literatures has provided different view and varies approaches from different perspective on the impact of managing Customer experience quality dimension, on important marking out comes, the gap still exists. Customer encounters with service providers often represent fragmented and frustrating experiences that manifest as repeated customer service inquiries, low customer satisfaction, and lost revenues.

Today, most research focus on Service quality which is the gap between customers' expectations and their overall assessment (perceptions) of the service encounter (Parasuraman 1988). It assesses the functional delivery of service during a single episode (Maklan & Klaus, 2011). However, experience is likely to occur across channels – the cumulative effect of numerous encounters – rather than being driven by a single episode. It is not clear how customers synthesize these multi-channel encounters into an overall assessment of experience. The interaction with the company at one touch point and the service quality given to the company may be excellent, however, it is the totality of the interaction that matters most.

The advent of social media, self-service technologies, and various other digital advancements has changed the shopper's behavior. With the expansion of the internet, social media, self-service technologies, and smartphones marketers can easily harness the insights into what the customer is looking for in the market. The prevalence of Internet-based consumer devices in recent years has

changed the way services are consumed and how they are managed, operated, and supported in service companies adopting digital distribution channels.

Therefore, statement of the problem can be stated as,

First, most of the research studied by different researchers (Adrian Palmer(2008,2010), (Arne De Keyser, Katherine N. Lemon, Philipp Klaus, and Timothy L. Keiningham (2015)), (Atul Gupta (2016)), (Colin Shaw (2005)), (Philipp Klaus & Stan Maklan (April 2012)),(Philipp Klaus (2015)) on the customer experience quality and its impacts are on competitive environments, not on state owned service giving companies. In recent years, creating and managing customer experiences seems to be a key area for most companies, particularly for those in the service sector. Verhoef, (2009). Sharma and Chaubey (2014) claim that “the customer experience has emerged as the single most important aspect in achieving success for companies across all industries. However, there is a lack of customer experience quality management practices in most service sectors, particularly on government owned companies.

Second, the customer experience and customer journey management are a recent phenomenon. still there is no clear consensus about how firms can measure customer experiences. As a result, there is a rising need to have a yardstick to measure Customer Experience at all stages of Customer life cycle (Domb et. al 2015), which need to have prevalent empirical and theoretical research to enhance the concepts. Thus, studying the subject matter is still untouched area of research.

Third, even though there is a gap in literature on noncompetitive environments, the existing study address that end to end implementation of customer experience quality dimension in all the customer touch points will benefit organization performance in many ways by creating, customer satisfaction, word of mouth behavioral role, customer loyalty and financial performance(eg. Klaus & Maklan (April 2012); Klaus (2015); Verhoef et al. (2016)). However, based on the research knowledge only few reaches on the effect on customer experience quality on important marketing outcomes are done explicitly on individual, dimensional and overall level by Klaus on 2013, and 2015. The gap in literature also lead the gap in the knowledge of effect on customer experience quality dimension on important marketing outcomes. Therefore, the present study expected to provide empirical evidence on the subject matter by analyzing the effect of EXQ on marketing outcomes, and it therefore, bridges the gap in the literature and knowledge regarding the customer

experience quality management practice and its effect towards ethio telecom corporate key account fixed broadband customers

Although ethio telecom is delivering Fixed broadband service for long time, the customer journey and the customer interaction with the company is not easy and simple. Customers who demand to have the service have faced many challenges and hassles before, during and after purchasing the service. Customers who demand the services have inconsistent experience throughout their journey. It is also true that many customers have been complaining about the service fulfillment, assurance and billing processes in general.

Considering today's customer experience improvement and the upcoming competitive environment, the company needs to enhance its customer experience management on this service to satisfy them and create loyal customer bases. In addition to this, as a result of emotional attachment to the company and the good relationship with the customer, the company needs to have additional potential customers through word of mouth behaviors. Customers are facing bad experiences especially on data speed, service intermittence and billing related matters.

As telecom service provider, ethio telecom needs to make the service provided to the customer simple, easy and accessible by any channels to key account customer particularly on fixed broadband service.

In addition, customer experience becomes the next battle ground for the upcoming comparative environment. How ethio telecom can coup up this competitive battle by enhancing the customer experience on existing and potential customers and make them loyal to the company in general is future assignment to be handled by the company.

1.4. Research Questions

In order to achieve the purpose of the study, from the statement of the problem, the following six research questions were formulated and raised by this study. Accordingly, with this empirical research findings, the below research questions will get explanations and solutions.

- What is the impact of Brand Experience, Service Experience and Post Purchase customer experience quality dimensions on customer loyalty behavioral initiations of ethio telecom corporate fixed broadband key account customers?
- What is the impact of Brand experience, Service Experience and Post Purchase customer experience quality dimensions on customer satisfaction of ethio telecom corporate fixed broadband key account customers?
- What is the impact of Brand Experience, Service Experience and Post Purchase customer experience quality dimensions on customer word of mouth behavioral intention of ethio telecom corporate fixed broadband key account customers?
- Which behavioral outcomes of key account fixed broadband customer experience quality is highly impacted by the brand experience, service experience and post purchase experience in all journey of a customer?
- Does customer experience quality do really correlate to customer loyalty intention, customer satisfaction and customer word of mouth behaviors?
- How can ethio telecom improves an end to end fixed broadband customer experience to corporate key account customers?

1.5. Objective of the Study

1.5.1. General Objective

The general objective of this empirical research is to discover and explore how customer experience quality dominations (Brand Experience, Service Experience and Post Purchase Experience) is impacting the customer behavioral outcomes such as customer satisfaction, customer loyalty intention and customer word of mouth behavior of ethio telecom corporate fixed broadband key account customers.

1.5.2. Specific Objective

The specific objective of the research is:

- To examine the impact of Brand experience, Service Experience and Post Purchase customer experience quality dimensions on customer loyalty behavioral initiations of ethio telecom corporate fixed broadband key account customers?
- To investigate is the impact of Brand experience, Service Experience and Post Purchase customer experience quality dimensions on customer satisfaction of ethio telecom corporate fixed broadband key account customers?
- To examine the impact of Brand Experience, Service Experience and Post Purchase customer experience quality dimensions on customer word of mouth behavioral initiations of ethio telecom corporate fixed broadband key account customers?
- To identify which behavioral outcomes of key account fixed broadband customer experience quality be highly impacted by the brand experience, service experience and post purchase experience in all journey of a customer.
- To review and assesses critical challenges of key account fixed broadband customers from customers feedback (survey), internal company document and focus group discussion in all the three stage of customer experience quality dimensions.
- To identify and recommend improvement areas on customer experience quality dimensions which will enhance and improve the loyalty behavioral intentions, the customer satisfaction and customer word of mouth behaviors ethio telecom corporate fixed broadband key account customers.

1.6. Significance of the Research

After undertaking the research, the study will have significant impact to strengthen the implementation of the customer experience quality and customer journey practices and importantly helps ethio telecom management to optimally utilize the methodology to proactively solve customer challenges and hassles to enhance corporate key account fixed broadband end to end experience. It will also help the management to create simple and effort free customer journey in all touch points with available channel to the customer by considering the totality of the journey (before, during and after purchase journeys), not specific instance. This will help to create satisfied and loyal customers and help the company to streamline readiness in the competitive arena and use it to create the foundation for competitive advantages. Far beyond this, research study will help other business service providers in Ethiopia to think of implementing an end to end customer experience quality management approach and methodologies to be competitive in the market. And finally, this research lays the foundation for customer experience management significance, particularly in-service sectors, for further research study in Ethiopian context and will highly benefit both the researchers and the firm.

1.7. Scope of the Study

Even though the concept of customer experience quality management and its measurement are very wide and requires detailed investigation of the practice, implementation, effectiveness and challenge, this study will focus on how customer experience quality dimensions such as brand experience, Service Experience and Post Purchase experience is impacting ethio telecom fixed broadband corporate key account customers behavioral outcomes (customer satisfaction customer loyalty and word of mouth behaviors) on corporate fixed broadband customers (B2B) at Addis Ababa only.

The study does not include Small office home office and small and medium Enterprise customer segments, residential customers and key account customers managed by regional and Zonal office.

1.8. Limitation of the study

Academic coverage of the subject of customer experience remains fragmented and not have much research done at telecom and other service sectors. The measurement of customer experience quality become a little bit difficult as the subject is relatively at its early stage development. In addition, the major constraints faced by the researcher while conducting this study were:

- First, lack of empirical research and adequately published data on the topic especially in Ethiopia related to telecom industry.
- Second, this study uses subjective self-report measure of customer experience quality from customers due to of lack of documented measure of EXQ in the industry.

Although methodologically designed to apply stratified random sampling, as a result of COVID 19 pandemic case, the researcher is enforced to use availability sampling which is a convenience sampling used to select individual respondents who is available at a given time.

1.9. Organization of the Research Report

This research report has been organized to comprise the following five chapters

CHAPTER ONE – INTRODUCTION: begins with research background and discuss why the study focusing on fixed broadband service, statement of the problem, research questions, objectives, significance, and scope of the study, Finally, the organization of the research the report presented.

CHAPTER TWO: this section presented the theoretical review and empirical evidence on customer experience management, customer experience quality dimension, customer journey and customer experience equality practice are selected based on previous literature review and finally hypotheses, conceptual framework and specification of the research is defined and drawn from the study.

CHAPTER THREE: this section discusses research designed, philosophy, approach, type, strategies, methods, time hormones, sampling design, data type and source, questionnaire design and data gathering, are presented in this section and then measurement of variable included in the research is mentioned, finally, method of data analysis is discussed, validity and reliability of the variables are measured, and then ethical considerations are explained.

CHAPTER FOUR: this section discusses the respondents' profile, and then test the reliability of individual constructs with Cronbach's Alpha. Data analysis is conducted through descriptive and correlational analysis. Multiple regression assumptions are tested to check the validity of data to fit the model. Hypothesis testing is performed, and multiple regression analysis are presented and discussed.

CHAPTER FIVE: in this section the of main finding of the research is summarized and conclusion on major findings is presented. Recommendations are given based on the research findings and, the study forward some suggestions for further investigations and improvements. Finally, limitation of the study explained, and future research areas suggested.

2. CHAPTER TWO: REVIEW OF RELATED LITERATURES

This section discusses the theoretical review and empirical evidence on customer experience, customer experience quality and its dimensions, customer journey and their impact are identified for this study based on the relevant and important to the practice. Hypothesis of the study and conceptual framework is drawn and specification of the construct presented from the literature review.

2.1. Introduction

Most firms focusing on a product- and/or service-oriented quality, rather than Customer experience quality (Klaus, 2015). Today's business with the customer is more than having the service perception level and quality. Customer satisfaction which is based on SERVQUAL model is a good way of measuring the perception of the customer with related to the given service, at a given touch point. Service quality is the gap between customers' expectations and their overall assessment (perceptions) of the service encounter (Parasuraman, 1988). By far, the most popular measure of service quality is SERVQUAL. This methodology basically focusing on measuring the expectations of the customer against the actual products/service. It has 22-item scale whose dimensions are reliability, assurance, tangibility, empathy, and responsiveness.

Today customers see the brand of the company and the entire of the relation with the company. Due to the globalization effect and technology dynamics, most companies in the world are not competing in terms of technology and or product or service, rather the future business battle ground lays on customer experience management. So, what is customer experience and how it differs from the service quality management and customer satisfaction?

Differentiating solely on the traditional elements such as product quality, service quality, and price is no longer a sufficient business strategy, and "companies must find new ways to achieve a competitive advantage particularly by focusing and management of customers' experience" (Pullman and Gross, 2004).

Price is not the only determinate factor that is attracting the customers, but the whole experience that is delivered to them. The reputation of the company is slowly earned, but it can be damaged easily. In the case of bad experience, the customer may spread the case much faster than the positive

effect. Nowadays, telecom companies are facing tough competition, and pricing is not the only factor to keep the customers satisfied and loyal. The quality of customer service and the whole experience starting from the customers' initiative and ending to the after sales is one of the most important aspects of the companies.

Many customers value perceptions of products and services arise during their use, not prior to or during the purchase phase. Most firms committed to focusing on a product- and/or service-oriented quality, rather than Customer experience quality. These partial views on how customers perceive their experience does not help firms to assess how customers evaluate their offerings (Klaus, 2015).

Customers take a longitudinal point of view when assessing their experiences and believe they have had experience with a firm even before they have business with. These pre-purchase or pre-direct encounter experiences gained from advertising, promotion, and word-of-mouth. Customer experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual). These holistic definitions, while consistent with experience, are too broad to create a practical Customer experience measurement.

Experience is likely to occur across channels – the cumulative effect of numerous encounters – rather than being driven by a single episode. It is not clear how customers synthesize these multi-channel encounters into an overall assessment of experience. In summary, ongoing measurement of service quality is likely to be necessary for most firms but is not enough on its own.

The relation of the customer with the company is beyond having the service quality gained on the special products and service and on to the specific touch points. It is an end to end process of the customer journey/ interaction with the company that matters most. The interaction with the company at one touch point and the service quality given to the company may be excellent, however, it is the totality of the interaction that matters most.

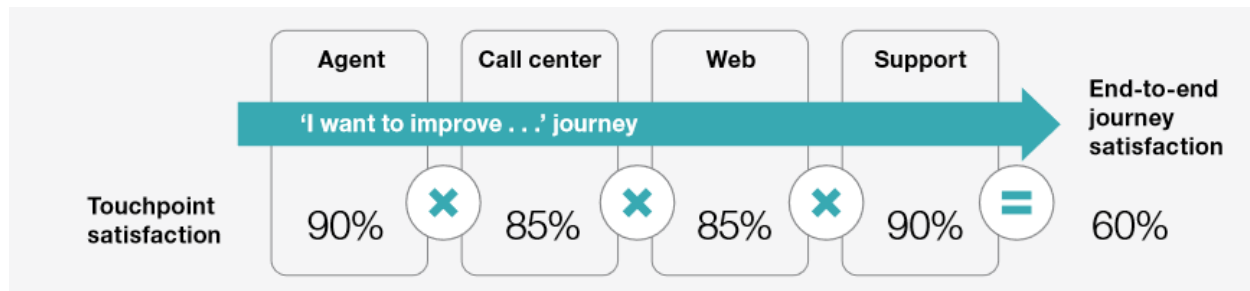


Figure 2: Taken from McKinsay & Company

Overall experience may be poor along the whole customer lifecycle even if individuals' touchpoints are excelled.

The journey for any customer to interact with telecom is to get information, to buy a product or a service, to get support, to pay bill, to complaint and get support as well as to terminate the service.

Therefore, the service delivered to key account customer is beyond service quality perception, the relation with is customer is far beyond normal relation. It is mandatory to the awareness, the subscription, the management of account, the support given, the bill payment and termination process need to be easy, simple and effortless for this kind of customers. The customer journey they pass through shall be over simplified than the normal customers.

Thus, for the company to be profitable, to create satisfied and loyal customer and be competent in the competitive arena, its mandator for ethio telecom to enhance and improve the customer experience and journey in which the customer interacts with the company. Customer experience is utilized to enhance the competitive advantage that is hard to be imitated (Pine and Gilmore, 1998), organizations of all types must rethink customer experience (Yohn, 2016). Setting focus on customers "experiences" helps organizations to make and keep loyal customers who move toward becoming advocates and revenue-generating customers for a considerable length of time by integrating the voice of the customer into their organizations (Responsetek, 2010)

In summary, the Purpose of the study is to identify challenges and opportunities in managing key account enterprise customer about fixed broadband services. The study also attempts to contribute to a knowledge base by assessing the customer experience practices of ethio telecom in relation to fixed broadband key account customers.

2.2. Origin and Evaluation of Customer Experience

In order to understand Customer Experience (CX), we need to first explore its origins – the history of the phenomenon. Understanding the history of the CX concept is important as it will allow us to see how CX evolved over time. To survive in today's economy, offering high-quality goods and services alone is not enough. Companies must compete on a more complex level by creating a satisfactory customer in all stages of the buying process; before purchase, during purchase, and after purchase, to help in managing the customer experience and enhance its end to end quality.

The phenomenon of customer and consumption experience can be traced back as far as to the contributions of economists Adam Smith and Alfred Marshall in the early twentieth century (Klaus, 2015). Customer experience has emerged as a great differentiator for the organizations. In the initial 1970s and 1980s, quality and functionality were the key differentiators. In the 1990s, brand and pricing of the product were the key and subsequently the flow of information, the quality of service and delivery became the norm (Shaw & Ivens, 2002).

The focus for competitive differentiation between companies has evolved over time. Christopher et al. (1991) argued for a model by which the dominant basis for marketing-based competitive advantage has evolved, noting that during the 1950s and 1960s, firms in manufacturing-dominated economies used tangible product qualities to gain competitive advantage. As development of tangible bases for differentiation reached the highest level from the 1970s, the focus for differentiation moved to services. In turn, services, which began as a differentiator eventually became generic and from the 1980s, the quality of ongoing relationships became a new differentiator (Christopher et al., 1991). In turn, services became generic, leading to the development of relationship marketing strategies. But what happens if relationships themselves become generic, and all companies operating in a product area and targeting similar groups of customers have similar patterns of relationship development activity? Experience may be a differentiator in markets where relationships have ceased to be a point of competitive differential advantage.

Verhoef et al, (2016) stated that the roots of customer experience trace back to the 1960s when the initial seminal theories on marketing and consumer behavior were developed and

communicated, specifically, the work of Philip Kotler (1967) and John Howard and Jagdish Sheth (1969).

The concept of Customer Experience was firstly conceived in the mid-1980s when, along with the mainstream literature in consumer behavior that deemed customers as rational decision makers, a new experiential approach offered an original view to consumer behavior (Holbrook and Hirschman, 1982). Despite these initial sparks, the concept of Customer Experience came more relevantly to the fore in the 1990s with Pine and Gilmore's book on the Experience Economy (1999); the authors present the "experiences" as a new economic offering, which emerges as the next step after commodities, goods and services in what they call the progression of economic value.

Traditional product/service value proposition is no longer adequate for reaching customers or creating differentiation, and businesses need to focus on the customers' experience, similar to the importance given to products and services, for creating a seamless total experience (Carbone and Haeckel, 1994).

Schmitt(1999) was one of the first scholars to emphasize the importance of customer experience, and Pine and Gilmore (1998) specifically address the importance of experiences in today's society and the opportunities for firms to benefit from creating strong and enduring customer experiences.

According to Pine and Gilmore (1998), the type of economy has changed over the years and can be categorized into four stages. The first was agriculture, followed by manufactured goods, then services and finally experiences. Each change from commodities, products and services to experiences represented a step up in economic value.

Important subsequent developments in and contributions to customer experience are outlined here below:

Table 1: Customer Experience Evaluation

Year of Development	Major events Major agenda
(1960s–1970s)	▪ Customer buying behavior process models: understanding customer experience and customer decision making as a process
(1970s)	▪ Customer satisfaction and loyalty: assessing and evaluating customer perceptions and attitudes about an experience
(1980s)	▪ Service quality: identifying the specific context and elements of the customer experience and mapping the customer journey
(1990s)	▪ Relationship marketing: broadening the scope of customer responses considered in the customer experience
(2000s)	▪ Customer relationship management (CRM): linkage models to identify how specific elements of the customer experience influence each other and business outcomes
(2000s–2010s)	▪ Customer centricity and customer focus: focusing on the interdisciplinary and organizational challenges associated with successfully designing and managing customer experience
(2010s)	▪ Customer engagement: recognizing the customer’s role in the experience

Source: (Verhoef et al, 2016)

Companies that wish to be successful – but also those which want to survive – need a new way of thinking: final success belongs to those which will put the customer in the center of their activity, and will offer a superior value. These companies will focus on creating their own customer – not only on creating products and services – and will prove their capacity of demand creators, not only of products and services creators. It is becoming obvious that coming nearer to the customer represent a necessity not only for companies that follow the success, but also for those which do not want to be eliminated from the market.

The modern customer is highly knowledgeable, educated, and has greater and greater expectations, a product or service which today is considered as an acceptable quality, tomorrow it could be considered in a different way. In the service industries it is crucial to be better than your competitors – knowing what might lie ahead is the key to enhance success.

The world of marketing has changed dramatically in the past two decades. The evolution of customer experience has changed the whole paradigm. The motivation has shifted towards customer centric approach and keeping the customer in focus. The advent of social media, self-service technologies, and various other digital advancements has changed the shopper's behavior. With the expansion of the internet, social media, self-service technologies, and smartphones marketers can easily harness the insights into what the customer is looking for in the market. Digital and analytics have emerged as key enablers for marketing professionals and organizations are trying to exploit the benefits of these advancements. The role of customer has evolved quite significantly as an enabler in the overall success of a product/brand. The managers now require new tools to measure and understand the performance of organization in totality.

Creating a strong customer experience is now a leading management objective. According to a recent study by Accenture (2015; in cooperation with Forrester), improving the customer experience received the most number one ranking when executives were asked about their top priorities for the next 12 months. Multiple firms, such as KPMG, Amazon, and Google, now have chief customer experience officers, customer experience vice presidents, or customer experience managers responsible for creating and managing the experience of their customers.

The evolution of customer experience has forced the marketers to adopt new strategies and tools to grow their business in more holistic manner (Prashant Chauhan and Samar Sarabhai, 2018).

2.3. Theoretical Reviews of Customer Experience

Customer experience is becoming the single most important factor for business success. Yet many companies still use an incomplete definition of customer experience and have incomplete tools and approaches to manage it (Yohn, 2016).

A diversity of dictionary definitions of experience presents a barrier to clear understanding and adoption by marketers, because of marketers' confusion of experience as a verb with experience as a noun.

Collins English Dictionary describes experience and customer experience as:

“Accumulated knowledge or skill that that result from direct personal participation or observation; actual knowledge or contact, it is the totality of characteristics, both past and present, that make up the particular quality of a person, place, or people(Collins, 2020)”

“Customer experience is what customers feel while shopping, affected by such factors as how a store is laid out, the level of service they receive, and how easy it is to find products” (Collins, 2020)”

The Oxford English Dictionary describes experience as.

“ the knowledge and skill that is gained through doing something for a period of time and shared by all the members of a particular group in society, that influences the way they think and behave” (Oxford University Press, 2020).

Customer experience has been approached both as a process (noun) as well as an outcome(verb).

Based on various studies conducted in the field of Customer experience there are different definitions or versions of the same given by different researchers.

Meyer and Schwager (2007), stated that Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company. According to the definition, direct contact generally occurs in the course of purchase, use, and service and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representations of a company's products, services, or brands and takes the form of word-of-mouth

recommendations or criticisms, advertising, news reports, reviews, and so forth. Direct contact occurs while purchasing, usage, and service and is initiated by the customer most of the times.

Domb, et al (2015), indirect contact involves unplanned encounters with representatives from the companies offering products, service or brands and translates into word-of-mouth recommendations or criticisms, advertising, news reports, reviews etc.

Gentile, Chiara, Spiller, and Noci (2007), also describes customer experience as a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction and this experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial physical and spiritual).

According to Keyser et al. (2015), CX is believed to encompass customers' cognitive, emotional, social, and sensory responses to all interactions (i.e., pre-purchase, purchase, post-purchase) with a firm which implies CX as process-oriented rather than solely the outcome of consumption. Experiences occur when consumers search for products, when they shop for them and receive service, and when they consume them (Brakus , 2009, p. 52) That is, the experiences include product and service experiences during the customer's product search in the pre-purchase phase (decision process), purchase phase, use and post-use phase. Mossberg (2007), states that It is also a summation of all the clues a consumer receives from all direct and indirect interaction with a firm and their offerings, which add somehow to an overall experience.

Schmitt (1999), who suggests that customer experience as multidimensional view and identifies different components important for engaging the customer at different levels: sensory (sense), affective (feel), cognitive (think), physical (act), and social-identity (relate) experiences.

Verhoef (2009) explicitly define customer experience in a retailing context as a multidimensional construct and specifically state that the customer experience construct is holistic in nature and involves the customer's cognitive, affective, emotional, social, and physical responses to the retailer.

Keyser (2015, p. 23) describe customer experience as "comprised of the cognitive, emotional, physical, sensorial, spiritual, and social elements that mark the customer's direct or indirect

interaction with (an)other market actor(s)”—in essence, the raw data contained in all direct or indirect interactions that then come together as an overall experience.

Brand (2009), Customer experience is a journey and it includes many touch point and life stages which are important to both customer and company. According to Bernd Schmitt, the term ‘Customer Experience Management’ represents the discipline, methodology and/ or process used to comprehensively manage a customer’s cross-channel exposure, interaction and transaction with a company, product, brand or service.

According to Harvard Business Review blogger, Allen Richardson, a company must define and understand all dimensions of the customer experience in order to have long term success. Some companies segment the customer experience into technical interactions with the customer such as use of the web, smartphone or tablet. Other companies define human interaction such as over the phone customer service or face to face retail service as the customer experience.

Shaw et al.(2010) also describes customer experience as an interaction between an organization and a customer as perceived through a customer’s conscious and subconscious mind. It is a blend of an organization’s rational performance, the senses stimulated, and emotions evoked, and intuitively measured against customer expectations across all moments of contact. It is how customers engage with company and brand throughout the entire arc of being a customer.

Klaus, (2015), Customer experience starts before the purchase/consumption of an offering, and lasts way beyond the point of sale and consumption into the time frame of using the product and service and it is summation of all the clues a consumer receives from all direct and indirect interaction with a firm and their offerings, which add somehow to an overall end to end experience. Goods and services are simply a means to an end; they have no value in and of themselves. People buy goods and services to have experiences (Klaus, 2015).

Keyser et. al (2015), states Experience as the cognitive, emotional, physical, sensorial, and social elements that mark the customer’s direct or indirect interaction with a (set of) market actor(s).

According to Wipro technologies (2012), Customer experience is, therefore, defined as the outcome of customers' interactions with the firm, including the interaction with the staff, self-service technologies, and the service environment. Sharma and Chaubey (2014)), the customer experience has emerged as the single most important aspect in achieving success for companies across all industries Customer experience management is a strategy that focuses the operations and processes of a business around the needs of the individual customer.

The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction (LaSalle & Britton, 2003; Shaw & Ivens, 2005). Sharma and Chaubey (2014), is the sum of all experiences a customer has with a supplier of goods and/or services, over the duration of their relationship with that supplier. This can include awareness, discovery, attraction, interaction, purchase, use, cultivation and advocacy. It can also be used to mean an individual experience over one transaction; the distinction is usually clear.

Sharma & Chaubey (2014)), Customer experience management (CEM or CXM) is a strategy that focuses the operations and processes of a business around the needs of the individual customer. Customer experience is, in the essence and from a historical point of view, the next evolutionary step of the previous marketing approaches of customer satisfaction and customer relationship management (Schmitt, 2003).

Jain, Aagja, & Bagdare (2017), Customer experience is the aggregate of feelings, perceptions and attitudes formed during the entire process of decision making and consumption chain involving an integrated series of interaction with people, objects, processes and environment, leading to cognitive, emotional, sensorial and behavioral responses. Similarly, for Schmitt (2010), 'customer experience' can be defined as perceptions, feelings and thoughts that customers have when they encounter products and brands in the marketplace and engage in consumption activities as well as the memory of such experiences. According to this author, experiences may be evoked by products packaging, communications, in-store interactions, sales relationships, events and they may occur as a result of online or offline activities

A definition differs according to a definer. The key feature probably in every definition is interaction. Meeting a customer is all the time a moment of human interaction, as there is a moment of truth that indicates the accomplishment of that meeting. Considering the above researchers' definition, customer experience definition is viewed in below basic tents:

❖ **Interactional in nature**

- CX always stems from an interaction between a customer and a (set of) market actor(s) through various interfaces, both human (e.g., frontline employees) and non-human (e.g., self-service technologies). Without an interaction, there is simply nothing to experience. It can be arising from interactions between a consumer and a product, a company, or part of its organization. It can occur when consumers search for products, when they shop for them and receive service, and when they consume them on the pre-purchase phase (decision process), purchase phase, use and post-use phase. This interaction can be lived or imaginary and relate to past, present and future events. It can be either direct, for example stemming from the actual purchase of a product/service or the use of it; or indirect, stemming from factors like word-of-mouth or reviews.

❖ **Multi-dimensional**

- This experience is personal and denote the customer's involvement at multiple levels focusing on a customer's cognitive, emotional, behavioral, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey that includes, before purchasing, during purchasing and after purchasing and during terminating of the service.

❖ **Holistic approach**

- Customer experience is a holistic approach. It is the sum of all experiences a customer has with accompany, over the duration of their relationship in customer's journey starting from pre-service stage to service encounter to post-service encounter. It considers experience in all touch points within the customer journey not in single episodes.

❖ **An outside in view of the company**

- Customer Experience is more about understanding customer perspectives and then defining the solution and strategy. It keeps customer at core and then builds organization to serve the customer with the help of process, tools, products, people and solution so that customers are delighted and willing to do more business with the company. It is an outside in view of the company and being in the customer shoe.

❖ **Direct or indirect contact to the company**

- Direct contact occurs while purchasing, usage, and service and is initiated by the customer most of the times. Indirect contact involves unplanned encounters with representatives from the companies offering, products, service or brands and translates into word-of-mouth recommendations or criticisms, advertising, news reports, reviews

❖ **It is a journey / a process**

- In simple term Customer Experience Management' represents the discipline, methodology and/or process used to comprehensively manage a customer's cross-channel exposure, interaction and transaction with a company, product, brand or service

Therefore, considering all the researchers' definition taken together, customer experience is defined as:

It is a multidimensional construct focusing on a customer's cognitive, emotional, behavioral, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey and the brand through direct or indirect interaction in all the touch points. Therefore, it is the outcome of customers' interactions with the firm, including the interaction with the staff, self-service technologies, and the service environment.

2.4. Empirical Literature Review

Previously studied researchers with appropriate methodology and statistical tools assuredly contribute as an input for this study.

Klaus & Maklan (2012), underwent a research that supports the impact of customer experience on customer satisfaction, loyalty intention and word of mouth behaviors, It confirm that Product Experience, Outcome Focus, Moments of-Truth, Peace of-Mind dimensions of customer experience quality have a positive and significant impact on important marketing outcomes; validating the notion that the customer experience evaluation goes beyond the direct service encounter, and includes direct and indirect encounters, possible channels and touchpoints, such as advertising, marketing communications, internet presence and after-sales care and suggests that consumers' evaluation of experience goes beyond the direct service encounter. The result evidenced that customers' experience perceptions have a large influence on customer satisfaction, loyalty intentions, and a positive and considerable influence on word-of-mouth behavior. And this relates to an outcome that direct contribute to the company performance and bottom line as well as to retain existing customers.

Imhof & Klaus (2019), support with evidence that, brand experience, service providers experience and post purchase experience are impacting the customer experience quality, and this impacts the customers share of wallets, wallets allocation rule and customer satisfaction.

Domb et. al (2015), in there Empirical Study to Measure Customer Experience for Telecom Operators in Indian Telecom Industry, concluded that , brand image, service, network, customer care, billing and store/Gallery and self-service, highly impacts customer experience and prepare a model which should be tested as the impact of customer experience on customer satisfaction and other marketing out comes.

Alnawas & Brown (2019), in there research justified and assured that the independent variable in the hotel industry(Emotional –related experiences, Staff-Customer Interaction, Customer-Customer Interaction, Lifestyle, Learning, Atmospheric, Guest Security) highly impacting the customer experience and this basically impacts Customer Satisfaction, Perceived Value and Brand Loyalty.

Sirapricha and Tocquer (2012), in their research supported and evidenced that, customer experience has a positive relationship with brand image. It means that customer's perception of their interaction with brands can shape the brand image. Moreover, the customer experience also has a positive impact on customer loyalty in terms of tendency to switch the brand. And added that a good customer experience tends to significantly reduce the tendency to switch to another brand.

Gronholdt et al (2014), in their research on "Customer experience management and business performance", undertaken on managers held top management positions in Denmark, justified that there is a strong relationship between Customer experience management and financial performance. All Customer experience management dimensions (Customer touch points, Emotional customer experiences, Rational, customer experiences, using, customer insight etc.) have a positive influence on competitive advantage (differentiation), which in turn has a positive and significant influence on business performance (both market performance and financial performance). And as expected, market performance influence financial performance.

Klaus (2015), in his book on "Measuring Customer Experience; How to Develop and Execute the Most Profitable Customer Experience Strategies" undertaken a research in different industries and countries, establishes a clear link between CX quality, as measured by a customer experience quality, customer behavior, and, ultimately, profitability. The three experience: brand experience, service/ firm experience and post purchase experience impacting customer experience and are key determinants of customer satisfaction, loyalty, and word-of-mouth behavior. Of the three EXQ dimensions, post-purchase/ consumption experience has the strongest influence on loyalty and word of- mouth behavior. This emphasizes the need for firms to pay extra attention to these dimensions, indicating that managing the CX must begin prior to, and cannot end until after, the purchase. According to the research, Managers can succeed in developing effective CX strategies based upon EXQ's three pillars due to their significant influence on their customers' behavior.

Lemke et al. (2011), an effective management of the customer experience across all touch points is the key to building customer commitment, retention and sustained financial success. However, scholars posit a possible strong link between customer experience and profitability (e.g., Verhoef et al., 2009). Customer experience is expected to have a great impact on business performance

(Pralhad and Ramaswamy, 2004) and particularly on marketing outcomes, such as customer satisfaction, loyalty and word-of-mouth (Camarero, 2007; Verhoef et al., 2009).

2.4.1. Review of research on ethio telecom fixed broadband

Few researches have been done on ethio telecom Fixed broadband service, and the main are of the research were focusing on the difficulty of service provisioning, maintenance and support. This empirical research scope of work was focusing on the global fixed BB customers, ethio telecom internal organizational challenges and network quality of service (Abebe, 2017). In addition, the research was descoped to financial institution found at Addis Ababa which does represent many of the key account customer segmentations.

Other research on Fixed broadband are mainly customer satisfaction surveys using SERVQUAL models which focus on customer perceptions of satisfaction and service quality related areas on Enterprise customer (Astatike, 2010; Yisak, 2012). These researches are mainly focusing on the all Enterprise financial institutions related customers which does not show whether they are key account or critical to the company or not. The scope of their study includes Small office home office (SAHO /SME) customers which are not dependent on high speed data needs, rather they can even use small downloading internet speed or may be assisted with wireless internet service.

Thus, the research which has been done so far did not really show the facts related to service quality for different kind of customers and categories. Basically, fixed broadband internet is important for all kind of customers. Considering the resource constraints in mind, be it residential or enterprise customer, however, it is critically important for Enterprise key account customer more than anyone. Key account customers are very sensitive to the service delivered by the company and are highly contributing the revenues generation to ethio telecom. Their economic contribution to the country is paramount extraordinary. Their attachment to ethio telecom about the communication service is far beyond normal business relations.

2.5. Customer Experience Measurement: Customer Experience Quality (EXQ)

Management guru Peter Drucker once said, “[only] what gets measured, gets managed.” As we could clearly document, this applies in particular to the challenge’s firms face in measuring their customers’ experience and its impact on the firm’s performance.

Defining and improving customer experience is a growing priority for market research because experience is replacing quality as the competitive battleground for marketing (Maklan & Klaus ,2011). Telecom Operators are focusing on subscriber quality, companies are increasingly betting their money on cherishing and nurturing existing customer so as to win customer loyalty and build sustainable competitive differentiation (Domb et. al, 2015).

Service quality is an outgrowth of the Total Quality Management movement of the 1980s and suffers from that movement's focus on the provider rather than the value derived by customers. Most firms committed to focusing on a product- and/or service-oriented quality, rather than Customer experience quality.

Service quality is the gap between customers' expectations and their overall assessment (perceptions) of the service encounter (Parasuraman 1988), assesses the functional delivery of service during a single episode (Maklan & Klaus, 2011). This popular concept of the gap led to the widespread management motto of needing to "delight" customers by always exceeding their expectations.

By far the most popular measure of service quality is SERVQUAL, it has a 22-item scale whose dimensions are reliability, assurance, tangibility, empathy, and responsiveness. When implementing the measure, researchers focus on a particular service episode and ask customers to assess the dimensions versus their prior expectations using a five-point Likert scale (Morrison Coulthard, 2004).

However, these limited views on how customers perceive their experience does not help firms to assess how customers evaluate their offerings. If we see the customer's world through this lens, it can be realized about how they experience the entire process of searching, acquiring, integrating, and deploying in order to achieve their aspirations (i.e. what matters most to them). However, there is no clear consensus about how firms can measure these customer experiences. As a result, there is a rising need to have a yardstick to measure Customer Experience at all stages of Customer life cycle (Domb et. al 2015).

2.6. Customer Experience Quality (EXQ) Vs Service Quality (SERVQUAL)

Customer experience and service quality measurement gaps from different researchers are outlined and summarized as stated in the table below:

Table 2: Difference Between EXQ and SRVQUAL

No	Major idea	EXQ	SRVQUAL	Remarks
1	<i>Value in use over expectations</i>	<ul style="list-style-type: none"> today customers have almost same level of expectations from all marketers due to advancement in technology with increased level of awareness through internet. So customers compare their overall experiences with every encounter with company with Value in use. So not only direct interactions with company but indirect interactions through advertisements, brand reviews, news and word of mouth by other customers also affect their perceptions about the company 	<ul style="list-style-type: none"> only compares customer experience with expectations which goes on changing with times and differs from one encounter to another encounter 	Questioning SERVQUAL generalizability
2	<i>Service outcomes over process orientation</i>	<ul style="list-style-type: none"> Measures pre service, service process and human interaction and post purchase experience Considers all touch points to measure the customer experience 	<ul style="list-style-type: none"> measures customer perceptions of the service process and human interactions 	<ul style="list-style-type: none"> SRVQUAL fails to take into account overall customers perceptions about post service experiences as SERVQUAL only focus on service process outcomes but not on post service outcomes and pre service encounters or moment of truth Moreover, superior service quality does not always mean customer satisfaction. Different moment of truth can have different service quality perceptions in mind of same customer
3	<i>Customer perceptions over provider quality</i>	<ul style="list-style-type: none"> Measures quality being in the customers shoe 	<ul style="list-style-type: none"> SERVQUAL scale of Service quality only measures customers perceptions about service provider delivery process but it never try to estimate 'what' customers expect a delivery process should be so it only takes provider viewpoint rather customer viewpoint. 	Christopher Meyer and André Schwager (2017) Only 8% of The customer described their experience as "superior," yet 80% of the companies surveyed believe that the experience they have been providing is indeed superior.
4	<i>Affective, physical, sensory and social perceptions over cognitive and functional perceptions</i>	EXQ measures customer's cognitive, affective, emotional, spiritual, physical, sensory and social response to service encounters that may be result of direct as well as indirect interactions with service provider	SERVQUAL scale only evaluate direct encounters and mostly cognitive and functional perceptions regarding service delivery process are measured. So it fails to take into account holistic view of total customer experience through direct and indirect encounter at every stage of interactions while using the services of provider	
5	<i>Holistic approach over single encounter approach</i>	<ul style="list-style-type: none"> EXQ takes holistic approach while measuring customers perceptions along with journey starting from pre-service stage to service encounter to post-service encounter stage (Klaus and Maklan, 2012) 	<ul style="list-style-type: none"> SERVQUAL only measures one actual service encounter which is based on limited dimensions excluding effects of peer to peer responses (Berry et al., 2002; Payne et al., 2008), brand image, communications, past experiences, after sales services and customer care (Verhoef et al., 2009). 	
6	<i>Generalization over specific application</i>	<ul style="list-style-type: none"> So measurement of customer experiences along with all encounters can provide better understanding of customer satisfaction rather than measurement of service delivery process quality which is based on just single direct encounter. 	<ul style="list-style-type: none"> SERVQUAL scale is applicable only for service-based firms but not useful for product-based firms 	
7	<i>Value in use and co-creation over service and product quality</i>	<ul style="list-style-type: none"> today customers are becoming part of creating value in use through customisation and suggestions. They are co-creating newer experiences which were missing in products and services earlier so service provider might be providing better service quality and product quality but customers are more satisfied and loyal when they are part of value creation process that is result of strong customer long term relationship management. 	<ul style="list-style-type: none"> Customer relation management effect is not taken into account in SERVQUAL scale 	
8	<i>Indirect encounter effects over direct encounter effects</i>	<ul style="list-style-type: none"> before direct encounter customers perceptions regarding provider quality might be affected by indirect encounters like advertising, word of mouth communications, sales personnel contacts, news reports, reviews etc. 	<ul style="list-style-type: none"> SERVQUAL scale only customers perceptions resulting from using service directly from service provider are measured 	
9	<i>No empirical evidence on customer expectations comparison with performance</i>	<ul style="list-style-type: none"> experience is practical and realistic with performance and marketing out comes 	<ul style="list-style-type: none"> there is no empirical evidence till date to prove that customers always compare their prior expectations with actual performance 	

Source: (Authors 2020): summarized different reading materials

In summary, continuing to measure service quality is likely to be necessary for most firms, but is not enough on its own.

2.7. Customer Experience Quality (EXQ) Dimensions

Understanding the service delivery process from a customer's perspective is key to the successful design and management of services (Halvorsrud, 2017). EXQ is direct or indirect holistic perceptions about service brand, processes, interactions, service quality and after sales services through three experiential stages leading to perceived value which affects level of customer satisfaction (Gupt, 2016).

An important aspect of developing and implementing a service experience is the creation of relational contexts (i.e., interactions between the service provider and the customer), Physical contexts (i.e., tangible environments and objects) and Humanic clues (i.e., relational context, for example, the behavior of employees) which play the most significant role in customer evaluation of experiences when compared to mechanic clues, which are generated by things, such as the impressions of a facility's interior design (Carbone and Haeckel, 1994). Thus, managing customer experiences implies orchestrating an array of 'clues' (e.g., functional, mechanic and humanic) (Berry et al., 2002; Berry and Carbone, 2007), contextual elements (e.g., physical environment, service employees, service delivery process, back-office support) (Zomerdijk and Voss, 2010) and all touch points between a company and their customers at distinct stages..

Regarding the stages of the experience, some authors (e.g., Knutson and Beck, 2004; Arnould et al., 2004) suggest that they can be divided into three: 1 pre-experience, 2 real-time experience or 'customer experience', 3 post-experience. Looking at other perspectives, Verhoef et al. (2009) noted that the total customer experience includes the search, purchase, consumption and after-sales phases of the experience, whereas Terblanche (2009) divided customer experiences into three stages, namely pre-sales, sales and after-sales..

As per the modal of Klaus (2015), Customers base their customer experience quality(EXQ) assessment on three dimensions: brand experience, service (firm) experience and post-purchase/consumption experience. EXQ will improve the understanding of how customers evaluate CX quality by linking their evaluation to important marketing outcomes, namely customer satisfaction, loyalty, repurchasing, share-of-category, and word-of-mouth behavior. The three dimensions representing 26 items: brand experience, service (firm) experience, and post-purchase

experience (Philipp Klaus, 2015). The marketing outcome item adopted from; five-item Behavioral Loyalty Scale from Parasuraman (2005) published research, a five-item Customer Satisfaction scale adopted from Dagger, 2007), and incorporated a seven-item Word-of-Mouth Behaviors scale from Brown, (2005).

Table 3:Customer Experience Quality Scale

Customer experience quality scale EXQ		
Brand experience	Service (provider) experience	Post-purchase/ consumption experience
1.Brand importance	1. Holding their hands	1. Convenience
2.Expertise – peace of mind	2. Process ease	2. Retention
3.Independent advice	3. Transparency	3. Familiarity
4.True costs	4. Flexibility	4. Proactively
5.Importance service personal for brand	5. Multi-channel	5. Relationship versus
6.Value perception product	6. Common grounding	6. Transaction
7.Value perception competitors	7. Interpersonal skills	7. Service recovery
	8. Importance of customer service	8. Emotional reward
	9. Personal relationship(s)	9. Social approval
	10. Servicescape	
	11. Efficient design	

Source: (Philipp Klaus, 2015)

2.8. Brand Experience

First stage is brand experience stage (BRE) that concerns the pre-purchasing time frame, the customers’ perceptions about the brand and the attributes and criteria used in the decision-making process (Gupta, 2016). Brand experience includes the customers’ brand perceptions that influence their customer experience (Fitzsimons, 2008) and their decision process. It reflects customers’ value perception of products, pricing, the “experience-delivering” personnel, the brand and of competitors’ offerings in the search process of evaluating the firm’s offerings (Hoch. 2002). In the process of evaluation of alternative offerings, brand experience reflects customer perception of the product value, pricing, and competitors’ offerings (Gupta, 2016). It includes components of the customers’ social environment, such as their reference groups, peers, and other sources of information (e.g., social media and reviews). In general, Brand experience describes the influence of all direct and indirect CXs prior to purchase, such as searching and pre-purchase evaluation.

2.9. Service (Provider) Experience

The service (firm) experience describes customers' experiences of all direct interactions with the provider during the purchasing and selection process (Klaus, 2012, 2013). The service provider experience (SPE) that encompasses three themes associated with the experiences customers have when they interact with a firm's physical presence, personnel, policies, and practices:

- The first theme relates to the process experience, including items such as customers' perceptions of the process fluidity and process easiness (Atul Gupta, 2016) and the challenge of using multiple channels in dealing with the provider (Lemke, 2011) and accessibility of multiple channels and customer frustration over an instance of malfunctioning.
- The second theme relates to direct evaluations of encounters with personnel, such as common grounding or the existence of personal relationships with the personnel (Grace & O'Cass, 2004).
- The third theme describes the influence of physical environmental setting where the service is delivered (Gupta, 2016) such as Servicescape (Bitner, 1992).
- The fourth theme relates to what researchers consider situational and consumer moderators, such as task orientation and location (Dabholkar & Bagozzi 2002).

2.10. Post-Purchase/ Consumption Experience

Post-purchase/consumption experience describes the post-purchase customer experiences. It covers perceptions of familiarity, retention, and service recovery (Gupta, 2016). The post-purchase/consumption experience describes the evaluation and possible outcomes of a customer's experience with the firm after the purchase or the consumption/use of the offering (Klaus, 2015).

2.11. Stages of the Total Customer Experience: The Customer Journey

The prevalence of Internet-based consumer devices in recent years has changed the way services are consumed and how they are managed, operated, and supported in service companies adopting digital distribution channels. The introduction of self-service technologies creates opportunities for customers, for example, to manage their transactions in a flexible and efficient way while also reducing costs for the service provider.

In the multi-channel service, the need for new approaches to designing, coordinating and managing service channels has become evident. However, research on service quality tends to take a single-channel perspective (Sousa & Voss, 2006). However, customer dissatisfaction seems to be widespread (Meyer & Schwager, 2007). Accordingly, recent publications raise awareness about the need to focus on journeys instead of single touchpoints (Rawson et al., 2013; Stone & Devine, 2013).

Experiences are derived from all interactions throughout customer journey (Petermans et al., 2013). Customer experience as a customer's "journey" with a firm is conceptualized over time during the purchase cycle across multiple touch points. It also considered as a dynamic process. The customer experience process flows from pre purchase (including search) to purchase to post purchase; it is iterative and dynamic. This process incorporates past experiences (including previous purchases) as well as external factors. In each stage, customers experience touch points, only some of which are under the firm's control.

A customer journey is the complete sum of all experiences that customers go through when interacting with a company, brand and touch points through available channels (TM forum, 2019). Customer journeys are also described as a series of interconnected touchpoints (Koivisto, 2009).

Table 4: Customer Experience Life Cycle Model

Buying							Using						Sharing									
Be Aware		Interact		Choose			Consume		Manage		Pay		Renew	Recomm end	Leave							
Observe	Learn	React	Request Detail	Reserve	Select Product/Service	Place Order	Receive	Use	Review Usage	Evaluate Value	Manage Profile/Service	Receive Help	Receive Resolution	Receive Notification	Verify or dispute	Topup/Pay	Enhance Selection	Renew Contract	Refer Product/Service	Gain loyalty	Feedback	Discontinue

Source: (TM Forum, 2019)

This model has three major stages through which a customer interacts with the company: the buying, using and sharing journey through different interacting channels.

2.12. The buying stage of the customer Journey

Pre purchase: The first stage—pre purchase—encompasses all aspects of the customer’s interaction with the brand, category, and environment before a purchase transaction. This is the phase when a customer is considering, learning, making the decision to purchase and the act of actually purchasing the service or the product with a Service Provider (TMForum, 2019). This stage includes the customer’s entire experience before purchase. Practically, however, this stage encompasses the customer’s experience from the beginning of the need/goal/impulse recognition to consideration of satisfying that need/goal/impulse with a purchase.

2.13. The using stage of the Customer Journey

The second stage—purchase—covers all customer interactions with the brand and its environment during the purchase event itself. It is characterized by behaviors such as choice, ordering, and payment. During this phase the customer is actually using the service or product, managing his account or service profile, seeking and receiving help and making payments to continue his service (Telecom Management Forum,2019).

2.14. Sharing stage of the Customer Journey

At this stage, customers as they learn and use the service would share the experiences they have to others as part of this phase (TM forum, 2019). Like the pre purchase stage, this stage could extend temporally from the purchase to the end of the customer's life. Practically speaking, this stage covers aspects of the customer's experience after purchase that relate in some way to the brand or product/service itself. The product itself becomes a critical touch point in this stage.

Considering this, most telecom operators has the following journey in their management of their customers life cycle.



Figure 3: Adopted from Ethio telecom Customer Governance

When making journey improvement and analyses for the better, it is required to follow standard framework and identify critical points where customers are facing challenges and hassles. Given this perspective on the customer purchase journey, what does this suggest that firms should do? First, firms should seek to understand both the firm and customer perspectives of the purchase journey, identifying key aspects in each stage. Second, firms should begin to identify the specific elements or touch points that occur throughout the journey. Third, firms should attempt to identify specific trigger points that lead customers to continue or discontinue in their purchase journey.

In addition, with respect to each journey firms need to identify critical touch points where the company can control and influence for the better improvements.

2.15. Types of Touch Points in the Customer Journey

The increasing focus on customer experience arises because customers now interact with firms through myriad touch points in multiple channels and media, resulting in more complex customer journeys (Verhoef, et al, 2016). Customers now interact with service providers in a multichannel environment (Sousa & Voss, 2006) They use multiple channels in parallel and frequently switch between them.

Shopping is no longer a discrete activity tied to transactions. In the past, shopping was associated with a place, an occasion, and a process. Now shopping occurs anywhere, anytime, and in many ways. Consumers continually monitor information about products and services. As a result, companies must constantly build preference and influence as customer experience is the new battleground for businesses (Yohn, 2016). Customers' encounters with service providers often represent fragmented and frustrating experiences that manifest as repeated customer service inquiries, low customer satisfaction, and lost revenues (Meyer & Schwager, 2007). Consequently, new approaches are needed, not only for the design of services (Stone et al., 2002; Patrício et al., 2008; Bitner et al., 2008) but also for the analysis of service quality.

The term “touchpoint” is commonly used often as a substitute for “service encounter,” which was introduced in the 1980s by Surprenant & Solomon (1987). Zomerdijk & Voss (2011) described touch points as “moments of contact between the customer and the organization.” Meyer & Schwager (2007, p. 119) define touch points as” instances of contact either with the product or service itself or with representations of it by the company or some third party”, including other customers.

Touch points are the individual transactions through which customers interact with parts of the business and its offering. It is point of contact/ customer contact and moment of truth that describes the interface of a product, service or brand with customers/users, non-customers, employees, and other stakeholders, before, during and after a transaction.

The most common telecom touch points are web, device, email, call center, care center, store, point of sales, USSD, SMS, messaging, social media, field service and field sales (TM Form 2019). Channels are the carriers of touchpoints, and they can be digital (e.g. e-mail), human-served (e.g. a desk in a shop), or a combination of the two.

Ethio telecom has also different Touch points through which customers interact with parts of the business and its offering. This includes the following.

Table 5: Customer Touch Points

NO	Touch points	Descriptions
1	Human touch point	<ul style="list-style-type: none"> • Sales personnel & field sales executives • Service representative, customer service executive & account manager • Company employee
2	Physical Touch Point	<ul style="list-style-type: none"> • Customer service centers, Shops & outlet • Stands at trade fair and events • Product packaging • Offices
3	Communication Touch Point	<ul style="list-style-type: none"> • Point of presence material & billboard • Website & email • Newsletter, Broachers & Bills • Advertisement in media TV, online radio
4	Product Touch Point	<ul style="list-style-type: none"> • Bundling of products • Turnkey solutions • Network planning • Billing and monitoring software
6	System Touch points	<ul style="list-style-type: none"> • Bill Payment options • Service Account Management • Complaint Booking Mechanism • Enquiry on IVRS • Electronic / Online recharge • New product Booking • Feedback & response

Source: (Document, 2018)

Managing Customer experience means considering all potential touchpoints with customers. Some are more crucial or delicate than others, but all contribute to build an end-to-end brand experience.

For a company to enhance the customer experience quality throughout the customer journey, companies must improve individual touch points in line with each the channel.

2.16. Importance of Customer Experience Journey, Touch Point and Channel

Providing customers with quality experiences has been proven to be a sustainable, competitive advantage with a clear financial impact for companies (Fornell, 2006). Creating a customer experience that becomes synonymous with the brand is increasingly recognized as a vital driver of corporate performance (Smith and Wheeler 2002). With the rise in the service economy, the success of service providers now depends on their ability to provide customer-centric services (Gustafsson and Johnson, 2003). Organizations are elevating the management of customer experiences to a top-priority item in their efforts to build customer loyalty in brands, channels, and services (Badgett et al. 2007). However, customers' encounters with service providers often represent fragmented and frustrating experiences that manifest as repeated customer service inquiries, low customer satisfaction, and lost revenues

To survive in today's economy, offering high-quality goods and services alone is not sufficient. Companies have to compete on a more complex level by creating a satisfactory customer experience through all stages of the buying process, managing the customer's expectations and assessments before, during, and after the sale.

Customers have many choices today. Therefore, it is critical to make their experiences as simple, consistent, and relevant as possible. By delivering the desired customer experiences, companies can acquire new customers, retain more customers, and improve efficiency. (Klaus, 2015)

2.17. Operational Definitions

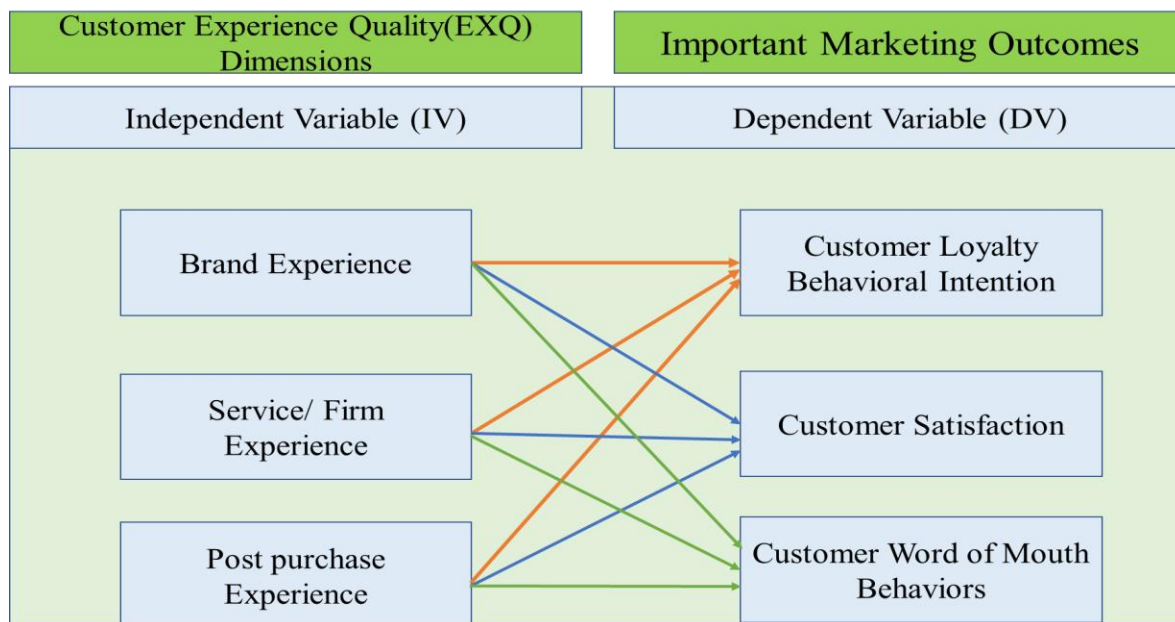
2.17.1. Fixed Broadband

According to ITU definitions of World Telecommunication/ICT Indicators (March 2010), Fixed broadband service is subscriptions to high-speed access to the public Internet (a TCP/IP connection), at downstream speeds equal to, or greater than, 256 kbit/s. This can include for example cable modem, DSL, fiber-to-the-home/building and other fixed (wired) broadband subscriptions.

2.17.2. Key Account Customers

These are Enterprise customers having more than 50 employees with one million birr or above capital. It accounts a total of 17 percent of all Enterprises in Ethiopia. Beside the above category, Ethio telecom categorizes all ministry offices and authorities, Banks and Insurances, International organizations, Embassies and NGOs, Big service giving and Manufacturing companies under this category.

2.18. Conceptual Framework



Source: (Philipp Klaus, 2015), modified

Figure 4 :Conceptual framework

The conceptualization of CX and the resulting reliable and valid scale, the following definition of CX quality; Customer experience quality is the customer's dynamic value assessment of all attributes of their direct and indirect dealings with a company on an overall, dimensional, and attribute level, each level driving perception of the level above.

Customer experience quality constitutes three dimensions, namely: brand experience, service (firm) experience and post-purchase/ consumption experience. These evaluations of the customer experience drive important marketing outcomes, namely customer satisfaction, loyalty intentions, and word-of-mouth behavior.

EXQ measures the customers' assessment of their experience quality on three dimensions representing 26 items: brand experience, service (firm) experience, and post-purchase/consumption experience.

❖ **Brand Experience**

Includes the customers' brand perceptions that influence their customer experience and their decision process. Brand experience reflects customers' value perception of products, pricing, the "experience-delivering" personnel, the brand and of other similar companies' offerings in the search process of evaluating the firm's offerings. It includes components of the customers' social environment, such as their reference groups, peers, and other sources of information. This is the part of the CX prior to purchase/acquisition.

❖ **Service (Firm) Experience**

Embodies four themes associated with the experiences customers have when they interact with a firm's physical presence, personnel, policies, and practices.

- ✓ The first theme relates to the process experience, including items such as process ease and the challenge of using multiple channels in dealing with the provider.
- ✓ The second theme relates to direct evaluations of encounters with personnel, such as common grounding or the existence of personal relationships with the personnel
- ✓ The third theme describes the influence of the physical environment, such as Servicescape

- ✓ The fourth theme relates to what researchers consider situational and consumer moderators, such as task orientation and location

❖ **Post-Purchase/Consumption Experience**

Describes the customers’ experiences encountered post-purchase and consumption of the offering in question. This dimension focuses on all post-purchase consumption, not just product-in-use. It covers perceptions of familiarity, retention, and service recovery, displaying signs of customer commitment to the service provider. The dimension also includes expressions of emotions associated with social and hedonic value, referring to post purchase pleasure and an increase in social status based on the relationship with the service provider.

Table 6 :Variables, Research Question, and Items on the Survey

Variable Name	Research Question	Items on Survey
Independent variable 1: Brand Experience	Description research question 1: What is the impact of Brand experience, Service Experience and Post Purchase customer experience quality dimensions on customer loyalty behavioral initiations of ethio telecom corporate fixed broadband key account customers?	Question BRX: 1,,2,3 4,5,6 and 7
Independent variable 2: Service /firm Experience	▪ Description research question 2: What is the impact of Brand experience, Service Experience and Post Purchase customer experience quality dimensions on their customer satisfaction of ethio telecom corporate fixed broadband key account customers?	Question SPE: 8,9,10,11,12,13 ,14,15,16,17,18 and 19
Independent variable 3: Post Purchase Experience	▪ Description research question3: What is the impact of Brand Experience, Service Experience and Post Purchase customer experience quality dimensions on customer word of mouth behavioral initiations of ethio telecom corporate fixed broadband key account customers?	Question PPE: 20, 21, 22, 23, 24, 25, and 26
Dependent variable 4: customer Loyalty Behavioral Intentions		Question L: 1,,2,3 4,5
Dependent variable 5: customer satisfaction		Question STA: 1,2,3 4,5

Variable Name	Research Question	Items on Survey
Dependent variable 6: Customer Word of mount Behaviors		Question WOM: 1,2,3 4,5
Inferential Questions:	<ul style="list-style-type: none"> ▪ Which behavioral outcomes of key account fixed broadband customer experience quality be highly impacted by the pre-purchase, during purchase and after purchase journey of a customer? ▪ How ethio telecom can improves an end to end fixed broadband customer experience to corporate key account customers? 	

Source: (Author. 2020)

2.19. Hypotheses of the Research

The research paper focuses on the impact of customer experience quality dominations on important marketing behavioral outcomes (customer satisfaction, loyalty, and word-of-mouth behavior). Accordingly, the conceptual framework is adopted to ethio telecom key account fixed broadband customer to outline the following Hypotheses:

- ❖ **HA1:** There is a positive and significant relationship between customer experience quality dimensions and loyalty behavioral intention on ethio telecom fixed broadband corporate key account customers.
- ❖ **HA2:** There is a positive and significant relationship between customer experience quality dimensions and customer Word of Mouth behavior on ethio telecom fixed broadband corporate key account customers.
- ❖ **HA3:** There is significant relationship between customer experience quality dimensions and customer satisfaction on Ethio telecom fixed broadband corporate key account customers.

2.20. Specification of the Research

To examine the effect of customer experience quality on important marketing outcomes the following linear relation between dependent and independent variable established. Variables are carefully selected in review of literature which need to be specified. As a rule of thumb, the higher the R^2 value in multiple regression implies more likely that the important variables are included in the model. Multiple regression techniques employed to analyze the straight-line relationships among two or more variables and estimated that β 's in the equation. The simple regression equation for linear relationship among variables are:

General equations on linear relationship

$$y_j = \beta_0 + \beta_1 x_{1j} + \beta_2 x_{2j} + \dots + \beta_p x_{pj} + \varepsilon_j$$

where:

Y_j 's represent the dependent variable (DV) for observation j .

X_j 's represent the Independent Variable (IV) for observation j

β_0 is the intercept

β 's is the unknown regression coefficient

ε_j is the error(residual) of observation j

Based on the above, the model is modified based on the research variable that is described in the conceptual framework in chapter two, that are designed to examine the impact of customer experience quality on important marketing outcomes. For this research purpose three basic equation is defined to outline the relationship.

For this research purpose three basic equation is defined to outline the relationship.

$$\diamond \text{ EXQ} = f(\text{BRE, SPE, PPE})$$

where

- EXQ = Customer Experience Quality
- L= Customer Loyalty Intention (Dependent Variable)
- STA= Customer Satisfaction (Dependent Variable)
- WOM= Customer Word of Mouth Behavior (Dependent Variable)
- BRE = Brand Experience (Independent Variable)
- SPE = Service Provider Experience (Independent Variable)
- PPE = Post Purchase Experience (Independent Variable)

Loyalty intonation (Dependent Variable)

- $Y_L = \beta_0 + f(\text{EXQ}) + \varepsilon$
- $Y_L = \beta_0 + \beta_{1\text{BRE}} + \beta_{2\text{SPE}} + \beta_{3\text{PPE}} + \varepsilon$

Where:

- $\beta_{1\text{BRE}}$ = a partial change in loyalty intentions of a customer as a result of change in Brand experience while other things remain constant
- $\beta_{2\text{SPE}}$ = a partial change in loyalty intentions of a customer as a result of change in customer satisfaction while other things remain constant
- $\beta_{3\text{PPE}}$ = a partial change in loyalty intentions of a customer as a result of change in word of mouth behaviors of customer while other things remain constant
- ε_j is the error(residual) of observation j

Customer Satisfactions:

- $y_{\text{SAT}} = \beta_0 + f(\text{EXQ}) + \varepsilon$
- $y_{\text{SAT}} = \beta_0 + \beta_{1\text{BRE}} + \beta_{2\text{SPE}} + \beta_{3\text{PPE}} + \varepsilon$

- β_{1BRE} = a partial change in customer satisfaction as a result of change in brand experience while other things remain constant
- β_{2SPE} = a partial change in customer satisfaction of a customer as a result of change in customer satisfaction while other things remain constant
- β_{3PPE} = a partial change in customer satisfaction of a customer as a result of change in word of mouth behaviors of customer while other things remain constant
- ϵ_j is the error(residual) of observation j

Word of mount behaviors:

- $y_{WOM} = \beta_0 + f(EXQ) + \epsilon$
- $$y_{WOM} = \beta_0 + \beta_{1BRE} + \beta_{2SPE} + \beta_{3PPE} + \epsilon$$
- β_{1BRE} = a partial change in Word of mount behaviors as a result of change in brand experience while other things remain constant
 - β_{2SPE} = a partial change in Word of mount behaviors of a customer as a result of change in customer satisfaction while other things remain constant
 - β_{3PPE} = a partial change in Word of mount behaviors of a customer as a result of change in word of mouth behaviors of customer while other things remain constant
 - ϵ_j is the error(residual) of observation j

❖ Customer Loyalty

As per Parasuraman, et al (2005), loyalty intentions is all about focusing on, Positive word of mouth, recommend to others, encourage others to use, first choice for future and do more business in future with the company and choose to be loyal for. For the purpose of this research, the model is taken from (Parasuraman, et al ,2005) with few customizations to align it with this research study.

❖ Customer Satisfaction

According to Dagger et al (2007), customer satisfaction is basically focusing on the following areas: the positive feeling towards the company, the treatments obtained from the company, overall satisfaction about the service provider and the satisfaction gained from the efforts and the outcomes of the effort made by the company. For this research purpose the model is taken from Dagger et al (2007).

❖ Word of Mouth Behavior

This dependent variable, which empirically proven, are directly taken from Tom J. Brown, 2005 researches. All the contents and questioners are taken directly as per Phillip's kalua research as contract. It focuses on customers usually, talk positive things about the company relationship, about its employees, recommend the company to family members, acquaintance, personal friends and to others. WOM is an effective influence on consumer judgments and behavior (John 1994; Herr, Kardes, and Kim 1991, Sultan, Farley, and Lehmann 1990). Usually, When a marketer delivers high satisfaction to consumers, the expectation is that the consumers will spread positive WOM (Tom J. Brown, 2016). The antecedents of positive word of mouth (WOM) typically focus on the direct effects of consumers 'satisfaction and dissatisfaction with previous purchasing experience on WOM.

2.21. Ethio Telecom Fixed Broadband Service Delivery Journey Challenges

Overall ethio telecom has managed 2380 Key Accounts customers of which 1817 managed by zones and Regions offices whereas remaining 563 customers are managed by Corporate Key Accounts sections

Table 7: Ethio Telecom Key Account Customers

To be managed by Corporate KA Section	Managed by corporate	Managed by Zones and Regions
Financial Institutions	31	77
Government Administration	156	985
International Organization	182	437
Service Enterprises	131	437
Production Enterprises	63	444
Grand Total	563	1817

Source: (Sales division, 2020)

Fixed broadband telecom service is delivered to the customer through copper cable or fiber optical to the customers premises. Today ethio telecom delivered less than 6Mb/s broadband requests through coper cables whereas greater than and above 6 Mb/s request through coper and optical

fibers. Giving service through the two mediums of copper and fiber has its own advantage and disadvantage. The advantage of optical cable over copper cable are

Fiber optics has no bandwidth limitations, it can deliver any size of bandwidth, it has low cost of maintenance, age of the cable is immaterial, few jointing and hence repeated digging and joining is not required. Whereas if we see copper, it has high cost of maintenance, labor intensive, handles limited bandwidth, old cables have poor insulations, repeated digging and jointing makes it valuable to faults.

In summary, most of ethio telecom fixed network specially at most cities are using copper, this has created repeated bad experience and complaints by the customer. However most key account customers are serviced using Optical fiber cables as the bandwidth required to do so. (as most of them are above 6 Mb/s bandwidth).

There are various service access network (PON standard) technologies ethio telecom has used to deliver service to the customer after it has created access to the requested places through copper or optical fiber, which is called customer premises equipment. Either the customer or ethio telecom (mostly) provides the premises equipment to the customer. Today customers use EPON or GPONs customer premises equipment is used to deliver broadband service to Enterprise customers. The difference for the two is the bandwidth where GPON has a capacity to deliver more than 100MB data and above and EPON is less than 100 MB standards.

Customer Journeys:

❖ First stage Communication channel

Customers get information about ethio telecom, its product, and offerings in two ways: Ethio telecom create awareness to its customer about broadband and other service through radio, TV, newspapers, ethio telecom web site and ethio telecom social medias (Instagram, Facebook, Telegram, WhatsApp, linked in and you tube). In addition, there is sales team who always visit key account customers and help them understand the service, new arrivals (devices), new products and understand the customers challenges. In the other way customers, most of the time by their own initiatives request to know about the service through ethio telecom contact center (980 and 994), ethio telecom social media, ethio telecom web chat and ethio telecom shops.

In order for corporate key account customer to get the service, either they have to come to ethio telecom shop or quite recently they can order online. However, most key account broadband customer come to ethio telecom shop (called TPO).

❖ Basic process

As a standard ethio telecom follows three basic internal process, fulfillment, Assurance and Billing. The fulfillment process focusses from order to deliver. For ethio telecom to deliver the service there are two basic process: Survey to check the resource availability and installation to deliver the service to the customers premises. The service to the customer is taken away from the customer premises from nearby network resources called MSAG/ MSAN. If this resource is not available around the customer premises, checked through survey, ethio telecom will not deliver the fixed broadband service and alternative way of delivering the service will be taken as an option

Table 8:Fixed Broadband Service Delivery Standard

No	Process	Decreption	Number of delivery date
1	Survey	To check the resources viability around customer premises	7 days
2	Installation	After the resources are checked and available, it is delivery process of the service to the customer (after subscription payment to delivery)	7 days
3	Maintenance	Service restoration after faults	7 days
4	Bill complaint resolution	Bill complaint resolution from the customers complaint date	15 days

Source: (Consumer Charter, 2019)

Major challenges to the process

- The challenge here is most of the time survey failure rate is high, due to the fact that most places have no MSAGs/ MSAN around the customer premises.
- The service request requirement of the company is not easy, most customers has to go to ethio telecom TPO shops for service request which increase customers effort.
- The subscription payment process is not easy, physical payment is required at the shop.

After installation has been done by ethio telecom, the next action of the customer is to utilize and experience the service. A one-year data of key account customers is extract from system and check what are the major complaint for the customer. Accordingly, the complaint data from call centers shows that most customers complained the intermittence of the service, internet speed problem, customer equipment faulty and electric power related issues.

❖ **Second stage consumption and use of the service**

When using the service, the customers usually consume the service, manage their accounts and settle their bills. It is the second stage of the journey. In this stage, customers usually experience the service, consume the service, and manage their accounts. When they consume the service, they check Postpaid bill via sales, banks (as an agent to ethio telecom) and contact center channels. In managing stage of the journey, they modify, they usually request speed upgrade, downgrade, move and change of ownership etc thorough request via ethio telecom shop and www.onlineservices.ethiotelecom.et.

As part of this journey, customers usually did Complaint and want to check the status of resolution. In this stage customers usually settle their bills through:

- Ethio telecom shops, voucher card, Electronic voucher card (EVD), YIMULU service (e-top up) and International airtime top up (IAT)
- Banks such as: united bank, commercial bank of Ethiopia, awash bank, corporate bank of Oromia, Abyssinia banks, Birhan international bank

In this stage of the customer experience, the major challenges are customers usually request bill status.

- Customers are not getting support of knowing their bills online, with different service, it is difficult to communicate each bill status through 980 contact centers,
- Customers lose trust on the bill amount.
- Once customers are getting service through fiber optics, downgrading the service due to price related matters will required at least one year.
- After getting experience on the service, customers usually request support and check the status, there is a high optimism to given support to the customer with the highest standard level, however, this support request will follow the normal compliant resolution standards.

- In bill settlement, the major challenge is bill complaints and quality issues. The bill complaint standard resolution is 15 days.

❖ **Third stage service restoration and termination**

The 3rd stage of the customer experience is service restoration and the decision made by the customer to terminate the service.

❖ **Service recovery stage**

Service restoration due to various response are report to ethio telecom through many channels such as 980 contact center, social media, ethio telecom websites and a report directly to ethio telecom shops. Except SLA agreed customers, the standard service recovery duration is 7 days.

❖ **Service termination**

In this stage the customer wants to terminate the service and not happy about the offers and the service. In this stage most difficult challenge is customers has to come to ethio shop to terminate the service.

One major missing element for ethio telecom in service management approach is the mobile applications which basically help to enhance the customer experience and create best user experience to the customer (Ethio telecom customer journey with different channels are attached as annex).

3. CHAPTER THREE: METHODOLOGY

3.1. Introduction

This chapter deals with the research methodology parts that explain and justify the approach that is adopted in order to answer the proposed research questions. This section provides an overview of the study’s research approach which lays within the quantitative methods strategies. The chapter discusses description of study philosophy, procedures and activities to be undertaken, focusing on the study’s research design, questionnaire design, data collection, sampling strategy, data processing and analysis and instrument development.

3.2. Research Design

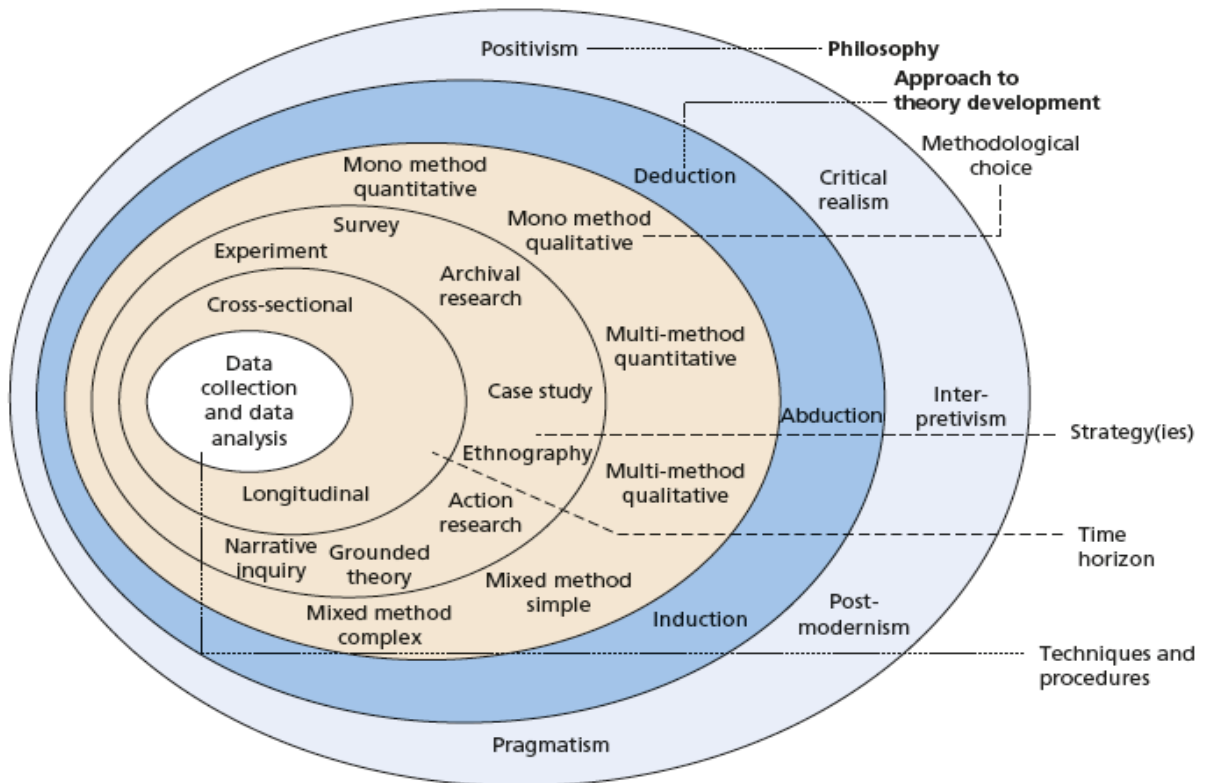


Figure 5 :Research onion adapted from (Saunders et al., 2016)

3.3. Research philosophy

According to Saunders et al., (2016) there are five research philosophies such as positivism, critical realism, interpretivism, postmodernism and pragmatism. This study mainly employed the positivism research philosophy. As per Saunders et al., (2016), this philosophy is typically deductive, highly structured, apply typically quantitative methods of analysis and measurement. Accordingly, quantitative research is generally associated with positivism, especially when used with predetermined and highly structured data collection techniques.

Developing numeric measures of observations and studying the behavior of individuals becomes paramount for positivist. The rationale to employ this research paradigm was the study by its nature is quantitative and pre-developed objectives or hypothesis were measured.

3.4. Research Approach

According to the book of Saunders et al (2016), there are three approaches in a research as deduction, induction, and abduction approaches. A deductive approach is an approach in which a researcher develops a theory and hypothesis and design a research strategy to test the hypothesis. Quantitative research is usually associated with a deductive approach, where the focus is on using data to test theory. According to the book, if the research starts with theory, often developed from reading of the academic literature, and design a research strategy to test the theory, it is mandatory to use a deductive approach. Inductive approach is an approach in which a researcher would collect data and develop theory as a result of data analysis.

This book also emphasized that a deductive research approach owes more to positivism research philosophy. Accordingly, this particular research followed the deductive research approach since it pursue the positivism research philosophy and there were pre-determined objectives (hypothesis) through which a testable proposition about the relationship between two or more concepts or variables is made, that has been measured by collecting a quantitative data.

3.5. Research Type

According to Saunders et al (2016), there are about four kind of research type: exploratory, explanatory, descriptive and evaluative. Descriptive and explanatory research type are often used as part of a survey strategy to collect data about facts/demographics, attitudes/opinions and behaviors/events (Saunders et al (2016)). In descriptive research, the purpose is to produce an accurate representation of persons, events or situations. Explanatory research is usually deductive, using data to test a theory or theories. Questionnaires, therefore, tend to be used for descriptive or explanatory research. Descriptive research, such as that undertaken using attitude and opinion questionnaires and questionnaires of organizational practices, will enable you to identify and describe the variability in different phenomena. In contrast, explanatory or analytical research will enable you to examine and explain relationships between variables, in particular cause and- effect relationships.

This research was employed a descriptive and explanatory research type. The researcher has used descriptive survey research design to assess if brand experience, service (firm) experience and post purchase experience has an influences ethio telecom corporate key account customer behavioral intention (customer satisfaction, loyalty intention and word of mouth behaviors). The study also employed explanatory research type along with the descriptive. According to Saunders et al (2016), studies that establish causal relationships between variables may be termed explanatory research. The rationale for employing this research type was that the study has examined the relationship between dependent variable and independent variable and measured the causal relationship that to what extent the dependent variable has explained by independent variable.

3.6. Research Strategy

In general terms, a strategy is a plan of action to achieve a goal. A research strategy may therefore be defined as a plan of how a researcher will go about answering research question. It is the methodological link between a research philosophy and subsequent choice of methods to collect and analyses data (Denzin & Lincoln 2011).

According to Saunders et al. (2016) this research has used a survey research strategy. The survey strategy is usually associated with a deductive research approach. It is a popular and common strategy in business and management research and is most frequently used to answer ‘what’, ‘who’,

‘where’, ‘how much’ and ‘how many’ questions. The purpose of Survey research methodology is to generalize from a sample to a population so that inferences can be made about some characteristic, attitude, or behavior of this population. It therefore tends to be used for exploratory and descriptive research. Survey strategies using questionnaires are popular as they allow the collection of standardized data from a sizeable population in a highly economical way, allowing easy comparison. The survey strategy also allows the researcher to collect quantitative data which the researcher can analyze quantitatively using descriptive and inferential statistics. The data collected using a survey strategy can be used to suggest possible reasons for particular relationships between variables and to produce models of these relationships. Therefore, since this study used deductive approach and quantitative data in order to show the relationship between the independent variables (Brand experience, service/firm experience and Post purchase experience) with dependent variable (customer loyalty, word of mouth behaviors and customer satisfaction) it was found necessary to employ a survey research strategy.

3.7. Research Choice (Method)

According to the book of Saunders et al (2016) and Creswell (2014), there are three types of research choices such: quantitative, qualitative, and mixed method. This research has employed a quantitative research choice. Quantitative is predominantly used as a synonym for any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data (Saunders et al, 2016). The survey strategy allows to collect quantitative data which can be analyzed quantitatively using descriptive and inferential statistics. Structured observation is concerned with the frequency of events. It is characterized by a high level of predetermined structure and quantitative analysis. Quantitative analysis techniques such as tables, graphs and statistics allow to do this, helping to explore, present, describe and examine relationships and trends within our data.

Therefore, the reason for employing quantitative research choice for this study was that the study used quantitative data collection mechanism through questionnaire. Besides that, the study was used quantitative data analysis mechanisms such as descriptive and inferential statistics.

3.8. Time Horizon

‘An important question to be asked in designing a research is, ‘Do I want my research to be a “snapshot” taken at a particular time or do I want it to be more akin to a diary or a series of snapshots and be a representation of events over a given period?’ This will, of course, depend on your research question. The ‘snapshot’ time horizon we call cross-sectional, while the ‘diary’ perspective we call longitudinal.’, Saunders et. al 2016).

Cross-sectional studies often employ the survey strategy. This research deployed cross-sectional data collection time horizon, Since the nature of this study was a survey.

3.9. Sampling Design

The sampling design of this study comprises population of the study, specifying sampling frame, sampling method for selecting items from the frame, determining sample size, sampling and data collection. Sampling is the process of taking the representative of the population from the population.

3.9.1. Population of the study and sampling frame

The target population of this study were ethio telecom corporate key account customer. There are about 5 groups of key account customers which is categorize for the purpose efficient business management and by the nature of their characters. They are categorized as government, International Organization, Service, Manufacturing, and Financial institution key account customers. These customers are serviced at Addis Ababa at corporate level.

Therefore, the target population of this study were all the key account customers served by ethio telecom at corporate level. The total population of the study were 563 customers. The sample frame is IT and business employees representing their respective company and served as contact point of their company (All updated email contact that are /names serve as a representative for their respective organizations). Therefore, the sample for this particular was taken from the list of all corporate key account customers.

3.9.2. Sampling methods and techniques

Sampling method and technique is a way through which a sample is to be taken from the population. This research has used a probability sampling method. The reason for employing a probability method is that the study has a well-defined population and wants to give an equal chance of being selected for each corporate key account customer in sampling frame.

This study has also used a stratified random sampling technique. Stratified random sampling is a modification of random sampling in which divide the target population into two or more relevant and significant strata based on one or several attributes (Saunders, et al 2016). Corporate Enterprise key account customers are grouped in to five by their business character. In effect, sampling frame is divided into several subsets as International Organization, Service, Manufacturing, and Financial institution and government key account customers. Accordingly, a random sample is then drawn from each of the strata.

This approach is followed to have fair representation of each strata in the sample selection as their character are different and help in the generalization of the survey to the population. In this research, with in the five strata, a simple random sampling is applied. This is because a simple random sample meant to be an unbiased representation of a group. It is considered a fair way to select a sample from a large population, since every member of the population has an equal chance of getting selected. The study was also used lottery method to select the sample through simple random sampling.

3.9.3. Sample size

According to Catherine Dawson (2009), the correct sample size in a study is dependent on the nature of the population and the purpose of the study. Although there are no general rules, the sample size usually depends on the population to be sampled. In this study to select sample size, a list of corporate key account customer was used. The total population were 563 corporate key account customers.

As per Saunders, et al (2016), Sample sizes for different population size at a 95 per cent confidence level are identified. If the population size is 500 people is the target size will be 217. Accordingly, the target population of 563 is calculated as nearly 244.

The sample size determination is based on Slovin's formula with confidence level 95% and confidence interval (error margin) 5%. The derivations above show that Slovin's formula is applicable only when estimating a population proportion using a confidence coefficient of 95% (Tejada & Punzalan, 2012).

$$\text{Thus, } n = \frac{N}{1 + Ne^2} = \frac{563}{1 + 563(0.05)^2}$$

$$n = 234$$

Where,

n = is the sample size

N = is the population size (563)

e = error tolerance (0.05)

$$n = 234$$

Therefore, the questionnaire was distributed for 234 respondents.

Based on Slovin's formula, the sample of 234 respondents has drawn from target population of 563 customers, which is 42% of the total population.

Ethio telecom key account customers are distributed and managed as corporate, Zone level and regional level. The scope of this research focus on key account fixed broadband customers found and managed at corporate level which are found at Addis Ababa. Ethio telecom have about 563 key account customers which are categories as Government, International, Financial institutions, Productions/ manufacturing, Service giving companies. Total number of customers in each category/ cluster is show in the blow table:

Table 9: Target Population and Distribution of Sampling Size

No	Type of customers	Total target group	Number of Sample size (42% each) preoperationally	Returned	Response rate (%)
1	Government	156	65	41	63%
2	International & NGO	182	76	54	71%
3	Financial institutions	31	13	13	100%
4	Productions/ manufacturing	63	26	17	65%
5	Service	131	54	49	91%
	Total	563	234	174	74%

Source: (Sales Division, 2020)

3.10. Data Type and Source

The study has used the first step a secondary data sources assessment. Those data include literature, journals, books and internet sources. In addition, telecom key account management documents, product development and other research documents, governing document, and reports.

Another basic source of data for this research is Primary data collected through surveys from the corporate key account customers of ethio telecom from which the first-hand data was obtained.

Accordingly, in this research, the questionnaire will be distributed based on stratified probability sampling techniques to corporate key account customer.

3.11. Questionnaire Design and Data Gathering Instrument

An effective questionnaire should be developed to meet the purposes of study and customized to the research method. As part of this research, the study has use well-structured questionnaire in order to get first-hand information from the respondents and all the questions were close ended.

The questionnaire was adopted from Klaus (2015) Customer Experience Quality (EXQ) scale to validate the hypotheses about the impact of customer experience quality and its impact on important marketing outcomes, namely customer satisfaction, loyalty and word-of-mouth behaviors, as suggested and defined by Brown et al. (2005), Dagger et al. (2007), Parasuraman et

al. (2005) and the layout of the questionnaire was prepared in easy and attractive way for respondents. The reason for employing questionnaire as a data collection mechanism is since the research is quantitative in nature, having a quantitative data was mandatory and questionnaire is less cost, easy to fill at the respondents convenient, avoid collector biased unlike interview and observation and respondents can freely fill.

The questionnaire layout has comprised eight parts such as respondent background, company information as a background, question about Brand /pre purchase experience, service provides experience and post purchase experience as an independent variable and loyalty intention, customer satisfaction and word of mouth behaviors as dependent variables. Except background information the questions for independent and dependent variables were a 5-point Likert scale (1 = Strongly disagree, 5 = Strongly agree 1) or as Do not know/ Not applicabl).

- ❖ **Customer Experience Quality:** which is impacted by the independent variable called Brand Experience, Service (Firm) Experience and Post-Purchase/Consumption Experience is adopted from kalua (2015). This questionnaire is developed to know the impact of pre purchase during purchase and post purchase experience of the customers in their journey with the company. All the questions were a Likert scale items. The scale of these question ranges from strongly agree (5) to strongly disagree (1). The questions were conducted in a 5-point Likert Scale. Therefore, a total of 26 questions (Brand Experience (7 questions)), Service (Firm) Experience (12 questions) and Post-Purchase/Consumption Experience (7 questions) was distributed to respondents to know their level of knowledge and perceptions on the pre purchase , during purchase and post purchase journey.
- ❖ **Customer Loyalty:** The questionnaire was adopted form from (Parasuraman, et al ,2005) as a standard with few to align to it with this research study. All the questions were a Likert scale items. The scale of these question ranges from Very likely (5) to Very unlikely (1). The questions were conducted in a 5-point Likert Scale. Therefore, a total of five questions was distributed to respondents to know their loyalty initiations and behaviors about being ethio telecom corporate key account customer.
- ❖ **Customer satisfaction:** The questionnaire for Customer satisfaction was adopted form from Dagger et al (2007) by the Klaus (2015) as a standard. All the questions were a Likert scale items. The scale of these question ranges from Strongly agree (5) to strongly Disagree

(1). The questions were conducted in a 5-point Likert Scale. Therefore, a total of five questions was distributed to respondents to know the positive feeling towards the company, the treatments obtained from the company, overall satisfaction about the service provider and the satisfaction gained from the efforts and the outcomes of the effort made by the company.

- ❖ **Word of Mouth Behavior:** this dependent variable is adopted from Tom J. Brown (2005) by Klaus (2015) as a standard. Usually, When a marketer delivers high satisfaction to consumers, the expectation is that the consumers will spread positive Word of mouth (WOM) (Tom J. Brown, 2016). WOM is an effective influence on consumer judgments and behavior. The antecedents of positive word of mouth (WOM) typically focus on the direct effects of consumers 'satisfaction and dissatisfaction with previous purchasing experience on WOM. The questionnaire for word of mouth behavior were a Likert scale items. The scale of these question ranges from frequently (5) to Never (1). The questions were conducted in a 5-point Likert Scale. Therefore, a total of seven questions was distributed to respondents to know customers behavior about positive communication about the company relationship, about its employees, recommend the company to family members, acquaintance, personal friends and to others.

3.12. Data Gathering Techniques and Instruments

In order to gather the data, email and physical distribution of the questioners are designed and applied. In addition, focus group discussion with Enterprise key account managers and employees are discussed and information is gathered accordingly. Email is used since it is the most effective ways with respect to COVID 19 case and more convenient for high end customers, in addition it is cost effective. However, at the same time physical questionnaire distribution is also made available for customer who are coming to get service at the shop as most of the customers may not be at office to see company emails. The questionnaire is designed for the respondent to take approximately 15 to 20 minutes to fill up the questionnaire.

3.13. Data Editing and Cleaning

Before data is processed for statistical analysis and interpretation, data cleaning and editing must be done to ensure missing responses are treated carefully to minimize their adverse effects by

assigning a suitable value (neutral or imputed) or discarding them methodically (case wise or pair wise deletion). Missing responses pose problems if their proportion to the total is significant (more than 10 percent). The data cleaning process demands careful consideration, as it will significantly affect the final statistical results. Data editing also checked with maximum and minimum values are within the range of the values on the survey. For instance, if the survey measured the question using a five-point Likert scale the values should lie somewhere between 1 and 5 and values outside this range would indicate data that has been entered incorrectly. Hence, the researcher has done both data cleaning and editing to ensure data is properly or correctly entered in SPSS and missing elements are properly treated. Accordingly, 5 questionnaires were discarded from the response as it is not fully responded.

3.14. Validity and Reliability

3.14.1. Validity

Validity is the most critical criteria and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004, p.73). According to Saunders et al (2016) Validity refers to the appropriateness of the measures used, accuracy of the analysis of the results and generalizability of the findings: This first aspect of validity is sometimes termed measurement validity and is associated with different types of validity designed to assess this intention. These include face validity, construct validity, content validity and predictive validity. The second aspect of validity is internal validity and the third aspect to external validity. One of the methods to test validity, content validity, refers to whether or not contents of the manifest variables in the questionnaire is right to measure the dependent variables.

The customer experience quality scale is developed by Klaus (2011, 2012, 2013, 2014, 2015 and 2020) and this concept is applied and tested by different researchers in different industries. Most of the measures in the study were based on previously validated measurement scales and were pre-tested on previous studies (Klaus & Maklan, 2012; Deshwal & Krishna, 2016, Klaus 2015).

With respect to the validate, throughout the questionnaire, it is adopted a five-point Likert scale (1 = strongly disagree, 5 = strongly agree), and the items appeared in random order on the questionnaire and labelled the dimensions in keeping with Klaus (2015) study. In this model, the research labelled the first dimension comprising seven items, brand experience, and the second

dimension comprising 12 items, service purchase experience and the third seven-item dimension, post purchase experience. Almost all of the contents of the questionnaire is applied as it was designed by Klaus (2015) except contextualizing the contents to ethio telecom case as suggested by some customers and ethio telecom sales agents.

3.14.2. Pilot study

The questionnaire was pilot tested to enhance reliability and face validity so that respondents would have similar understanding of questions asked. Two stage test was done on the questionnaire: one is internally tested by the sales representative on how well the customer understated the questionnaire and later by key account customer physically coming for request for service in the company shop. They are asked to complete the survey and suggest any changes that might be necessary to improve the questionnaire so as to minimize differences in understanding of each questioner. On both ends, only one question related to competitive environment was improved to align it to the case of ethio telecom.

Subsequently, the instrument was pilot tested from a group of 21 key account customers. The questionnaires were improved, acceptance and customers can understand it. After the pilot test the reliability (internal consistency) of the questions were measure through Cronbach's Alpha value and as it has described all the measurements were above 0.7 which is a minimum threshold.

The reliability of those measurements was tested by this current researcher and the results are depicted in table 10 Thus, all values are beyond the minimum requirement.

Table 10: Reliability (internal consistency) test

Variables	Cronbach's Alpha
Brand Experience	.892
Service Experience	.908
Post purchase Experience	.891
Loyalty Behavioral Intention	.880
Customer Satisfaction	.878
Word of Mouth behavior	.900

Source: (own source SPSSV23, 2020)

3.14.3. Reliability

Reliability has to do with the accuracy and precision of a measurement procedure (Kothari, 2004, p.73). Reliability is a measure which addresses accuracy of research methods and techniques to produce data. It refers to the extent to which data collection techniques or analysis procedures yield consistent findings (Saunders and Thornhill, 2000). According to Saunders et al (2016) Reliability refers to replication and consistency. If a researcher is able to replicate an earlier research design and achieve the same findings, then that research would be seen as being reliable. One of the main questions with respect to reliability is whether the research findings can be generalized to other relevant settings or groups.

The study uses regression analysis modeling to test the hypotheses and validate the framework. Most of the measures in the study were based on previously validated measurement scales and were pre-tested on previous studies (Klaus & Maklan, 2012; Deshwal & Krishna, 2016, Klaus 2015). Beyond that, pilot tests were conducted on 21 customers to check its consistency and found reliable.

In addition, coefficient alpha measures internal consistency, this measure expected to have a value greater than 0.70 is used as standard to test the reliability of the research.

After undertaking the reliability test on the samples 21 customers and assured its reliability, the main survey result was tested. Cronbach's alpha is used to measure the internal consistency of the measurement items and it is found to be 0.909 which is much higher than the acceptable threshold value of 0.7 for the instrument to be reliable.

Table 11: Reliability Statistics Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.917	6

Source: (own source SPSSV23, 2020)

As shown in the below table 11 all dimensions of customer experience quality and all dependent variables such as loyalty behavioral intentions, customer satisfaction and word of mouth behaviors

needs to have consistent and reliable Cronbach’s Alpha values. Test for each EXQ construct and customer behavioral intentions showed that the instrument is consistent and reliable. Based on the test for reliability shown in the table below, customer experience quality measurement scale is highly reliable (6 items: $\alpha = .909$) with the reliability Cronbach’s Alpha statistics of individual construct ranging from .878 to .908. Thus, based on the test of the scale and the construct included, it is revealed that each scale represents a reliable and valid construct.

Table 12: Reliability Test -Individual Construct

Variables	Cronbach's Alpha
Brand Experience	.892
Service Experience	.908
Post purchase Experience	.891
Loyalty Behavioral Intention	.880
Customer Satisfaction	.878
Word of Mouth behavior	.900
Reliability test statistic of total scale	.909

Source: (own source SPSSV23, 2020)

3.15. Data Processing and Analysis

The quantitative data gathered through structured questionnaire which is developed through previous study on customer experience quality literature and qualified them through five liker scale. The questioners which is properly filed by the respondent is be selected, coded and entered in to SPSS V23. The data for this study was properly edited, processed and tabulated in order to avoid the errors which come along with data processing practice.

The collected data was analyzed in the form of descriptive and inferential statistics, correlation and multiple regressions. The descriptive statistic was employed to quantitatively to describe variables using frequency, percentage, mean, mode and standard deviation. The correlation analysis data analysis was performed to identify the direction and strength of the relation between variables using Pearson correlation analysis. However, as correlation analysis only shows the direction and degree of association between variables, multiple regression analysis was performance to make causal and inferential regarding the relationship between variables. Thus, to

analyze the structural effect of customer experience quality dimensions on important marketing outcomes, multiple regression analysis was employed.

The data was analyzed and presented in the form of diagrams, charts and tables using SPSS V23. Different statistical tools such as descriptive arithmetic mean of construct, correlation and multiple regression were used to analyze the effect of independent variables on dependent variables.

3.16. Multivariate Assumptions

After relevant data has collected, multivariate assumptions were checked such as normality, multicollinearity, and homogeneity. Homogeneity mainly used for t-test and multivariate analysis of variance which were employed to test whether there was a significance difference in demographic characteristics towards the perception of customer experience quality and its dimension. Normality were checked out using skewness and kurtosis values and multicollinearity were evaluated using variance inflation factor (VIF).

3.17. Ethical Consideration

To assure respondents security, their name and other private information's which describe about the respondent was not conducted. The data obtained from the respondents were confidential. Once the study accomplished the data had and will never be over handed for anybody else. The obtained data had only used for this academic purpose. The privacy and morality of the respondents has preserved.

4. CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, and INTERPRETATION

4.1. Introduction

In this chapter, the data that are collected through the structured questionnaire from ethio telecom corporate key account customers has been summarized and analyzed in order to realize the ultimate objective of the study. This chapter contained the major findings, analysis and discussion of the sample population based on the primary data collected from ethio telecom key account broadband customers. The demographic facts obtained from the respondents were summarized using frequency distribution. Scale typed questionnaires were analyzed by using descriptive statistics, correlation, regression, T-test and ANOVA and particularly regression and independent t-test are used to test the research hypotheses and answering the research questions.

Before the presentation and analysis, the accuracy of data entry, missing data and assumption of multivariate analysis was examined for all relevant variables. The accuracy of data entry and missing data was checked out through frequencies and maximum and minimum value for each item and there was no missing data found in this study. After checking of the accuracy of data entry, tests of assumptions were conducted. Those tests were normality, multicollinearity and homogeneity. For normality the skewness and kurtosis values were taken, the collinearity diagnosis has also conducted using Variance Inflation Factor (VIF).

For clarity purpose first the descriptive analysis was presented followed by the inferential analysis. In descriptive statistics data was analyzed using frequency, percentage, mean and standard deviation. Moreover, the result of t-test, multivariate analysis of variance, covariance model result were used.

Out of the target population (563), a total of 234 sample were taken and 250 questionnaires were distributed to customers which is categorized based on business needs as Government, International and NGO, Manufacturing, Finance and Service sectors. Out of the 250 questionnaires 179 were returned, which is about 73% of the total distributed. However, to keep the quality of the data, only 174 of the response were include in this research analysis.

4.2. Demographic Composition of Respondent

Table 13: Respondents Profile

Categories		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	29	16.7	16.7	16.7
	Male	145	83.3	83.3	100.0
Age of the Respondent	20-30	45	25.9	25.9	25.9
	31-40	74	42.5	42.5	68.4
	>40	55	31.6	31.6	100.0
Education background	First Degree	109	62.6	62.6	62.6
	Master's degree	65	37.4	37.4	100.0
Age of business relationship	<=5	12	6.9	6.9	6.9
	6-10	55	31.6	31.6	38.5
	11-15	27	15.5	15.5	54.0
	16-20	29	16.7	16.7	70.7
	>20	51	29.3	29.3	100.0
Customer Segmentation	Government	41	23.6	23.6	23.6
	NGOs/Int. Org/Embassies	54	31.0	31.0	54.6
	Financial Institutions	13	7.5	7.5	62.1
	Production/Manufacturing	17	9.8	9.8	71.8
	Service Enterprises	49	28.2	28.2	100.0
Total amount of bill paid	<=100,000	46	26.4	26.4	26.4
	101,000-200,000	41	23.6	23.6	50.0
	201,000-300,000	14	8.0	8.0	58.0
	301,000-400,000	5	2.9	2.9	60.9
	401,000-500,000	17	9.8	9.8	70.7
	>600,000	51	29.3	29.3	100.0

Source: (own survey, SPSS V23, 2020)

Regarding the sex composition from sampled respondent 83% were Men while the remaining 17% are Female as shown below in table 12. When we see the age composition of the respondent, the majority of sampled respondent, age group falls between 31 and 40 which contains 43% of the total respondent. The percentage of age group below 30 year and above 40 years are 27% and 32% respectively. Although its is not scientifically proven, the demographic composition of Female is low may be due to the technical nature of the work and not comfortable for Female. The age

composition of the demography shows that 67.4% the respondent are below 40 years, implies that young peoples are quite near to recent technology and familiar to its dynamic nature.

With respect to educational background of the respondents 62.6% of the respondent have 1st degree and 31.2% have Master's Degree and 81% of the respondent are technical and 15% are business and 4% are others field of study. In dealing with broadband service, the business needs technical background with higher qualification in Technology, Engineering and IT background and are aligned to the technical requirement of the technology.

The background of the responding company are explained by the number of branch and the number of employees managed and the number of years the company has a business relation with ethio telecom.

Accordingly, 53% of the companies managed less than 5 branches and 21.3% of the respondent states that they have managed greater than 20 branches. With respect to the number of employees managed under the company, 42.5 % of the companies are managing greater than 200 employees, 7.5 % managed between 101 to 200 employees, 29.3% are between 50 to 100, and 20.7 % are managing less than 50 employees. As per the business segmentation of ethio telecom enterprise key account customers are large corporate companies' ether have many branches or lager companies placed at one center. This companies have the capacity to have many employees.

With respect to the age business relation with ethio telecom, more 29.3 % of the companies have more that 20 years business relation and 38.5 % have less than 10 year business relation which implies that many of the business companies are grown up to enterprise key account customers quite in ten years.

With respect to the business segmentation, international and / NGO account for 31% of the respondent, 28.2% are service companies followed by 23% by government companies. With respect to the monthly bill payment 29.3% has paid more than ETB, 600,000 and 23.8% paid between 101,000 to 200,000. the bill payment is directly related to the internet and data usages and the company's engagement in delivering online service. Since most of them are business companies and international/ NGO they need to be connected 24/7, and need relabel service.

4.3. Means of construct

The corresponding mean (total mean of each scale which make up a construct) and standard deviation of a construct is depicted the table 13 as shown blow. In order to analysis the effect of customer experience quality dimensions on important marketing out comes and behavioral intentions of the customer, three customer experience quality scale dimensions were identified and the score of the response of ethio telecom corporate key account customers has been analyzed on SPSS V23.

Based on the table below 13stated below, the result of SPSS V23 descriptive statistics on the every practice of customer experience quality and its impact on important marking outcome such as Loyalty behavioral intention, customer satisfaction and word of mouth behaviors has a score above the mean score 3 which is above the mid-point.

With respect to customer experience quality dominations service experience has the highest mean score of 3.75 and the Standard Deviation (SD) of .41 which states that the value of the customer feedback is truly concentrated around the mean . The result implies the majority of ethio telecom corporate customer were believed that customer experience quality scale; service experience is good at ethio telecom relative to the other EXQ scales. Which means, , Process easiness, holding their hands, transparency, flexibility, Multi-channel, common grounding, Interpersonal skills, Importance of customer service, Personal relationship(s), Servicescape and Efficient design are better for corporate key account customer than other EXQ scales.

Post purchase experience and brand experience has a mean of (3.39 and 3.59) and a standard deviation (SD) of (.51 and 59) which implies that particularly brand experience mean is low and its standard division is a little bit far from the mean which implies that; Brand importance, Expertise – peace of mind, Independent advice, true costs, Importance service personal for brand, Value perception product, Value perception other operators, is not good and need improvements.

With respect to dependent variable (Loyalty behavioral intention, customer satisfaction and word of mouth behaviors), relative to others, loyalty behavioral intention is the highest mean score of 3.89 with standard deviation (SD) of .69 which implies customers has agreed with the intentions to say positive thing , recommend and encourage anyone who seeks their advice about ethio telecom and will considered to have business relations with ethio telecom in the years to come.

However, this opinion varies with the respondents and the data are somehow far from the mean relative to the other dependent variable.

Table 14: Mean of Individual Construct

Descriptive Statistics			
List of constructs	N	Mean	Std. Deviation
Brand Experience	174	3.5501	.58652
Service Experience	174	3.7510	.41119
Post purchase Experience	174	3.3982	.50910
Loyalty Behavioral Intention	174	3.8862	.68892
Customer Satisfaction	174	3.6874	.78994
Word of Mouth behavior	174	3.6158	.76023
Valid N (listwise)	174		

Source: (own survey, SPSS V23, 2020)

4.4. Comparison of Mean Score by Sample Size

The mean and standard deviation of descriptive statistic for the 5 customer categories (Government NGOs/Int. Org/Embassies, Financial Institutions, Production/Manufacturing, Service Enterprises) customers response on EXQ dimension and its impact on customer experience quality. Presented on table 14.

Accordingly, the mean score of Government corporate key account customer on important marketing out comes (Dependent variable) ranges from 3.40 to 4.05 and the standard deviation ranges from .44 to .51 and the standard error ranges from .069 to .079 for post purchase experience and loyalty behavioral intention respectively. For international and NGO customers category the mean ranges from 3.48 to 3.91 with standard division ranging from .47 to .55 with standard error of .064 to .075 for post purchase experience EXQ dimensions and loyalty behavioral intention outcomes respectively. The mean score for financial Institution ranges from 3.56 to 4.16 and the standard deviation ranges from .26 to .45 and the standard error ranges from .073 to .125 for post purchase experience EXQ dimensions and loyalty behavioral intention outcomes respectively. The mean score of Production/Manufacturing ranges from 3.12 to 3.65 and the standard deviation ranges from .79 to .29 with standard error of .193 to .072 for post purchase and service experience respectively and finally Service Company mean score ranges from 3.34 to 3.75 and the standard deviation ranges from 0.50 to .80 with standard error of .071 to .115 for post purchase experience EXQ dimensions and loyalty behavioral intention outcomes respectively.

For post purchase experience customer experience quality domination variation is observed on (Government, International and NGOs, Financial Institution, Production and service) fixed broadband corporate key account customers with mean ranging from (3.12 to 3.56) and standard deviation ranging from (.79 to .26) and standard error ranging from (.193 to .073), the variation with in the mean are relatively small, however, the standard deviation towards the mean are high implying that, the perception of the customer are highly different for different customer category. This depends on the after-sales service delivery perception of the customer.

In addition customers are varied in their perception on loyalty intention in all the 5 customer categories with a range of mean score (3.55 to 4.16) and standard deviation arranging from (1.01 to .45) and with standard error of (.245 to .125). still the variation toward the mean of loyalty intonation is highly dispersed and widely far from the mean, impaling that there is different perception among the deferent customer categories on loyalty intention to say positive thing about ethio telecom, recommended and encourage friend and relative to use ethio telecom product and service and whether or not to have business relations on the years to come .

Table 15: Comparison of Contract by Different Customer Category

Descriptive							
Construct	Customer category	N	Mean	Std. Deviation	Minimum	Maximum	Std. Error
Brand Experience	Government	41	3.6167	.43850	3.00	4.57	.06848
	NGOs/Int. Org/Embassies	54	3.5185	.53257	2.29	4.57	.07247
	Financial Institutions	13	3.6593	.22990	3.43	4.00	.06376
	Production/Manufacturing	15	3.3697	.88361	1.57	4.57	.21431
	Service Enterprises	49	3.5627	.68785	1.57	4.57	.09826
Service Experience	Government	41	3.7724	.44761	3.17	4.42	.06991
	NGOs/Int. Org/Embassies	54	3.7855	.44292	3.08	4.42	.06027
	Financial Institutions	13	3.8654	.19994	3.50	4.17	.05545
	Production/Manufacturing	15	3.6520	.29790	3.25	4.17	.07225
	Service Enterprises	49	3.6990	.41799	3.17	4.42	.05971
Post purchase Experience	Government	41	3.4007	.44403	2.57	4.00	.06935
	NGOs/Int. Org/Embassies	54	3.4894	.47144	2.29	4.00	.06416
	Financial Institutions	13	3.5604	.26381	3.29	4.00	.07317
	Production/Manufacturing	15	3.1261	.79681	2.00	4.00	.19325
	Service Enterprises	49	3.3469	.50000	2.00	4.00	.07143
Loyalty Behavioral Intention	Government	41	4.0537	.51191	3.00	5.00	.07995
	NGOs/Int. Org/Embassies	54	3.9185	.55832	3.00	5.00	.07598
	Financial Institutions	13	4.1692	.45348	3.80	5.00	.12577
	Production/Manufacturing	15	3.5529	1.01373	1.60	4.80	.24587

Descriptive							
Construct	Customer category	N	Mean	Std. Deviation	Minimum	Maximum	Std. Error
Customer Satisfaction	Service Enterprises	49	3.7510	.80574	1.60	5.00	.11511
	Government	41	3.8683	.70514	2.00	5.00	.11012
	NGOs/Int. Org/Embassies	54	3.7037	.77775	2.00	5.00	.10584
	Financial Institutions	13	3.9077	.40510	2.80	4.40	.11235
	Production/Manufacturing	15	3.3647	.92800	1.40	4.60	.22507
	Service Enterprises	49	3.5714	.86410	2.00	5.00	.12344
Word of Mouth behavior	Government	41	3.8118	.71816	2.00	5.00	.11216
	NGOs/Int. Org/Embassies	54	3.6931	.54410	2.14	5.00	.07404
	Financial Institutions	13	3.8022	.43853	3.29	4.86	.12163
	Production/Manufacturing	15	3.1345	1.10017	1.14	4.29	.26683
	Service Enterprises	49	3.4840	.85208	1.14	5.00	.12173

Source: (own survey, SPSS V23, 2020)

4.5. Correlation Analysis

According to Saunders et al (2016, p.713) correlation coefficient Number between -1 and +1 representing the strength of the relationship between two variables. A value of +1 represents a perfect positive correlation. A value of -1 represents a perfect negative correlation. Correlation coefficients between +1 and -1 represent weaker positive and negative correlations, a value of 0 meaning the variables are perfectly independent.

Table 16: Pearson Correlations

Correlations						
variables	Brand Experience	Service Experience	Post purchase Experience	Loyalty Behavioral Intention	Customer Satisfaction	Word of Mouth behavior
Brand Experience	1	.586**	.684**	.713**	.666**	.560**
Service Experience		1	.726**	.599**	.661**	.377**
Post purchase Experience			1	.660**	.664**	.640**
Loyalty Behavioral Intention				1	.793**	.664**
Customer Satisfaction					1	.744**
Word of Mouth behavior						1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: (own survey, SPSS V23, 2020)

Correlation coefficient enables to qualify the strength of the linear relationship between two variables. Cohen and Holliday (1982), as cited by Bryman and Carmer(1999) proposed the ranged of correlation coefficient as: ($\leq .019$ very low), (0.20- 0.39, low), (0.40- 0.69, modest), (0.70- 0.89, high) and (0.90-1.00).

In this study, in order to easily categorized the strength of the relationship of the variables, the research has been used correlation coefficient ranging of Cohen and Hollidays'(1982).

The dependent variable Loyalty Behavioral Intention high correlation with brand Experience($r=.713$, $P < 0.01$)and moderate correlation with serve experience and post purchase experience with ($r=.599$, $p < 0.01$) and ($r=.660$, $p < 0.01$) respectively. Thus, loyalty behavioral ination dependent variable has strong and positive relation with independent variable brand experience, service experience and post purchase experience. Accordingly, continuous improvement of this independent variable will improve the loyalty intentions of corporate broadband key account customers.

The dependent variable customer satisfaction, moderately correlated with Brand Experience($r=.666$, $P < 0.01$), Serve Experience ($r=.661$, $P < 0.01$), Post purchase Experience ($r=.664$, $P < 0.01$).Thus, customer satisfaction dependent variable has strong and positive relation with independent variable brand experience, Service Experience and Post Purchase Experience. Accordingly, continuous improvement of this independent variable will improve the customer satisfaction of corporate broadband key account customers.

The dependent variable Word of Mouth Behavioral intention has moderately correlated with independent variable Brand Experience ($r=.560$, $P < 0.01$) and Post Purchase Experience ($r=.640$, $p < 0.01$). However, this dependent variable has low correlation with the independent variable Serve Experience ($r=.377$, $P < 0.01$). Thus, Word of Mouth Behavioral Intention dependent variable has moderate and positive relation with independent variable Brand Experience and Post Purchase Experience. However, it has low correlation with independent variable Service Experience relative to the other independent variable. Accordingly, continuous improvement of independent variable Brand Experience and Post Purchase Experience will improve the Word of Mouth Behavioral dependent variable strongly and positively for ethio telecom corporate broadband key account customers. In the other way, continuous improvement of independent variable Service

Experience has impacting moderately and positively relative to the other independent variable for ethio telecom corporate broadband key account customers.

However, correlation analyses shows only the strength and the direction of one independent variable and dependent variable, it does not permit the researcher to make analyses of more than one independent and dependent variable, and fall short of predicting the beta value of independent variable that explains the dependent variable, and in making inference regarding the overall relationship between the identified variable. Hence to analysis the effect of customer experience quality practice on important marking out comes(loyalty behavioral intentions, customer satisfaction and word of mouth behaviors) on ethio telecom fixed broadband corporate key account customers, the researcher use regression analysis that overcome the short comings of correlation analysis.

4.6. Diagnostic in Regression

A number of assumptions need to be met before we can use regressions analysis. The important assumption that are to be tested in this section are; independent variables should not be too strongly correlated one another (multicollinearity), the value of residual to be independent from one another and the residual should be normally distributed. The following test were performed whether the data fits the assumption of linear regression in order to conclude the analysis result are very valid and reliable.

4.7. Multicollinearity

According to Saunders et al (2016, p.713), collinearity is the extent to which two or more independent variables are correlated with each other. Also termed multicollinearity. Absence of correlation between two or more independent variables (collinearity or multicollinearity), as this makes it difficult to determine the separate effects of individual variables. If there is a high degree of correlation between independent variables, it is commonly described as multicollinearity. This is the assumption that the predictors are not too highly correlated with one another.

We can do this in two ways, First, we need to look at the Correlations table. We can also test this assumption by looking at the Coefficients table. This allows us to more formally check that our

predictors (or IVs) are not too highly correlated. We can use VIF and Tolerance statistics to assess this assumption

Hair et al. (2013) as cited by Saunders et al (2016, p.549), the rule of thumb is that the presence of high correlations (generally 0.90 and above) indicates substantial collinearity. Other common measures include the tolerance value and its inverse – the variance inflation factor (VIF), recommend that a very small tolerance value (0.10 or below) or a large VIF value (10 or above) indicates high collinearity.

Table 17: Multicollinearity Test

Inter-Item Correlation Matrix						
Variables	Brand Experience	Service Experience	Post purchase Experience	Loyalty Behavioral Intention	Customer Satisfaction	Word of Mouth behavior
Brand Experience	1.000	.586	.684	.713	.666	.560
Service Experience		1.000	.726	.599	.661	.377
Post purchase Experience			1.000	.660	.664	.640
Loyalty Behavioral Intention	.713	.599	.660	1.000	.793	.664
Customer Satisfaction	.666	.661	.664	.793	1.000	.744
Word of Mouth behavior	.560	.377	.640	.664	.744	1.000

Source: (own survey, SPSS V23, 2020)

As we can see from the table 16 above, there are no strong pair wise correlations between customer experience quality dimensions (independent variables), as the Inter-Item Correlation Matrix shows the correlation value are less than 0.9. In this study, as shown in the table16, Thus, the value in the Inter-Item Correlation Matrix justifies that there is no multicollinearity problem between independent variables.

As shown in the table 17 below, we can also test this assumption by looking at the coefficient table. Hair et al. (2013) as cited by Saunders et al (2016, p.545), the variance inflation factor (VIF), recommend that a very small tolerance value (0.10 or below) or a large VIF value (10 or above) indicates high collinearity. The variance inflation factor and tolerance factor for:

- The **Loyalty Behavioral Intention** dependent variable with respect to the independent variable (Brand Experience, Service Experience and Post purchase Experience)
- The **Customer Satisfaction** dependent variable with respect to the independent variable (Brand Experience, Service Experience and Post purchase Experience)
- The **Word of Mouth behavior** dependent variable with respect to the independent variable (Brand Experience, Service Experience and Post purchase Experience)

are below 10 and the tolerance value is above 0.1 which indicates that there is no multicollinearity problem.

Table 18: Multicollinearity Test

Coefficients

Dependent variable	Model Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
Loyalty Behavioral Intention	(Constant)	-.111	.317		-.349	.728		
	Brand Experience	.545	.082	.464	6.678	.000	.516	1.939
	Service Experience	.277	.124	.165	2.242	.026	.458	2.185
	Post purchase Experience	.301	.111	.222	2.712	.007	.371	2.696
Customer Satisfaction	(Constant)	-1.275	.367		-3.477	.001		
	Brand Experience	.466	.094	.346	4.943	.000	.516	1.939
	Service Experience	.600	.143	.313	4.203	.000	.458	2.185
	Post purchase Experience	.310	.128	.200	2.421	.017	.371	2.696
Word of Mouth behavior	(Constant)	.829	.394		2.104	.037		
	Brand Experience	.350	.101	.270	3.450	.001	.516	1.939
	Service Experience	-.437	.154	-.236	-2.845	.005	.458	2.185
	Post purchase Experience	.937	.138	.627	6.802	.000	.371	2.696

Source: (own survey, SPSS V23, 2020))

4.8. Auto correlation

According to Saunders,el al,(2016, p.553), if you are using regression analysis, the Durbin–Watson statistic can be used to discover whether the value of dependent variable at time t is related to its value at the previous time period, commonly referred to as $t - 1$. This situation, known as autocorrelation or serial correlation, is important as it means that the results of regression analysis are less likely to be reliable.

It is an assumption that the value of residual to be independent from one another (uncorrelated). To check this assumption, we need to look at the regression output of model summery box. Durbin Watson statistic uses to test the assumption that our residual is independent or uncorrelated.

Saunders,el al,(2016, p.553), the Durbin–Watson statistic ranges in value from 0 to 4. A value of 2 indicates no autocorrelation. A value towards zero indicates positive autocorrelation. Conversely, a value towards 4 indicates negative autocorrelation.

Table 19: Autocorrelation Test

Predictors: (Constant)	Dependent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Brand Experience Service Experience Post purchase Experience	Loyalty Behavioral Intention	.759 ^a	.577	.569	.45226	2.087
	Customer Satisfaction	.755 ^a	.570	.562	.52267	1.702
	Word of Mouth behavior	.681 ^a	.464	.454	.56164	1.585

Source: (own survey, SPSS V23, 2020)

Thus, the Durbin Watson value model for the three independent variables (Brand Experience, Service Experience and Post purchase Experience) with respect to each of the dependent variable (Loyalty Behavioral Intention, Customer Satisfaction and Word of Mouth behavior) are 2.087, 1.702, and 1.585 respectively as shown above in the table 18, which indicates a value close to 2 which shows no autocorrelation.

4.9. Normality

This assumption is used to determine whether the residuals are normally distributed. This can be tested by looking at the histogram, the P-P plot and scatterplot for the model. To say the normality assumption is met, the histogram should be symmetric along the center 0. The dot at the P-P should be close to the diagonal line, the normal P-P plot points should lie in reasonably straight diagonal line from bottom left to top right. In this case histogram is symmetric and the P-P plot the dots are drawn closer to the diagonal line, indicating that the assumption of normality is met.

As shown in the figure 5 below, the test for all dependent variable (Loyalty Behavioral Intention, Customer Satisfaction and Word of Mouth behavior) the histogram is normally distributed, The P-P plot for the model suggested that the assumption of normality of the residuals may have been violated as, our data points hardly touch the line. However, as only extreme deviations from normality are likely to have a significant impact on the findings, the results are still valid for all dependent variables.

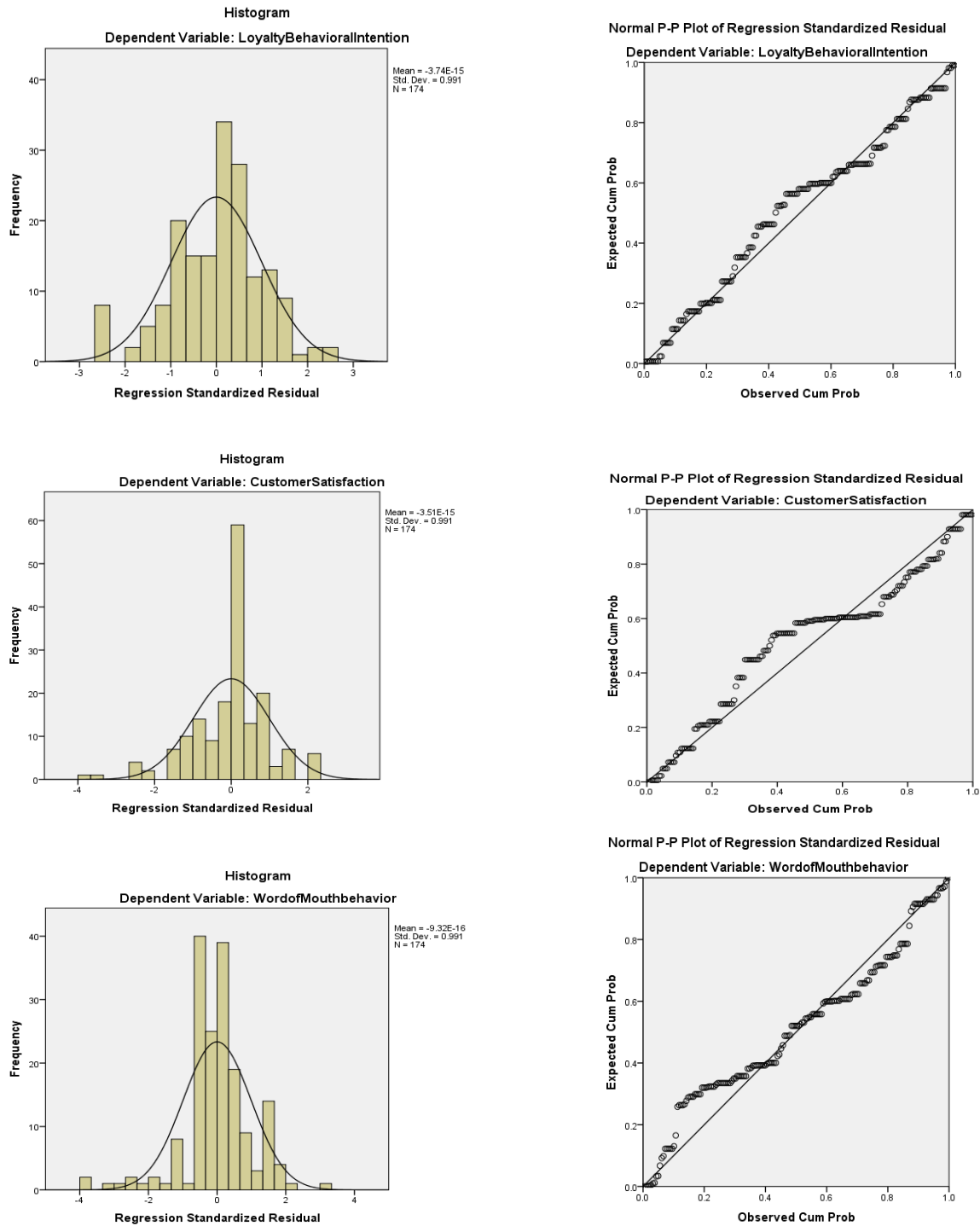


Figure 6 :Histogram and P-P plot for each Model

4.10. Hypothesis Testing

To test the hypotheses of this research, multiple linear regression technique is performed.

4.10.1. Multiple Regression Analysis

According to (Saunders et al, 2016, p.461) multiple regression analysis is the process of calculating a coefficient of multiple determination and regression equation using two or more independent variables and one dependent variable. This techniques is implemented to explore the most sophisticated interrelationship among variables, for instance the techniques uses to identify which customer experience quality (EXQ) domination is the best predictor of the dependent variable (Loyalty Behavioral Intention, Customer Satisfaction and Word of Mouth behavior) and states the amount of variables explained in each of Loyalty Behavioral Intention, Customer Satisfaction and Word of Mouth behavior dependent variables by all EXQ practices. Generally, this method enables the researcher to make strong causal inference from observed interrelationship among variables and to predict a dependent variable based on values of a numbers of independent variables.

According to (Saunders et al, 2016, p.461), the coefficient of determination, R^2 can be used as a measure of how good a predictor in regression equation is likely to be. If the equation is a perfect predictor then the coefficient of determination will be 1. In multiple regression, the t-test is used to find out the probability of the relationship between each of the individual independent variables and the dependent variable occurring by chance. In contrast, the F-test is used to find out the overall probability of the relationship between the dependent variable and all the independent variables occurring by chance.

- **HA1:** There is a positive and significant relationship between customer experience quality dimensions and loyalty behavioral intention on ethio telecom fixed broadband corporate key account customers.

This test assumes that customer experience quality has a positive and significate effect on improving customer loyalty behavioral intention, In correlation analysis we have seen that, loyalty behavioral intention dependent variable has strong and positive correlation coefficient with each of the independent variable brand experience, service experience and post purchase experience.

Table 20 :Regression Model Statistic for Customer Loyalty Behavioral Intention

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.759 ^a	.577	.569	.45226	2.087	
a. Predictors: (Constant), Brand Experience, Service Experience, Post purchase Experience,						
b. Dependent Variable: Loyalty Behavioral Intention						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.335	3	15.778	77.139	.000 ^b
	Residual	34.772	170	.205		
	Total	82.107	173			
a. Dependent Variable: Loyalty Behavioral Intention						
b. Predictors: (Constant), Brand Experience, Service Experience, Post Purchase Experience,						

Source: (own survey, SPSS V23, 2020)

Correlation analysis alone do not provide enough information regarding the interrelationship between the variables and not implies a cause and effect relationship between the variables, multiple regression has been used to test hypothesis to investigate the contribution of customer experience quality dimension on customer loyalty behavioral intention, all EXQ dimensions were interned in to the regression model at the same time.

As shown in table 20, the coefficient R in this model 1 summery indicates root of R and it is the correlation between the independent variables and the dependent variable. From the table.... Above (R= .759) indicts that there is a very strong positive correlation between the dependent and variable (customer loyalty intention) and the three set of independent variables (customer experience quality dimensions). The overall model of 1 statistic of dependent variable customer loyalty intention reveled that R² value of .577. It means that all independent variable EXQ dimensions (Brand experience, service experience and post purchase experience) include in the model explained 57.7% of the variance. (. 577.x100%) in the dependent variable (loyalty behavioral intentions). The remaining 43.3% of the variation in customer loyalty behavioral intention of ethio telecom fixed broadband corporate key account customer can be contributed to the other variables which is not include in this study. Hence the coefficient of multiple determination is 0.577; therefore, about 57.7% of the variation in the loyalty behavioral intentions

is explained Brand experience, service experience and post purchase experience ethio telecom fixed broadband corporate key account customer. The regression equation appears to be very useful for making predictions.

To test significance of this model ANOVA (F - Test) was performed. As shown above on the multiple regression analysis table 19 it can be observed from ANOVA table that the model as a whole is significant ($F(3, 170) = .771, P=000$). F test is statistic test its purpose is to examine whether the independent variable, taken together, have significant effect to the dependent variable. If the significant value of the F statistic is small, that means smaller that the error margin 0.05, then the independent variable explain the variation in the dependent variable significantly.

In table 20, there is significant relationship between customer experience quality dimension and customer behavioral intentions($p<0.01, F>1$) which indicates the proposed hypothesis which states *there is significant and positive relationship between customer experience quality dimension and customer loyalty behavioral intonation on ethio telecom fixed broadband corporate key account customers. is accepted.*

Table 21 :The coefficient statistic for Customer Loyalty Behavioral Intention

Dependent variable	Model Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Loyalty Behavioral Intention	(Constant)	-.111	.317		-.349	.728
	Brand Experience	.545	.082	.464	6.678	.000
	Service Experience	.277	.124	.165	2.242	.026
	Post purchase Experience	.301	.111	.222	2.712	.007

Source: (own survey, SPSS V23, 2020)

Based on table 21, we can compare the contribution of each customer experience quality dominations to the dependent variable loyalty behavioral intonation using beta value standardized coefficients. We need to look at standardized coefficient beta so that the variable all measured changes to the same scale.

From the table above coefficient table, we can see that the positive and significant relationship found at independent variable brand experience ($\beta=.464$), Service experience ($\beta=.165$), and Post Purchase Experience ($\beta=.222$),

Individual independent values with highest beta value has strong effect on dependent variables customer loyalty behavioral intention, thus, according to the table 20 among the variables with positive and significant relations, Brand Experience ($\beta=.464$, $p=.000$) is the best predictor of customer loyalty behavioral intention to ethio telecom key account broadband customer followed by Post Purchase Experience ($\beta=.222$, $P=.007$) and Service experience ($\beta=.165$, $P=.026$), an improvement of this predictor will significantly increase the loyalty behavioral intentions of the customer. It is found no customer experience quality dimension variable that are statistically insignificant at $p=.05$ level.

- **HA2:** There is a positive and significant relationship between customer experience quality dimensions and customer satisfaction on Ethio telecom fixed broadband corporate key account customers.

This test assumes that customer experience quality has a positive and significant effect on improving customer satisfaction. The dependent variable customer satisfaction, moderately correlated with Brand Experience ($r=.666$, $P<0.01$), Service Experience ($r=.661$, $P<0.01$), Post purchase Experience ($r=.664$, $P<0.01$). Thus, customer satisfaction dependent variable has strong positive relation with independent variable brand experience, Service Experience and Post Purchase Experience. This regression test is done to overcome the spurious correlation.

Table 22 : Regression model statistic for Customer Satisfaction

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.755 ^a	.570	.562	.52267	1.702	
a. Predictors: (Constant), Brand Experience, Service Experience, Post purchase Experience						
b. Dependent Variable: Customer Satisfaction						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.510	3	20.503	75.053	.000 ^b
	Residual	46.442	170	.273		
	Total	107.952	173			
a. Dependent Variable: Customer Satisfaction						
b. Predictors: (Constant), Brand Experience, Service Experience, Post purchase Experience						

Source: (own survey, SPSS V23, 2020)

This test is done with multiple regression to test hypothesis to investigate the contribution of customer experience quality dimension on customer satisfaction, all EXQ dimensions were interned in to the regression model at the same time.

As shown the table 22, the coefficient R in this model 1 summery indicates root of R and it is the correlation between the independent variables and the dependent variable. From the table 21 above (R= .755 indicts that there is a very strong positive correlation between the dependent variable (Customer Satisfaction) and the three set of independent variables (customer experience quality dimensions). The overall model of 1 statistic of dependent variable customer satisfaction reveled that R² value of .57. It means that all independent variable EXQ dimensions (Brand experience, service experience and post purchase experience) include in the model explained 57% of the variance. (. 57.x100%) in the dependent variable (Customer Satisfaction). The remaining 43% of the variation in Customer Satisfaction of ethio telecom fixed broadband corporate key account customer can be contributed to the other variables which is not include in this study. Hence the coefficient of multiple determination is 0.577; therefore, about 57.7% of the variation in the Customer Satisfaction is explained by Brand experience, service experience and post purchase experience ethio telecom fixed broadband corporate key account customer. The regression equation appears to be very useful for making Customer Satisfaction predictions.

To test significance of this model ANOVA (F - Test) was performed. As shown above on the multiple regression analysis table 21, it can be observed from ANOVA table that the model as a whole is significant ($F(3, 170) = .75053, P=0.000$). F test is statistic test its purpose is to examine whether the independent variable, taken together, have significant effect to the dependent variable. If the significant value of the F statistic is small, that means smaller that the error margin 0.05, then the independent variable explain the variation in the dependent variable significantly.

If we can observe table 21 above, there is significant relationship between customer experience quality dimensions and Customer Satisfaction dependent varibe ($p < 0.01, F > 1$) which indicates the proposed hypothesis which states *there is significant and positive relationship between customer experience quality dimensions and Customer Satisfaction on ethio telecom fixed broadband corporate key account customers. is accepted.*

Table 23 : The coefficient statistic for Customer Satisfaction

Dependent variable	Model Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Customer Satisfaction	(Constant)	-1.275	.367		-3.477	.001
	Brand Experience	.466	.094	.346	4.943	.000
	Service Experience	.600	.143	.313	4.203	.000
	Post purchase Experience	.310	.128	.200	2.421	.017

Source: (own survey, SPSS V23, 2020)

Based on the table above, we can compare the contribution of each customer experience quality dominations to the dependent variable Customer Satisfaction using beta value standardized coefficients.

From the table 23, coefficient table, we can see that the positive and significant relationship found at independent variable brand experience ($\beta = .346$), Service experience ($\beta = .313$), and Post Purchase Experience ($\beta = .200$),

Individual independent values with highest beta value has strong effect on dependent variables customer loyalty behavioral intention, thus, according to the table 22, among the variables with positive and significant relations, Brand Experience ($\beta = .464, p = .000$) and Service experience

($\beta=.313$, $p=.000$), are the best predictor of Customer Satisfaction to ethio telecom key account broadband customer followed by Post Purchase Experience ($\beta=.222$, $P=.017$) an improvement of this predictor will significantly increase the loyalty behavioral intentions of the customer. It is found no customer experience quality dimension variable that are statistically insignificant at $p=.05$ level.

- **HA3:** There is a positive and significant relationship between customer experience quality dimensions and customer Word of Mouth behavior on ethio telecom fixed broadband corporate key account customers.

This test assumes that customer experience quality has a positive and significant effect on improving customer Word of Mouth behavior, The dependent variable customer Word of Mouth behavior has moderately correlated with independent variable Brand Experience ($r=.560$, $P< 0.01$), Post Purchase Experience ($r=.640$, $p<0.01$). Service Experience ($r=.377$, $P<0.01$).

Table 24: Regression model statistic for Customer Word of Mouth behavior

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.681 ^a	.464	.454	.56164	1.585	
a. Predictors: (Constant), Brand Experience, Service Experience, Post purchase Experience						
b. Dependent Variable: Word of Mouth behavior						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.360	3	15.453	48.990	.000 ^b
	Residual	53.625	170	.315		
	Total	99.985	173			
a. Dependent Variable: Word of Mouth behavior						
b. Predictors: (Constant), Brand Experience, Service Experience, Post purchase Experience						

Source: (own survey, SPSS V23, 2020)

Correlation analysis alone do not provide enough information regarding the interrelationship between the variables and not implies a cause and effect relationship between the variables, multiple regression has been used to test hypothesis to investigate the contribution of Customer Experience Quality dimensions on customer Word of Mouth behavior, all EXQ dimensions were interned in to the regression model at the same time.

As shown the table 24, the coefficient R in this model 1 summery indicates root of R and it is the correlation between the independent variables and the dependent variable. From the table 22 above (R= .681) indicts that there is a very strong positive correlation between the dependent variable (customer Word of Mouth behavior) and the three set of independent variables (customer experience quality dimensions). The overall model of 1 statistic of dependent variable customer loyalty intention reveled that R^2 value of .464. It means that all independent variable EXQ dimensions (Brand experience, service experience and post purchase experience) include in the model explained 46.4% of the variance (. 464x100%) in the dependent variable (customer Word of Mouth behavior). The remaining 54.6.3% of the variation in customer Word of Mouth behavior of ethio telecom fixed broadband corporate key account customer can be contributed to the other variables which is not include in this study. Hence the coefficient of multiple determination is 0.464; therefore, about 46.4% of the variation in the customer Word of Mouth behavior is explained by Brand experience, service experience and post purchase experience of ethio telecom fixed broadband corporate key account customer. The regression equation appears to be very useful for making customer Word of Mouth behavior predictions.

To test significance of this model ANOVA (F - Test) was performed. As shown above on the multiple regression analysis table 24, it can be observed from ANOVA table that the model as a whole is significant ($F(3, 170) = .4899, P=000$). The purpose of F test statistic in multiple regression is to examine whether the independent variable, taken together, have significant effect to the dependent variable. If the significant value of the F statistic is small, that means smaller that the error margin 0.05, then the independent variable explain the variation in the dependent variable significantly.

From the table 24, there is significant relationship between customer experience quality dimension and customer Word of Mouth behavior ($p < 0.01, F > 1$) which indicates the proposed hypothesis which states *there is significant and positive relationship between customer experience quality dimension and customer Word of Mouth behavior on ethio telecom fixed broadband corporate key account customers. is accepted.*

Table 25 : The coefficient statistic for Customer Word of Mouth Behavior

Dependent variable	Model Independent variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Word of Mouth behavior	(Constant)	.829	.394		2.104	.037
	Brand Experience	.350	.101	.270	3.450	.001
	Service Experience	-.437	.154	-.236	2.845	.005
	Post purchase Experience	.937	.138	.627	6.802	.000

Source: (own survey, SPSS V23, 2020)

Based on the table above, we can compare the contribution of each customer experience quality dominations to the dependent variable customer Word of Mouth behavior using beta value standardized coefficients. We need to look at standardized coefficient beta so that the variable all measured changes to the same scale.

From the table 24 above, coefficient table, we can see that the positive and significant relationship found at independent variable Post Purchase Experience ($\beta=.627$), (Brand experience ($\beta=.270$), Service experience ($\beta=-.236$).

Individual independent values with highest beta value has strong effect on dependent variables customer word of mouth behavioral intention, thus, according to the table 24 among the variables with positive and significant relations with Post Purchase Experience ($\beta=.627$, $p=.000$) and Brand experience ($\beta=.270$, $p=.001$) is the best predictor of customer word of mouth behavioral intention to ethio telecom key account broadband customer. An improvement of this predictors will significantly increase the customer word of mouth behavioral intention of the customer.

However, Service Experience ($\beta=-.236$, $p=.005$) customer experience quality dimension variable has found statistically insignificant at $p=.05$ on customer word of mouth behavioral intention dependent variables.

In instances, like this, Service Experience predictor variables are uncorrelated with the customer word of mouth behavioral intentions. This may lead the effect of multicollinearity on the variable. This situation poses the question of whether researchers' multiple regression analysis should

exclude independent variables (Service experience EXQ dimensions) that are not significantly correlated with the dependent variable (customer word of mouth behavioral intention).

Michael Olusegun Akinwande et al (2015), in multiple regression equations, suppressor variables increase the magnitude of regression coefficients associated with other independent variables. According to the Open Journal of Statistics; *Variance Inflation Factor: As a Condition for the Inclusion of Suppressor Variable(s) in Regression Analysis*, Suppression effect in multiple regression analysis may be more common in research. The journal highlights, systematic ways to identify suppression effect in multiple regressions using statistics such as: R², sum of squares, regression weight and comparing zero-order correlations with Variance Inflation Factor (VIF) respectively. Accordingly, suppressor variable should only be allowed in a regression analysis if its VIF is less than five (5).

According to the journal one way to estimate multicollinearity is the variance inflation factor (VIF), which assesses how much the variance of an estimated regression coefficient increases when predictors are correlated. If VIF is equals 1, No multicollinearity among regressors, if VIF greater than 1, the regressors may be moderately correlated; if VIF is between 5 and 10, the regressors may be moderately correlated; if VIF greater than 10, it is assumed that the regression coefficients are poorly estimated due to multicollinearity.

If multicollinearity is a problem in a multiple model, that is, the variance inflation factor (VIF) for a predictor is near or above 5. The solution may be simply to remove highly correlated predictors from the model.

However, instead of tagging multicollinearity as a disadvantage in multiple linear regressions, it may be considered as an advantage in the sense that predictors act as suppressor variables in regression analysis leveraging on presence of multicollinearity among independent variables. Because a predictor which shares zero order correlation with the response variable can only be retained in the model if and only if it is significantly correlated with one or more predictor variables under study. If the variance inflation factor (VIF) is below 5, that is, if the strength of multicollinearity in the model does not account for rendering other predictors redundant (less significant when they should be practically significant), suppressor variable should be allowed in a regression.

Sometimes the prediction in the outcome variable increases when a suppressor variable is added to the equation simply because the suppressor variable is correlated with another predictor (or set of predictors) that are correlated with the outcome (dependent) variable. Accordingly, it increases the predictor’s regression weight, thus increasing overall model predictability.

According to, Michael Olusegun Akinwande et al (2015)), a suppressor is not defined by its own regression weight but rather by its effects on other variables in a regression system

The variance inflation factor (VIF) for this independent variable less than 5 which is in the acceptable level.

Summary of R & R² when service experience customer experience dimension is included and a exclude in the model as shown in the table 25 below.

Table 26: R and R² Value Difference When Service Experience is Included in the Word of Mouth Dependent Variable Model

Case	R	R Square
When Service experience is included in the modal	.681 ^a	.464
When Service experience is excluded in the model	.662	.438
Difference	.019	.024

Source: (adopted from *Open Journal of Statistics*, 2015)

Therefore, service experience is included the R value will increase from (.662 to.681) and the R² value increase from (.438 to .462). In the impact of customer experience quality dominations(brand experience, service experience and post purchase experience) on customer loyalty intention as the coefficient of service experience has negative beta value, removing the service experience independent variable will negatively impact the other two variable on their positive and significant relation with customer loyalty behavioral intention. Thus, methodologically, it is highly recommended that the variable to be used as a suppressed variable with zero correlation.

4.11. Summary of Multiple Regression Result and Hypothesis Testing

Table 27 show, the summery of multiple regression result of the three models which was discussed in the above section

Table 27 : Summary of Multiple Regression

	Model 1 Effect of EXQ dimensions customer loyalty behavioral intentions	Model 1 Effect of EXQ dimensions customer satisfaction	Model 1 Effect of EXQ dimensions on customer word of mouth behaviors
R value	.759 ^a	.755 ^a	.681 ^a
R2	.577	.570	.464
F statistic (ANOVA)	(F(3, 170)=.771, p=.000)	(F(3, 170)=.750, p=.000)	(F(3, 170)=.489, p=.000)
Sig . Beta Coefficient	Brand Experience ($\beta=.464$, p=.000), Post Purchase Experience ($\beta=.222$, P=.007) Service Experience ($\beta=.165$, P=.026),	Brand Experience ($\beta=.464$, p=.000) Service Experience ($\beta=.313$, p=.000), Post Purchase Experience ($\beta=.222$, P=.017)	Post Purchase Experience ($\beta=.627$, p=.000) Brand experience ($\beta=.270$, p=.001) Service Experience ($\beta=-.236$, p=.005)
Best Predictor	Brand Experience ($\beta=.464$, p=.000), Post Purchase Experience ($\beta=.222$, P=.007) Service Experience ($\beta=.165$, P=.026),	Brand Experience ($\beta=.464$, p=.000) Service Experience ($\beta=.313$, p=.000), Post Purchase Experience ($\beta=.222$, P=.017)	Post Purchase Experience ($\beta=.627$, p=.000) Brand Experience ($\beta=.270$, p=.001)

Source:(own survey, SPSS 23, 2020)

The Hypotheses of this study is tested by using multiple regression techniques and the result are summarized as below in table 28.

Table 28 : Hypothesis Summary

	Hypotheses	Result
Ha1:	There is a positive and significant relationship between customer experience quality dimensions and loyalty behavioral intention on ethio telecom fixed broadband corporate key account customers.	Accepted
Ha2:	There is a positive and significant relationship between customer experience quality dimensions and customer Word of Mouth behavior on ethio telecom fixed broadband corporate key account customers.	Accepted
Ha3	There is significant relationship between customer experience quality dimensions and customer satisfaction on Ethio telecom fixed broadband corporate key account customers.	Accepted

Source: (own survey, SPSS V23, 2020)

5. CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS, CONCLUSION and RECOMMENDATIONS

In this section the main findings of the research is summarized and conclusions on major findings is presented. Recommendations are given based on the research findings and the limitation of the study is mentioned. Finally, the study forwarded some suggestions for further investigations.

5.1. Summary of Findings

In this study the effects of customer experience quality (EXQ) dimensions on important Marketing out comes were examined. The customer experience quality dimension scale ware adopted from previous research and examined quantitatively. Based on the results of the regression analysis the following summaries of findings were drawn.

❖ Demography:

- ⇒ The age composition of the demography shows that 67.4% the respondent are below 40 years, 62.6% are first degree qualification with most of them (81%) technical background implies that young peoples are quite near to recent technology and familiar to the its dynamic nature and dealing with technology company requires good qualification and technical background.
- ⇒ out of the respondent, 29% of the companies has more than 20 years business relation, 21% has managed more than 20 branches and, 42.5 % of the companies are managing greater than 200 employees. This implies most corporate enterprise key account customers have large companies and as per the business segmentation of ethio telecom, large corporate companies' ether has many branches or lager companies placed at one center which have the compacity of managing many employees.
- ⇒ With respect to the monthly bill payment 29.3% has paid more than ETB, 600,000, the bill payment is directly related to the internet and data usages and the company's engagement in delivering online service. Since most of them are business companies and international/ NGO they need to be connected 24/7, and need relabel service.
- ⇒ The respondent perception of customer loyalty behavioral intention in all the 5 customer categories with a range of mean score (3.55 to 4.16) and standard deviation arranging from (1.01 to .45). still the variation toward the mean of loyalty intonation is highly dispersed and

widely far from the mean, implying that there is different perception among the different customer categories on loyalty intention to say positive thing about ethio telecom, recommended and encourage friend and relative to use ethio telecom product and service and whether or not to have business relations with ethio telecom on the years to come.

❖ **In Ha1**, it was hypothesized that there is a positive and significant relationship between customer experience quality dimensions and loyalty behavioral intention on ethio telecom fixed broadband corporate key account customers.

- ⇒ To test this Hypothesis , multiple regression analysis was performed and the overall model statistics box of dependent variable revealed R value of .759 which indicates strong correlation between customer loyalty behavioral intention and the set of 3 customer experience quality dimension as independent variable (brand experience, service experience and post purchase experience). The R square value of .577 indicates that all independent variables included in the model explained 57.7% of variance in dependent variable (customer loyalty behavioral intention). Hence, the overall model 1 statistic of PSR ($R^2 = .577$), is supported the view that customer experience quality dimensions have a positive influence on customer loyalty behavioral intention of ethio telecom corporate key account customers.
- ⇒ From the coefficient table of dependent variable, customer loyalty behavioral intention, positive and significance relationship found in all independent variables (the customer experience quality dimensions); Brand Experience ($\beta=.464, p=.000$), Post Purchase Experience ($\beta=.222, P=.007$) and Service Experience ($\beta=.165, P=.026$), Among these independent variables, Brand Experience ($\beta=.464, p=.000$), and Post Purchase Experience ($\beta=.222, P=.007$) makes the strongest contribution to explaining customer loyalty behavioral intention dependent variable, followed by Service Experience ($\beta=.165, P=.026$). Hence, a change in the above-mentioned variables will result in a substantial change on the dependent variable customer loyalty behavioral intention.
- ⇒ To test significance of these model 1 ANOVA (F- test) was performed, it can be observed from the ANOVA table that the model 1 as a whole is significant ($F(3, 170)=.771, p=.000$) Hence, it is concluded that the proposed hypothesis (Ha1) which states that there is positive and significant relationship between Customer experience quality dimension and total customer loyalty behavioral intention is accepted.

❖ **In Ha2**, it was hypothesized that there is a positive and significant relationship between customer experience quality dimensions and customer Word of Mouth behavior on ethio telecom fixed broadband corporate key account customers.

- ⇒ Multiple regression analyses of hypotheses (Ha2) testing shown the overall model 2 statistics of dependent variable customer satisfaction revealed R value of .755 indicates that there is a very strong positive correlation between the dependent variable (Customer Satisfaction) and the three set of independent variables (customer experience quality dimensions). R² value of .57 indicates all independent variable EXQ dimensions (Brand experience, service experience and post purchase experience) include in the model explained 57% of the variance (. 57.x100%) in the dependent variable (Customer Satisfaction). The remaining 43% of the variation in Customer Satisfaction of ethio telecom fixed broadband corporate key account customer can be contributed to the other variables which is not include in this study. Hence the coefficient of multiple determination is 0.577; therefore, about 57.7% of the variation in the Customer Satisfaction is explained by Brand experience, service experience and post purchase experience ethio telecom fixed broadband corporate key account customer. The regression equation appears to be very useful for making Customer Satisfaction predictions.
- ⇒ When comparing the individual contribution of independent variable on the dependent variables (customer satisfaction), all independent variables have a significant and a positive beta value. Brand Experience ($\beta=.464$, $p=.000$) and Service experience ($\beta=.313$, $p=.000$), and Post Purchase Experience ($\beta=.222$, $P=.017$) are the best predictor of Customer Satisfaction to Ethio telecom key account broadband customer and it is concluded that an improvement of this predictor will significantly increase the Customer Satisfaction of the customer.
- ⇒ To test the significant of this model 2 ANOVA (F - Test) was performed. It can be observed from ANOVA table than the modal 2 as whole a whole is significant ($F(3, 170) =.750$, $P=000$). Hence, it is concluded that the proposed hypothesis Ha2which states that there is significant and positive relationship between customer experience quality dimensions and Customer Satisfaction on ethio telecom fixed broadband corporate key account customers. is accepted

❖ **In Ha3**, it was hypothesized that There is significant relationship between customer experience quality dimensions and customer satisfaction on Ethio telecom fixed broadband corporate key account customers

- ⇒ Multiple regression analyses of hypotheses (Ha3) testing shown the overall model 3 statistics of dependent variable customer word of mouth behavioral intentions revealed R value of .681 indicates that there is a very strong positive correlation between the dependent variable (customer word of mouth behavioral intentions) and the three set of independent variables (customer experience quality dimensions). R² value of .464 indicates all independent variable EXQ dimensions (Brand experience, service experience and post purchase experience) include in the model explained 46.4% of the variance (. 464.x100%) in the dependent variable (customer word of mouth behavioral intentions). The remaining 54.6% of the variation in customer word of mouth behavioral intentions of ethio telecom fixed broadband corporate key account customer can be contributed to the other variables which is not include in this study. Hence, about 46.4% of the variation in the customer word of mouth behavioral intentions dependent variable is explained by Brand experience, service experience and post purchase experience ethio telecom fixed broadband corporate key account customer. The regression equation appears to be very useful for making to predict the dependent variable.
- ⇒ When comparing the individual contribution of independent variable on the dependent variables (customer word of mouth behavioral intentions), all independent variables have a significant beta value. Post Purchase Experience ($\beta=.627$, $p=.000$), Brand experience ($\beta=.270$, $p=.001$) Service Experience ($\beta=-.236$, $p=.005$) are the best predictor of customer word of mouth behavioral intentions to Ethio telecom key account broadband customer and it is concluded that an improvement of this predictor will significantly increase the customer word of mouth behavioral intentions of the customer.
- ⇒ To test the significant of this model 3 ANOVA (F - Test) was performed. It can be observed from ANOVA table that the modal 3 as whole a whole is significant ($F(3, 170)=.489$, $p=.000$). Hence, it is concluded that the proposed hypothesis Ha3 which states that there is significant relationship between customer experience quality dimensions and customer word of mouth behavioral intentions on ethio telecom fixed broadband corporate key account customers. is accepted.

5.2. Conclusions

This study examined the effect of Customer Experience Quality (EXQ) on important marketing outcomes such as customer loyalty intention, customer satisfaction and customer word of mouth behavioral intentions of ethio telecom corporate key account fixed broadband customers. From the finding, there is a positive and significant relation between EXQ and customer loyalty intention, customer satisfaction and customer word of mouth behavioral intentions of key account fixed broadband customers.

From the descriptive statistics findings it is concluded that all EXQ dimension and important marketing outcomes(dependent variables) have a mean value between 3.39 to 3.88, which indicates the majority of ethio telecom Fixed broadband corporate key account customers were believed that ethio telecom has been implementing customer Experience Quality practices and these has somehow impacted their loyalty intentions, word of mouth behaviors and satisfaction. There is a general perception by the customer that Service experience obtained at different channels of ethio telecom and loyalty intention behaviors of the customer is good and get the highest mean value while post purchase experience which mainly focus on the aftersales service has the lowest mean.

The results of linear multiple regression analysis regarding the effects of EXQ dimensions on customer loyalty intention, customer satisfaction and customer word of mouth behavioral intentions of ethio telecom corporate key account fixed broadband customers, it is concluded that there is positive and significant relationship. The result suggests that successful implementation of EXQ results improved customer loyalty intention, customer satisfaction and customer word of mouth behavioral intentions of ethio telecom corporate key account fixed broadband customers.

The three experience: brand experience, service/ firm experience and post purchase experience are key determinants of customer satisfaction, loyalty, and word-of-mouth behavior.

Of the three EXQ dimensions, brand experience/pre purchase and post-purchase/ consumption experience has the strongest influence on loyalty and word of mouth behavior. Which implies the practice of enhancing the Brand /pre purchase experience (which include value perception of products, pricing, the “experience-delivering” personnel, the brand and of standard’ offerings, True costs, Independent advice and in the search process of evaluating the firm’s offerings) and Post purchase experience (which include, the convenience of product and service in use, the

retention strategies designed, familiarity with the service offerings and personal, the proactive management of service, the relation with the company and fast service recovers) will enhance the loyalty intention and word of mouth behaviors of the customer.

This, emphasizes the need for firms to pay extra attention to these dimensions, indicating that managing the Customer experience must begin prior to, and cannot end until after, the purchase.

In addition Brand Experience and Service Experience has a strong influence on customer satisfaction which implies improving the service experience such as: process experience, including items such as process ease and the challenge of using multiple channels, direct evaluations of encounters with personnel, such as common grounding or the existence of personal relationships, the influence of the physical environment, such as Servicescape and task orientation and location will improve the customer satisfaction of the customer.

In general, Among the independent variables, Brand Experience and Post Purchase Experience were the dominant variables in explaining customer loyalty intention and word of mouth behaviors of ethio telecom corporate key account fixed broadband customers. Ethio telecom management can succeed in developing effective Customer experience strategies based upon EXQ's three pillars due to their significant influence on their customers' behavior.

The finding of this study also supports the result of prior studies Philipp 'Phil' Klaus (2015), in his research on '*Measuring Customer Experience, How to Develop and Execute the Most Profitable Customer Experience Strategies*' undertaken in different industries and countries, establishes a clear link between EXQ dimensions and customer behavior(customer loyalty intention, customer satisfaction and customer word of mouth behaviors), of the three EXQ dimensions, post-purchase/ consumption experience has the strongest influence on loyalty and word of- mouth behavior.

Lars Gronholdt, Anne Martensen ,Stig Jorgensen ,Peter Jense (2014), in there research on "*Customer experience management and business performance*", undertaken on managers held top management positions in Denmark, justified that there is a s strong relationship between Customer experience management and financial performance. All Customer experience management dimensions(Customer touch points, Emotional, customer experiences, Rational customer experiences, Using customer insight etc.) have a positive influence on competitive advantage

(differentiation), which in turn has a positive and significant influence on business performance (both market performance and financial performance).

It is concluded that EXQ practice has a positive correlation with important marketing outcomes. The dimensional regression analyses of customer experience R^2 reveals 57.7%, 57% and 46.4% for customer loyalty intention and customer satisfaction and word of mouth behaviors is found to be due to EXQ practice. Hence it is concluded that there is a positive and significant relationship between EXQ and important marketing outcomes mainly customer loyalty intention and customer satisfaction and word of mouth behaviors. There are also similar evidence from previous literature which reveals successful implementation of customer experience quality practice benefit organizations in many dimensions. These dimensions are brand image, network experience, service delivery experience, customer care experience, store experience billing experience and web/ self-service experience (eg. Domb et al 2015); product experience, outcome focus, moment of truth, peace of mind (Klaus et al, 2012, 2013), customer experience management with Rational customer experience, Emotional customer experiences, Top management involvement, Emotional skills, Recruitment and training: Rational skills, Customer touch points, using customer insight dimensions (Grønholdt, 2015), brand experience, service experience and post purchase experience dimensions (Klaus, 2015).

5.3. Recommendations

This study examines the effect of customer experience quality on customer loyalty intention, customer satisfaction and customer word of mouth behaviors on corporate key account broadband customers by taking and analyzing data directly from the customers. On the base of the findings and conclusion mentioned, the following recommendation were forwarded

- With respect to educational background of the respondents 62.6% 1st degree and 81% of them are technical. As Fixed broadband service requires technical knowledge during the brand /pre purchase experience, service experience and post serve experience , it is highly recommended for key account customers representative to have the above qualification in dealing with ethio telecom, as it will ease the understanding of the technology in the whole journey and keep the business relation smooth and simple. It is recommended for Ethio telecom to set common standard for key account customers representative appropriate human skill.
- The mean value for post purchase experience perception is the low compared to the other variables, table 13, specially the service recovery(maintenance) performance is the most dissatisfying area (understand from ethio telecom document review). As corporate fixed broadband key account customer's business is relying on this service, it is highly recommend for ethio telecom to improve the service recovery performance to enhance the customer experience to change the perception of the customers and build a strong loyalty intention bases.
- From the response of the customer it is understood that most customers disagree and strongly disagree on the online facilities and touch points of ethio telecom. In many researches, on lines facilities and touch points such as web, mobile apps, on lines sales, social media (Facebook, Ttutter, WhatsApp, Telegrams etc), on line billings, web chat and chatbot are the most common business interactive online facilities which will enhance customer experience and ease end to end customer journey. Although there are startups, Ethio telecom need to advance the online facilities for key account customers to enhance the service experience and end to end customer journey.

- Many of corporate key account customers disagree on the quality of broadband product quality and its Offering. One of the fixed broadband product quality challenge is a repetitive and intermittent internet service and the variety of value adding products to fixed broadband service. This may be due to the cables used to serve the service (copper vs fiber optics), the quality of modems, commercial power intermittence etc. Ethio telecom need to enhance the product quality and adding the value- added service by benchmarking international telecom operators and standards to enhance the brand/pre purchase experience.
- To stay competitive and the preferred telecom operator, Price alone is not the only factor that helps customer to stay with, however, it is the whole journey that matter most to enhance the brand experience. Ethio telecom management needs to devise ways on a continues improvement on customers journey. A strategy need to be devised on the continuous improvement of fulfillment, assurance and billing process to enhance the end to end experience.
- The service delivered to key account customer is beyond service quality perception, the relation with is customer is far beyond normal relation. It is mandatory to the awareness, the subscription, the management of account, the support given, the bill payment and termination process need to be easy, simple and effortless for this kind of customers. The customer journey they pass through shall be over simplified than the normal customers
- Customer experience is a sort of interaction with the company brand and products. The interaction with the company is done on different touch points such as Human touch point, Physical touch point, communication touch point, product, touch point and System Touch points, simplicity and easiness to the customer has to be created on all touch points to end to end enhance the customer experience quality dimensions.
- After Selling the product and service, the most importance customer experience dimension with respect to enhancing the loyalty of a customer and enhancing repurchasing behaviors is post purchase experience. In today competitive environment (ethio telecom will deal with competitive environment shortly), the most important element is to key your costumer loyal. As such ethio telecom management need to design a strategy to enhance every element of Post purchasing experience of corporate key account customer and by then

design end to end customer loyalty program to keep the customer with the company for long time.

- ❖ In general, from the research finding, customer experience dimension has positive and significant impact on important marketing outcomes (customer loyalty intentions, customer satisfaction and customer word of mouth behaviors). Thus, it is highly recommended that Managers have to give more attention in their managerial functions to successfully implement the customer experience quality dimensions to enhance customers loyalty intentions, customer satisfaction and customer word of mouth behaviors.

5.4. Future Research

Scholars suggest that customer experience affects business performance, and future research should determine how customer experience explains and influences important marketing outcomes such as market share, share of wallet and, ultimately, profitability.

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ANNEX

ANNEX A:

Ethio Mission

To provide world-class, modern and high quality telecom services accessible to all citizens thereby to support the multifaceted development of the country to the highest level

Ethio Vision

To become a world-class provider of telecom services

Values

Customer First:

We provide quick response to our customers and employees in line with their interests and values

Excellence:

We are committed for quality and efficiency so that we are able to ensure excellent customer experience

Accountability:

We carry out our activities with integrity, transparency, honesty and full responsibility

Sharing:

We always strive in synergy so as to accomplish the mission of our company

Impartiality:

We are committed to be impartial and serve without any bias

ANNEX B: Reference on Journals

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
1	Philipp 'Phil' Klaus & Stan Maklan	International Journal of Market Research Vol. 55 Issue 2	2011	Towards a better measure of customer experience	Independent variable: PRODUCT EXPERIENCE, OUTCOME FOCUS, MOMENTSOF-TRUTH, PEACEOF-MIND impacted CX and dependent variables : Loyalty intentions, Customer satisfaction, Word-of-mouth behavior	H1: Customer experience has a significant positive impact on customer satisfaction . H2: Customer experience has a significant positive impact on loyalty intentions H3: Customer experience has a significant positive impact on word-of-mouth behavior . H4: Customer experience has a stronger positive impact on loyalty intentions than customer satisfaction . H5: Customer experience has a stronger positive impact on word-of-mouth behavior than customer satisfaction ..	<ul style="list-style-type: none"> Ø Compare EXQ's predictive power with that of customer satisfaction. Establish that EXQ better explains and predicts both, loyalty and recommendations, than customer satisfaction. Ø It is assessed EXQ as overall perception by customers and not as a gap to expectations. Ø Customers' assessment is based on overall value in use and not just a summation of performance during individual service episodes. Ø The measure of experience has a broader scope than that proposed by SERVQUAL. Ø It includes emotions and peer influences . Ø Experience begins before service encounters and continues after the encounters . Ø Experience is assessed against service encounters across all channels . Ø An ideal measure should link more directly to customer behavior and 	<ul style="list-style-type: none"> Ø It confirm that all four dimensions of customer experience quality have a positive and significant impact on important marketing outcomes, validating the notion that the customer experience evaluation goes beyond the direct service encounter, and includes direct and indirect encounters with all organizational functions of the organization and possible channels and touchpoints, such as marketing communications, advertising, internet presence and after-sales care Ø This suggests that consumers' evaluation of experience goes beyond the direct service encounter >A closer inspection of these results shows that customers' experience perceptions have a large influence on customer satisfaction for all services, loyalty intentions, and a positive and considerable influence on word-of-mouth behavior > Examination of the structural parameters indicates that product experience, outcome focus, moments-of-truth and peace-of-mind have a significant and positive impact on customer satisfaction, loyalty and word-of-mouth behavior.
2	Gustavo Imhof & Phil Klaus	International Journal of Market Research	2019	The dawn of traditional CX metrics? Examining satisfaction, EXQ, and WAR	independent variables , brand experience service providers experience and post purchase experience impacting the customer experience quality and this impacts the dependent variable share of wallets, wallet allocation rule and customer satisfaction		<ul style="list-style-type: none"> >The goal of the article is to use one of the most used measurements, customer satisfaction, in comparison with EXQ and WAR to determine which one of them can explain and predict consumer behavior best > The study highlighted that CX is a far better predictor of consumer behavior than customer satisfaction 	<ul style="list-style-type: none"> >assured the reliability and validity of the three CX measurements used >This suggests that CSat might not be the most suitable measurements to explore and explain what customers truly experience with their interactions with the firm and their offerings > The adapted and refined EXQ scale demonstrates the highest explanatory power to explain customers' share-of-category >This study reveals multiple managerial insights. First, EXQ is indeed a better predictor of numerous marketing outcomes. This article is only one among a growing body of contributions that urge organizations to rethink their strategy, focusing on CX (e.g., Lemon & Verhoef, 2016). Keiningham et al. (2011) reported that firms invest massively into satisfaction measurement while this article as well as Klaus and Maklan (2013) consistently highlight CX as a better way of predicting and attaining business objectives. We therefore recommend practitioners to consider their approach to measuring their CX,

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
								and to put EXQ as a strong contender to the next stage of their measurement strategy. >Third, Klaus and Maklan (2013) identified a superiority of EXQ against CSat toward predicting loyalty and word-of-mouth behavior
3	Adrian Palmer School of Business and Economics, University of Wales Swansea, UK	Journal of Services Marketing	2010	Customer experience management: a critical review of an emerging idea				> Academic papers are beginning to recognize the importance of customer experience as an intellectual integrator of service quality, relationships and brands.
4	Menachem Domb, Joshi Sujata, Bhatia Sanjay, Roy Arindam, and Saini Jypti	GSTF Journal on Business Review (GBR) Vol.4 No.2,	Dec-15	An Empirical Study to Measure Customer Experience for Telecom Operators in Indian Telecom Industry	Independent variable: brand image, service, network, customer care, billing and store/Gallery and self service Depended variable: customer Experience	>There is a significant impact of Brand image on Customer Experience in Indian Telecom industry > H2: There is a significant impact of Service Delivery Experience on Customer Experience in Indian Telecom industry > H3: There is a significant impact of Network Experience on Customer Experience in Indian Telecom industry > H4: There is a significant impact of Customer Care Experience on Customer Experience in Indian Telecom industry >H5: There is a significant impact of Billing Experience on Customer Experience in Indian Telecom industry		>brand image, service, network, customer care, billing and store/Gallery and self service, impacts customer experience in telecom industry of \India

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
5	Katherine N. Lemon & Peter C. Verhoef	Journal of Marketing	2016,	Understanding Customer Experience Throughout the Customer Journey			<p>>The increasing focus on customer experience arises because customers now interact with firms through myriad touch points in multiple channels and media, resulting in more complex customer journeys</p> <p>>Multiple definitions of customer experience exist in the literature and identified</p> <p>> Overall, we thus conclude that customer experience is a multidimensional construct focusing on a customer’s cognitive, emotional, behavioral, sensorial, and social responses to a firm’s offerings during the customer’s entire purchase journey.</p> <p>>what we now call the “customer decision journey” or “customer purchase journey.” Throughout this article, we will refer to customer experience as a multidimensional construct(defined above)and will refer to the customer purchase journey as the process a customer goes through, across all stages and touchpoints takes up the customer experience.</p> <p>>When moving through the customer journey to purchase, customers use and are exposed to multiple touch points that each have direct and more indirect effects on purchase and other customer behaviors</p> <p>>A seamless experience across channels through channel integration will create a stronger customer experience.</p> <p>>The effect of an individual touch point may depend on when it occurs in the overall customer journey</p> <p>> aim to develop a stronger understanding of customer experience and the customer journey in this era of increasingly complex customer behavior.</p> <p>>To achieve this goal, they examine existing definitions and conceptualizations of customer experience as a construct and provide a historical perspective of the roots of customer experience with in marketing. Next, they attempt to bring together what is currently known about customer experience, customer journeys, and customer experience management</p>	

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
							> customer journey is conceptualized as customer experience	
6	Juthamard Sirapracha and Gerard Tocquer	International Conference on Economics, Business and Marketing Management, IPEDR vol.29 (2012) © (2012)IAC SIT Press, Singapore	2012			>H1: Telecommunication brands provides significant different customer experiences >H2: Brand image of telecommunication services brands are significant different > H3: Customer Experience significantly influences brand image >H4: Customer Experience significantly influences the Customer Loyalty in terms of Propensity to switch the brand >H5: Brand Image significantly influences the Customer Loyalty in terms of Propensity to switch the	This research explores the relationship between customer experience, brand image and customer loyalty in telecommunication services in Thailand	>In other words, this study demonstrates that customers perception of their interaction with a service company is influenced by the delivered service experience >The results show also that customer experience has a positive relationship with brand image. It means that customer's perception of their interaction with brands can shape the brand image. Moreover, the customer experience also has a positive impact on customer loyalty in terms of propensity to switch the brand. A good customer experience tend to reduce significantly the propensity to switch to another brand
7	Ibrahim Alnawas & Jane Hemsley-Brown	Journal of Hospitality Marketing & Management	2019	Examining the key dimensions of customer experience quality in the hotel industry	>Independent variables : Emotional – related experiences, Staff-Customer Interaction, Customer-Customer Interaction, Lifestyle, Learning, Atmospheric, Guest Security highly impacting the customer experience > dependent variables: Satisfaction,	H1: CEQ is a high-order reflective construct that is comprised of nine first-order indicators. H2: CEQ is positively associated with customer satisfaction H3: CEQ is positively associated with perceived value H3: CEQ is positively associated with brand loyalty	The effect of CEQ on customer satisfaction, perceived value and brand loyalty	>Emotional –related experiences, Staff-Customer Interaction, Customer-Customer Interaction, Lifestyle, Learning, Atmospheric, Guest Security highly impacting the customer experience and this basically impacts Customer Satisfaction, Perceived Value and Brand Loyalty >

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
					Perceived Value and Brand Loyalty			
8	Meenakshi Sharma and D.S. Chaubey	Journal of Marketing & Communication	2014	An Empirical Study of Customer Experience and its Relationship with Customer Satisfaction towards the Services of Banking Sector	Independent variables: Positive Convenience Responsiveness Technological Ambiance Marketing Professionalism Outlook Support Services Dependent variable: customer experience		<ul style="list-style-type: none"> >To analyze the customer experience with the banking services offered through different channel > To compare the customer experience toward staff and their services of public and private sector banks in Dehradun area; >To draw conclusions and give suggestion on the basis of study. 	<ul style="list-style-type: none"> >To gain greater customer experience and satisfaction, right person should be identified, properly trained, supervised, motivated and providing conducive work environment with clear understanding of the rules of the organization. >The high levels of internal service quality like positive outlook, Convenience, Responsiveness, Technological support, ambiance, Marketing support services, professionalism, lead to higher levels of employee satisfaction. The happier employees are, the more likely they are to stay and the better their productivity and five more satisfaction to the customers
9	David Havířl	Acta academica karviniensia		Building Competitive Advantage Through Customer Experience Management	>The aim of this paper is to explore and analyze interdependence of marketing trend customer experience, value creation and perception and price sensitivity as potential building blocks for differentiation			<ul style="list-style-type: none"> >The main outcome of the customer experience management, and why it is important to take it seriously, is the increase of customers' satisfaction, loyalty, retention, and strengthening of the emotional bonds between the customer and the brand (Kumar et al. 2013) >Based on the analysis of research papers, customer experience, and value creation share much in common. Both areas are closely linked through the placement of the customer to the center of company's interest and their close mutual influence
10	Rajnish Jain, Jayesh Aagja, Shilpa Bagdare	Journal of Service Theory and Practice Vol. 27 No. 3,	2017	Customer experience – a review and research agenda		<ul style="list-style-type: none"> >How has the concept of customer experience emerged, developed and theorized in the literature? >RQ2. How has the customer experience management been suggested in the literature? > RQ3. What is the research agenda for customer experience? 		<ul style="list-style-type: none"> >There is a wider agreement that providing positive customer experiences is essential for achieving competitive advantage, customer satisfaction, differentiation, image, loyalty and word-of-mouth communications (WOMC) (Carbone and Haeckel, 1994.) >Interaction is central to experience creation >Prahalad and Ramaswamy (2004b) maintained the notion of experience and stated that "The traditional system is become obsolete [...] In the emergent economy, competition will center on personalized co-creation experiences resulting in value that is truly unique to each individual". >Customer experience is the aggregate of feelings, perceptions and attitudes formed

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
								<p>during the entire process of decision making and consumption chain involving an integrated series of interaction with people, objects, processes and environment, leading to cognitive, emotional, sensorial and behavioral responses</p> <p>>A comprehensive and through review of literature presents a deeper understanding of different issues related to customer experience in a structured manner. There view highlights the emergence of customer experience as an important concept for achieving competitive advantage</p>
11	Lars Grønholdt Anne Martensen Stig Jørgensen Peter Jense	International Journal of Quality and Service Sciences	2015	Customer experience management and business performance				<p>>Rational customer experiences, Emotional customer experiences, Recruitment and training: Rational skills, Recruitment and training: Emotional skills, Customer touch points, Using customer insight and Top management involvement, impacts diffractors and this impacts Market performance, Financial performance</p> <p>>The model estimation results show that there is a strong relationship between CEM and financial performance as illustrated in Figure 2. All CEM dimensions have a positive influence on differentiation, which in turn has a positive and significant influence on both market performance and financial performance. And as expected, market performance influence financial performance.</p> <p>> The findings reveal that high performing companies master the CEM better compared to low performing companies, meaning that those companies which have taken the extra step to build superior customer experience into their products and service enjoy measurable financial success.</p>
12	Mohammad Baitul Islam & Afroja Rehan Rima	Institute of Interdisciplinary Business Research	2013	Factors Affecting Customer Experience in Telecommunication Services and its Importance on Brand Equity: A Study on Telecommunication		<ul style="list-style-type: none"> > Core service affects customer experience. > Product variations have influence on customer experience. > Customer service has direct impact over customer experience. > Campaign and promotional activities determine customer experience. > Value added service has impact over customer experience. 		<p>>This research study is tried to scrutinize the factors that have an impact on customer experience in Telecommunication Company and its importance on brand equity. Five factors have been chosen and these are core service, product variations, customer service, promotional activities and value added services. The result of the research indicates that three out of five factors (core service, product variations and promotional activities and campaign) have significant weight on customer experience and the remaining factors</p>

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
				Companies in Bangladesh				(customer service and value added services) have no significant influence on customer experience. >
13	Christopher Meyer and André Schwager	HBR	2017	Understanding Customer Experience			>Such attention to customers requires a closed-loop process in which every function worries about delivering a good experience, and senior management ensures that the offering keeps all those parochial conceptions in balance and thus linked to the bottom line. This article will describe how to create such a process, composed of three kinds of customer monitoring: past patterns, present patterns, and potential patterns. (These patterns can also be referred to by the frequency with which they are measured: persistent, periodic, and pulsed.) By understanding the different purposes and different owners of these three techniques—and how they work together (not contentiously)—a company can turn pipe dreams of customer focus into a real business system	>Customer experience encompasses every aspect of a company’s offering—the quality of customer care, of course, but also advertising, packaging, product and service features, ease of use, and reliability. > The extent of the problem has been documented in Bain & Company’s recent survey of the customers of 362 companies. Only 8% of them described their experience as “superior,” yet 80% of the companies surveyed believe that the experience they have been providing is indeed superior. With such a disparity, prospects for improvement are small, But the need is urgent: Consumers have a greater number of choices today than ever before, more complex choices, and more channels through which to pursue them. In such an environment, simple, integrated solutions to problems—not fragmented, burdensome ones—will win the allegiance of the time-pressed consumer. >measuring customer satisfaction does not tell anyone how to achieve it.
14	Denise Lee Yohn	HBR	2016	7 Steps to Deliver Better Customer Experiences			>A better approach is to use new tools, such as the Customer Experience Architecture, to deliver optimal experiences to different customer segments >Customer experience is becoming the single most important factor for business success	>Shopping is no longer a discrete activity tied to transactions. In the past, shopping was associated with a place, an occasion, and a process. Now shopping occurs anywhere, anytime, and in many ways. Consumers continually monitor information about products and services. As a result, companies must constantly build preference and influence >Customer experience is the new battleground for businesses >Companies need new tools and methods to design and deliver outstanding customer experiences >By 2020, customer experience will be more important than price. This is true for both B2C

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
								and B2B companies. Organizations of all types must rethink customer experience >Extraordinary customer experiences are characterized by 5Es.
15	Atul Gupta	Int. J. Services and Operations Management, Vol. 25, No. 1,	2016	Redefining service quality scale with customer experience quality scale: a critical review		<ul style="list-style-type: none"> > H: Perceptions of brand, service provider and PPEs have a significant and positive effect on the perception of EXQ. > H2 EXQ has a significant and positive effect on the marketing outcomes. > H3 The overall effect of EXQ on marketing outcomes is greater than that of each individual dimension of customer experience. > H4 BEX experiences have significant and strong effect on SPE stage. > H5 Service provider stage experiences have significant and strong effect on PPE stage. > H6 Overall EXQ significantly differ across different types of banks. > H7 Brand experiences stage experiences significantly differ across different types of banks. > H8 Service provider stage experiences significantly differ across different types of banks. > H9 Post-purchase stage experiences significantly differ across different types of banks. > H10 EXQ has a significant and positive effect on perceived value. > H11 Customer perceived value has a significant and positive effect on customer satisfaction. 	<ul style="list-style-type: none"> > Proposed study review gaps and limitations in SERVQUAL scale of service quality to redefine it with customer experience quality and review current literature on experience quality and its relationship with customer satisfaction, loyalty and word of mouth. > proposed study aim to review current literature on experience quality and its superiority over service quality scale (SERVQUAL) scale of measuring service quality. Finally on basis of existing literature a conceptual model has been proposed on basis of existing models on EXQ, its antecedents and their influence on customer satisfaction, perceived value and loyalty 	<ul style="list-style-type: none"> > Service quality was originally conceptualised as a gap between expectations and the consumer's overall assessment of the service encounter. Service quality's most popular measure is SERVQUAL. Although it has been widely applied, SERVQUAL was found to have several limitations as a measure of customer experience. One of these is that its dimensions appear too limited to fully capture customer experience > Defining and improving customer experience is a growing priority for market research because experience is replacing quality as the competitive battleground for marketing. > Defining and improving customer experience is a growing priority for market research because experience is replacing quality as the competitive battleground for marketing. > Although it has been widely applied, SERVQUAL was found to have several limitations as a measure of customer experience > Schmitt (2010), 'customer experience' can be defined as perceptions, feelings and thoughts that customers have when they encounter products and brands in the marketplace and engage in consumption activities as well as the memory of such experiences. According to this author, experiences may be evoked by products packaging, communications, in-store interactions, sales relationships, events and they may occur as a result of online or offline activities

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
								<p>> companies have to learn how to design, create, deliver and manage experiences that customers are ready to pay for, in order to obtain corporate reputation, to achieve competitive advantage and differentiate themselves from competitors, to create value and be difficult to imitate (Pine and Gilmore, 1998; Pullman and Gross, 2004; Verhoef et al., 2009; Terblanche, 2009; Zomerdijk and Voss, 2010; Chang and Horng, 2010; Klaus and Maklan, 2012).</p> <p>> finally developed modales to be tested</p>
16	Lars Grønholdt Anne Martensen Stig Jørgensen Peter Jensen	International Journal of Quality and Service Sciences	2015	Customer experience management and business performance				<p>> Differentiating solely on the traditional elements such as product quality, service quality, and price is no longer a sufficient business strategy, and “companies must find new ways to achieve a competitive advantage particularly by focusing on management of customers’ experience” (Pullman and Gross, 2004, p. 551)</p> <p>> Customer touch points are “the many critical moments when customers interact with the organization and its offerings on their way to purchase and after” (Rawson et al., 2013, p. 90). Meyer and Schwager (2007, p. 119) define touch points in a somewhat wider sense as “instances of contact either with the product</p>

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
								or service itself or with representations of it by the company or some third party”, including other customers.
17	CHIARA GENTILE, NICOLA SPILLER, GIULIANO NOCI,	European Management Journal Vol. 25, No. 5, pp. 395–410,	2007	How to Sustain the Customer Experience: An Overview of Experience Components that Co-create Value With the Customer				<p>> “The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction (LaSalle and Britton, 2003; Shaw and Ivens, 2005). This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial physical and spiritual) (LaSalle and Britton, 2003; Schmitt, 1999). Its evaluation depends on the comparison between a customer’s expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch- - points (LaSalle and Britton, 2003; Shaw and Ivens, 2005).”</p> <p>>Living a positive Customer Experience can promote the creation of an emotional tie between a firm’s brand and its customers which in turn enhance customer loyalty.</p>

No	Authors	Journal	Date	Title of the research	Dependent and Independent variables	Hypotheses of the Research	objective	Findings
19	Galina Biedenbach	Journal of Brand Management	2010	The impact of customer experience on brand equity in a business-to-business services setting		<ul style="list-style-type: none"> >HBrand awareness has a positive effect on brand associations. >H Brand associations have a positive effect on perceived quality. >H Perceived quality has a positive effect on brand loyalty >HCustomer experience has a positive effect on brand awareness > H Customer experience has a positive effect on brand associations > H Customer experience has a positive effect on perceived quality > H Customer experience has a positive effect on brand loyalty 	<ul style="list-style-type: none"> >The main purpose of the study is to investigate the impact of customer experience on brand equity in a business-to-business (B2B) services setting 	<ul style="list-style-type: none"> >The findings of the study show positive effects of customer experience on the dimensions of brand equity, which complement the theoretical assumptions that brand value perceived by the customers is created as an outcome of their learning from the experience with a brand >The interaction with a brand through a direct contact with the service providers and the outcome of this service serve as a basis for the formation of brand equity >the study supports the propositions from previous research stating that experiential information and learning positively affect the perceived quality of a brand and the customers' loyalty towards a brand. > Overall, the formation of brand equity across the different dimensions is significantly influenced by the customers' evaluation of their contact with the firm, their learning about the brand and the employees representing the brand > Creating a customer experience that becomes synonymous with your brand is increasingly recognized as a vital driver of corporate performance (the customer experience Shaun Smith and Joe Wheeler 2002). > It is not only about an interaction with service provider but also thinking and feelings towards the brand and the strength of relationship with the brand [Juthamard Sirapracha and Gerard Tocquer2012]. (GSTF Journal on Business Review (GBR) Vol.4 No.2, December 2015))

ANNEX C

Ethio telecom customer journey and touch points

Be Aware

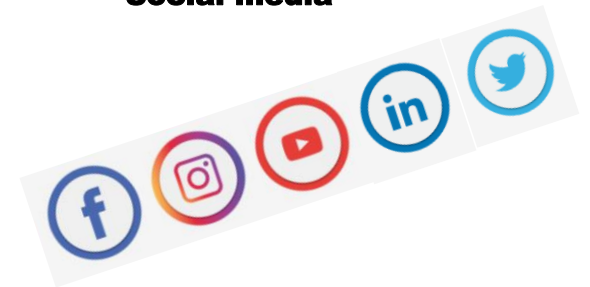
Promotion channels

Mass Media



www.ethiotelecom.et

Social media



Interact

Interaction channels



994 & 980



www.ethiochatroom.et

To get information



Ethio telecom shops

Choose

- Register
- Survey
- Purchase
- Installation



Ethio telecom shops



Online registration

Via ethio telecom web site

www.ethiotelecom.et

www.onlineservices.ethiotelecom.et

Consume

Review usage

- Check Postpaid bill via sales, banks and contact center channels

Evaluate value

- Experience the service

Manage

Modify profile/Service

- Speed upgrade/downgrade move request via ethio telecom shop and www.onlineservices.ethiotelecom.et



Bill inquiry



Send SMS 994 to 994

Call 994 and press 1 and 1

Receive help & Resolution

- Complaint registration, status check and resolution



994
980 for key acc.



www.ethiochatroom.et



Social media



Settle

Bill Payment options



ethio telecom™
ኢትዮ ቴሌኮም

- shops
- voucher card
- Electronic voucher card (EVD)
- YIMULU service (e-top up)
- International airtime top up (IAT)



አቢ.ሲ.ንያ ባንክ
Bank of Abyssinia

- Internet Banking
- @ Branch offices



አዋሽ ባንክ
AwashBank
Working Like The River



UNITED BANK
ኢትዮ ገብርት ባንክ



ብርሃን ኢንተርናሽናል ባንክ
BERHAN INTERNATIONAL BANK

Decide

Feedback



- Ethio telecom shops Sales
- Contact center

Exit

Ethio telecom shops



ANNEX D: Questionnaire



Dear valued respondent.

I am Solomon Abera, a student at Addis Ababa University College of Business and Economics. I am conducting a research with a title of: *the impact of customer experience quality on customer satisfaction, customer loyalty and customer word of mouth behaviors: the case of ethio telecom Enterprise key account customers* as final requirement for the accomplishment and award of Executive Master of Business Administration.

The data collected will provide useful information regarding the analysis of end to end relationship between Service Provider and Customers with respect to pre purchase, during purchase and post purchase journey.

Taking into consideration that your response is very valuable to complete this study, I kindly requested you to participate in this survey which will not take you more than 15-20 minutes.

Please note that:

- You don't need to write your name.
- The information and comments you provide are highly honored & kept confidential.
- Please kindly tick (✓) or provide your own answer where applicable.

Best regards,

Solomon Abera

Tel. 0911 50 06 93

Email. Id14715@gmail.com

Solomon.abera@ethiotelecom.et

Respondents Background

1. Respondents Sex

 Female

 Male

2. Respondents age falls in

 20-30 year

 31-40 year

 >40 year

3. Respondents higher level of education

 Diploma and below

 Degree

 Masters

 above Masters

4. Respondents field of study

 Computer science /IT

 Business

 Other

Company Background

1. Number of branches managed by your company put tick mark ✓

 1- 5

 6-10

 10-20

 > 20

2. Number of Employee Managed by your company put tick mark ✓

 =<50

 51- 100

 101-200

 > 200

5. Amount of total bills paid /month by your company put tick mark ✓ birr in '000'

 50-100

 101-200

 201- 300

 301- 400

 401- 500

 >500

3. For how long your company have been ethio telecom's customer, put tick mark ✓

 1-5 year

 6-10 year

 11-15 year

 16-20 year

 > 20 year

4. Your company is to which Sector? put tick mark (✓)

 Government

 NGOs/International. org./Embassy

 Financial institutions

 Productions/ manufacturing

 Service Enterprises

6. Which service do your company mostly used(write in the box 1st, 2nd ..)

 Fixed broadband

 Fixed voice

 Mobile broadband

 Mobile voice

Customer Experience Quality(ExQ)						
	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I	Brand Experience	1	2	3	4	5
1	Ethio telecom has a good reputation.					
2	I am confident in Ethio Telecom 's expertise.					
3	Ethio telecom gives independent advice (on which product/service will best suit my needs).					
4	I choose Ethio telecom not because of the price alone.					
5	The people who work at Ethio telecom represent the Ethio telecom brand well.					
6	Ethio Telecom 's offerings have the best quality.					
7	Ethio Telecom 's offerings are superior.					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
II	Service providers Experience	1	2	3	4	5
1	Ethio telecom advised me throughout the process.					
2	Dealing with Ethio telecom is easy.					
3	Ethio telecom keeps me informed.					
4	Ethio telecom demonstrates flexibility in dealing with me.					
5	At Ethio telecom I always deal with the same forms and/or same people.					
6	Ethio Telecom 's personnel relates to my wishes and concerns.					
7	The people I am dealing with [at Ethio Telecom] have good people skills.					
8	Ethio telecom delivers a good customer service at shops.					
9	I have built a personal relationship with the people at Ethio Telecom					
10	Ethio Telecom 's facilities are better designed to fulfill my needs.					
11	Ethio Telecom 's online facilities are designed to be as efficient as possible (for me).					
12	Ethio Telecom 's offline facilities are designed to be as efficient as possible (for me)					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
III	Post-Purchase Experience	1	2	3	4	5
1	I stay with Ethio telecom because they know me.					
2	Ethio telecom knows exactly what I want.					
3	Ethio telecom keeps me up to date.					
4	Ethio telecom will look after me for a long time.					
5	Ethio telecom deal well with me when things go wrong.					
6	I am happy with Ethio telecom as my (service provider).					
7	Being a client at/customer of Ethio telecom gives me social approval					

Statement						
I	Customer Loyalty	1	2	3	4	5
1	Say positive things about Ethio telecom to other people?					
2	Recommend Ethio telecom to someone who seeks your advice?					
3	Encourage friends and relatives to use ethio telecom?					
4	Consider Ethio telecom the first choice to buy – services?					
5	Use Ethio telecom more in the next few years?					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
II	Customer Satisfaction	1	2	3	4	5
1	My feelings towards Ethio telecom are very positive.					
2	I feel good about coming to Ethio telecom for the offerings I am looking for. .					
3	Overall, I am satisfied with Ethio Telecom and the service they provide.					
4	I feel satisfied that Ethio Telecom produce the best results that can be achieved for me.					
5	The extent to which Ethio Telecom has produced the best possible outcome for me is satisfying.					
		Never	Rarely	Someti mes	Often	Always
II	Word of mouth behavior	1	2	3	4	5
1	Mentioned to others that you do business with Ethio telecom .					
2	Made sure that others know that you do business with Ethio telecom					
3	Spoke positively about Ethio telecom employee(s) to others.					
4	Recommended Ethio telecom to family members.					
5	Spoke positively of Ethio telecom to others.					
6	Recommended Ethio telecom to acquaintances.					
7	Recommended Ethio telecom to close personal friends.					