

**DETERMINANTS OF CUSTOMER SATISFACTION FOR  
MOBILE PHONE SUBSCRIBERS IN NAIROBI**

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By

**LODHIAMBO BENARD EDDIE**

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN  
PARTIAL FULFILLMENT FOR THE REQUIREMENT FOR THE  
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA),  
FACULTY OF COMMERCE,**

**UNIVERSITY OF NAIROBI**

**SEPTEMBER 2003**

**DECLARATION**

**This Management Research Project is my original work and has not been presented for a degree in any other university.**

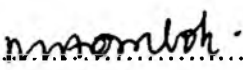
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**This Research Project has been submitted for examination with my approval as the University Supervisor.**

Signed.....  .....

Date.....17-11-2003.....

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## **DEDICATION**

**To my parents, Mr. G.D Oduor and Mrs P.I Oduor, wife and Son Ed with love and God  
Blessing.**

## **ACKNOWLEDGEMENTS**

I am greatly indebted to thank my Parents, Wife, little Ed my Son and management of CarnaudMetalBox (K) Ltd for the financial, moral and Psychic support they offered me one way or the other throughout my study period. Without their sponsorship and value for education, I would not have taken my MBA course.

I sincerely would like to acknowledge the people whose assistance directly or indirectly facilitated the completion of this project. A special word of great appreciation is extended to my supervisor Mrs. Margaret Ombok who patiently and conscientiously guided me through the research.

Also many thanks go to the respondents who participated in the study, I sincerely thank them for their cooperation and the speed with which they responded.

Lastly to my God who gave me strength, good health and a sound mind throughout my study period. Thank you and God Bless

## TABLE OF CONTENTS

<b>DECLARATION</b>	(ii)
<b>DEDICATION</b>	(iii)
<b>ACKNOWLEDGEMENT</b>	(iv)
<b>TABLE OF CONTENTS</b>	(v)
<b>LIST OF TABLES</b>	(vii)
<b>LIST OF FIGURES</b>	(viii)
<b>ABSTRACT</b>	(ix)
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background.....	1
1.2 Mobile phone communication in Kenya.....	4
1.3 Statement of the problem.....	8
1.4 Objective of the study.....	10
1.5 Importance of the study.....	10
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	11
2.1 Introduction.....	11
2.2 Service definition .....	11
2.3 Characteristics of Services.....	12
2.4 Marketing Implications of the Service characteristics .....	13
2.5 What is Satisfaction?.....	18
2.6 Importance of Customer Satisfaction.....	18
2.6.1 Importance of customer Satisfaction to the organization.....	19
2.6.2 Importance of customer Satisfaction to the customer.....	21
2.6.3 Effects of a dissatisfied customer.....	22
2.7 Determinants of Customer Satisfaction levels.....	23
2.8 Service quality.....	25
2.8.1 Service quality dimensions.....	27
2.8.2 Determinates of Service quality.....	29
2.9 Strategies of influencing customer perception on satisfaction.....	31

<b>CHAPTER THREE:</b>	<b>RESEARCH METHODOLOGY</b>	<b>35</b>
3.1	Introduction	35
3.2	Research design	35
3.3	Population	35
3.4	Sample Frame	36
3.5	Sample size	36
3.6	Data Collection Method	36
3.7	Data Analysis	37
<b>CHAPTER FOUR:</b>	<b>ANALYSIS AND INTERPRETATION OF DATA</b>	
4.1	Introduction	38
4.2	Profile of the Respondents	38
4.3	Extent of respondents Satisfaction on various Attributes of Services offered	47
4.4	Classifications of factors influencing the level of customer satisfaction	49
<b>CHAPTER FIVE:</b>	<b>DISCUSSION, CONCLUSION AND RECOMMENDATION</b>	
5.1	Introduction	57
5.2	Discussions	57
5.3	Recommendations	62
5.4	Conclusions	63
	<b>LIMITATIONS OF THE STUDY</b>	<b>64</b>
	<b>SUGGESTIONS FOR FURTHER RESEARCH</b>	<b>65</b>

## **REFERENCES**

66

## **APPENDICES**

**Appendix 1: Letter of Introduction**

**Appendix 2: Questionnaire**

**Appendix 3 : List of Mobile Phone dealers and Megastores**

**Appendix 4: Correlation Matrix**

**Appendix 5: Component Score Coefficient Matrix**

## **LIST OF TABLES**

	<b>Page</b>
Table 1: Growth in Cellular Subscribers	7
Table 2: Distribution of Respondents by Marital Status	39
Table 3: Distribution of Respondents by Education Level	39
Table 4: Distribution of Respondents by Gender	40
Table 5: Distribution of Respondents by Age Category	41
Table 6: Distribution of Subscribers by the Service Providers	42
Table 7: Duration Spent with the Service Provider	42
Table 8: Monthly Expenditure on Air Time by Subscribers	43
Table 9: Frequency of Switching	44
Table 10: Direction of Switching	45
Table 11: Reasons for the Switch or Intention to Switch	46
Table 12: Frequency of Complaints	47
Table 13: Extent of Respondents Satisfaction on Various Attributes of Services Offered	48
Table 14: The Variables Communalities	50
Table 15: Total Variable Explained	52
Table 16: Extracted Componets and their constituent variables	54
Table 17: Customer Satisfaction Extracted Factors and their Constituent Variables	55



## **LIST OF FIGURES**

	<b>Page</b>
<b>Figure 1: Relationship between Satisfaction and Loyalty</b>	<b>19</b>

## ABSTRACT

This study was conducted with the objective of finding out determinants of customer satisfaction for mobile phone subscribers in Nairobi. The main objective being to determine the factors that influences the level of customer satisfaction in the mobile phone industry as well as to classify the factors that influence the level of customer satisfaction.

To achieve the above objectives, primary data was collected from 100 respondents who were selected from authorized mobile service dealers and Megastores for both Safaricom and Kencell within Nairobi. The city was stratified into five regions, i.e Eastlands, Westlands, Southlands, City center and along Thika road and two dealers were selected per region using simple random sampling technique.

The primary data was collected through structured questionnaire that contained several factors that the researcher felt had a bearing in influencing each of the five major determinants of customer satisfaction. Respondents were then required to rate each of these factors on a five point Likert scale with rating ranging from very satisfied (5) to very disastisfied (1).

The major findings of the study were that the respondents were more satisfied with availability of Scratch cards and convenience of loading of credit. Also somewhat satisfying were they felt well treated by Staff on enquiry and free voice mail retrieval.

The most dissatisfying variables were network coverage as the worst, second was pricing followed by short message charge and special offers on handsets at reduced prices. The variables were factored into 11 factors through factor analysis, these were Customer service, Product / Service Features, Service Reliability, Service Access, Responsiveness, Service Security, Assurance, Pricing, Service Credibility, Service Equity / Fairness and Tangibles.

The recommendations drawn from the study were that players in the industry should take concern of the identified factors that were deemed crucial in determining customer satisfaction. If these factors consideration are implemented, then companies can be sure to have a competitive edge over others that do not realign their processes and sub processes to the factors.

The researcher proposed future researches could be more focused and dig deeper details about one or two of the consistent determinants of customer satisfaction. Also future researchers could focus on consumer emotions as a determinant and seek to know what variables are important in enhancing it as it was not well captured in the research. Lastly further comparison between mobile phone subscribers and land line phone subscribers customer satisfaction determinants would be necessary also after entry of the third mobile phone service provider.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background: **UNIVERSITY OF NAIROBI LOWER KABETE LIBRARY**

The market place is changing radically as a result of major societal forces such as technological advances, globalization and deregulation, (Kotler 1999). The introduction of structural adjustment programs (SAPS) currently going on in Kenya, call for the Adoption of a Market driven economy. At the national level one of the key aims of SAPS is to streamline the public sector by rationalizing government expenditure, limiting subsidies and introducing cost sharing in all sectors of the economy. These measures have in turn affected both the profit and non-profit organizations. Thus customers now have a choice as far as their buying and consumption of goods and services are concerned. Organizations have, therefore to provide better customer service than hitherto before since customers wants "value for their" money. This calls for the adoption of a market driven economy with new behaviors and challenges. Customers are increasingly expecting higher quality and service and some customization. They perceive fewer real product differences and show less brand loyalty. Companies are facing intense competition from domestic and foreign brands, which is resulting in rising promotion costs and shrinking profit margins.

Due to changes in the market place and for companies to survive many are changing in a number of ways, here are some trends: Reengineering: from focusing on functional departments to reorganizing by key process, each managed by multidiscipline teams. Outsourcing: from making everything inside the company to buying more goods and

services from outside if they can be obtained cheaper and better. E-Commerce; From attracting customers to stores and having salespeople call on offices to making virtually all products available on the Internet. Benchmarking; from relying on self-improvement to studying "world class performance" and adopting "best practices". Alliances; from trying to win alone to forming networks of partners firms. Partner-suppliers; from using many suppliers to using fewer but more reliable suppliers who work closely in "partnership" relationship with the company. Market-centered; from organizing by products to organizing by market segments. Global and local; from being local to being both global and local. Decentralized; from being managed from the top to encouraging more initiative and "interpreneurship" at the local level. Customer satisfaction - from no longer just providing services and goods but ensuring they are satisfied if not delighted

Whether the customer is satisfied after purchase depends on the offer's performance in relation to buyer's expectations in general. Kotler (1999) asserts that many companies are aiming for high satisfaction because customers who are just satisfied still find it easy to switch. High customer satisfaction or delight creates an emotional bond with the product, not just a rational preference. The result is customer loyalty. The key to generating high customer satisfaction from customer loyalty is to deliver high customer value, (Lanning 1998). A Company must develop a competitively superior value proposition and a superior delivery system. Lanning (1998) further adds a company's value proposition is much more than its positioning on a single attribute; it is a statement about the resulting experience customers will have from the offering and their relationship with the provider. The product must represent a promise about the total resulting experience that customer can expect. Similarly Knox and Maklan (1993) argued too many companies create a

value gap by failing to align product value with customer value. In addition to tracking customer expectations and satisfaction, companies need to monitor their competitors' performance in those areas, (Kotler 1999)

In Kenya an example is a multinational food corporation, Nestle foods which is currently undertaking a multi million brand restructuring in an effort to fend off increased competition, (East Africa Standard, May 6 2003). This is through growing the confectioneries segments of the market. In addition to re-launch and re-branding activities Nestle have outsourced some brands from other markets primarily because they enjoy economies of scale and lower cost of production. Through re-engineering they have now outsourced the manufacture of their packaging tins through supplier partnership with a leading metal packaging company in Kenya.

According to Case (1989), the growth of the services sector in regions where manufacturing is in decline is majorly because of three factors. The first manufacturing growth, manufacturing output is still growing despite the decline of manufacturing employees, with this growth, the demand for such services are trucking, advertising, and data processing continues it's upward trend. Secondly is outsourcing, manufacturing of products firms is buying more services than they used to. The trend is to outsource functions and services that are not the companies core expertise. For example, Logistics functions in B.A.T (K) (Kirui 2001). Lastly is an innovation. New services, never thought about ten years ago, are stimulating increasing demand. Security systems, waste management, mobile telephony and benefits specialists are examples of innovations stimulating the rising service demand.

## **1.2 Mobile phone communication**

The Kenya communication Act, 1998, which replaced the Kenya posts and Telecommunication Act cap 411, came in to full operation with effect from July 1<sup>st</sup> 1999. The act provided the establishment of the National Communication Secretariat to serve as the policy arm of the government on matters pertaining to the info-communication sector. The communication commission of Kenya serves as the regulator for the sector, the Appeals Tribunal serves as the independent arbitrator, and Telkom Kenya limited and other licensed operators serve as public telecommunication operators. The mobile cellular phone market is currently operating in a duopoly environment. Two service providers currently provide mobile cellular telephone service. They are; Safaricom and Kencell.

### **Safaricom**

Safaricom was formed in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group plc, acquired a 40% state and management responsibility for the company. The aim of Safaricom is to remain the leading mobile network operator in Kenya. In order to achieve the leading mobile service provider a strong focus has been placed on quality of service to its customers. The focus is to ensure a superior quality of service that is customer focused to benefit every subscriber through implementing best practices based on Vodafone's vast international experience and Telkom Kenya's unique knowledge of the Kenyan market conditions. The vision of Safaricom is to be Kenya's mobile communication leader, through enriching customers' lives, helping individuals, business and communities to be more connected in a mobile world.

Safaricom believes in always putting the customer first and has therefore developed a variety of product and services to suit their needs. These includes

- Voice mail service
- Prepaid Tariffs i.e Jambo, Tariffic and Taifa
- Postpaid tariff
- 24 hour customer service
- Short message service (SMS)
- Value-added service such as calling line identity, call waiting and call holding
- Safaricom roaming service (available to postpaid customers only)
- Emergency numbers
- Automated scratch card vending machine
- Automated Teller Machine top up (Joint venture with Standard Chartered Bank)
- Get it 411 service
- 191 direct

According to Safaricom, they have been able to keep with the global mobile telecommunication initiative to help them meet the dynamic challenges of the modern mobile telecommunication world of globalization. This strategic association with the world's leaders in mobile telephony has created a niche in the Kenyan market today, ([www.safaricom.co.ke](http://www.safaricom.co.ke)).



## **Kencell**

**Kencell was awarded the license to operate mobile phone services on January 28<sup>th</sup> 2000.**

**Kencell is the second and fully private mobile service Provider Company to be awarded a license to operate in Kenya. The company's shareholders are Sameer Group of companies and Vivendi Telecom International, which is part of the Vivendi Universal.**

**Kencell heritage greatly complements the company's image. The Sameer Group and Vivendi Telecommunications International bring business expertise and technological resources that most Kenyans and specifically their customers have relied on.**

**Kencell offers a range of value added services designed to make the life of its consumers easier and to save them time under the flagship of the Yes! Brand. They help to manage customers' calls and messages, help with roaming services while it's customers are abroad and keeps them updated with the latest news and information. Many Kencell value added services come as standard and are there for to use as soon as you connect to any of the Yes! Tariff plans. Others are optional and can be activated by calling Kencell customer care. The following are the value-added services offered by Kencell.**

- **Yes! Directory enquiry's, for phone number directory enquiry**
- **Yes! Conference calls, connect with up to six people all at the same time**
- **Yes! Infoline, the mobile information kiosk**
- **Yes! MS 247**
- **Yes voice mail, personal answering machine and message services**
- **Yes! Ms. when you need to keep in contact but can't make or take a voice call**
- **Access 350, the mobile internet connection**
- **Prepaid Tariffs per second and per minute billing**
- **Postpaid tariff**

- 24 hour customer service
- Short message service (SMS)
- Value-added service such as calling line identity, call waiting and call holding
- Yes! roaming service (available to postpaid customers only)

Kencell's mission is to lead the mobile telecommunication revolution in Kenya, to give Kenyans the opportunity to fully appreciate the true potential of mobile telephony and to create an environment that stimulates creativity and innovation for the employees. Kencell's value is committed to provide Kenyans with access to the very best in international telecommunications standards with regard to technology, quality and customer service. Their four core values are clarity, simplicity, assurance and understanding are the cornerstones that help it to bring new opportunities to its customers, ([www.kencell.co.ke](http://www.kencell.co.ke)).

**Table 1. Growth in cellular subscribers (from 1997 to 2002)**

Cellular Subscribers						
Provider	1997	1998	1999	2000	2001	2002
Safaricom	3,000	9,000	15,000	54,000	160,000	630,000
Kencell	-	-	-	60,000	190,000	438,000
Total	3,000	9,000	15,000	114,000	350,000	1,068,000

Source Communication Commission of Kenya.

From the above table the year 2000 marked the beginning of a revolution in mobile telephony in Kenya. When the cell phone, which had been a preserve of the rich became readily available to the rest of the population, This is evident by the tremendous growth realized from year 2000, for both mobile service providers. This also followed liberalization of the telephone communications sector in the country, with the licencing of Kencell. The low growth before 2000 was because the cell phone was a luxury selling for Kshs 100,000 or more. Today, the price of handset ranges from Kshs 4,000 to Kshs 70,000 for the most expensive. (East African June 2-8,2002). As at August 2003, the subscription level was two million with Kencell having a subscription base of 940 thousand while Safaricom 1,020 thousand, (Daily Nation 7th August 2003)

## **1.2 Statement of the problem**

Heskett, Sasser and Schlesinger (1997) discovered that increasing the level of customer satisfaction can be linked to customer loyalty, the relationship between customer satisfaction and customer loyalty is stronger where customers are satisfied. To the organization, Reichheld (1996) summarizes four benefits of maintaining and developing a satisfied loyal customer base, i.e increased purchases by the customer, lower operating cost, free advertising through word of mouth and employee retention.

To realize the mentioned benefits companies needs to put in place customer satisfaction measuring devices not only to know the level of satisfaction by its customers but also to track trends to diagnose problems and to link to other customer focussed strategies. Therefore management in the service industry and in these mobile phone service

providers must understand their customer needs and create processes and sub processes to serve them, this customer effort will ensure customer satisfaction.

In a study of credit card purchase by a major oil company's customers, Gilly and Gelb (1982) found out that customers are more likely to be satisfied by the company's response to monetary problems, and they are more satisfied if the percent received is higher. Also another follow up research showed that customers attribution about the stability, locus and controllability of service failure are useful in predicting expectancy retention, market place equity reactions and anger reactions, (Folkes 1988). These effects should influence customer satisfaction with the seller effort.

Studies conducted in the Kenyan service sector have mainly focused on perceived service quality, (e.g Muriithi, 1996; Masinde, 1985; Mwaura, 2002; Mwenda, 1985; and Mukiri, 2002). There was therefore a need to establish a systematic information that would help management in targeting their limited resources to address challenges faced in achieving their customer satisfaction. On a comparison on the two mobile service providers, more customers were subscribing to Safaricom network more than Kencell but more Safaricom's customers were complaining about line congestion, high call drops, (East African June 2-8, 2003). With the government licencing the third mobile service provider, (East African May 12-18, 2003) there was need to retain the customers in order to safeguard switching to the new provider. But this required the understanding of the factors influencing customer satisfaction with the existing services of the two mobile phone providers This study therefore responded to the following question.

- What are the factors that influence the level of customer satisfaction with the mobile phone services?

#### **1.4 Objective of the study**

The objectives of this study were:

- i. To determine the variables that influences the level of customer satisfaction in the mobile phone industry.
- ii. To classify the variables into factors that influences the level of customer satisfaction

#### **1.5 Importance of the study**

The following will find the study useful.

- i. Mobile service providers. The study will be useful to the management of mobile service providers to pinpoint processes and sub processes within the company where resources should be targeted, to help in focus process improvement efforts.
- ii. Potential mobile service provider players. For future players the study would be helpful in positioning their services and segmentation in terms of customer satisfaction.
- iii. To the researchers and scholars who would be interested to further study customer satisfaction in the mobile phones services industry and future references.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

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#### 2.1 Introduction

This Chapter focuses on the review of literature related to this study. Specific concern is on the concept of service delivery and its relation to customer satisfaction

#### 2.2 Definition of Service

American Marketing Association, (AMA 1960) defines Services as “activities, benefits, and satisfaction, which are offered for sale or are provided in connection with the sale of goods”. Kotler (1999) on the other hand defines Services as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything, it’s production may or may not be tied to a physical product. Stanton (1987) defines Services are those separately, identifiable, essentially, intangible activities that provide want satisfaction, and that are not necessarily tied to the sale of a product or another service. From Kotler’s and Stanton’s definition to produce a service may or may not require the use of tangible goods and they intangible. However, when such use is required, there is no transfer of the title ( i.e permanent ownership) to these tangible goods.

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## 2.3 Characteristics of Services

Although service industries are themselves quite heterogeneous, i.e ranging from beauty saloons to electric utilities, there are some characteristics of services about which it is useful to generalize according to Lovelock (1984)

**Intangibility:** A good is an object, a device, or a thing while a service is a deed, a performance, or an effort. When a good is purchased something tangible is acquired, something that can be seen or touched, perhaps smelled or worn. While when a service is purchased there is generally nothing tangible to show for it, services are consumed but not possessed, although the performance of most services is supported by tangibles. Most markets offerings are a combination of tangible and intangible elements, (George and Barksdate 1974). The concept of intangibility has two meanings, both of which present challenges for marketing, that which cannot be touched, impalpable and that which cannot be easily defined, formulated, or grasped mentally, (MSIS 1965).

**Simultaneity:** Services generally are produced and consumed simultaneously, i.e. in the same time frame. Example the telephone company produces telephone services while the telephone user consumes it. Generally goods are produced, then sold and consumed while services on the other hand are usually sold first, then produced and consumed simultaneously. Simultaneous production and consumption means that the service provider is often physically present when consumption takes place. What is important to recognize about the presence of the service provider is that the 'how' of service distribution becomes important. In marketing discipline great stress is placed on

distributing goods where and when customers – prospects desire than distributed. That is to the 'right place' and at 'right time' with services, it is often to distribute them in the 'right way' as well, (Lovelock 1984).

**Heterogeneous:** Service industries tend to differ on the extent to which they are 'people based' or 'equipment based'. That is, there is a larger human component involved in performing some services (example plumbing) than others (example telephone communication). One implication of this distinction is that the outcomes of people based services operations, tend to be less standardized and uniform than the outcomes of equipment based service or goods producing operations, (Lovelock 1984).

**Perishability:** According to Lovelock (1984), this refers to the fact that services cannot be stored, resold or returned. Services are highly perishable or transient – consumed there and then, leave nothing with the consumer to expect memories. This is in contrast to goods that can be stored in inventory or resold another day or even returned if the consumer is unhappy.

## **2.4 Marketing Implications of the characteristics of services**

The special characteristics of services present a number of implications concerning their marketing. Although many marketing concepts and tools are applicable to goods and services, the relative importance of these concepts and tools, and how they are used, are often different. The following are a number of strategic marketing opportunities of particular importance to service industries.



## **Internal Marketing**

Chase (1978) defines internal marketing as 'high - contact' service business. the quality of the service is inseparable from the quality of the service provider. High-contact businesses are ones in which there is considerable contact between the service provider and the customer. Example in health care, human performance materially shapes the service outcome and hence becomes part of the product, labor intensive situations requires special attention to employee quality and performance. This follows that in high-contact service industries, marketers need to be concerned with internal not just external marketing. Applying the philosophy and practices of marketing to the people that serve the external customer so that; the best possible people can be employed and retained and they will do their best possible work.

More specifically, internal marketing is viewing employees as internal customers, viewing jobs as internal products to better meet the needs of these customers, (Thomson, Berry and Davidson 1978). The implication of the phrase internal marketing is to be understood as by satisfying the needs of its internal customers, an organizations upgrades its capability for satisfying the needs of its external customers. Pope (1979) pointed out that the successful service company must first sell the job to employees before it can sell it's services to customers.

## **Customizing Services**

The simultaneous production and consumption characteristic of services frequently provides opportunities to 'customize' service. Since a fundamental marketing objective is to effect a good fit between what the customer – prospects wants to buy and what the organization has to sell, the potential for tailoring services to meet the precise desires of individual customers should not be taken lightly, (Thomson, Berry and Davidson 1978).

## **Managing Evidence**

Since goods are tangible and can be seen and touched, they are generally easier to evaluate than services. The intangibility of services prompts customer – prospects to be attentive to tangibles associated with the service for clues of the service's nature and quality. A prime marketing implication is for the marketer to manage these tangibles so that the proper signals are conveyed about the service. There are several ways service marketers can manage evidence:

### **Physical Service Environment**

The physical environment in which services are purchased generally provides an important opportunity to tell the right story about a given service. Fortunately, services markets are in a position to shape the environment to their specification, because they distribute the service they provide

### **Appearance of Service Provider**

The service provider should appear presentable and well drilled to standardize the process. Part of this drill could be the service provider to wear uniform to remind them how to behave.

### **Service Pricing**

The relative absence of material data with which to appraise services makes price a potentially important index of quality, (Eiglier and Langeard 1977). Therefore there is a tendency for customers / prospects to use the price of a service as an indicator of its quality. It follows that selling at the right price is especially critically in circumstances where there is reason to expect differences in service quality from one supplier to another, and where the personal risk of buying a lower quality service is high. Hence, price can be, a confidence builder, price is a clue.

### **Making the Service Tangible**

Marketing advantage is usually to be gained if the service can be made more touchable and more easily grasped mentally. This involves attempting to make the service more tangible. (Donnelly 1980). Sometimes it is possible to make a palpable by creating a tangible representation of it. Example is the development of the bank credit card. By representing the service with a specially encoded plastic card that, when used, triggers the service, Visa and others have been able to overcome many handicaps normally associated with marketing of intangibles.

### **Synchronizing Supply and Demand**

Since services are performances, they can not be inventoried. This is a significant fact of life in a service business because simply taking goods off a shelf cannot accommodate demand peaks. One of the crucial challenges in many service industries is to find ways to better synchronize supply and demand as an alternative to recurring conditions of severe over demand and under demand. The service marketer may attempt to reshape demand and supply of services by reshaping the supply or by reshaping the demand as noted by Zeithaml and Bitner (1996)

### **Re-shaping Supply**

This option is for the service marketer to attempt to alter supply capabilities to better match demand patterns, the possibilities are many and include. The first using part time employees and performing only essential tasks during peak demand periods. Secondly training employees to perform multiple jobs so that they can switch from one job to another as demand dictates. Next is using para-professional so those professionals can concentrate on duties requiring their expertise. E.g. para bankers who do leg work, solve routine problems and handle clerical issues. Also substituting equipment for human labor to make service system more productive e.g. computerized balance request in mobile phones.

### **Re-shape Demand**

All elements of the marketing mix are potentially available to help bring demand more in line with supply constraints. Example pricing incentives to encourage consumption

during low peak periods and differentiating pricing to encourage demand during non peak periods.

## **2.5 What is Satisfaction?**

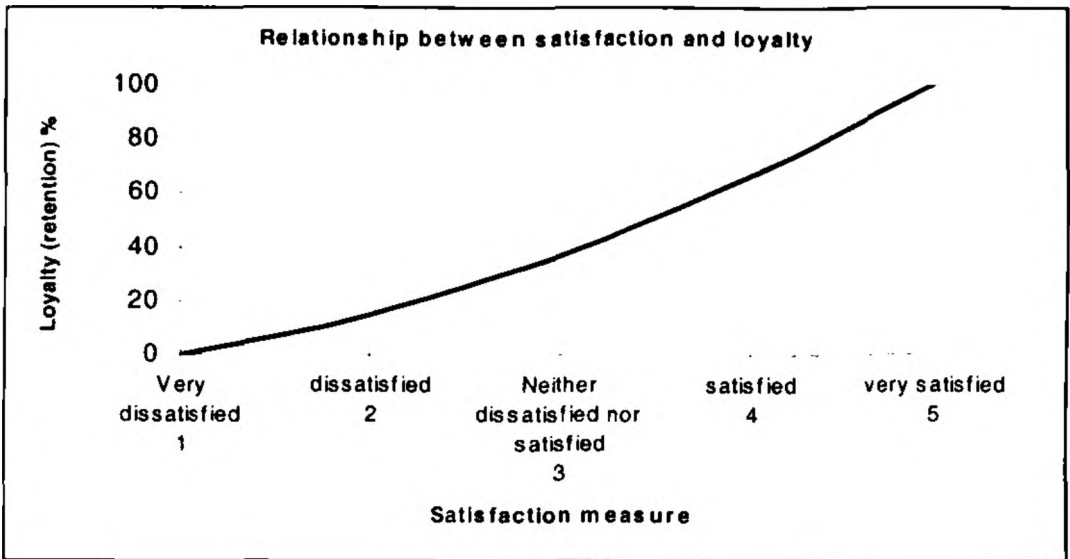
Oliver (1989) says that the word 'Satisfaction' comes from the Latin words Satis (enough) and facere (to do or make). These words suggest the true meaning of satisfaction, which is fulfillment. An extension from the above definition, Zeithaml and Bitner (1996) defines satisfaction as the customer fulfillment response. It is a judgement that a product or service feature or the product or service itself, provides a pleasurable level of consumption related fulfillment.

From the above definitions it is evident that satisfaction means, the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations. Failure to meet needs and expectations is assumed to result in dissatisfaction with the product or service.

## **2.6 Importance of Customer Satisfaction**

Individual firms have discovered that increasing levels of customer satisfaction can be linked to customer loyalty and profits, (Heskett, Sasser and Schlesinger 1997). There is an important relationship between customer satisfaction and customer loyalty. This relationship is strong when customers are satisfied.

**Fig. 1 Relationship between Satisfaction and Loyalty**



Source: James L. Heskett, W. Earl Sasser and Leonard A. Schlesinger, "The Service Profit Chain; how leading companies link profit to loyalty, satisfaction and value", New York, The free press, 1997, page 83

### **2.6.1 Importance of Customer Satisfaction to the Organization**

Reichheld (1996) summarizes into four the benefits to an organization of maintaining and developing a satisfied loyal customer base to the organization, and mostly this are linked to the firms bottom line, i.e. increasing purchases, lower cost, free advertising through word of mouth and employee retention.

#### **Increasing Purchases**

Results of studies reported by Reichheld and Sasser (1990) show that across industries customers tend to spend more each year with a particular relationship partner than they did in any preceding year. As consumers get to know a firm and are satisfied with the quality of its services relative to that of its competitors, they will tend to give more of their business to the firm. And as a customer mature in terms of age, life cycle, growth of business, they frequently require more of a particular service.

### **Lower Costs**

There are many startup costs associated with attracting new customers. They include advertising and the promotion cost, operating costs of setting up accounts and systems and time costs of getting to know the customers. Sometimes these initial costs can outweigh the revenue expected from the new customer in the short term. Thus, from a profit point of view they would be seen to be great incentive to keep new customers once the initial investment has been made. Even ongoing relationship maintenance costs are likely to drop over time. Examples early in relationship maintenance, customers are likely to have questions and to encounter problems as he or she learns to use the service. Once learning has taken place the customer will have fewer problems and questions. Assuming that the quality of service is maintained at high level then the service provider will incur fewer costs in serving the customer

### **Free Advertising through Word of Mouth**

When a product is complex and difficult to evaluate and there is risk involved in decision to buy it as is the case with many services, consumers most often look to others for advice on which providers to consider. Satisfied, loyal customers are likely to provide a firm with strong word of mouth endorsements. Customers that show up based on referral tend to be better quality customers in terms of profitability, likelihood of being loyal than are customers who are attracted by price promotions or new advertisement campaign.

## **Employee Retention**

An indirect benefit of customer retention is employee retention. It is easier for a firm to retain employees when it has a stable base of satisfied customers. People like to work for companies whose customers are happy and loyal as their jobs are more satisfying and they are able to spend more of their time fostering relationships than scrambling for few customers. In turn, customers are more satisfied and become even better customers, a positive upward spiral. Since employees stay with the firm longer, service quality improves and costs of turnover are reduced, adding further profits.

### **2.6.2 Importance of Customer Satisfaction to the Customer**

Assuming customers have a choice, they will remain loyal to a firm when they receive greater value relative to what they expect from competing firms. Perceived value is the customers overall assessment of the utility of a product based on perceptions of what is received and what is given. Research according to Gwinner, Glemler and Bitter (1998) has uncovered specific types of relationship benefits that customers experience in long term service relationships.

#### **Confidence Benefits**

These benefits comprise feelings of trust or confidence in the provider, along with a sense of reduced anxiety and comfort in knowing what to expect. If the service provider knows us, knows our preferences, and has tailored services to suit our needs over time, then changing providers would mean education by the new provider on all these factors again.



### **Social Benefits**

Over time, customers develop a sense of familiarity and even a social relationship with their service providers. These ties make it less likely that they will switch even if they learn about a competitor that might have better quality or a lower price. In some long-term consumer / firm relationships a service provider may actually become part of the consumers social support system. The social support benefits resulting from these relationships are important to the consumer quality of life i.e. personal and or work life and above beyond the technical benefits of the service provider. Examples of social benefits include hairdressers often serve as personal confidants, private school principal who knows an entire family and its special needs.

### **Special Treatment Needs**

Special treatment includes such things as getting the benefit of doubt, being given a special deal or price or getting preferential treatment.

### **2.6.3 Averse Effects of a Dissatisfied Customer to a Company**

Future business depends on reputation, which is by both satisfied and dissatisfied customers talking to friends and colleagues, and we know that we tell our bad experiences to more than twice the number of people we tell our good experiences to. Not only dissatisfied customers will not come for a repeat purchase where there is no alternative choice but dissatisfied customers can therefore do immeasurable damages to a business including a legal suit which may be costly to the business.

## **2.7 Determinants of Customer Satisfaction level**

Customer satisfaction levels will not only be influenced by specific product or service features and by perceptions of quality, but satisfaction will also be influenced by customer's emotional responses, their attributions and their perceptions of equity, (Taylor 1978).

### **Product and Service Features**

Customer satisfaction with a product or service is influenced significantly by the customer's evaluation of product or service feature. Research has shown that customers of services will make trade off among different service features, (Ostrom and Lacobucci 1995). Example Price level versus quality versus friendliness of personnel versus level of customization, depending on the type of service being evaluated and criticality of the service. Service such as resort hotel, important features might include the pool area, access to golf facilities, restaurants room comfort and privacy, helpfulness and courtesy of staff, room price.

### **Consumer Emotions**

According to Price, Arnould and Deibler (1995), customer's emotions can also affect their perceptions of satisfaction with products and services. These emotions can be stable, pre existing emotions, examples of this include mood state or life satisfaction. Specific emotions may also be induced by the consumption experience itself, influencing a consumer's satisfaction with the service. Positive emotions such as happiness, pleasure and a sense of warm heartedness enhances customers satisfaction while negative

emotions such as sadness, sorrow, regret and anger could lead to diminishing customer satisfaction.

### **Attribution for Service Success or Failure**

Folkes (1988) defines attributions as the perceived causes of events that influences perception of satisfaction as well. When a consumer have been surprised by an outcome i.e. the service is either much better or much worse than expected, consumers tend to look for the reasons and their assessment of the reasons that have influenced their satisfaction. Example, if a customer of a weight-loss organization fails to lose weight as hoped for, she will likely search for the causes. Was it something she did, was the diet plan ineffective, or did circumstances simply not allow her to follow the diet regimen, before determining her level of satisfaction or dissatisfaction with the weight loss company, (Hubbert 1995). For many services, customers at least take partial responsibility for how things turn out, but even when they don't take responsibility for the outcome, customer satisfaction may be influenced by other kinds of attributions. Research done accordingly to Bitner (1990) in a travel agency context, it was found that customers were less dissatisfied with pricing error made by the agent if they felt the reason was outside the agents control or if they felt it was a rare mistake unlikely to occur again.

### **Perception of Equity or Fairness**

Customer satisfaction level is also determined by perceptions of equity and fairness. Notion of fairness is central to customer's perceptions of satisfaction with products and services. They could ask themselves the following questions, have I been treated fairly

compared with other customers? did other customers get better treatment, better prices, or better quality service?, (Bitner 1990)

### **Perceived Service Quality**

Majority of research suggests that service quality is a vital antecedent to customer satisfaction, (Parasuraman, Zeithaml and Berry, 1985; Cronin and Taylor, 1982) there is now strong evidence to suggest that satisfaction may be a vital antecedent of service quality, (Oliver, 1980; Bitner, 1990). Regardless of which view is considered, the relationship between satisfaction and service quality is strong when examined from either direction. Satisfaction affects assessments of service quality and assessment of service quality affects satisfaction. In turn both are vital in determining the level of consumer satisfaction hence helping consumers develop their future purchase intentions.

Many applied researchers treat service quality and customer satisfaction as though they are interchangeable concepts, (Zeithmaln 1983). But in particular, perceived quality is a rational perception, whereas satisfaction is an emotional or feeling reaction, (Taylor 1978). According to Oliver (1989) Satisfaction states may include contentment (the phone works), surprise (I won a lottery), pleasure (the wine is good), or relief (the dentist has finished grilling).

## **2.8 Service Quality**

Effort in defining and measuring quality have come largely from the goods sector, according to the prevailing Japanese philosophy, quality is Zero defects – doing it right the first time. Crosby (1979) defines quality as “Conformance to requirements”. Garvin (1983) measures quality by counting the incidence of ‘internal’ failures (those observed

before a product leaves the factory) and 'external' failures (those incurred in the field after a unit has been installed).

Examination of service quality suggests three underlying themes:

The first theme Service quality is more difficult for the consumer to evaluate than goods quality. When purchasing goods the consumer employs many tangible cues to judge quality i.e. style, hardness, color, label, feel, package, fit. When purchasing services, less tangible evidence is limited to the service provider's physical facilities, equipment and personnel. When a service provider knows how the consumer will evaluate the service we will be able to suggest how to influence their evaluation in a desired direction, (Gronroos 1982)

Secondly, Service quality perceptions result from a comparison of consumer expectations with actual service performance. There is a general agreement among researchers and managers of service industry that service quality involves a comparison of expectations with performance. Service quality is a measure of how well the service level delivered matches customer expectations on a consistent basis, (Lewis and Booms 1983)

Lastly, service quality evaluations are not made solely on the outcome of a service, they also involve evaluations of the process of service delivery. Sasser, Olsen and Wyckoff (1978) discussed three different dimensions of service performance levels of materials, facilities and personnel. Implied in this tricotomy is the notion that service

quality involves more than outcome; it also includes the manner in which the service is delivered. This notion surfaces in other research on service quality as well.

Gronroos (1982) for example postulated that two types of service quality exist, technical quality, which involves what the customer is actually receiving from the service and functional quality, which involves the manner in which the service is delivered. Lehtinen and Lehtinen's (1982) basis premise is that service quality is produced in the interaction between a customer and elements in the service organization. They use three quality dimensions; physical quality includes the physical aspects of the service (e.g. equipment or building), corporate quality, which involves the company's image or profile and interactive quality, which derives from the interaction between contact personnel and customers as well as between some customers and other customers. They further differentiate between the quality associated with the process of service delivery and the quality associated with the outcome of the service.

### **2.8.1 Service Quality Dimensions**

Eight dimensions of quality are applied to all goods and services, i.e. performance, feature, reliability, conformance, durability, serviceability, and aesthetics and perceived quality, (Garvin 1987). Researchers Parasuraman, Zeithaml and Berry (1988) have found that consumers consider five dimensions in their assessments of service quality i.e. reliability, responsiveness, assurance, empathy and tangibles.

**Reliability:** This is the ability to perform the promised service dependably and accurately. In its broadest sense, reliability means that the company delivers on its

promise promises about service delivery, service provision, problem resolution and pricing. Customers want to do business with companies that keep their promises, particularly their promise about the core service attributes. All firms need to be aware of customer's expectations of reliability. Firms that do not provide the core service that customers think they are buying fail their customers in the most direct way.

**Responsiveness:** Responsiveness is the willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints and problems. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions or attention to problems. This also captures the notion of flexibility and ability to customize the service to customers needs.

**Assurance:** Assurance is defined as employee's knowledge and courtesy and the ability of the firm and it's employees to inspire trust and confidence. This dimension is likely to be particularly important for services that customers perceives as involving high risk and or about which they feel uncertain about their ability to evaluate outcomes, for example banking, insurance, medical and legal services.

**Empathy:** Empathy is defined as the caring, individualized attention the firm provides its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special.

**Tangibles:** This represents the service physically, tangibles are defined as the appearance of physical facilities, equipment, personnel and communication materials. All these

provide physical representation or images of the service that customers particularly new customers, will use to evaluate quality. While service companies try to enhance their image, provide continuity and signal quality to customers they often use tangibles. most companies combine tangibles with another dimensions to create a service quality strategy for the firm.

## **2.8.2 Determinants of Service Quality**

According to Payne, Christopher and Peck (1995) regardless of the type of service, consumers have similar criteria in evaluation service quality. These criteria seem to fall into 10 key categories, which are labeled as service quality determinants as described below.

**Reliability.** This involves consistency of performance and dependability. It means that the firm honors its promises specifically, it involves accuracy in billing, keeping records correctly and performing the service at the designated time.

**Responsiveness.** This concerns the willingness or readiness of employees to provide service. It involves timeliness of service i.e. mailing a transaction slip immediately, calling the customer back quickly, giving prompt service e.g. setting up appointments quickly.

**Competence.** means possession of the required skills and knowledge to perform the service. It involves, knowledge and skill of the contact personnel, knowledge and skill of



operational support personnel, research capability of the organization e.g. securities brokerage firm.

**Access**, involves approachability and ease of contact. It means the service is easily accessible by telephone (Lines are not busy and they don't put you on hold), waiting time to receive service is not extensive, convenient hours of operation, convenient location of service facility.

**Courtesy**, this involves politeness, respect, consideration and friendliness of contact personnel. It includes consideration for consumer property, clean and neat appearance of public contact personnel.

**Communication**, this means keeping customer informed in a language they can understand and listening to them. It may mean that the company has to adjust its language for different customers increasing the level of sophistication with well-educated customers and speaking simply and plainly with a novice. It involves explaining the service itself, explaining how much the service will cost, explaining the trade off between service and cost, assuring the customer that a problem will be handled.

**Credibility**, This involves trustworthiness, believability, honesty, will also involve having the customer's best interest at heart. Contributing to credibility are, company name, company's reputation, personnel characteristics of contact personnel, the degree of hard sell involved in interaction with the customer.

**Security.** this is the freedom from danger, risk or doubt. It involves physical safety (will I get mugged at the ATM), financial security (does the company know where my stock certificate is?), confidentiality (are my dealings with the company private)

**Understanding / knowing the customer.** This is making the effort to understand the customer's needs. It involves learning the customer's specific requirements, providing individualized attention, recognizing the regular customer.

**Tangibles.** tangibles includes physical evidence of the service, this includes the physical facilities, appearance of personnel, tools or equipment used to provide the service, physical representation of the service, such as plastic credit card or a bank statement, other customers in the service facility.

## **2.9 Strategies for Influencing Customer Perception on Satisfaction**

The following according to Zeithaml and Bitner (1996) are the building blocks of customer perceptions of quality and satisfaction. They can also be described as management strategies to be used to influence perceptions of service delivery to enhance customer satisfaction.

**Measure and manage customer satisfaction and service quality:** A key strategy for customer focused firms is to measure and monitor customer satisfaction and service quality. Such measurements are needed to track trends to diagnose problems and to link to other customer focussed strategies. The customer satisfaction measurement could be

linked to strategies related to employee training, reward system, internal process metrics, and organizational structure and leadership goals.

**Aim for customer quality and satisfaction in every service encounter:** Since every service encounter is potentially critical to customer retention, many firms aim for “zero defects” or 100% satisfaction. To achieve this requires first clear documentation of all the points of contact between the organization and its customers. Secondly development of understanding of customer expectations for each of these encounters, so that strategies can be built around meeting those expectations. The following are four themes underlying satisfaction / dissatisfaction in service encounter that suggests specific types of action organizations would aim for zero defects.

**Plan for effective recovery** – When service customers have been disappointed on the first try, “doing it very right the second time” is essential to maintaining customer loyalty. Thus organizations need recovery systems that allow employees to turn around the failures and leave the customer satisfied.

**Facilitate adaptability and flexibility** – Customers perceptions or organizations adaptability and flexibility also create feelings of satisfaction or dissatisfaction in service encounters. Such knowledge and willingness to explain can leave a lasting positive impression on customers even when their specific requests could not be met.

**Encourage Spontaneity** – There are things that organizations can do to encourage positive spontaneous behavior and discourage negative behaviors. Through recruitment and selection procedures to hire employees with strong customer service orientation.

**Help employee cope with problematic customers** – Employees need appropriate coping and problem solving skills to handle difficult customers as well as their own feelings in such situations.

**Manage the evidence of service to reinforce perception:** The evidence of services i.e. people, process, physical evidences provides a framework for planning marketing strategies that address the expanded marketing mix elements for services. These elements or subset of them essentially tangibilize the service for the customer and thus represents important means for creating positive perceptions. Because of their importance, the new elements need to be treated as strategic marketing variables along the traditional mix elements price, product, place and promotion.

## **Summary**

Through increasing the level of customer satisfaction can be linked to customer loyalty, the relationship between customer satisfaction and customer loyalty is stronger where customers are satisfied. The importance to the organization of customer loyalty is increased purchases by customers, lower operating costs, and free advertising through word of mouth and employees retention. Customer satisfaction will be influenced by positive product or services features, consumer emotions, attribution for service success or failure, perception of equity or fairness and perceived service quality. The above

factors of customer satisfaction can be influenced through customer perception of quality and satisfaction by the company. These can be realized by influencing perception of service delivery to enhance customer satisfaction through the following, measuring and managing customer's satisfaction and service quality, aiming for customer quality and satisfaction in every service encounter and managing the evidence of services to reinforce perception.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

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This Chapter sets out the nature of the research design for the study that was used, the Population of interest, the Sample frame of the study, the Sample size and the data collection method applied. Also the Chapter covers the data analysis and techniques used to summarise the data.

#### 3.2 Research design

Cross – sectional design was used in this study, since it was a sound basis for making predictions pertaining to specific marketing problems. In Kenya the following marketing studies have used this design in similar studies, Muriithi (1996), Masinde (1985), Mwenda (1985), Mukiri (2001)

#### 3.3 Population

The population of interest for this study comprised all mobile subscribers of both the two Kencell and Safaricom service providers in Nairobi. The choice of Nairobi as an area of study was because consumers in Nairobi have been exposed to mobile communication services for a longer span of time compared to any part of the country. Also the level of awareness was high and the barrier to switching from one service provider to the other was relatively low.

### **3.4 Sample Frame**

According to communication commission of Kenya, in 2002 there were 630 thousand subscribers to Safaricom mobile network and 438 thousand subscribers to Kencell network country wide. In 2003, according to Daily Nation of 7th August the subscription level had risen to two million subscribers with Safaricom having a subscription base of 1,060 thousand and Kencell 940 thousand customer base.

### **3.5 Sample size**

A sample size of 100 subscribers was chosen for the study, 60-sample size for Safaricom and 40-sample size for Kencell. Mukiri (2001) successfully used a sample size of 100 respondents in her study of the perceived quality of mobile services in Nairobi. The respondents were selected from authorized mobile service dealers for both Safaricom and Kencell within Nairobi; the city was stratified into five regions, i.e Eastlands, Southlands, Westlands, City centre and along Thika road. Two dealers were selected per regions using simple random sampling technique. The list of the authorized dealers (appendix 3) had been obtained from the Nation Business directory 2003.

### **3.6 Data Collection Method**

Primary data was collected through a questionnaire and was personally administered by the researcher. The questionnaire contained both closed and open-ended questions. It was pre tested before fieldwork commenced to test clarity. The questionnaire was divided into two sections in line with the research objectives

Section 1 consisted of questions aimed at obtaining demographic data

Section 2 consisted of Likert scale questions for obtaining data on the extent to which customers are satisfied and with certain factors related to the services offered by the two companies. These factors were then classified in response to objective 2 of the study.

### **3.7 Data Analysis**

Descriptive statistics were used to summarize the data, this included organization of the data into contingency tables. This will helped in establishing the mean and mode of the data. To measure the factors that influence the level of customer satisfaction used percentages and frequencies for objective 1.

Factor analysis was used for objective 2, this was through establishing whether there is some underlying pattern of relationship that existed between the variables. Factor loadings, the factor scores and the variance - explained percentages was used to perform the analysis.



## **CHAPTER FOUR**

### **ANALYSIS AND INTERPRETATION OF DATA**

#### **4.1 Introduction**

This chapter sets out to represent in summary and statistically analyse the primary data that was gathered from the respondents of the study. Out of the 100 questionnaires given out, 88 questionnaires were back, representing a 88% return rate. This was deemed satisfactory for the analysis to draw valid conclusions.

#### **4.2 Profile of the respondents**

In this section the profile of respondents i.e marital status, educational level, gender, age, distribution of subscribers by providers, duration spent with the service providers, monthly expenditure on air time by subscriber, frequency of switching, direction of switching, reasons for switching and frequency of complaints were analyzed and findings presented.

##### **4.2.1 Marital Status**

Respondents were required to indicate their marital status as this was likely to have some impact on the findings. The results were presented on the table below

**Table 2 Distribution of respondents by Marital status**

Marital Status	Frequency	Percentage
Married	36	47.4
Single	40	52.6
Total	76	100

From the above, it is evident that a majority of respondents were single (52.6%) while only 47.4% were married.

#### **4.2.2 Education Level**

The aim of this was to determine the level of education of the respondents. The findings are found on the table below

**Table 3 Distribution of respondents by education level**

Education Level	Frequency	Percentage	Cumulative Percentage
Primary		0	0
Secondary	21	29.6	29.6
College	18	25.4	55
University	32	45	100
Total	71	100	

A total of 71 subscribers indicated their level of education of which majority had obtained the university education level i.e 45% of the respondents. None had only

achieved primary education level, while 29.4% had acquired secondary education only, while 25.4% had acquired college education level.

### 4.2.3 Gender

This question was intended to capture the number of males and females from the respondents. The table below represents the results.

**Table 4 Distribution of respondents by Gender**

Gender	Frequency	Percentage
Male	54	80.6
Female	13	19.4
Total	67	100

Out of 67 respondents who indicated their gender, 80.6% were male and 19.4% were female

### 4.2.4 Age Category

Respondents were asked to indicate which age category they belong to, the table below represents the results

**Table 5 Distribution of respondents by Age Category**

Age Category	Frequency	Percentage
< 20	7	9.2
21 – 25	14	18.4
26 – 30	22	28.9
31 – 35	21	27.7
36 – 40	5	6.7
41 – 45	3	3.9
46 – 50	3	3.9
> 51	1	1.3
Total	76	100

It can be deduced that 9.2% of the subscribers interviewed were 20 years and below, 18.4% were between 21 - 25 years and the majority fell between 26 – 30 years, which was 28.9%. Those between 31 – 35 years were 27.7%, 36 – 40 years were 6.7%, 41 – 45 years were 3.9%, also same percentage for 46 – 50 years and only 1.3% were 51 years and above. From this analysis it can be deduced that most subscribers subscribers were within the age bracket between 26 – 30 years of age. This may imply they need to communicate more with friends and relatives.

#### **4.2.5 Distribution of Subscribers by the service providers**

The respondents were requested to indicate the service provider they subscribe to between Safaricom, Kencell or both in some instances. Find the results in the table below

**Table 6: Distribution of subscribers by the service providers**

Service Provider	Frequency	Percentage
Safaricom	57	76
Kencell	11	14.7
Both	7	9.3
Total	75	100

From the above distribution 76% majority interviewed were Safaricom subscribers, 14.7% were subscribed to Kencell while 9.3% were subscribed to both networks. The major reason for both subscribers was to enable them to enjoy the low cost of calling within the same network.

#### **4.2.6 Duration Spent with the Service Provider**

The aim of this question was to determine the duration of time the respondent have spent with the service provider.

**Table 7: Duration Spent with the Service Provider**

Duration (years)	Safaricom	Kencell	Total
< 1	15	5	20
1 - 2	16	8	24
2.1 - 3	24	5	29
3.1 - 4	10		10
> 4.1			

From the statistics by communication commission of Kenya the sector was liberalized in year 2000 and is when Kencell joined the market. The majority of subscribers to Kencell joined 1 – 2 years ago. Since Safaricom have existed before year 2000, the duration was

much longer with 10 respondents having stayed with the service provider for between 3.1 – 4 years. Majority of Safaricom mobile phone subscribers has stayed with the service for between 2.1 – 3 years.

#### 4.2.7 Monthly Expenditure on air time by subscribers

The monthly expenditure by the respondents was captured from this questions, the respondents were requested to indicate their monthly expenditure on mobile talk time / ait time. The table below represents the results.

**Table 8: Monthly Expenditure on air time by Subscribers**

Expenditure (Kshs)	Frequency	Percentage	Cumulative Percentage
Below 300	3	3.9	3.9
301 – 600	24	31.2	35.1
601 – 900	18	23.4	58.5
901 – 1200	10	13	71.5
1201 – 1500	5	6.5	78
Above 1501	17	22	100
Total	77	100	

It can be deduced majority of the respondents spends between 301 – 600 on monthly expenditure on airtime. 23.4% of the respondents spends between 601 – 900 on monthly expenditure, only 3.9% of the respondents spends below 300 monthly. This could be due to the credit period limit imposed by the two mobile phone service providers before the credit expires. A monthly expenditure of between 901 – 1200 on airtime is spent by 13%

of the respondents while the highest monthly expenditure of above 1501 monthly talk time worth were 22% of those interviewed.

#### 4.2.7 Frequency of Switching

Due to the nature of the duopoly market discussed in Chapter one, the respondents were required to indicate whether they have ever switched mobile service provider or if they intend to switch, below is the results in Table 9

**Table 9: Frequency of Switching**

Response	Have you Switched		Do you intend to Switch	
	Frequency	Percentage	Frequency	Percentage
Yes	15	19.5	15	25
No	62	80.5	45	75
Total	77	100	60	100

Out of 77 respondents, 19.5% have switched from one service provider to the other while 80.5% have not switched.

#### 4.2.8 Direction of Switching

If the respondents were switching from one mobile subscriber to the other it was of importance to determine the direction of switching. The table below represents the results by the respondents.

**Table 10: Direction of Switching**

Direction	Switched from:		Intend to Switch from	
	Frequency	Percentage	Frequency	Percentage
Kencell to Safaricom	11	73.3	5	33.3
Safaricom to Kencell	4	26.7	10	66.7
	15	100	15	100

Out of the 80.5% from table 9 who have not switched 25% have the intention to switch from their current service provider. Only 60.4% of the respondents have not switched or do not intend to switch from their service provider.

#### **4.2.9 Reason for the Switch or intention to Switch**

Due to the fact that the subscribers switch from one subscriber to the other and also some respondents were intending to switch, the respondents were required to indicate reasons for the behaviour. The results are presented on the table below.



**Table 11: Reasons for the switch or intention to switch.**

Reason for the switch or intention	Frequency
Thurd mobile operator	2
High tariffs	9
Better billing system	2
Scratch denomination	1
Friends / Relatives connection	1
Network congestion	1
Network clarity	1
Network coverage	8
Reload method	1
Complaint resolution	1
Credit worthy duration	1
Enjoy low tariff for same network	8

The major reasons for the switching were, network coverage especially in the rural areas while they have gone for a visit, or high tariffs been charged by their service provider. Another frequently provided reason to switch or intention to switch is enjoy the low tariffs for the service within the same network. This was for those who subscribes to both service providers or to those who intend to switch but to have both services as opposed to only one. Other reasons were to switch to the anticipated third mobile operator to be licensed, also better billing system especially to Safaricom who only have per second system.

#### **4.2.10 Frequency of Complaints**

In order to determine if the mobile subscriber do complain about any service to their mobile phone subscriber, this question was intended to capture if the respondents have ever complained and the nature of complaints.

**Table 12: Frequency of Complaints**

	Frequency	Percentage
Yes	31	41.3
No	44	58.7
Total	75	100

Out of 75 respondents, 41.3% have ever complained to their service provider, while 58.7% have never complained. The complaints included, charged without making a phone call, substandard hand set during a reduced price offer promotion, slow complaint resolution. Others were network congestion hence affected receipt or sending a short text message, delayed phone call or receipt of credit after loading.

#### **4.3 Extent of Respondents Satisfaction on Various Attributes of Services Offered**

Respondents were asked to indicate the extent to which they are satisfied with the services offered by their mobile phone service provider on various attributes. The mean score and standard deviation was used to analyse the results which are summarized on the following table. Where a mean score of 5 represents very satisfied while between 4 to 4.99 represents some what satisfied, between 3 to 3.99 neither satisfied or dissatisfied, between 2 to 2.99 somewhat dissatisfied and below 2 represents very disatisfied.

**Table 13: Extent of Respondents Satisfaction on Various Attributes of Services Offered**

Variables	Mean	Std. Deviation
availability of scratch cards / talk cards	4.32	.98
convenience of loading credit	4.27	1.05
feel well treated by staff on enquiry	4.16	.94
free voive mail retrieval	4.12	1.14
willingness and readiness	4.06	1.00
company colours	4.06	.99
short message security and privacy	4.05	1.04
corporate image	4.05	.89
Easy access to credit balance	4.03	1.22
simplicity of services instructions	4.01	.99
staff credibilty	3.99	.95
staff competence skills	3.98	1.10
staff understanding your enquiry	3.98	1.00
good product literature about service	3.92	.97
free numbers e.g customer care	3.92	1.34
knowledgeable customer service staff	3.88	.94
Privacy during conversation	3.85	1.16
assuarance about the service	3.84	1.03
honoring promises made	3.81	1.03
terms of payment i.e prepaid or postpaid	3.79	1.15
Consistent service performance	3.74	1.01
mode of billing i.e per second or per minute	3.74	1.30
mode of billing i.e per second or per minute	3.74	1.30
Product/service range choice	3.72	1.10
Product/service range choice	3.72	1.10
variety of services offered	3.71	1.04
variety of services offered	3.71	1.04
type of furniture e.g desk, seats	3.71	1.00
type of furniture e.g desk, seats	3.71	1.00
reputation of principal shareholders	3.70	.93
reputation of principal shareholders	3.70	.93
reputation of senior management	3.70	.96
reputation of senior management	3.70	.96
convenient opening hours of dealers	3.68	1.11
convenient opening hours of dealers	3.68	1.11
community services offered	3.65	1.10
community services offered	3.65	1.10
fairness in prmotion campaigns outcomes	3.64	1.09
fairness in prmotion campaigns outcomes	3.64	1.09
call drops or completion	3.64	1.27
call drops or completion	3.64	1.27

constant reminders about service / credit balance	3.61	1.25
sincere sales representatives presentation	3.60	1.04
call clarity	3.55	1.32
special offers e.g hand sets reduced prices	3.33	1.32
short message services charge	3.24	1.35
pricing	3.16	1.52
network coverage	3.03	1.28

The table shows that Availability of scratch cards/talk cards is the highest factor been satisfied most by the mobile phone subscribers in Nairobi with a mean 4.32. The least been Pricing, Network coverage, Short message services pricing and special offers in that order. It is worth noting 11 factors scored more than mean score of 4 which is some what satisfied. Also it is worth noting no variable scored less than 3, meaning that no variable fell dissatisfied rating.

#### **4.4 Classification of Factors Influencing the Level of Customer Satisfaction**

Factor Analysis was used to classify the attributes to come with the factors. Communalities between the factors under each the aspect of customer satisfaction were determined. This step was followed by determining the the correlation coefficients between any two variables of concern. Later, the variables were then factored out using the principal component analysis method. This sought to combine two or more correlated variables into one factor, all variability in the factors were used in the analysis. The Kaiser Normalization Criterion of selecting variables that have an Eigen value greater than 1 was also employed in the analysis.

**Table 14: The Variables Communalities.**

Variable	Initial	Extraction
Pricing	1.000	.852
Easy access to credit balance	1.000	.630
Product/service range choice	1.000	.873
Consistent service performance	1.000	.626
Honoring promises made	1.000	.879
Privacy during conversation	1.000	.795
Short message security and privacy	1.000	.753
Staff competence skills	1.000	.884
Staff credibility	1.000	.814
Staff understanding your enquiry	1.000	.728
Willingness and readiness	1.000	.854
Mode of billing i.e per second or per minute	1.000	.858
Fairness in promotion campaigns outcomes	1.000	.796
Availability of scratch cards / talk cards	1.000	.811
Feel well treated by staff on enquiry	1.000	.852
Good product literature about service	1.000	.719
Reputation of principal shareholders	1.000	.803
Reputation of senior management	1.000	.796
Terms of payment i.e prepaid or postpaid	1.000	.731
Sincere sales representatives presentation	1.000	.743
Availability of scratch cards	1.000	.845
Convenience of loading credit	1.000	.702
Network coverage	1.000	.686
Knowledgeable customer service staff	1.000	.640
Constant reminders about service / credit balance	1.000	.659
Free numbers e.g customer care	1.000	.801
Call drops or completion	1.000	.826
Call clarity	1.000	.827
Simplicity of services instructions	1.000	.774
Free voive mail retrieval	1.000	.755
Assuarance about the service	1.000	.817
Corporate image	1.000	.801
Community services offered	1.000	.728
Variety of services offered	1.000	.817
Type of furniture e.g desk, seats	1.000	.683
Convenient opening hours of dealers	1.000	.848
Short message services charge	1.000	.698
Company colours	1.000	.778
Special offers e.g hand sets reduced prices	1.000	.814

Communalities represent the proportion of variance of a particular item that is due to common factors or that is shared with other items. The table above serves to estimate the

communalities for each variable, that is, the proportion of variance that each item has in common with other items. For example, Staff competence skills has 88.4% communality or shared relationship with other factors; being the variable that has the greatest comunality with other. Special offers has 81.4% shared relationship with the other variables and so on and so forth.

The correlation matrix represented in Appendix 4 was useful in examining the interrelationship between the variables of concern. The attribute Staff credibility and Staff competence, Willingness and readiness to help you by staff and and the attribute Staff competence, were the the highest correlated with a correlation coefficient of 0.8. Also highly correlated but a correlation coefficient of 0.7 were reputation of senior management and reputation of principal shareholders, availability of scratch cards and availability of talk time and free voice mail retrieval and simplicity of instructions.

**Table 15: Total Variance Explained.**

Comp	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %
1	11.586	29.708	29.708	11.586	29.708	29.708
2	3.434	8.804	38.512	3.434	8.804	38.512
3	2.825	7.243	45.755	2.825	7.243	45.755
4	2.332	5.978	51.733	2.332	5.978	51.733
5	2.005	5.141	56.874	2.005	5.141	56.874
6	1.810	4.642	61.516	1.810	4.642	61.516
7	1.478	3.790	65.306	1.478	3.790	65.306
8	1.305	3.347	68.653	1.305	3.347	68.653
9	1.257	3.223	71.876	1.257	3.223	71.876
10	1.147	2.941	74.816	1.147	2.941	74.816
11	1.117	2.864	77.680	1.117	2.864	77.680
12	.932	2.390	80.070			
13	.881	2.259	82.329			
14	.795	2.037	84.367			
15	.723	1.854	86.221			
16	.622	1.596	87.817			
17	.588	1.508	89.325			
18	.515	1.320	90.644			
19	.440	1.128	91.773			
20	.431	1.106	92.879			
20	.431	1.106	92.879			
21	.378	.970	93.849			
21	.378	.970	93.849			
22	.356	.914	94.762			
22	.356	.914	94.762			
23	.279	.715	95.477			
23	.279	.715	95.477			
24	.251	.643	96.121			
24	.251	.643	96.121			
25	.242	.619	96.740			
25	.242	.619	96.740			
26	.229	.588	97.328			
26	.229	.588	97.328			
27	.166	.425	97.754			
27	.166	.425	97.754			
28	.141	.363	98.116			
28	.141	.363	98.116			
29	.135	.347	98.463			
29	.135	.347	98.463			

30	.122	.312	98.775			
31	.106	.272	99.047			
32	9.534E-02	.244	99.291			
33	7.804E-02	.200	99.492			
34	5.772E-02	.148	99.640			
35	4.959E-02	.127	99.767			
36	3.632E-02	9.313E-02	99.860			
37	2.775E-02	7.115E-02	99.931			
38	1.667E-02	4.275E-02	99.974			
39	1.026E-02	2.630E-02	100.000			

**Extraction Method: Principal Component Analysis.**

In using the Kaiser Normalization Criterion, the components were extracted that have an Eigen Value greater than 1. Using this analysis, 11 major components were extracted. As indicated in the table above, Variables 1 to 11 accounted for 77.68% of the total variance.

On rotating the components using the Varimax (Variance Maximization) method Appendix 5 rotated component Matrix was the result. From this matrix, the variables were discerned to fall under any factor among the eleven major extracted factors. This was done by looking at each of the 39 variables and then deciding to which factors each variable falls depending on the percentage of variability it explains in the total variability of each factor. The variable is said to belong to the factor to which it explains most of the variation than any other factor. For example. Looking at pricing, it is clear that this variable belongs to factor 8, since it explains 41% of the total variability in factor 8. Easy access to credit balance falls into factor 4 since it is in that factor where it explains most of the variability, that is it explains 38% of the variability in factor 4. The table below summarizes the 11 extracted factors and their constituent variables.



**Table 16: Extracted Componets and their constituent variables**

<b>Component</b>	<b>Constituent Variables</b>
Factor 1	<b>Knowledgeable</b> customer service staff
Factor 2	Good <b>product</b> literature about service
	Product/service <b>range</b> choice
Factor 3	<b>Simplicity</b> of services instructions
	Call <b>drops</b> or completion
	Call <b>clarity</b>
Factor 4	Free voice mail retrieval
	<b>Availability</b> of scratch cards / talk cards
	Constant reminders about service / credit balance
	<b>Easy</b> access to credit balance
	Free numbers e.g customer care
Factor 5	<b>Availability</b> of scratch cards
	Network <b>coverage</b>
	<b>Honoring</b> promises made
Factor 6	Community services offered
	Variety of services offered
Factor 7	<b>Privacy</b> during conversation
	Short message <b>security</b> and privacy
	Assuarance about the service
Factor 8	<b>Willingness</b> and readiness to help by staff
	Staff <b>competence</b> skills
	Staff <b>understanding</b> your enquiry
	Terms of <b>payment</b> i.e prepaid or postpaid
Factor 9	Short message services charge
	Convenience of loading credit
	<b>Pricing</b>
Factor 10	Mode of <b>billing</b> i.e per second or per minute
	Consistent service <b>performance</b>
	<b>Reputation</b> of principal shareholders
	Staff <b>credibility</b>
Factor 11	<b>Reputation</b> of senior management
	Fairness in <b>prmotion</b> campaigns outcomes
	Feel well treated by staff on enquiry
Factor 12	Convenient opening hours of dealers
	Sincere sales <b>representatives</b> presentation
Factor 13	<b>Special</b> offers e.g hand sets reduced prices
	Company <b>colours</b>
	<b>Corporate</b> image
Factor 14	<b>Type</b> of furniture e.g desk, seats

After factoring out the factors from the questionnaire, the researcher considered the constituent variables under each component and sought to come up with one single marketing concept that summarizes the variables. These culminating concepts were

considered the important factors that determine customer satisfaction. The table below summarize the factors and their constituent variables for each aspect.

**Table 17: Customer Satisfaction Extracted Factors and their Constituent Variables**

CONSTITUENT VARIABLE(S)	FACTOR
Knowledgeable Customer Service Staff	Customer Service
Good product literature about service	Product / Service Features
Product/service range choice	
Simplicity of services instructions	
Call drops or completion	Service Reliability
Call clarity	
Free voice mail retrieval	
Availability of scratch cards / talk cards	Service Access
Constant reminders about service / credit balance	
Easy access to credit balance	
Free numbers e.g customer care	
Availability of scratch cards	
Network coverage	
Honoring promises made	Responsiveness
Community services offered	
Variety of services offered	

Privacy during conversation	Service Security
short message security and privacy	

Assuarance about the service	Assurance
Willingness and readiness to help by staff	
Staff competence skills	
Staff understanding your enquiry	

Terms of payment i.e prepaid or postpaid	Pricing
Short message services charge	
Convenience of loading credit	
Pricing	
Mode of billing i.e per second or per minute	

Consistent service performance	Service Credibility
Reputation of principal shareholders	
Staff credibility	
Reputation of senior management	

Fairness in prmotion campaigns outcomes	Service Equity / Fairness
Feel well treated by staff on enquiry	
Convenient opening hours of dealers	
Sincere sales representatives presentation	
Special offers e.g hand sets reduced prices	

Company colours	Tangibles
Corporate image	
Type of furniture e.g desk, seats	

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The objectives of this study were to determine the factors that influences the level of customer satisfaction in the mobile phone industry and to classify those factors that influences the level of customer satisfaction. To answer the study objectives, this chapter discusses the findings based on the analysis of data in Chapter four, also possible recommendations and conclusions about the study.

#### **5.2 Discussion**

Since customer satisfaction is rather a wide concept comprising of several aspects, the researcher took the approach of coming up with the factors that enhance each of the constituent aspects of the broader concept.

The following factors were found to be dissatisfying with the mobile phone subscribers, this included Network coverage, Pricing, Short Message charges and Special offers of hand sets at reduced prices. The network coverage although is good in Nairobi where the study was conducted, in rural areas especially while on a visit the network coverage is poor. Pricing was another issue and especially while making a call to a different mobile phone service subscriber. The implication of this some subscribers have opted to have the services offered by both the providers, and this becomes cheaper while making phone calls to the same phone subscriber. During promotions, the service providers do provide reduced phone hand sets to induce more subscribers in their network. The quality of the

hand sets caused complaints to the service providers and their intention might not have been realised with dissatisfied customers.

This study has established that there are eleven factors which determine the level of customer satisfaction but at varying levels. The first factor was customer service which was determined by the customer service knowledge by staff. From the mean score on the extent of the level of customer satisfaction the respondents were some what satisfied or dissatisfied with this factor. This was in line with Payne, Christopher and Peck (1995) who noted understanding / knowing the customer is one of the the key categories of service quality determinants.

The second factor was product / service feature as a determinant of customer satisfaction. This study found out that the higher level of satisfaction could be realised by simplicity of service / product intructions as this had the highest mean in the attributes. Among the attributes factored in this group was also good product literature about the service and wider product / service range choice. This agrees with Ostrom and Lacobucci who concluded that customer satisfaction with a product or service is influenced significantly by the customer's evaluation of product or service feature. They further note that customers of services will make trade off among the different service features.

Service reliability was the third factor this study found to be a determinant of customer satisfaction. Although from the study the attributes under this factor were lowly rated to the extent of the level of customer satisfaction with the highest attribute rated been free voice mail retrieval. The other two attributes this study found key in determining service

delivery were call clarity and call drops or completion. This factor was in agreement with Payne, Christopher and Peck (1995) who found out that reliability was one key criteria for determining customer service quality which is itself a determinant of customer satisfaction.

This study also found out that service access influences the level of customer satisfaction. From the study this factored scored the highest range as it had the attributes that scored highest and same lowest in terms of the extent of the level of customer satisfaction. The highest score found in this study was the availability of scratch cards / talk time while the lowest score was network coverage. Payne, Christopher and Peck (1995) argued that access involves approachability and ease of contact. This study also agrees with the findings in terms of convenient location of service facility. This study also revealed that access not only to the service is key but also other products related to the service is also key to determining the level of customer satisfaction, example of this other products in the mobile phone sector are talk time / scratch cards to load back credit.

In line with the the argument by Payne, Christopher and Peck (1995), this study confirms that responsiveness is also a key determinant of service quality. According to the study, the following attributes constituted this factor honoring promises made, community services offered and variety of services offered. They concluded that responsiveness concerns the willingness or readiness of employees to provide service. This is confirmed by the study by the three attributes which involves been responsive to the customers.

This study found out that security influences the level of customer satisfaction. From the study privacy during conversation and short message security and privacy were factored out as a factor which determine customer satisfaction. Security is the freedom from danger, risk or doubt according to Payne, Christopher and Peck (1995) as a determinant of service quality which is a determinant of customer satisfaction. This also agrees with the researchers customer satisfaction is enhanced by confidentiality in the customer dealings with the company. From the study the extent of customer satisfaction was higher in short message security and privacy than in privacy during conversation.

This study had established that service assurance although according to Parasuraman, Zeithaml and Berry (1998) found out the assurance was a dimension of service quality is a determinant of customer satisfaction. The attributes were highly rated to the extent to the level of customer satisfaction. Although this is in contrast to the findings of earlier research to view service assurance as a dimension of service quality but this study found out that in actual sense it is a determinant of customer satisfaction.

Pricing as found by this study as a determinant of customer satisfaction. no earlier classified it as a determinant of customer satisfaction. Bitner (1990) argues that better prices is a form of perception of equity or fairness as a way customer feels treated. But from this study pricing involves the following attributes, modes of payment, terms of payment, convenience of loading credit and pricing the service. This study therefore establishes that pricing factor in determining the level of customer satisfaction goes above mere pricing the service or product but also payment terms and modes

Credibility of the service also this study found to be a factor in determining the level of customer satisfaction. This is in agreement with Payne, Christopher and Peck (1995) who argued credibility involves company's reputation, staff competence. From the study credibility was determined by the the level service performance, staff credibility, reputation of senior management and reputation of principal shareholders which is in agreement with Payne, Christopher and Peck (1995) findings.

This study also revealed that Service equity / fairness is an important determinant of customer satisfaction. This is in line with Bitner (1990) who noted that customer perception level is also determined by perception of equity and fairness. Notion of customer perception of fairness / equity was captured in the following attributes from the study, fairness in promotion campaigns outcomes, feel well treated by staff on enquiry. Although this attributes scored low in terms of the extent of the level of customer satisfaction with the mobile phone services, this could be as a result of the perception of various outcomes especially with outcomes of promotions.

Lastly, this study found out that tangibility determined the level of customer satisfaction.. Company colours, corporate image and type of furniture e.g desk, seats were the attributes that constituted tangibilities. This is in agreement with Paynes, Christopher and Peck (1995) who argued tangibilities includes the physical facilities of the service facility.



### 5.3 Recommendations

This Study have revealed several factors to be important in enhancing each aspect of customer satisfaction as discussed earlier. These factors do matter and have to be considered while drawing up marketing strategies and allocation of resources to realign with the processes of the organization

During recruitment the service providers needs to emphasize the need to select those who are knowledgeable in customer service, also through training this skills could be enhanced. The mode of payments should be made easier for the customers and any barriers to payments should be eliminated, this should be for both the post paid and pre paid customers. This can be captured though good literature about the service. The service delivery especially the call completion rates need to be measured, the clarity of calls is also important and voice mail retrieval as this makes key components to the service delivery. Although most customers are happy with the distribution of the scratch cards, they need to be constantly be reminded about their balances and how to make an enquiry through the customer care numbers. The mobile phone service providers needs to continuously be responsive to about their service and honor any promise made. Customers have security concerns while having a conversation and have concerns when sending a short text message if it will reach the intended target recipient. This can be enhance through communication to assure the customers about the security and privacy about their message. Product and service should be of wide range for the customers to choose from, some of this features include easy acces to credit balance, availability of sctrach cards. Although only two modes of billing i.e per second or per minute are in the

market more billings ways will enhance customer satisfaction with the subscribers and the staff willingness and readiness to help on enquiry with the services on the billing system. The service needs to be credible to the subscriber as a way of enhancing customer satisfaction, through staff credibility this will lead to positive staff reputation, the special offers also needs to be credible. Equity of the service and fairness in the service will also greatly determine the level of satisfaction. Through equitable network coverage, fairness in promotions, staff treatment of customers will enhance customer loyalty with the mobile phone subscriber. Pricing of the services especially in interconnectivity among the service providers is another determinant from the analysis in chapter four. The services needs to be segmented along price to make the consumers to choose what value they want regards the price they are ready pay.

## **5.4 Conclusions**

As indicated in Chapter one, due to dynamism in the marketing environment in Kenya today, characterized by stiff competition, deregulation and globalization and changing customers loyalty, there is need for marketers to cultivate a competitive edge for their customers loyalty by enhancing their customer satisfaction. But how then can service providers players in the mobile phone sector in Nairobi determine their customer satisfaction? Conclusions drawn from this study may help to answer this question. This study have revealed the extent of customer satisfaction with the attributes the customers none was below the level of dissatisfaction with any of the attribute. Also it is worth noting no attribute the the customers were very satisfied with. The following were factored out as major determinants of customer satisfaction, customer service, assurance,

service responsiveness, service access, reliability, service security, product / service features, pricing, service credibility and service equity/ fairness. These factors are important to the players in the industry as they should help them in developing their marketing strategies and organization resource allocation if they are ever to attain positive customer satisfaction.

## **LIMITATION OF THE STUDY**

Like many other studies, this study was faced by a number of limitations. Time was a major constraint making it difficult to follow up and obtain more responses. Out of the 100 questionnaires provided, 88 were received back by the time the analysis was done. A number of the respondents too left a few questions unanswered making it difficult to gather information. Many respondents did not comment on their biographic data hence making it difficult to know their honest standing.

Another limitation was the problem of understanding of some basic marketing concepts by respondents. Though the researcher tried as much as possible to put these concepts through in a much more understandable language, the meaning and weight of the concepts was feared to be lessened or altered in the process. This might have brought in the limitation of capturing or measuring what the researcher had intended and misinterpretation might have resulted therefore.

## **SUGGESTIONS FOR FURTHER STUDY**

This study focused on a rather wide concept of customer satisfaction that is composed of all major factors. This rendered the study a bit unfocussed and too wide for the time that was available. Futhure researches could be more focused and dig deeper details about one or two of the consistent determinants of customer satisfaction.

This study did not capture well one of the five determinants of customer satisfaction, that is consumer emotions. This is because emotions are easily not measured . Future researchers could focus on this determinant and seek to know what variables are important in enhancing it. They could example attempt to know how to bring out the positive emotions while consuming the services. Future researches could also take the direction of attempting to know whether consumer emotions really add the value to the service and hence satisfaction.

Also with the third mobile phone service provider to join the Kenyan market and with a greater population getting access to mobile phone sector a similar more deteailed study on Kenya or other town may be necessary. A further comparison between mobile phone subscribers and land line phone subscribers customer satisfaction determinants would be necessary.

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## Appendix I

### LETTER ON INTRODUCTION TO RESPONDENTS

University of Nairobi,  
Faculty of commerce,  
Dept. of Business Administration,  
P.O. Box 30197,  
NAIROBI.  
1<sup>st</sup> September 2003

Dear respondent,

#### **COLLECTION OF SURVEY DATA**

I am a postgraduate student at the University of Nairobi, at the faculty of commerce. In order to fulfill the degree requirement; I am undertaking a management research project on mobile phone services satisfaction in Nairobi. The study is titled:

**"Determinants of customer satisfaction for mobile phone subscribers in Nairobi."**

You have been selected to form part of this study. This therefore, is to kindly request you to assist me collect the data by filling out the accompanying questionnaire.

The information data provided will be used exclusively for academic purposes. My supervisor and I assure you that the information you give will be treated with strict confidence. At no time will you appear in my report.

Your cooperation is highly appreciated.

Yours faithfully,

Eddie B. Odhiambo  
Student

M. Ombok  
Lecturer / Supervisor

## Appendix 2

### QUESTIONNAIRE

Please answer all questions by putting a tick in the box that most closely matches your views, or alternatively please write in the space provided

#### Section 1

1. Where do you live (Estate).....

2. Please indicate your marital status?

Single [ ] Married [ ]

3. What is your education level?

i. Primary [ ]

ii. Secondary [ ]

iii. College [ ]

iv. University [ ]

4. What is your gender?

Male [ ]

Female [ ]

5. Please tick the age bracket in which you fall

i. < 20 [ ]

ii. 21 – 25 [ ]

iii. 26 – 30 [ ]

iv. 31 – 35 [ ]

v. 36 – 40 [ ]

vi. 41 – 45 [ ]

vii. 46 – 50 [ ]

viii. > 51 [ ]

6. What Mobile Service provider are you subscribed to?

i. Safaricom [ ]

ii. Kencell [ ]

iii. Both [ ]

7. How long have you been with your service provider?

	Safaricom	Kencell
i. < 1 year	[    ]	[    ]
ii. 1 – 2 years	[    ]	[    ]
iii. 3 – 4 years	[    ]	[    ]
iv. > 4 years	[    ]	[    ]

8. What is your monthly expenditure on air time (talk cards / Scrarch cards)

i. Below 300	[    ]
ii. 301 - 600	[    ]
iii. 601 – 900	[    ]
iv. 901 – 1200	[    ]
v. 1201 – 1500	[    ]
vi. Above 1501	[    ]

9. Have you ever switched from one service provider to the other?

Yes	[    ]
No	[    ]

10. If your answer to question 9 is yes, switched from

i. Safaricom to Kencell	[    ]
ii. Kencell to Safaricom	[    ]

11. If your answer to question 9 is no, do you intend to switch in the near future?

Yes	[    ]
No	[    ]

12. What was your reason to switch or intends to switch?

.....

.....

.....

.....

.....

13. Have you ever complained to your service provider?

Yes [ ]

No [ ]

14. If your answer to question 13 is yes, what were the reasons for the complain(s)?

.....  
 .....  
 .....  
 .....  
 .....

**Section 2**

Please indicate the extent of satisfaction with the following aspects of the services offered by your mobile provider.

Where

5 = Very Satisfied,

4 = Some what satisfied,

3 = Neither satisfied or dissatisfied

2 = Somewhat dissatisfied

1 = Very dissatisfied

	5	4	3	2	1
Pricing	[ ]	[ ]	[ ]	[ ]	[ ]
Easy access to credit balance	[ ]	[ ]	[ ]	[ ]	[ ]
Product / service range choice	[ ]	[ ]	[ ]	[ ]	[ ]
Consistent service performance	[ ]	[ ]	[ ]	[ ]	[ ]
Honoring promises made	[ ]	[ ]	[ ]	[ ]	[ ]
Privacy during conversation	[ ]	[ ]	[ ]	[ ]	[ ]
Short message security and privacy	[ ]	[ ]	[ ]	[ ]	[ ]
Staff competence skills	[ ]	[ ]	[ ]	[ ]	[ ]
Staff credibility	[ ]	[ ]	[ ]	[ ]	[ ]
Staff understanding your enquiry	[ ]	[ ]	[ ]	[ ]	[ ]
Willingness and readiness to help you by staff	[ ]	[ ]	[ ]	[ ]	[ ]
	5	4	3	2	1

Mode of billing i.e per second or per minute	[ ]	[ ]	[ ]	[ ]	[ ]
Fairness in promotion campaigns outcomes	[ ]	[ ]	[ ]	[ ]	[ ]
Availability of scratch cards/talk cards	[ ]	[ ]	[ ]	[ ]	[ ]
Feel well treated by staff on enquiry	[ ]	[ ]	[ ]	[ ]	[ ]
Good product literature about service	[ ]	[ ]	[ ]	[ ]	[ ]
Reputation of principal shareholders	[ ]	[ ]	[ ]	[ ]	[ ]
Reputation of senior management	[ ]	[ ]	[ ]	[ ]	[ ]
Terms of payment i.e. prepaid or postpaid	[ ]	[ ]	[ ]	[ ]	[ ]
Sincere sales representatives presentation	[ ]	[ ]	[ ]	[ ]	[ ]
Availability of scratch cards	[ ]	[ ]	[ ]	[ ]	[ ]
Convenience of loading credit	[ ]	[ ]	[ ]	[ ]	[ ]
Network coverage	[ ]	[ ]	[ ]	[ ]	[ ]
Knowledgeable customer service staff	[ ]	[ ]	[ ]	[ ]	[ ]
Constant reminders about service / credit balance	[ ]	[ ]	[ ]	[ ]	[ ]
Free numbers e.g. customer care	[ ]	[ ]	[ ]	[ ]	[ ]
Call drops or completion	[ ]	[ ]	[ ]	[ ]	[ ]
Call clarity	[ ]	[ ]	[ ]	[ ]	[ ]
Simplicity of services instruction	[ ]	[ ]	[ ]	[ ]	[ ]
Free voice mail retrieval	[ ]	[ ]	[ ]	[ ]	[ ]
Assurance about the service	[ ]	[ ]	[ ]	[ ]	[ ]
Corporate image	[ ]	[ ]	[ ]	[ ]	[ ]
Community services offered	[ ]	[ ]	[ ]	[ ]	[ ]
Variety of services offered	[ ]	[ ]	[ ]	[ ]	[ ]
Type of furniture e.g seats, desks	[ ]	[ ]	[ ]	[ ]	[ ]
Convenient opening hours of dealers	[ ]	[ ]	[ ]	[ ]	[ ]
Short message services charge	[ ]	[ ]	[ ]	[ ]	[ ]
Company colors	[ ]	[ ]	[ ]	[ ]	[ ]
Special offers e.g. hand sets reduced prices	[ ]	[ ]	[ ]	[ ]	[ ]

Thank you for your cooperation

## **Appendix 3**

### **LIST OF MOBILE PHONE DEALERS**

**Acepros**  
**Advanced Victory Traders**  
**Alfa Communications Ltd**  
**Anchor East Africa Ltd**  
**Au Pair Connection**  
**Bees Communication**  
**Bell Kenya Ltd**  
**Bluetel Ltd**  
**Celgon Supplies**  
**Cell Net Ltd**  
**Celifone Outlet Ltd**  
**Cellular Communication Ltd**  
**Cellular Support Clinic**  
**Cellular Support Systems Ltd**  
**Checha Cyber Cell**  
**Chesco Ltd**  
**City Cartech Enterprises**  
**City Communications Ltd**  
**Com21**  
**Connected Phones**  
**Credible solutions**  
**Distinct Business systems and communications**  
**Doublecom Kenya**  
**E T Com (K) Ltd**  
**Eastnet communications**  
**Emobu mobile shop**  
**Ep communication Ltd**  
**Equator mobiles ltd**  
**Et coms (K) ltd**  
**Felibe automation systems**

**Forward mobiles**  
**Four winds communication ltd**  
**Frontyard ltd**  
**Handy cellular agencies**  
**Hariet Kafeero mobile phone repairs**  
**Hayes electronics**  
**Hotspot communications**  
**In-touch ltd**  
**Intercell ltd**  
**J.J's cellphone services**  
**Jarions communication services**  
**Khalif mobile and accessories**  
**Kiharu merchants**  
**Lantel cellular ltd**  
**Manline telecommunication services**  
**Mashpan agencies**  
**Mbinanya enterprises**  
**Megamart appliances ltd**  
**Metumi mobile phone services**  
**Mitcheisat communication ltd**  
**Mobicom Kenya ltd**  
**Mobile connection (K) ltd**  
**Mobile factor technologies**  
**Mobile world (K) ltd**  
**Mobile ya wananchi**  
**Mobo tel-com**  
**Mobtech connections**  
**Monopure enterprises**  
**Morse telecommunication ltd**  
**Munyu sundries**  
**Musimba investments**  
**Musimba Patrick**

Mutuge enterprises  
Neptune technologies  
Next generation communications ltd  
Ngara selections ltd  
Nunes Roki Waithaka  
Ogent enterprises  
Omnifone (K) ltd  
Phonecare communications ltd  
Planet connection ltd  
Pro-touch automation ltd  
Quick connection services  
Reene investments  
Rimco enterprises  
Roble traders  
Salamulink Afrika ltd  
Salim Lali Mohammed  
Samchi telecom  
Samchi telecommunication ltd  
Siemens communication ltd  
Simba telecom  
Simu Simu  
Smartphone communication ltd  
Sol cellular (K) ltd  
Southcape investments ltd  
Suo communications  
Supertronics electronics enterprise  
Talkom communication  
Technical engineering services ltd  
Tele Bell ltd  
Victory mobile centre  
Wamu mobile clinic  
Wataamu co ltd



**Wigo telecommunications**

**Ya-ma telecom**

**Yaya phone link**

## **LIST OF MOBILE PHONE MEGA STORES**

**Safaricom Mega store, I & M building, Kenyatta Avenue**

**Safaricom Mega store, Extelcoms building, Haile Selassie Avenue**

**Safaricom Megastore, Safaricom house, Waiyaki Way**

**Kencell Mega store, Parkside Towers, Mombasa road**

**Kencell Mega store, Sarit Centre, Parklands road**

**Kencell Mega store, opposite Nginyo towers, Koinage Street**



## Appendix 5

### Component Score Coefficient Matrix

	Component		
	1	2	3
assurance about the service	0.1	0.0	0.2
availability of scratch cards / talk cards	0.0	0.1	-0.1
availability of scratch cards	0.0	0.2	-0.1
call clarity	0.0	-0.1	0.2
call drops or completion	0.0	0.0	0.2
community services offered	0.1	0.0	-0.1
company colours	0.0	-0.1	-0.1
Consistent service performance	0.0	-0.1	0.1
constant reminders about service / credit balance	0.0	0.0	0.1
convenience of loading credit	0.0	0.1	-0.1
convenient opening hours of dealers	0.0	-0.1	-0.1
corporate image	0.1	0.1	-0.1
Easy access to credit balance	0.0	-0.1	0.0
fairness in promotion campaigns outcomes	0.0	0.0	0.0
feel well treated by staff on enquiry	0.1	0.0	-0.1
free numbers e.g customer care	0.0	0.0	0.1
free voice mail retrieval	0.0	0.1	0.1
good product literature about service	0.1	0.1	-0.1
honoring promises made	0.1	-0.1	0.0
knowledgeable customer service staff	0.1	0.0	0.0
mode of billing i.e per second or per minute	0.0	0.1	0.1
network coverage	0.0	0.0	0.1
pricing	0.0	0.0	0.1
Privacy during conversation	0.0	0.0	0.0
Product/service range choice	0.1	0.3	0.1
reputation of principal shareholders	0.1	0.0	0.0
reputation of senior management	0.0	0.1	0.0
short message security and privacy	0.1	-0.1	0.0
short message services charge	0.0	-0.1	0.1
simplicity of services instructions	0.0	0.2	0.1
sincere sales representatives presentation	0.1	0.1	0.0
special offers e.g hand sets reduced prices	0.0	0.0	0.0
staff competence skills	0.1	-0.1	-0.1
staff credibility	0.1	-0.1	-0.1
staff understanding your enquiry	0.0	-0.1	0.0
terms of payment i.e prepaid or postpaid	0.0	0.1	-0.1
type of furniture e.g desk, seats	0.0	-0.1	-0.1
variety of services offered	0.1	0.0	0.0
willingness and readiness	0.0	-0.1	-0.2

Extraction Method: Principal Component Analysis.

4	5	6	7	8	9	10	11
0.1	0.0	-0.1	0.2	-0.1	0.1	-0.1	0.1
0.2	0.0	0.0	0.2	0.1	0.1	0.0	0.1
0.2	-0.1	0.1	0.1	0.1	0.1	0.1	0.0
0.1	-0.1	-0.1	0.1	0.1	0.0	0.1	-0.1
0.0	-0.2	0.0	-0.2	0.1	0.1	-0.2	0.1
0.2	-0.1	-0.1	0.1	0.1	-0.1	0.1	-0.2
0.1	0.1	0.1	-0.2	0.0	0.1	-0.2	0.2
-0.2	-0.1	0.0	0.1	0.1	0.2	0.0	-0.2
0.1	-0.1	-0.2	0.1	0.0	0.1	-0.1	-0.3
0.0	-0.2	0.1	0.0	0.1	0.1	0.2	0.0
0.1	0.1	-0.1	0.0	0.3	-0.1	0.2	0.1
0.0	0.0	-0.1	0.0	-0.1	-0.3	0.0	0.2
0.4	0.0	0.1	0.1	0.0	0.1	-0.2	-0.1
0.0	0.1	0.2	-0.1	0.1	-0.1	0.4	-0.1
0.0	-0.2	0.1	0.0	0.0	0.0	0.2	0.1
0.3	-0.1	0.1	-0.1	0.1	-0.3	-0.1	-0.1
0.0	0.0	-0.1	-0.2	-0.1	0.0	0.1	0.1
-0.1	-0.1	0.1	0.0	0.1	0.0	-0.1	0.0
-0.1	0.1	0.0	0.1	-0.1	-0.2	-0.3	-0.2
0.0	-0.1	0.0	-0.1	0.0	-0.2	-0.2	-0.1
0.0	0.0	0.1	-0.1	0.5	-0.2	-0.1	0.2
0.3	0.1	-0.1	0.1	0.2	0.2	0.0	0.0
-0.1	0.0	0.2	0.2	0.4	0.1	0.1	-0.2
-0.1	0.2	0.2	-0.1	0.1	0.1	-0.2	-0.2
0.0	0.1	0.2	0.0	-0.1	-0.1	-0.1	0.1
-0.1	0.0	-0.1	-0.2	-0.1	0.1	0.0	-0.1
-0.1	0.0	0.0	-0.2	0.0	0.3	0.0	0.2
0.0	0.0	0.2	-0.1	-0.1	0.2	0.1	-0.1
0.0	0.1	0.0	0.0	0.2	0.1	0.1	0.1
0.0	0.0	-0.1	-0.2	-0.1	0.0	0.0	-0.2
0.0	0.2	0.0	0.0	-0.1	-0.1	0.2	-0.1
0.2	0.2	0.1	-0.1	-0.2	0.0	0.3	-0.1
0.0	-0.1	-0.1	0.1	-0.1	-0.2	0.1	0.0
0.0	-0.1	-0.1	0.0	0.0	0.1	-0.1	0.0
-0.1	-0.2	0.0	0.1	-0.2	-0.2	0.0	0.1
0.0	0.1	0.0	0.1	0.3	0.0	-0.1	-0.1
0.0	0.1	-0.2	0.0	0.1	0.1	0.0	0.2
0.0	0.2	-0.2	0.0	0.2	0.0	-0.2	0.2
0.0	-0.1	-0.1	0.1	0.0	0.0	-0.1	-0.1