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**Research Topic:**

**AN ANALYTICAL STUDY ON CUSTOMERS' EXPECTATIONS AFTER  
SALE SERVICES AND THEIR SATISFACTION LEVEL.**

**A COMPARATIVE STUDY OF TIGO AND MTN (2010-2015) IN HUYE  
DISTRICT.**

A thesis submitted to the School of Business in partial fulfillment of the requirement for the award of the degree of Masters in Business Administration by the University of Rwanda.

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## **APPROVAL**

This research project entitled “**AN ANALYTICAL STUDY ON CUSTOMERS' EXPECTATIONS AFTER SALE SERVICES AND THEIR SATISFACTION LEVEL. A COMPARATIVE STUDY OF TIGO AND MTN**” written and submitted by **KWIZERA Nadege** in partial fulfillment of the requirements of **Master’s Degree in Business Administration** is hereby accepted and approved.

Signature.....Date...../...../.....

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## DEDICATION

*I dedicate this dissertation first of all to Almighty God who helped and protected me during the whole process, my husband, my parents, brothers and sisters, relatives, friends whose advices reinforced me.*

## **AKNOWLEDGEMENT**

"A single hand cannot tie a bundle" says an old adage. Many people have made it for me possible to complete this work. I am grateful to all the respondents of my questionnaire for enabling me to collect data.

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In all, without the protection and direction from the most high, all supports given would not have passed through. Thanks Jehovah Lord for being my refuge in life. To you, I give all the glory.

## **ABSTRACT**

Customer satisfaction has been a subject of great interest to organizations and researchers alike. In recent years, organizations are obliged to deliver more services in addition to their offers. The service quality has become an aspect of customer satisfaction. Customers become very important in business because the principal objective of organizations is to maximize profit and minimize cost through increasing sales with lesser cost. One of the factors that could help to increase sales is customer satisfaction, and satisfaction leads to customer loyalty. The aim of this study was to know the type of services offered at MTN and TIGO in Huye District, to ascertain expected services after sales to customers and to measure the impact of expected services after sales on futures sales. Primary and secondary sources were used for data collection. Questionnaires were used to collect information directly from the respondents and books, journals, websites documents were used for collection of secondary data. Analytical study was used as a research design in order to collect the data. The results showed that through 170 respondents taken as sample size, people in HUYE District use TIGO rather than MTN because of customer loyalty and price on products and services as key aspects considered to meet the customers' expectations or satisfaction. Finally, in order to satisfy customers, the study suggests that any organization needs to motivate customers to buy by understanding their feelings, emotions, beliefs, thoughts and values.

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## List of Acronyms and Abbreviations

<b>ED</b>	Expectation Disconfirmation
<b>GPD</b>	Gallons Per Day
<b>GPRS</b>	General Packet Radio Service
<b>LAP</b>	Learning Assistance Program
<b>MTN</b>	Mobile Telephone Network
<b>MYICT</b>	Ministry of Youth and ICT
<b>NBRI</b>	National Business Research Institute
<b>OCS</b>	Overall Customer Satisfaction
<b>RURA</b>	Rwanda Utility and Regulation Authority
<b>SERVQUAL</b>	Service Quality
<b>SPSS</b>	Statistical Package for Social Science
<b>SRS</b>	Simple Random Sampling
<b>TIGO</b>	Transportable Integrated Geodetic Observatory

## **CHAPTER ONE: GENERAL INTRODUCTION.**

### **1.0. Background of the study.**

The notion that enhances the buyer-seller relationships and their mutual benefits like satisfaction and performance through superior service quality dimensions has been widely recognized in business (Zeithaml, 2000). Besides, service quality has been rightly treated as one reliable vehicle for gaining sustainable competitive advantage, which means that service quality aspects possess a substantial strategic role for companies. This does not happen only in the pure service sectors, but also in many others where service is a considerable part of the augmented product. Indeed, the concept of “service quality” can be used to all sectors, since practically everywhere the total product offering is a mixture comprised between a tangible and an intangible part. (Lewis, 2013).

Customers’ satisfaction plays a crucial and critical role as it deals with customers and their needs. The major task of organization is to satisfy customers by meeting their needs and wants. (Brand, 1999). The essence of organization is the customer and not the product; it shall be the heart of the entire business system. It emphasizes on customer oriented business. Policies and programs, which are formulated to serve efficiently the customer demand. “Satisfaction of a customer is so basic that it cannot be considered as a separate function. It is the way whole business seen from the point of view of its final results i.e., from the customer’s point of view”. (Lorenzo, 2001).

The most markets are made up of groups of customers with different sets of expectations about the products and services that they want to buy. Marketing oriented businesses will therefore need to carry out research into customer requirements to make sure that they provide those products and services which best meet customer expectations in the relevant market segment. (Kenny, 2000).

## **1.1. Problem statement.**

Historically, state-owned incumbent operators provided telecommunication services on a monopoly basis in most markets in the past. Telecommunications operators were treated as part of public administration along with postal services and licenses were not considered as necessary. In many cases, licenses for incumbent telecommunications operators were prepared as part of the privatization process. However, in recent times, many telecommunication networks operate in Rwanda among them are MTN and TIGO. Mobile telecommunication service provision is increasingly becoming a profitable business project, making competition very keen. MTN is the market leader in the increasingly competitive mobile telecommunications industry in Rwanda followed by TIGO.

The Gaps or problem that called for this study were clearly identified as the fact that customers mostly complain of dissatisfaction among them. It is often not uncommon among subscribers complaining of unsatisfactory services making them indifferent regarding which network to use leading to multi-SIM card usage. Customer satisfaction has been studied in different directions, from measurement to its relationships with other business aspects.

Some researchers have provided possible means of measuring customer satisfaction (Levy, 2009; NBRI, 2009). Meanwhile other authors like Wilson et al. (2008) demonstrated some determinants of customer satisfaction to be product and service quality, price, personal and situational factors (Wilson et al., 2008,p. 79-80). Some researchers have looked into the relationship between total quality management and customer satisfaction. (Wen-Yi, et al.,2009,p.957-975). Because customer satisfaction is also based upon the level of service quality provided by the service provider (Lee et al., 2000, p. 226) service quality acts as a determinant of customer satisfaction(Wilson et al.,2008,page79-80).

Other authors have brought out theories relating customer satisfaction and service quality in their researches. Wang & Hing-Po, (2002,p.50-60) measured service quality in China's mobile phone market and emphasis on the dynamic relationship among service quality, customer value, customer satisfaction and their influence on future behaviors after the key drives of customer value and customer satisfaction are identified.

In views of the above problem, the research sought to undertake a comparative study to assess the state of customer satisfaction after sales services and their satisfaction level with both MTN and TIGO products and services. But still there is a need of more research in this area.

## **1.2. Objectives of the study.**

The objectives of this study are divided into two main points i.e. general and specific objectives.

### **1.2.1. General objective.**

The general objective of the research is to assess customers' expectations after sales services and their satisfaction level with both MTN and TIGO products and services in Rwanda.

### **1.2.2. Specific objectives.**

The specific objectives of the study are:

- To know the type of services offered
- To ascertain expected services after sales to customers
- To measure the impact of perception on future sales
- To recommend any for improvement

## **1.3. Research questions.**

The study will use the following research questions to achieve the objectives:

- I. What are the expectations for service provided?
- II. What is your perception for services provided to you?
- III. What is the impact of perceptions on future sales?
- IV. What are suggestions offered by the customers?

## **1.4. Significance of the study**

The research is essentially to know customers' expectations after sales service and their satisfaction level with both MTN and TIGO products and services. This research study is one of the paramount importance to the population of Rwanda, researcher himself, to University of Rwanda and to both MTN and TIGO.

- To the population of Rwanda: The study will help the population of Rwanda to know how with both MTN and TIGO products and services is doing in order to satisfy customers after sale service.
- To researcher: The researcher will have a strong knowledge about customers' expectations after sales services and will have an opportunity to practice his knowledge of the concepts learned from the class as soon as he/she gets an idea to run or set up a certain business and will also be able to train and help others and this in addition to fulfillment of academic requirement for the award.
- To both MTN and TIGO: Management and members will enjoy quick and goods online services and will have a friendly and efficient system; it will be also a time of advertising its product. Furthermore, data will be more secure and relations between both MTN and TIGO and its client or customer care will be greatly improved. Hence, a great number of their products will be sold quickly and the company will also increase its good reputation.
- University of Rwanda (UR) and future researchers: The UR and other researchers, who will be interested in this case study, can use this project for the purpose of acquiring practical knowledge on customers' expectation after sales services.

### **1.5. Limitations of the study.**

All the results of this study were taken with caution. Indeed, the researcher results and conclusions on the basis of a number of respondents taken as sample, which do not represent the whole population.

In addition, getting answers from only a specific part of the population could not give representative results for the whole population; that's why the researcher wants these results to be taken with caution. The researcher will make some comments about the recommendations.

Those recommendations were established mostly because of the study findings and, as a consequence, these recommendations cannot be applied to all industries of the country due to the limited number of answers, the researcher suggested that those conclusions and the following recommendations cannot be generalized to the entire population. This study permitted to

highlight the customers' expectations after sales services and their level of satisfactions with both MTN and TIGO.

### **1.6. Scope of the study.**

This study of customers' expectations after sales services and their level of satisfaction with both MTN and TIGO are delimited in the content, in the space and in the time.

#### **1.6.1. Content scope**

This study was guided by different theories acquired in different subjects. It covered only the research variables.

#### **1.6.2. The geographical scope.**

The present research study was based on the information collected from different respondents with both MTN and TIGO companies in HUYE District. It has been selected among other companies because it is the most leading company in communication technology through the creation of globally marketable products and services in Rwanda.

#### **1.6.3. Time scope.**

The study covered the interval of five years that is from 2010 to 2015. This interval was crucial because it helped the researcher to analyze how it produces high quality products to satisfy and exceed our customers' expectations.

### **1.7. Organization of the study.**

The study is organized into five chapters. Chapter one introduced the study by giving the background information on the research problem, objectives, research questions and scope of the study.

Chapter two dealt with the review of relevant literature on the research problems and concepts with specific reference of customers' expectations after sales services and their level of satisfaction. Chapter three discussed the research methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the primary and secondary data collections and how the results were analysed. Chapter four interpret the findings. Chapter five will present the conclusions drawn from the research findings and recommendations.



## **CHAPTER TWO: LITERATURE REVIEW.**

The aim of this section is to present literatures relevant to this research and provide an overview on customers' expectations after sale services, as well as their level of satisfaction thus some measurements of customer satisfaction and service quality which leads to the introduction of the framework for the case study that comprises the main focus of the research described in this thesis.

### **2.1. Customer**

According to Roger Cart Wright (1993) a customer is a person who is served one for whom you satisfy a need and who you delight in respect of his/her wants.

A customer is a person who brings us his wants. It is our job to handle them profitably to him and ourselves (Kolter 1992).

In certain contexts, the term "customer" also includes by extension anyone who uses or experiences the services of another. A customer may also be a viewer of the product or service that is being sold despite deciding to not buy them.

These definitions emphasize on the satisfaction of needs and wants of the customer according to Beam and Kolter (1990).

#### **2.1.2. Customer satisfaction**

Those who buy the goods or services provided by companies are customers. In other words, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained this difference. I.e. a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Solomon, 2009, p. 34.).

Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler & Keller, 2009, p. 789). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of

people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it is utility. “One man’s meal is another man’s poison,” an old adage stated describing utility; thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals.

Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization. Customer satisfaction is defined by one author as “the consumer’s response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption” (Tse & Wilton, 1988, p. 204) hence considering satisfaction as an overall post-purchase evaluation by the consumer” (Fornell, 1992, p. 11). Some authors stated that there is no specific definition of customer satisfaction, and after their studies of several definitions they defined customer satisfaction as “customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption)”.

(Giese & Cote, 2000, p. 15) This definition is supported by some other authors, who think that consumer’s level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchander et al., 2002, p. 364).

It is factual that, there is no specific definition of customer satisfaction since as the years passes, different authors come up with different definitions. Customer satisfaction has also been defined by another author as the extent to which a product’s perceived performance matches a buyer’s expectations (Kotler et al., 2002, p. 8).

According to Schiffman & Karun (2004) Customer satisfaction is defined as “the individual’s perception of the performance of the products or services in relation to his or her expectations” (Schiffman & Karun 2004, p. 14). In a nutshell, customer satisfaction could be the pleasure obtained from consuming an offer.

The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction, e.g.:

- Quality of service
- Innocently
- Speed of service
- pricing
- Complaints or problems
- Trust in your employees
- The closeness of the relationship with contacts in your firm
- Other types of services needed
- Your positioning in clients' minds

### **2.1.3. Customer care**

According to Median A. (1960), customer care is an extension of customer service, but it is in a wide context. Customer care is the planned provision of services in anticipation of customer requirements.

As for Bakes (2000) in his third edition of marketing management, customer care is an activity or action that adds value to the relation so that an organisation's customer care programme may consist of listing of series of highly specific activities. Customer care at one level is a state of mind, which permits thinking of the selling organisation.

On the other hand, it is a highly focused and closed defined set of activities designed to add value and satisfaction to customers.

According to Kolter (1993), customer care is commonly defined as the extent to which customer expectations about a goods or service are matched with actual performance. Thus, customer care is the actual performance by the organisation over customer expectation.

According to Chaston (2001), the term customer care embraces:

- The knowledge of the service and interpersonal skills of the employees who interact with customers,

- The type of service required by the customers and their perceptions of how the organisation fulfils their expectations or quality,
- The organisational structure of the company, which determines the efficiency with which services/products are delivered at all phases from the point of initial contact through the services/products received.

#### **2.1.4. Customer service**

There are various definitions of suggested by the researchers and practioners. Most of these are strictly based on the so-called service industries; narrowly focus on the selling and buying activities.

Customer service is the provision of service to customers before, during and after a purchase. Customer service is a series of activities designed to enhance the level of customer satisfaction that is, the feeling that a product or service has met the customer expectation.

Cronoors (1990) defined it as any activity or series of activities of more or less intangible nature that normally, but not necessarily take place in interaction between customers and services provider, which are provided as customer problem.

Lovelock (1990), referring to marketing aspects of services, defined it as follows, customers services is a task other than proactive selling, that involves customers in person, Telecommunication or by mail. It is designed, performed and communicated with to goal in mind, operations efficiently and customer satisfaction.

According to Kolter (2003), marketing management, the millennium edition defined a service as any act of performance that one party can offer that is essentially intangible and does not result in ownership of anything. Its product may or may not be tied to a physical product.

As noted, until recently, comparatively little attention has been given to the role of customer services, with the result that there no definitive statement as to the nature and scope's functions. In one of the few British books on the subject' Christopher (2000) defined customer service as a system organized to provide a continuing link between the time the order is placed and the goods are received with the objective of satisfying the customer needs on a long time basis (emphasis in

original). Many would consider this to narrow a definition, as it excludes the fact the provision of services may be highly instrumental to the actual placing of an order.

This view would seem to be shared by American management association research study in which are authors, many buyers to day regard services support as a major criterion for vendor selection. However, the evidence from this case study shows clearly that customer serving is already a major and often independent in its own right and is likely to assume even greater importance in future.

Customer service is normally an integral part of a company's customer value proposition. In their book *Rules to break and Laws to Follow*, Don Peppers and Rogers (1978) stated that "customers have memories. They will remember you, whether you remember them or not." Further, "customer trust can be destroyed at once by a major service problem, or it can be undermined one day at a time, with a thousand small demonstration of incompetence.

#### **2.1.5. Customers' expectations.**

Customer satisfaction reflects the expectations and experiences that the customer has with a product or service. Expectations reflect both past and current product evaluation and use experiences. This information influences our expectations and gives us the ability to evaluate quality, value, and the ability of the product or service to meet our needs (Gerard, 2001).

Customers hold both explicit and implicit performance expectations for attributes, features, and benefits of products and services. The nature of these expectations will dictate the form and even the wording of customer satisfaction survey questions. Understanding the following seven customer expectations is critical before you set out to measure customer satisfaction.(Humber, 2005).

##### **2.1.5.1. Explicit Expectations**

Explicit expectations are mental targets for product performance, such as well-identified performance standards.

### **2.1.5.2. Implicit Expectations**

Implicit expectations reflect established norms of performance. Implicit expectations are established by business in general, other companies, industries, and even cultures.

An implicit reference might include wording such as “Compared with other companies” or “Compared to the leading brand.”

### **2.1.6. Static Performance Expectations.**

Static performance expectations address how performance and quality are defined for a specific application. Performance measures related to quality of outcome may include the evaluation of accessibility, customization, dependability, timeliness, accuracy, and user friendly interfaces.

Static performance expectations are the visible part of the iceberg; they are the performance we see and often erroneously are assumed to be the only dimensions of performance that exist.

### **2.1.7. Dynamic Performance Expectations**

Dynamic performance expectations are about how the product or service is expected to evolve over time. Dynamic expectations may be about the changes in support, product, or service needed to meet future business or use environments. Dynamic performance expectations may help to produce “static” performance expectations as new uses, integrations, or system requirements develop and become more stable.

### **2.1.8. Technological Expectations.**

Technological expectations focus on the evolving state of the product category. For example, mobile phones are continually evolving, leading to higher expectations of new features.

Mobile service providers, in an effort to limit a consumer’s ability to switch to new technology phones, have marketed rate plans with high cancellation penalties for switching providers, but with liberal upgrade plans for the phones they offer.

These highly involving products are not just feature based, but raise expectations that enhance perceptions of status, ego, self-image, and can even evoke emotions of isolation and fear when the product is not available.

### **2.1.9. Interpersonal Expectations.**

Interpersonal expectations reflect the relationship between the customer and the product or service provider. Person to person relationships are increasingly important, especially where products require support for proper use and functioning.

Support expectations include interpersonal sharing of technical knowledge, ability to solve a problem, ability to communicate, reduced time to problem resolution, courtesy, politeness, patience, enthusiasm, helpfulness, assurance that they understood my problem and my situation, communication skills, and customer perceptions regarding professionalism of conduct, often including image and appearance.

### **2.2. Satisfaction level.**

Customer satisfaction, like any other aspect of a business, is a practiced art that takes time and effort to develop. Taking the time to build trust and developing a good rapport with the buyer is the foundation towards building a lasting and successful relationship.

While the factors determining customer satisfaction differ per product and/or service, per industry, sector and country, there are a few factors that are specific to the outsourcing industry in particular.

Listed below are the five essential levels of customer satisfaction that an outsourcing vendor has to achieve in order to make their clients feel valued, wanted and most importantly satisfied. (John, 2005). Each level is based on a natural order of hierarchy and should be approached from the lowest to the highest. The higher the level you achieve, the more you will build customer loyalty and the greater will be your success.

- Level 1. Meet your client's expectations

The first level deals with the company or business user itself. The minimum requirement at this level is to meet the expectations of your customers. At level 1, your customers have no complaints and are satisfied for the moment. But they are not loyal and can turn into ex-customers if their expectations are not met.

When a vendor approaches an outsourcing company, the vendor expects certain specifics regarding finance, quality, productivity, technology infrastructure etc., which you are required to comply with. By proving to the company that you are able to deliver what they expect, you gain their trust which is vital to customer satisfaction. Remember, if a job is not done correctly as per the client's standards of expectancy, the client will not care how courteous or friendly the employees are.

- Level 2. Exceed your client's expectations.

The second level of customer satisfaction is concerned with exceeding your business users' expectations. Business users are the key stakeholders to the technology infrastructure you support, the applications you develop and maintain, and the services you provide. The second level of customer satisfaction moves you beyond mere survival and takes you towards building a measure of customer loyalty and giving you the much needed edge over your competitors.

Succeeding at level 2 can also increase your profitability. This is because clients who receive a service that exceeds their expectations are often willing to pay for it, enabling the outsourcing company to raise prices and thus improve profit margins.

On the other hand failure to impress the business user can lead to them seeking better products and services elsewhere.

- Level3. Partner with your client's goals and objectives

This level is of extreme importance, especially to an outsourcing company. This is because an outsourcing company is technically an extension of the business user, or put more simply an organization within an organization. Therefore, the business users' goals and objectives are aligned and depend on either partially or fully on the outsourcing vendor.



The third level of customer satisfaction is to ensure that your entire team works towards the common goal of achieving the clients' aim and objective. The plus point is that once you reach this level, it will be very difficult for a competitor to interfere your client away.

- Level 4. Be up-to-date with technology infrastructure

For any outsourcing company desiring to be on top, it is important to pay attention to the latest technology trends and be up-to-date with most recent in technology infrastructure. Business users prefer to outsource their core and non-core activities to those who possess the latest in technology infrastructure.

This level of customer satisfaction must not be overlooked because, however satisfied the buyer is with you, they may have to opt for a competitor if you don't possess the latest in technology infrastructure.

- Level 5. Win over the business user on a personal level

While the earlier four levels would help you achieve 99% of customer satisfaction this final level will help you win 100%. Finding out the various personal wins for a few key individuals in the client's organization and helping them achieve these wins can go a long way in establishing your position as a favored outsourcing vendor. It could range from a simple wish for someone who wants to travel to your country to someone who is looking for a promotion through the success of a present project.

The challenge in this level lies in the fact that a majority of personal wins are hidden or at least not immediately apparent and therefore requires more effort to be put in on the part of the outsourcing company.

Understanding and implementing these 5 levels of customer satisfaction in your company can go a long way in building a fruitful and successful long term relationship with your customers care (Exceptional customer care).

### **2.3. Theoretical review on Customer expectations after sales**

According to Kemp (2001), customer satisfaction is the state in which customer needs, wants and expectations through of the products or services' life are met or exceeded resulting in repurchase, brand loyalty and willingness to recommend.

For customer satisfaction to be realized, effort by the organisation management must be made to ensure that issue related to the customer care is addressed. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. (Henry, 2004).

There is a substantial body of empirical literature that establishes the benefits of customer satisfaction for firms.

Organizations have focused a great deal of attention on the issues of customer satisfaction and service quality, with efforts going into determining ways in which these aspects can be measured for an organization while also suggesting ways in which organizations can improve their operations (and these scores).

#### **2.3.1. The Nature of Customer Satisfaction**

In general, satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's or service's perceived performance or outcome to the expectation. If the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied and delighted (Laundry, 2008).

The concept of customer satisfaction occupies a central position in business relationships. Many have defined with reference to the customer's prior expectations. For instance, defines it as the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service. One can be satisfied by a product and service received, or by the company that offered it, when that product and service, or the provider, has met one's prior expectations. Therefore, a high level of service quality is

considered as one of the most important determinant in explaining customer satisfaction, which in turn, influences on customer loyalty towards the organization ( Keny, 2011).

That is why, in today's high competitive business environment, achieving success will greatly depend on customer satisfaction.

### **2.3.2. Factors Influencing Customer Satisfaction**

According to Gauge (2014), customer satisfaction is determined by various factors, including perceptions of service and product quality, and price. Other factors like personal and situational factors may influence also customer satisfaction. Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is an important component of customer satisfaction.

In addition to service quality, other researchers have identified that customer satisfaction is also determined by other factors such as customer specific and situational factors.

### **2.3.3. Service Quality**

Service quality is regarded as the result of the comparison made by customers about what they feel service organizations should offer, and perceptions of the performance of organizations providing the services (Laura, 2015). A customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation (Zoe, 2000). Empirical studies show that the quality of service offered is related to overall satisfaction of the customer. Service quality is considered an important tool for an organization's struggle to differentiate itself from its competitors. It is also an important tool to measure customer satisfaction.

According to several researchers such as Mauna, and others (2009), service quality is a function of the customer's expectations (what they expect the organization should offer them) and what they really get and how they feel about it. In order to measure the customer's perceptions of the service received developed the SERVQUAL instrument which compares the customer's initial expectations and his/her perceptions of the service received. Service quality can be analyzed into five dimensions namely reliability, responsiveness assurance, empathy. Service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility, while satisfaction is more inclusive and it is influenced

by perceptions of service quality, product price and quality as well as situational factors and personal factor (Ndikumana, 2010).

These five dimensions of perceived quality are also the basis upon which expected quality is built. **Reliability** is the ability of the service provider to perform the promised service dependably and accurately.

**Responsiveness** reflects of the willingness to help customers and provide prompt service and is seen in the timely reaction towards the customers' needs or willingness to provide timely services to customers. (Peny, 2011).

**Tangibility** is physical facilities, equipment and appearance of personnel.

**Assurance** is knowledge and courtesy of employees and their ability to inspire trust and confidence.

**Empathy** refers to caring individualized attention the firm provides o its customers.

## **2.4. Empirical study on customers' satisfaction and expectations**

In any organization, satisfying a customer is the ultimate goal and objective. This is perhaps due to the fact that organizations sometimes do not really understand what actually goes on in a customer's mind. As such, this predicament has provided as a challenging task to most business conglomerates that places strong emphasis on customer expectations. Although many researches and studies were conducted on the actual working of the customer's mind, till today it is a still a mystery. Therefore, this research focused on the measurement of customer expectations on which their satisfaction lies in the private institutions in Rwanda.

Many surveys were done on customers' expectations after sales and services in different institutions. One study done on hotel industry showed how high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performances of companies in the hotel and tourism industry (Barsky & Labagh, 1992). Hotels with good service quality will ultimately improve their profitability. In a competitive hospitality industry which offers homogeneous services, individual hoteliers must be able to satisfy customers better than their counterparts (Choi, 2001).

To obtain loyalty and to outweigh other competitors, hotel providers must be able to obtain high levels of customer satisfaction for the service supplied. There are several studies that analyze the needs and the desires of tourists. A research by Wuest et al. (1996) defined the perception of hotel attributes as the degree to which guests may find various services and facilities critical for their stay in a hotel. Hotel's attributes such as cleanliness, price, location, security, personal service, physical attractiveness, opportunities for relaxation, standard of services, appealing image, and reputation are recognized as decisive by travelers to assess the quality of the hotel

According to a survey carried out by Barsky & Nash in 2006, regarding the main hotel chains worldwide, between 2002 and 2005, the importance of loyalty programs for guest's decision on where to stay increased from 32% to 34%.

Most establishments nowadays place emphasis on quality as witnessed by the rise in the number of businesses applying for quality awards such as the awards. The service industry has not been left behind and the hospitality industry has produced world renowned establishments via quality

awards. In a highly competitive hotel industry, individual hoteliers must find ways to make their products and services stand out among the others.

One way to achieve this is for hoteliers to understand their customers' needs and then set out to meet (or exceed) these needs. In general, service quality promotes customer satisfaction, stimulates intention to return and encourages recommendations. Customer satisfaction also eventually increases profitability (Torres & Kline, 2013), market share and return on investment. As a result, and because of increased importance from the service sector, researchers are defining quality from a customer's perspective.

Several studies conducted outside Kenya (Locker, 2010) have investigated service quality in the hospitality industry; however, service quality within the hospitality industry in Kenya has not been widely researched. This study thus intended to investigate service quality within the hospitality industry in the Western tourism circuit of Kenya by getting primary data from hotel guests.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.0. Introduction.**

The previous chapter reviewed literature related to customers' expectations after sales. It also provided their levels of satisfaction. This chapter describes the methodology that was used in the present study. It comprises area of the study, the target population of the study, sample and sampling techniques; and describes the instruments that were used for data collection and how data was analyzed.

### **3.1. Research Design.**

According to Kumar (2005), a research design is a framework or plan for a study used as a guide in collecting and analyzing data. The research is analytical study. This study therefore, employed the quantitative approach to conduct the research. Specifically, the case study and the survey designs were used. The purpose of using this case study is to fully understand the issues being investigated by gathering qualitative data

### **3.2 Sources of data**

#### **3.2.1 Primary Data**

Audrey (1989) states that primary sources come straight from the people you are researching from and are therefore the most direct kinds of information you can collect.

The researcher used primary data in which interview techniques was used to get some information that have not been studied on, the researcher designed a questionnaire which enabled to assess an analytical study on customers' expectation after sales and their satisfaction level. A comparative study of TIGO and MTN in Huye District.

Grinnell and Williams (1990) defined a questionnaire as set of written questions which calls for responses on the part of the respondents and be either self-administered.

A set of questions were used in the research to which were divided into two parts, part one consisted of demographic information of the respondents which are Age, gender, Education, Business type, and dependents and part two consisted of data analysis on customers' expectations after sales.

Face to face interview was used using the questionnaire where the researcher asked customers face to face questions from the questionnaire.

### **3.2.2 Secondary Data**

The researcher used secondary data that is generally taken from magazine, newspaper, text books, official documents, published reports, internet, statistics, bulletins and other documents they enabled the researcher to get information that are not covered in primary data methods such as literatures on customer' expectations after sales that was used in literature review.

## **3.3 Sampling techniques**

### **3.3.1 Area of study**

In the study, the area of study is the area which the research will be carried out. The research consists of customers of both service centers from MTN and TIGO.

### **3.3.2 Population**

Moonie, (2000) defines population as the entire group of persons having the same characteristics that are of interest to the researcher. Ringrose (1986) postulates that population denotes all the potential participants from which the sample is drawn. This study targets a population of one hundred seventy (170) respondents which the research considered as the same time as sample size for both two service centers (MTN & TIGO).

In this research study, the sampling processes were carried out at all shareholders (primary and secondary) from MTN and TIGO service centers who are involved immediately in the research. Those are customers, employees, local people, students and officials. All these are selected purposively as key informants. Sullivan et al., (1990) says that purposive or judgmental sampling specifically excludes certain types of people because their presence might confuse the research findings.

Bailey, (1987) credits this technique with the advantage of being more representative and has the ability to be generalized over a larger population. However, because this technique does not give equal opportunity for all elements to be included (being non-probability sampling technique) other sampling techniques need to be employed to cater for the limitation.



Simple random sampling (SRS) technique is the natural alternative. Aldridge and Levine (2001) define it as a design in which the cases that will make up the sample are chosen in a single process of selection from the sampling frame that covers the entire target population. In this regard each element has an equal chance of being chosen.

The questionnaire will be administered on randomly selected members of the target community. The total number of members of the target community will constitute the sampling frame. Systematic random sampling will then be employed to ensure that all shareholders from Huye district at MTN and TIGO service centers were represented. Sullivan et al. (1990) credits this technique with the exceptional advantage of treating the target population as a unitary whole. In this regard, its attempt to guarantee an equal opportunity may in a way of minimizing bias and prejudice. Nonetheless some of the key district officials will be purposively chosen for in-depth interviews. Below is a summary of sampling frame, subgroups and the final sample size.

**Table 1: Sampling systems regarding the number of respondents**

<b>Stratum</b>	<b>Sub-group size</b>	<b>Sample size</b>
<b>Local people</b>	As Huye district is divided into 14 sectors (imirenge): Gishamvu, Karama, Kigoma, Kinazi, Maraba, Mbazi, Mukura, Ngoma, Ruhashya, Huye, Rusatira, Rwaniro, Simbi and Tumba. The study take 2 per each sectors	48
<b>Main Customers in both centers</b>	20 per each service center	40
<b>employees</b>	10 for each side (MTN & TIGO service centers)	20
<b>Students</b>	60 students living nearby service centers	60
<b>Officials</b>	2 Huye district officials	2
<b>Total</b>		170

(Source: Own design).

### **3.4 Data processing**

Data from 170 questionnaires were entered in an SPSS database that enabled the researcher to summarize correct errors, analyze or otherwise convert data into usable information.

The SPSS data entry form contains all collected on different variables related to customer' expectations after sales.

### **3.5 Data analysis**

Data analysis is defined in business dictionary (2009) as the process of evaluating data using analytical and logical reasoning to examine each component of the data provided.

After processing data of 85 respondents, data was analyzed using SPSS, and excel 2007. Descriptive statistics were used where bar chart, cross tabulation table and frequencies tables were used to present the findings. In descriptive statistics also the researcher calculated the mean, minimum and maximum, sum for some numerical variables.

### **3.6 Limitation to the study**

During the research process, the researcher encountered some limitations that delayed the work. Among the limitations encountered include the following:

Access to statistics of customers of both services centers, during this research, the researcher had to gather scarce statistics from different places the access to such statistics were a problem so the researcher decided to design a questionnaire since most of the statistical data on women entrepreneurs needed were not available.

Another limitation was to reach all the population of both service centers. It was costly and time consuming.

The last limitation encountered it was to ask employees while dealing with the clients. Some did not have time to answer the researcher because they were busy dealing with the clients and sometimes the customers interrupted the researcher so the researcher had to wait until the customers are gone.

### **3.7. Ethical issues**

In this study, the researcher based on the following ethical issues was considered:

- ✓ Informed consent: Before conducting interviews, it was imperative that the researcher informs the participants about the purpose of the study so that their decisions to partake in the study are voluntary.
- ✓ Anonymity: Participants were assured of how the data they would in no way reveal their identities. This was done by using of pseudonyms and codes for identifying participants (Cohen et al, 2007).
- ✓ Promise of confidentiality: The participants were assured of the protection of their dignity and welfare (Nancy 2001) and reporting of the data they provide, they were assured that it was not to be associated with them personally.

### **3.8. Summary of the chapter.**

This chapter basically described the methodology of the study. A qualitative and quantitative approach was considered. The study was conducted at both MTN and TIGO service centers in Huye District. A total of 85 participants were selected for MTN and 85 for TIGO service centers. The participants were chosen using simple random and purposive sampling techniques. The data collection tools were pre-tested to in order to ascertain their validity before administered to the targeted population. Also, various types of documents such as journals, reports, magazines, and text books were consulted.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRATETION OF RESULTS**

### **4.0. Introduction**

This chapter depicts the views, feelings and comments from respondents at TIGO and MTN. The research attempts to analyze the data in view of answering the research questions set at the beginning of this study and particularly by asking how the performance of customer cares and staff from TIGO/MTN. The questionnaires that were issued to the respondents, only 85 for each side were duly completed and returned on time. The responses were presented in the tables and figures.

### **4.1. DATA ANALYSIS**

#### **4.1.0. Presentation of MTN & TIGO Companies**

Commonly known as the land of a thousand hills, Rwanda is the country situated at the heart of Africa inhabited by over 10 million citizens. Rwanda's history of mobile telecommunication companies was pioneered by MTN Rwanda cell which received a licence in 1998 to provide GSM services for both post and prepaid subscribers.

At the time, Prices and tariffs of both cell phones and calling respectively were high and thus MTN had less number of subscribers. With Rwandans' increased GPD per capita at \$540 as of 2010 according to [www.stastics.gov.rw](http://www.stastics.gov.rw) and increased mobile services like GPRS, EDGE, 3G and zero facebook, the South African based company, MTN now boasts with 2,900,264 subscribers ([www.rura.gov.rw](http://www.rura.gov.rw) statistics).

MTN's monopoly in Rwanda lasted for 10 years after which Rwandatel (80% owned by LAP Green networks of Libya) joined the mobile market. Rwandatel's introduction of 3G networks before MTN did, quickly attracted subscribers reaching over 100,000 in less than 2 months of operation. At this time, revolution into Rwanda's mobile communication had just begun, with faster data communications and internet through handheld PCs and mobile phones.

3<sup>rd</sup> to enter the mobile communications market was Millicom named TIGO (owned by Luxembourg) which was licensed to carry operations late 2009.

With intensive marketing (public transport buses were painted TIGO colors with overwhelmingly cheap call costs of 300Rfr per 24 hours) and rapid coverage of networks countrywide, TIGO has secured 1,523,825 as of November 2011.

In April 2011, Rwandatel had its license revoked by Rwanda’s telecom regulator RURA due to a failure to meet licensee obligations such as coverage, planned investment targets and quality of service.

Not long ago, Late 2011 BhartiAirtel (Indian owned) secured a license to provide 2G and 3G cellular services. The company plans to invest over USD100 million over the next three years, including USD30 million for the purchase of the operating licence.

However with the entrance of a bigger fish in the market, (5<sup>th</sup> world’s Telcom company), a lot is expected since Airtel has had a long history of making wonders including buying other Telecom companies like the USD 10.7 Billion deal that saw Zain’s 15 countries’ coverage become Airtel not to mention a previous wish to merge with MTN Group.

**Table 2: Comparison table of financial statement between MTN Rwanda and TIGO (2010-2015)**

YEARS	MTN RWANDA						TIGO RWANDA					
	2010	2011	2012	2013	2014	2015	2010	2011	2012	2013	2014	2015
<b>Customers</b>	1.656.254	1.923.548	2.912.235	3.525.258	3.121.456	4.156.256	-	1.236.546	2.561.356	2.456.996	2.856.236	3.102.236
<b>Revenue</b>	223.369.365	368.365.321	452.569.368	425.356.354	589.369.458	759.253.456	-	456.365.365	480.256.368	552.365.456	789.236.568	745.639.258
<b>Expenses</b>	106.365.645	126.546.698	240.369.586	148.369.254	213.254.256	354.236.589	-	253.365.254	240.256.236	265.365.456	365.236.354	398.236.365

Source: MTN and TIGO Rwanda Annual Report (2010-2015)

From the above table, it can be seen that both MTN and TIGO, customers, revenue and expenses are increasing every year. But MTN registered decline in customers in 2014 compared to 2013 whereas TIGO increased their customers throughout the period.

#### 4.1.1. Mobile telephone subscriptions between MTN and TIGO companies

As of December 2015, operators offering mobile telephony services included MTN Rwanda Ltd and TIGO Rwanda Ltd those offering mobile telephone services were Liquid Telecom Ltd and MTN Rwanda Ltd

#### 4.1.2. Market share and coverage

MTN Rwanda Ltd continued to show the biggest market share from 2010 to 2015 with 46%, TIGO Rwanda followed with 35 % in mobile telephone subscriptions. The following table gives us details:

**Table 3: Mobile telephone network coverage per type of technology and per operator from 2010 to 2015**

Operator	2G	2.5G	3G	3.5G
<b>GEOGRAPHIC COVERAGE</b>				
<b>MTN Rwanda Ltd</b>	99.11%	99.11%	69.57%	69.57%
<b>TIGO Rwanda Ltd</b>	89.62%	89.62%	16.00%	16.00%
<b>POPULATION COVERAGE</b>				
<b>MTN Rwanda Ltd</b>	99.91%	99.91%	89.03%	89.03%
<b>TIGO Rwanda Ltd</b>	99.98%	99.98%	52.43%	52.43%

**Source:** RURA Operators returns

Geographically, MTN 2G and 2.5 Network covers 99.11% of the total land area, while TIGO Rwanda Ltd goes with 89.62 %. This geographic network gives the opportunity to 99.91% of the population to access 2G and 2.5G networks of MTN Rwanda Ltd and 99.98% of TIGO Network. 3G and 3.5G mobile technologies were deployed

geographically by MTN Rwanda Ltd at the level of 69.57% with 89.03% of population and TIGO Rwanda Ltd at 16% with 52.43% of population as of March 2016.

Besides, from the study found that the geographic coverage of 3.5 G between 2010-2015 was not well expanded especially for TIGO which realized 16. % and 52.4% for population coverage. This is seen different from MTN where it realizes 69.5% for geographic coverage of 3.5 G and 89% for population coverage.

#### **4.2. HUYE DISTRICT DATA ANALYSIS FOR BOTH SERVICE CENTERS**

This previous analysis serves as a presentation of MTN Rwanda and TIGO Rwanda in general within the country from 2010 to 2015 with regard to different aspects which enabled the researcher to present the results and analysis of this work. HUYE District uses telecommunication networks for an effective communication in the country's development. Mobile telecommunication organizations like MTN Rwanda, TIGO Rwanda,..are operating in HUYE District. But someone may ask himself how many customers are there? The number of branches? The products or services offered and how are they delivered in order to satisfy customers thus customers' expectations after sales services and their level of satisfaction.

##### **4.2.1. Sample presentation of HUYE District according to the classification of respondents**

In order to know what the customers and staff think about customers 'expectations after sale services and their satisfaction level, 95 questionnaires were distributed to their respondents but only some eighty (85) questionnaires were returned back. Some customers and staff did not submit the reason why in our study we have used 85 respondents.

The major methods employed were the use of questionnaires, observations; the researcher also interviews the respondents and filled the questionnaires herself. Personal characteristics included Age, occupation, gender, and Education level.

These characteristics proved very vital to the researcher whereby for example by analyzing Education level the researcher analyzed the level of Education to the services required from the administration. By identifying the occupation, the researcher related to the mode of services rendered to the respondents in accordance to the occupation.

#### 4.2.1.1. Classification of respondents by gender

Gender is a great variable in the study because it permeates to know a number of male or female which helped the researcher to know what male or female think about customers 'expectations after sale services and their satisfaction level at MTN/TIGO.

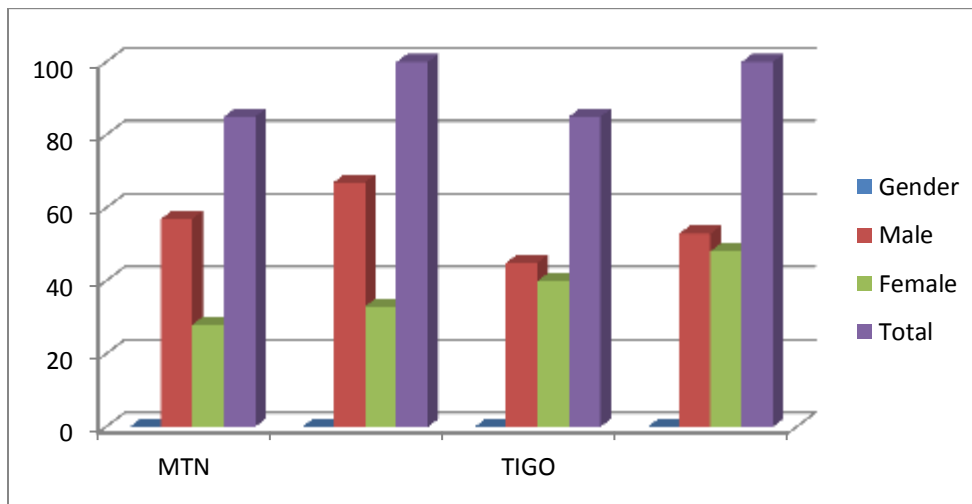
**Table 4: Distributions of respondents by gender**

Gender	MTN		TIGO	
	Frequency	%	Frequency	%
Male	57	67	45	52.9
Female	28	33	40	48.1
Total	85	100	85	100

**Source:** Field data, June 2017

As indicated by table 4, 57 respondents out of 85 which represent 67% are male who use MTN and they constitute a large number of respondents and 28 out of 85, that is 33 % are female in MTN whereas in TIGO male represent 52.9% and 48.1% are female and most of them are customers. This results that many respondents in TIGO were female than in MTN. It could be seen in the figure below.

**Figure 1: Distributions of respondents by gender**





#### 4.2.1.2. Classification of respondents by their age

Age is another important variable because it allows knowing the category that appreciates the service delivery by MTN or TIGO. The table below gives further details about it.

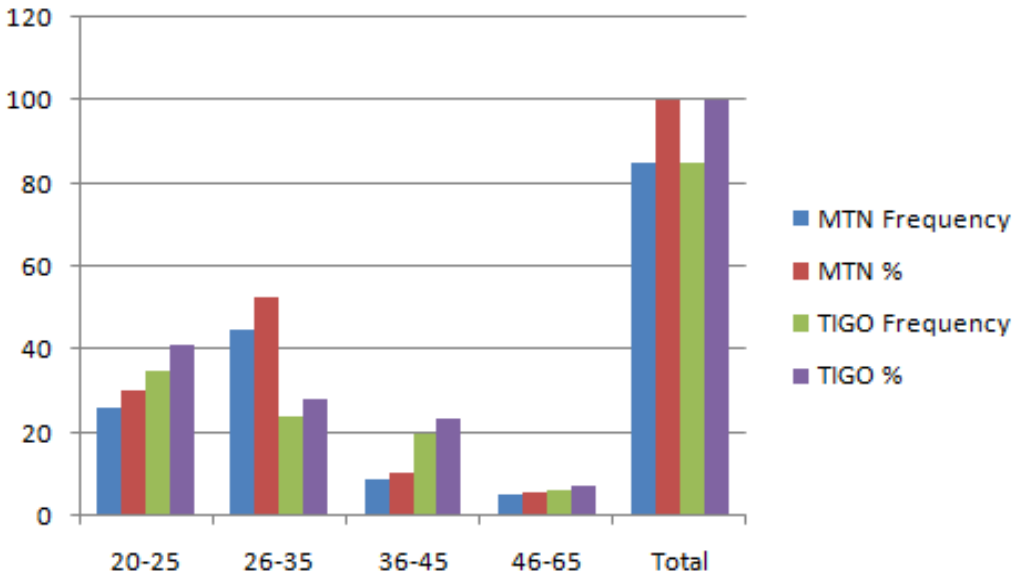
**Table 5: Age of respondents**

Age	MTN		TIGO	
	Frequency	%	Frequency	%
20-25	26	30.5	35	41.1
26-35	45	52.9	24	28.2
36-45	9	10.5	20	23.5
46-65	5	5.8	6	7.2
Total	85	100	85	100

**Source:** Field data, June 2017

As shown by the table above the majority of users in MTN is in the age group of 26-35 equal to 52.9 % , whereas the majority of users in TIGO is in the age group of 20-25 equal to 41.1% and most of them are young people who could also be able to provide some information about the topic. Furthermore, there is another group of 9 respondents that is 10.5% who are between 36 and 45 who use MTN and the same group of age represents 23.5% in TIGO, we consider them mature and have also information about these companies. The last group of 46-65 as the previous one, they are mature and some of them are administrative staff of the companies, they have a better understanding of the system that is customers' expectations after sales services and their satisfaction level. The figure below shows more.

**Figure 2: Distribution of respondents by age**



#### **4.2.1.3. Classification of respondents according to the level of education**

Education is one of the most important characteristics that might affect the person's attitudes and the way of looking and understanding any particular social phenomena. In a way, the response of an individual is likely to be determined by his educational status and therefore it becomes imperative to know the educational background of the respondents. Hence the variable 'Educational level' was investigated by the researcher and the data pertaining to education is presented in Table 6.

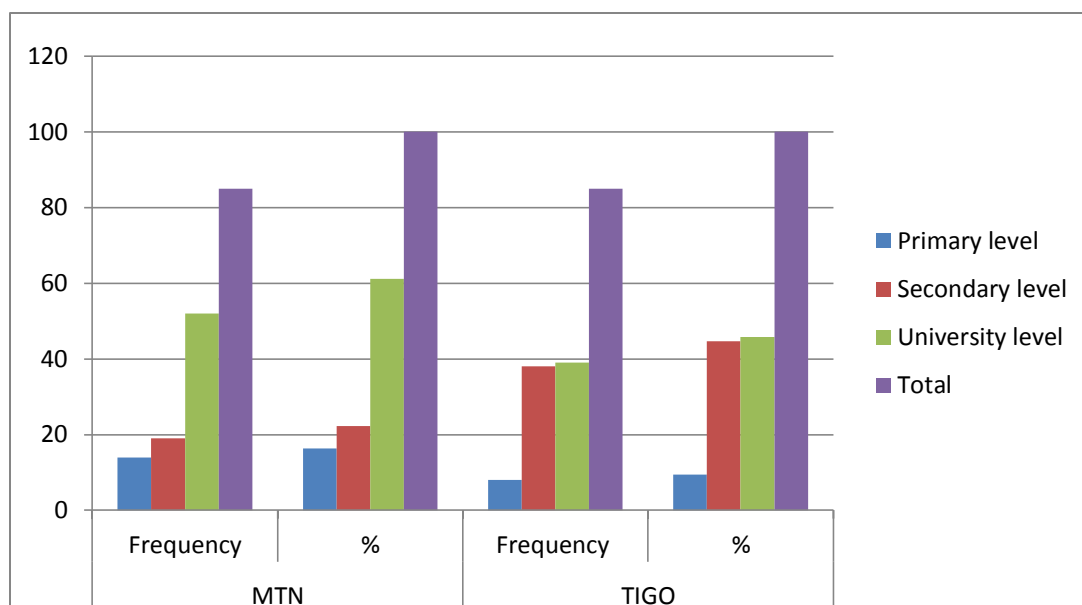
**Table 6: Level of education of respondents**

<b>Level of education</b>	<b>MTN</b>		<b>TIGO</b>	
	<b>Frequency</b>	<b>%</b>	<b>Frequency</b>	<b>%</b>
Primary level	14	16.4	8	9.4
Secondary level	19	22.3	38	44.7
University level	52	61.1	39	45.8
<b>Total</b>	<b>85</b>	<b>100</b>	<b>85</b>	<b>100</b>

**Source:** Field data, June 2017

The majority of 61.1 % of respondents who use MTN and 45.8% who use TIGO have university level. This category was the one who were present and who were willing to respond to different questions that the researcher has asked. The second group of 22.3% of MTN respondents and 44.7% of TIGO respondents is the one who have secondary level. They are also able to help the researcher in giving some important information. In this category, we have clients and some agents of both service centers. The last group of 16.4% of MTN respondents and 9.4 of TIGO is primary school.

**Figure 3: Level of respondents**



**4.2.1.4. Classification according to the Occupation of the respondents**

**Table 7: Classification according to the Occupation of the respondents**

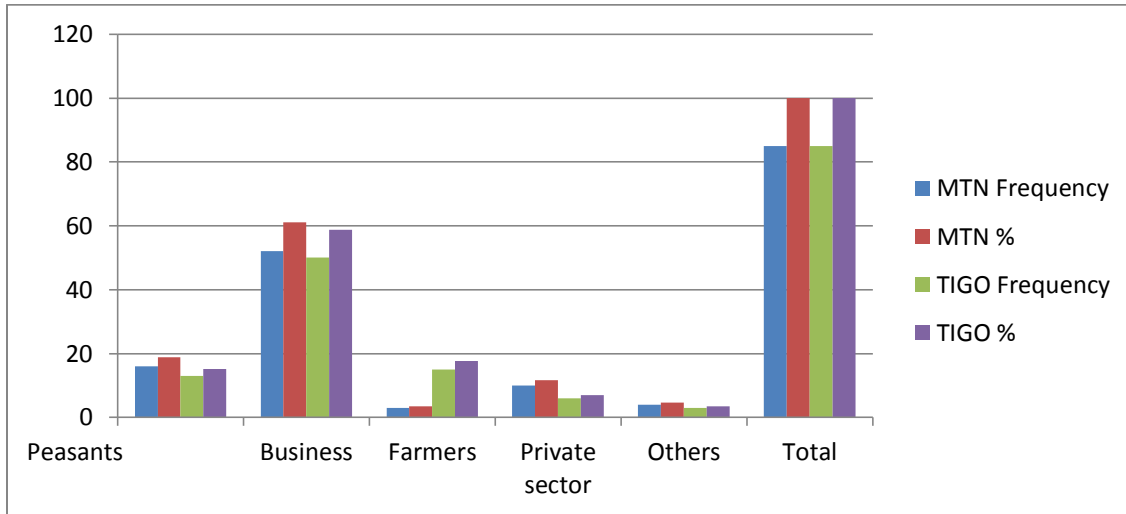
Occupation	MTN		TIGO	
	Frequency	%	Frequency	%
Peasants	16	18.8	13	15.2
Business	52	61.1	50	58.8
Farmers	3	3.5	15	17.6
Private sector	10	11.7	6	7
Others	4	4.7	3	3.5
<b>Total</b>	<b>85</b>	<b>100</b>	<b>85</b>	<b>100</b>

**Source:** Field data, June 2017

It is evident from Table 7 that near about half of the total respondents (61.1%) was business man from MTN, differently from TIGO (58.8%). Most of them are customers from MTN companies. After the table highlights percentages from two different companies are somehow the same from

MTN (18.8%, 11.7%, and 4.7%) and (15.5%, 17.6%, 7) and 3.5%) are from TIGO. There is still a significant difference according the respondents' classification as shown in the following figure.

**Figure 4: Classification according to the Occupation of the respondents**



The above sample presentation presents the sample characteristics of Huye District sample population. It could be seen that from the above charts, customers/ respondents are not equally distributed regarding the age, gender, level and occupation.

Regarding all these differences observed according the respondents' classification, someone may ask himself what the matter, why this. The findings imply that there exist many factors that could lead to customer satisfaction in service sectors. That is why organizations in this kind of service sectors need to improve on all the significant factors considered as reasons for satisfaction because it is useful for managers in business organizations for strategic planning.

#### 4.2.2. MTN/TIGO products or Services

**Table 8: MTN and TIGO products and services**

<b>Product and services</b>	<b>MTN</b>	<b>TIGO</b>
mobile phones	✓	✓
Modem	✓	✓
Internet service	✓	✓
Talk a lot pay less	✓	✓
Family and friends	✓	✓
Free bonus	✓	✓
Voice call	✓	✓

**Source:** Field data, 2017

#### 4.2.3. Price of products and services offered by TIGO and MTN

For the different products and services offered by MTN and TIGO to customers, modems were the products which were used in higher quantities while super packs, internet and TIGO cash services were the most patronized. Modem represented 6% of the total products while super packs represented 22%, internet service 18% and TIGO cash 4%. The researchers were interested in knowing the reasons why these product and services were consumed more than others and the reason given was the value or cost of these products.

Concerning the price of products and services, Table 11.shows that 94.1% of TIGO respondents declared that the price of TIGO's products and service is cheap while in MTN is 45.8%. 54.2 of MTN respondents declared the price higher than TIGO (5.9%). It is seen that a greater number of respondents declared the price being expensive. This created a constant migration from MTN network to TIGO Company, because 50% of MTN clients complained about price.

#### 4.2.4. Customer satisfaction and sample characteristics for HUYE District

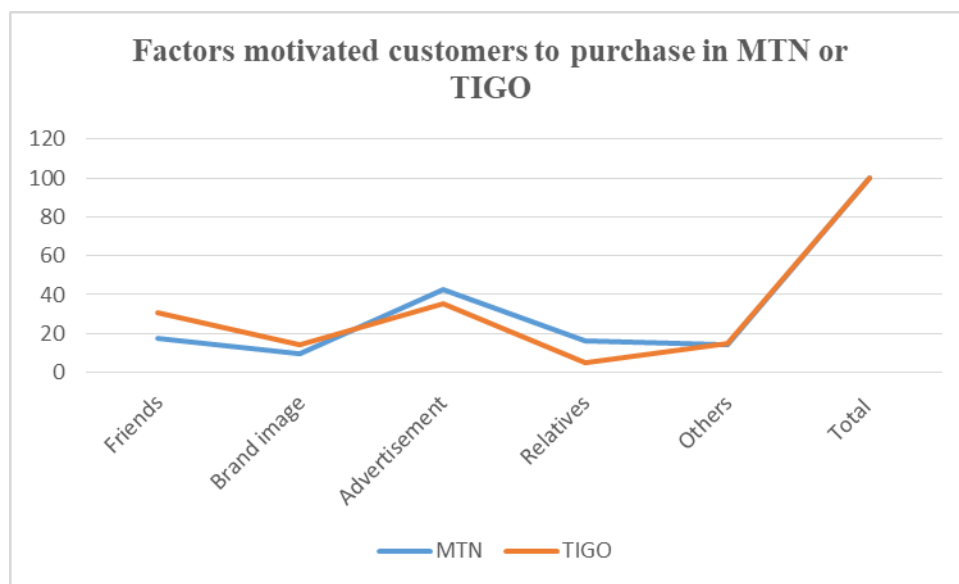
**Table 9: Factors motivated customers to purchase products in MTN or TIGO**

Factors	MTN		TIGO	
Friends	15	17.6	26	30.5
Brand image	8	9.4	12	14.1
Advertisement	36	42.3	30	35.2
Relatives	14	16.4	4	4.7
Others	12	14.1	13	15.2
<b>Total</b>	85	100	85	100

**Source:** Field data, June 2017

The table 9 above depicts an image of comparison between MTN and TIGO in factors which motivated to purchase a product in both companies so as to be satisfied. As the data shows, advertisement (42.3% ) contribute a lot to motivate customers to buy a product in MTN rather than in advertisement done in TIGO (35.2%) as showed by respondent. Another factor to highlight would be friends with 30.5% in TIGO are very important factor because most of them meet and start talking about TIGO. Moreover, a short gap should also be seen between relatives factor in MTN (16.4% whereas and 4.7% in TIGO) which many respondents accept that most of time among relatives through daily communication they everyday make conversation on MTN rather than TIGO. The results found that advertisement (42.3%) in MTN is big factor which motivate customers to purchase the products. MTN mostly uses advertisement through TV, Radio or newspaper to attract and to motivate its customers whereas friends (30.5%) in Tigo play a big role influencing customers in purchasing products in those companies.

**Figure 5: Factors motivated customers to purchase products in MTN or TIGO**



✓ **The rate of satisfaction between MTN and TIGO companies**

**Table 10: Rate of satisfaction between MTN and TIGO**

Rate	MTN		TIGO	
	Count	Percentage	Count	Percentage
Fully satisfied	10	11.7	38	44.7
Satisfied	63	74.1	42	49.4
Dissatisfied	5	5.8	3	3.5
Fully dissatisfied	7	8.2	2	2.3
<b>Total</b>	<b>85</b>	<b>100</b>	<b>85</b>	<b>100</b>

**Source:** Primary data, June 2017

Local mobile network MTN (11.7%) is falling behind its rival (TIGO with 44.7%) when it comes to customer satisfaction scores for wireless internet services and others. This is according to new findings from their companies, which surveyed over 85 customers of MTN and 85 customers from TIGO in June 2017.



Overall, all these telecom providers achieved a satisfaction score of 74.1% (MTN) and 49.4% (TIGO) industries when it comes to customer satisfaction. But it's TIGO that has scored the lowest total satisfaction score of 2.3%. MTN, meanwhile, scored on par with the industry at 2.3% which fully dissatisfied.

One of the customer satisfaction areas where MTN scored badly was loyalty. While the survey results do not specify a reason for this, it may be related to price increases implemented by MTN over the past year," said one of the staff in the interview. MTN also recorded the lowest value for money score while TIGO scored the highest in this category.

#### 4.2.5. Quality service and sample characteristics of HUYE District

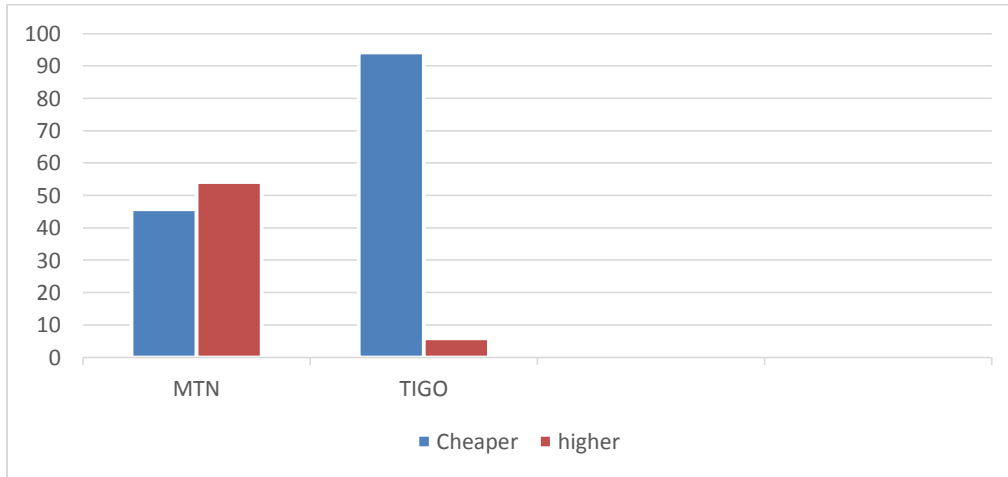
**Table 11: The prices charged per services**

Price	MTN		TIGO	
	cheaper	39	45.8	80
higher	46	54.2	5	5.9
<b>Total</b>	85	100	85	100

**Source:** Field data, June 2017

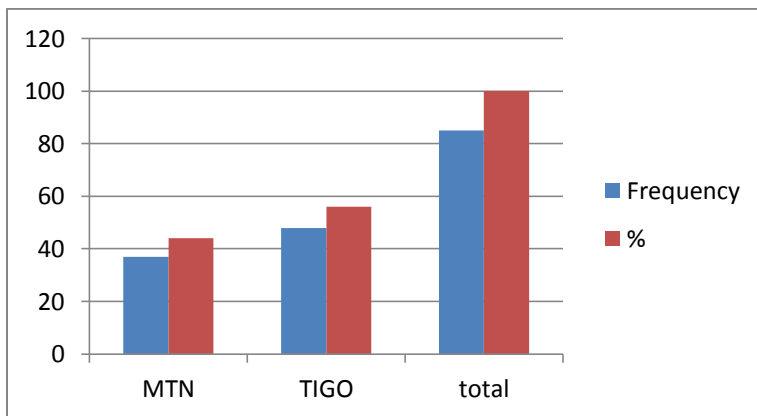
In respect of respondents' opinion about which of the telecommunication companies offer cheaper prices on products and services rendered to customers, the study revealed that majority (94.1%) of the respondents favored TIGO. This is followed by MTN representing 45.8% of the sample. Five(5%) of the respondents preferred MTN in terms of prices of products and service while 54.2% of the respondents claimed TIGO offer cheaper prices on products and services compared with the other networks as illustrated in the following Figure. These results are not surprising because TIGO is the market leader, who enjoys more economies of scale than the other competitors. It could be seen this figure below.

**Figure 6: Price of service and product between MTN and TIGO**



✓ Customers most preferred network between MTN and TIGO

**Figure 7: Shows customers most preferred network**



In respect of respondents' opinion about which of the telecommunication networks is their most preferred network, most (54%) of the respondent preferred TIGO to all the other networks while those who prefer MTN to the other telecommunication networks constituted 46%. Indeed, as revealed by these statistics, MTN and TIGO are the most preferred networks by customers in HUYE District especially students from different campus of HUYE as indicated in Figure 7. This is perhaps because of their relative service reliability than the other network providers.

### 4.3. Test results of the study

To assess the product or service MTN and TIGO customers expect after sales and their level of satisfaction, the researcher sought the views of the major players in the company in order to have a comprehensive view on the matter.

#### 4.3.1. Most Preferred product or service of customers

The study indicates that for the different products and services offered by MTN and TIGO, Talk a lot pay less and modem were the products which were used in higher quantities by respondents followed by free bonus. Modem represented 6% of the total products used while phones represented 4%. As regards services offered, 38% of respondents appeared to be happy with the free bonus package while 18% favored internet service.

Majority (29.4%) of the respondents indicate that it is cheap using TIGO and modems for internet services compared to MTN networks while 16% claimed it is economical using services of these companies. In terms of verbal communication, 16% preferred TIGO than MTN.

**Table 12: Why TIGO products are preferred mostly than MTN products?**

Reasons	MTN		TIGO	
	Frequency	Percentage	Frequency	Percentage
Easy access to call and internet	10	11.7	25	29.4
It is cheap and economical	67	78.7	30	35.3
It is facilitate verbal communication	8	9.4	30	35.3
<b>Total</b>	85	100	85	100

**Source:** Field survey, 2017

The majority of respondents (78.7%) asserted that TIGO products are cheap and economical than MTN products. When ones purchase any product from TIGO while comparing to MTN, the study found that most of customers prefer TIGO because the price of MTN is high. The study also found that as 11.7% of respondents, TIGO product is also easy access to call and even the internet, and finally 9.4% of TIGO customers testified that it is also facilitates verbal communication.

### **4.3. 2. Measuring customer satisfaction with service quality**

In measuring satisfaction with service quality measures were used that are all supported by the theory as reviewed in literature review. These are desire and expectation disconfirmation (ED) and overall satisfaction categorically customer satisfaction with respect to MTN and TIGO.

#### **4.3.2.1. Customer satisfaction and service**

Customers were asked to rate their satisfaction with quality of service providers (MTN & TIGO) using expectation disconfirmation measures and overall customers satisfaction (OCS) measures. The ED measures had five point Likert scales: “excellent, good, moderate, poor and fair as seen in table 14 The OCS measure use five point likert scale: “poor”. “Very satisfied”, “satisfied”, “neutral”, “dissatisfied”, and “very dissatisfied” as shown in the Table 10.

#### **4.3.2.2. Customer loyalty**

In respect to customer loyalty, 66% of the respondents affirmed their loyalty to TIGO. This high affirmation of loyalty clearly indicates the willingness of customers to continue doing business with that company in spite of the many challenges it faces. Fourteen (14%) of the respondents claimed that in the face of exorbitant call rate (charges) TIGO is still a preferred network because of its products and services which are cheap while 14% of the respondents also indicated that they just like MTN. Also, there has been some trust for the two networks. This is because 24% disapprove quality of service provided yet continue to use the networks. Customer satisfaction (CS) impacts the behavior of customers in a number of ways. First, CS is found to be a key determinant of customer detention.

Moreover, it is pointed out that CS is regarded as a necessary antecedent of customer loyalty, which in turn drives profitability and performance. About 54% of the respondents hinted of a

possible switch from TIGO to MTN. The following table explains why customers want to switch from MTN to TIGO network.

**Table 13: Why customers want to switch from MTN to TIGO**

Reason	MTN		TIGO	
	Frequency	Percentage	Frequency	Percentage
difficult to access airtime	6	7.5	4	4.7
It deducts my credit without using services	9	10.5	24	28.2
too expensive to use	26	30.5	3	3.5
my friends use different lines	12	14.1	53	72.3
network is unreliable	32	37.6	1	1.1
<b>Total</b>	<b>85</b>	<b>100</b>	<b>85</b>	<b>100</b>

**Source:** Field data, June 2017

This table above clearly demonstrates customers' disapproval of services rendered. Indeed, most of the respondents pointed out their frustrations regarding cost of MTN service. This is because about 26% of the respondents felt that it was too expensive to use MTN than TIGO.

As it is summarized in Table13, 37.6% of the respondents indicate that network of MTN is unreliable while 70.5% confess the difficulty in accessing airtime. Two (10.5%) of the customers said that there were unnecessary deductions of credit by MTN which could create the need to switch to TIGO network. Results from one way analysis of variance shows that there is no significant relationship between the loyalty and customer exit (switch to a competitor network), loyalty of customers was not significantly related to exit of customers.

This means that loyalty of customers is independent of exit. Indeed, there were gaps in the customer loyalty to MTN, which needed to be addressed in order to protect customers from switching to TIGO network.

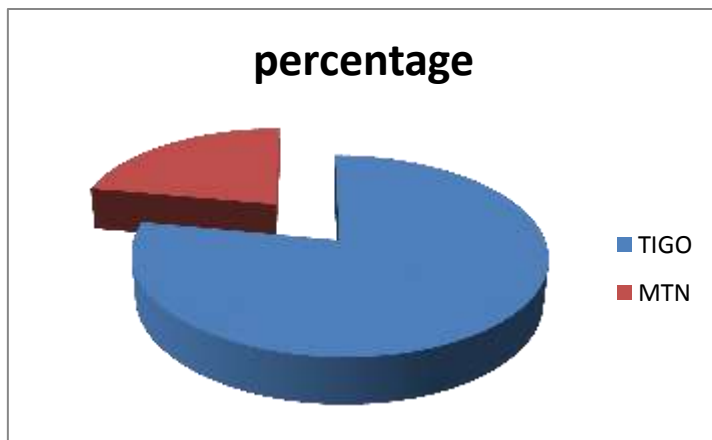
### 4.3.3. Sustainability of the products and services of MTN and TIGO provided to customers

To assess the sustainability of the products and services MTN and TIGO provide to their customers, the researchers sought the views of the major stakeholders in the industry in order to have a comprehensive view on the matter.

#### 4.3.3.1. Product and service sustainability

Regarding product and service sustainability, the researcher focus was on the responses of customers and company staff. Majority of the respondents (78%) rated service delivery and products of MTN as unsustainable while 22% rated it as sustainable. The aim of this question was to recognize at which level between MTN and TIGO which one accept to value their customers. The greater percentage of respondents thought service delivery was not sustainable which translates into some mistrust between service providers and customers. Results from one way analysis of variance shows that there is no significant relationship between the products and sustainability of the products since, shows that the products offered on sale was not significantly related to sustainability. This means that products the companies sell is independent of its sustainability. The following figure gives details.

**Figure 8: Product and service sustainability between MTN and TIGO**



## **4.4. Discussion**

### **4.4.1. Marketing strategies and mechanisms put in place to satisfy and maintain customers**

Marketing effectiveness is not necessarily revealed by current marketing performance. Good results and growing sales may be due to the organization being in the right place at the right time rather than having effective marketing management. This is frequently the situation during the entrepreneurial phase of an organization's growth and development.

To assess the marketing mix and mechanisms put in place by MTN and TIGO to satisfy and maintain customers, the researcher sought the views of the major stakeholders in the industry in order to have a comprehensive view on the matter. Concerning the analysis of Marketing-mix in MTN and TIGO, the focus was oriented on variables such as Price, Place, Product and Promotion, Physical evidence, People and Processes.

In respect to the question of knowing the gender of respondents, the research indicates that 67% of the respondents were males, 33% were females while all (100%) of the respondents affirmed having cell phones. The Researcher asked this question in order to know the MTN and TIGO subscribers in telecommunication possessing cell phones. This is due to the fact that holding a mobile phone was said to be costly.

### **4.4.2. Price of products**

For the different products and services offered by MTN and TIGO to customers, modems were the products which were used in higher quantities while super packs, internet and TIGO cash services were the most patronized. Modem represented 6% of the total products while super packs represented 22%, internet service 18% and TIGO cash 4%. The researcher were interested in knowing the reasons why these product and services were consumed more than others and the reason given was the value or cost of these products.

Concerning the price of internet bundle, Table 11 shows that 56% of the MTN respondents declared that the price of MTN was expensive than TIGO's price, 20% as very expensive, 18% as cheap, while 6% found it very cheap.

It is seen that a greater number of respondents declared the price being expensive. This created a constant migration from MTN network to TIGO Company, because 50% of MTN clients complained about price.

#### 4.4.3. Distribution channel (place)

**Table 14: Customers' rating of the channels of distribution**

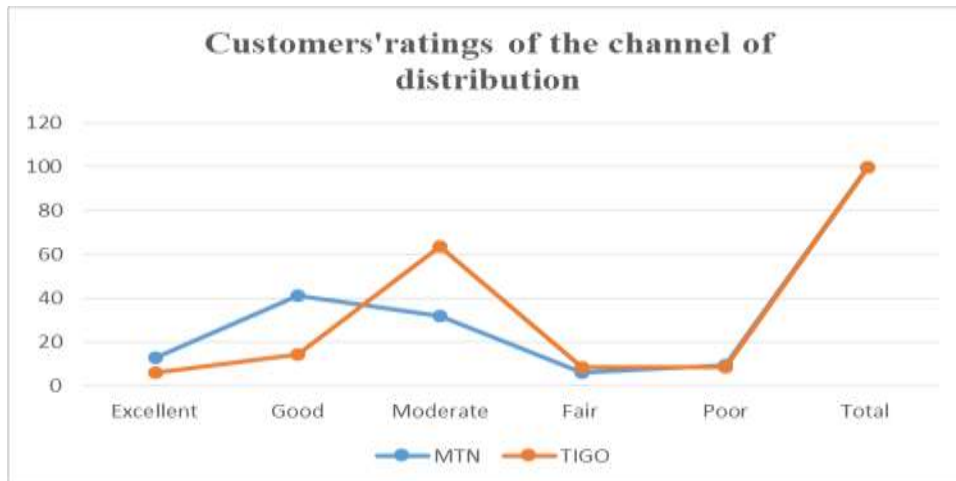
Rate	MTN		TIGO	
	Frequency	Percentage	frequency	percentage
Excellent	10	12.9	5	5.9
Good	35	41.1	12	14.1
Moderate	27	31.7	54	63.5
Fair	5	5.8	7	8.2
Poor	8	9.4	7	8.2
<b>Total</b>	<b>85</b>	<b>100</b>	<b>85</b>	<b>100</b>

**Source:** Field data, June 2017

The research revealed that majority (41.1%) of the respondents found MTN distribution channel being good than TIGO, 31.7% on the other hand thought the distribution channel was moderate and 5.8% said it was poor while 9.4% said the distribution was excellent. Respondents declared getting product knowledge easily. They said that MTN distribution channel, as well as products and Services were known to all. This is as a result of training and strong marketing campaigns that enabled the companies to meet its customer's targets.



**Figure 9: Customers' ratings of the channels of distribution**



As indicated in table 14, 41.1% of respondents affirmed getting the products and services from MTN easily than TIGO. The research shows that the big number was those who were getting access to distributions from them. The respondents not getting poor service represent 16%. From researchers' point of view poor service could generate conflict between customers and service providers where some clients could switch to other networks. Besides, 38% of respondents found access to air time as difficult while 62% found accessing airtime as easy especially in MTN.

## **CHAPTER FIVE: SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS**

### **5.1. SUMMARY OF FINDINGS**

Customer satisfaction is related to the human activity directed at satisfying human wants through the exchange of goods and service. Satisfying the customers occupies a most important position in business management. Customer satisfaction plays a crucial and critical role as it deals with customers and their needs. The major task of organization is to satisfy customers by meeting their needs and wants. The essence of organization is the customer and not the product shall be the heart of the entire business system. It emphasizes on customer oriented business. Policies and programs, which are formulated to serve efficiently the customer demand. "Satisfaction of a customer is so basic that it cannot be considered as a separate function. The purpose of this study was to know the type of service offered, to ascertain expected services after sales to customers and to measure the impact of the perceptions on future sales.

Concerning the different products and services offered by MTN and TIGO, the study found that , Talk a lot pay less and modem were the products which were used in higher quantities by respondents followed by free bonus. Modem represented 6% of the total products used while phones represented 4%. As regards services offered, 38% of respondents appeared to be happy with the free bonus package while 18% favored internet service.

Majority (29.4%) of the respondents indicate that it is cheap using TIGO and modems for internet services compared to MTN networks while 16% claimed it is economical using services of these companies. In terms of verbal communication, 16% preferred TIGO than MTN.

Besides, regarding which factors motivate customers to purchase MTN or TIGO products, the study revealed that, advertisement (42.3% ) contribute a lot to motivate customers to buy a product in MTN rather than in advertisement done in TIGO (35.2%) as showed by respondent. Another factor to highlight would be friends with 30.5% in TIGO are very important factor because most of them meet and start talking about TIGO. Moreover, a short gap should also be seen between relatives factor in MTN (16.4% whereas and 4.7% in TIGO) which many respondents accept that most of time among relatives through daily communication they everyday make conversation on MTN rather than TIGO. The results found that advertisement

(42.3%) in MTN is big factor which motivate customers to purchase the products. MTN mostly uses advertisement through TV, Radio or newspaper to attract and to motivate its customers whereas friends (30.5%) in TIGO play a big role influencing customers in purchasing products in those companies.

## **5.2. CONCLUSIONS**

This study seeks to assess customer satisfaction (CS) after sales and their level of satisfaction between MTN and TIGO company through loyalty as well as sustainability of products and service quality delivered by them as mobile telecommunication network.

The problem of this study was whether customers are satisfied with service delivery of MTN or TIGO in Rwanda in general and HUYE District in particular and what are the after sales service perception of customers. The main research designs used for the study were survey and case study. A Structured questionnaire was used to collect data from eighty five (85) individual subscribers selected from the each mobile telecom networks via cluster, simple random and purposive sampling techniques. Descriptive statistics and one way were used for the data analysis.

Overall customer satisfaction and their level of satisfaction for MTN were lower than for TIGO while comparing them in HUYE District. Many customers or subscribers prefer TIGO services and products than MTN because most of them are students and local people who do not earn enough money and MTN products and services are very high. That is the reason why the research found that TIGO Company have many subscribers than MTN. However, customers of MTN rated their satisfaction higher than TIGO in accordance the use of internet, that is how MTN internet speeds up, that is why many customers even though MTN bundle is more expensive than TIGO one, they prefer to use it. This problem is due to the big number of subscribers or customers of TIGO who make the internet line to be overloaded and this creates a problem while using internet

Finally, respondents or customers especially young were significantly less satisfied with their service providers by TIGO which does not take them into account than MTN while purchasing Vuga packs.

Hence, the result of this research will be really important to managers in business organizations for a better strategic planning and enables them to how to deal with customers in order to maintain the organization's main objective of profit maximization and cost minimization. It could be also useful to management of organization in a way of examining those other factors apart of service quality that the customers selected as reasons of satisfaction or dissatisfaction.

The findings of this research are also relevant to academic categories of consumer, employees and marketing research. There is an additional knowledge on consumer research because many organizations are trying to make it possible by gaining more customers, keeping the old ones and attracting the new ones. By satisfying them, they obtain good service quality and the latest strategy for organization is better and easy to manage thus this is the best way to manipulate such issues intoday's business environment.

### **5.3. RECOMMENDATIONS**

Policy makers and industry regulators such as the Ministry of Youth and ICT( MYICT) and Rwanda Utility and Regulation Authority (RURA), need to be awakened to this empirical fact and take pragmatic steps to ensure that mobile telecom network operators in Rwanda improve upon their efficiency and effectiveness in the provision of telecommunication services that meet and exceed customer need, desire and expectation.

RURA should make it part and parcel of their monitoring activities to establish and implement an independent periodic survey to assess customer satisfaction of the service quality delivered by service providers in Rwanda. The results of such satisfaction surveys should be published with the companies' names for the public to take knowledge of the respective performance of Telco groups, with the potency of triggering change in the quality of service delivered by the lowly rated companies.

Such surveys also give the RURA and other industry regulators that scientific basis for any sanctions, queries and addressing poor service quality issues in the industry.

Also, the management of Company MTN and TIGO must seriously take knowledge of customer dissatisfaction with their service quality and make serious efforts to develop effective strategies to improve upon the situation. The customers of MTN are typically dissatisfied with their service

quality; it is therefore, recommended that the management should keep improving upon the network quality and decrease price of service and products until customers are satisfied.

In addition, business is all about ensuring that customers buy from your company rather than your closest competitor. However, a company must first know and understand the factors that motivate customers to buy. It is necessary for companies to move over to proactivity and influence customer behavior in a way that would make them feel engaged and close, choosing a company's products over others. We know that customers buy for both emotional and logical reasons. They have needs, desires, and wants, which they expect would be fulfilled by the choices they make and the products they buy. It would be the job of a company to show customers why its products would benefit them and why they would not get better from anyone else.

A company would be able to motivate customers to buy by understanding their feelings, emotions, beliefs, thoughts, and values. The better a company understands these, the easier it would be for the company to motivate customer behavior in its favor. Not only would prospects become customers, but existing customers too would provide repeat business, and spread a good word about your company. If a company fails to motivate customers to buy they would seek fulfillment of their needs elsewhere, meaning that the company loses the customer to competition. A company that completely understands its customers / target audience would be able to control their motivations to buy, which in turn would make it easier for customers to take swift decisions in favor of the company.

### **5.3. SUGGESTIONS FOR FURTHER RESEARCH**

The topic was a good one but because of its limitations, there is a need for further research. Because the study did not consider the employees who delivered the services to customers, further research may put emphasis on the relationship between the customer satisfaction, service quality and job satisfaction to see if satisfaction level of employees is related to their services or customer satisfaction.

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## **Web resources**

1. <http://investpedia.com/terms/incomestatement.asp>
2. <http://rura.gov.rw>
3. <http://statistics.gov.rw>
4. [http://vertex42.com/Excel Templates/Financial-statements.html](http://vertex42.com/Excel_Templates/Financial-statements.html)

# Appendices

**A. QUESTIONS REGARDING MTN CUSTOMERS**

*Dear Sir/Madam,*

*(Please tick ( ✓ ) appropriate answer in the box / space)*

**I. Customer Introduction:**

a.. Address : \_\_\_\_\_

b. Age : \_\_\_\_\_

c. Occupation / Job: \_\_\_\_\_

d. Gender: .....

**II. Which factors motivated you to purchase a product from MTN**

A: Friends [ ] B: Brand Image [ ]

C: Advertisement [ ] D: Relatives [ ]

E: Self decision [ ] F: Others [ ]

**III. To what extent the MTN has satisfied your purpose / need?**

A: Fully Satisfied [ ] B: Satisfied [ ]

C: Dissatisfied [ ] D: Fully Dissatisfied [ ]

**IV. As compare to other product from MTN, how do you rate the following characteristics of your companies**

Characteristics	Excellent	Very good	Good	Average
Price				
Quality				
Durable				
Performance				
Mileage				

**V: What is your opinion about MTN products**

- A: Excellent       B: Very Good
- C: Good       D: Bad

**VI: What was the behavior of show room people while taking quotations or while**

**Purchasing MTN products**

- A: Very Friendly
- B: Friendly
- C: Not-Friendly
- D: Don't Know

**VII: What is your opinion about “*service charges*” in the show room?**

A: Very Reasonable [ ]

B: Reasonable [ ]

C: Costly [ ]

D: Very Costly [ ]

**VIII: Why did you prefer among the product of MTN**

A: Quality [ ]

B: Price [ ]

C: Service [ ]

D: Durability [ ]

**IX: What problems faced while purchasing MTN airtime**

A: Lack of information’s [ ]

B: Non co-operations of show room people [ ]

C: Delay [ ]

D: No problem [ ]

**X: Give your valuable suggestions to improve services after sales in MTN**

A: \_\_\_\_\_

B: \_\_\_\_\_

C: \_\_\_\_\_

**XI. What are the expectations for service provided by MTN?**

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

**XII. What is your perception for services provided to you?**

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***B. QUESTIONS REGARDING MTN STAFF***

1. Do you think that MTN caters all your service needs?

- (a) Yes            (b) No

2. For the past how many years have you worked in MTN service?

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3. What kind of service or products do you usually provide in your company?

- (a) Airtime   (b) internet service (c) mobile money / Tigo Cash   (d) Mocash

4. Does your company (MTN) conduct any recreation facilities for the customers

- (a) Yes            (b) No

5. Does your company (MTN) have core service facility for the customers

- (a) Yes            (b) No

6. Does your company (MTN ) offers competitive service

- (a) Yes            (b) No

7. Do you think your company (MTN ) offers competitive products and services between them

- (a) Yes            (b) No

8. What do you feel about overall service quality of your company after sales

- (a)Excellent        (b)very good        (c)good            (d)average        (e)poor

9. Would you recommend MTN to your friends, relatives, associates

- (a) Yes            (b) No

10.What are your overall opinion about this customers expectation and service quality delivered between MTN and TIGO

- (a)Excellent    (b) very good    (c) good        (d) Satisfactory    (e) bad

10.What are the after sales service perception of customers?

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11. Are there any satisfaction level & its influencers of customers?

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12. What are the impacts of the above analysis on future sales?

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13. How do you rate our products and services and did they meet your needs and expectations  
Regarding quality and performance?

- a) Excellent   b) good   c) satisfactory   d) poor   e) very poor

14. How do you rate our approach to quality management to ensure complete customer satisfaction?

- a) Excellent   b) good   c) satisfactory   d) poor   e) very poor

15. How do you rate the competitiveness of our products and do they represent best value for total cost of lifetime ownership?

- a) Excellent   b) good   c) satisfactory   d) poor   e) very poor

16. Do you have any comments or suggestions that would help us improve customer expectation and service quality in MTN company?



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17. What do you like about MTN products and services after sales?

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18. What is the impact of perceptions on future sales in your company? (MTN)

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19. What are suggestions offered by the customers from your company in order to improve service?

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**A. QUESTIONS REGARDING TIGO CUSTOMERS**

*Dear Sir/Madam,*

*(Please tick ( ✓ ) appropriate answer in the box / space)*

**I. Customer Introduction:**

a.. Address : \_\_\_\_\_

b. Age : \_\_\_\_\_

c. Occupation / Job: \_\_\_\_\_

d. Gender: .....

**II. Which factors motivated you to purchase a product from TIGO**

A: Friends [ ] B: Brand Image [ ]

C: Advertisement [ ] D: Relatives [ ]

E: Self decision [ ] F: Others [ ]

**III. To what extent the TIGO has satisfied your purpose / need?**

A: Fully Satisfied [ ] B: Satisfied [ ]

C: Dissatisfied [ ] D: Fully Dissatisfied [ ]

**IV. As compare to other product from TIGO , how do you rate the following characteristics of your companies**

Characteristics	Excellent	Very good	Good	Average
Price				
Quality				
Durable				
Performance				
Mileage				

**V: What is your opinion about TIGO products**

- A: Excellent                    [ ]                    B: Very Good                    [ ]
- C: Good                            [ ]                    D: Bad                            [ ]

**VI: What was the behavior of show room people while taking quotations or while purchasing TIGO products**

- A: Very Friendly                    [ ]
- B: Friendly                            [ ]
- C: Not-Friendly                    [ ]
- D: Don't Know                    [ ]

**VII: What is your opinion about “*service charges*” in the show room?**

A: Very Reasonable [ ]

B: Reasonable [ ]

C: Costly [ ]

D: Very Costly [ ]

**VIII: Why did you prefer among the product of TIGO**

A: Quality [ ]

B: Price [ ]

C: Service [ ]

D: Durability [ ]

**IX: What problems faced while purchasing TIGO airtime**

A: Lack of information's [ ]

B: Non co-operations of show room people [ ]

C: Delay [ ]

D: No problem [ ]

**X: Give your valuable suggestions to improve services after sales in TIGO**

A: \_\_\_\_\_

B: \_\_\_\_\_

C: \_\_\_\_\_

**XI. What are the expectations for service provided by TIGO?**

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**XII. What is your perception for services provided to you?**

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***B. QUESTIONS REGARDING TIGO STAFF***

1. Do you think that TIGO caters all your service needs?

- (a) Yes            (b) No

2. For the past how many years have you worked in TIGO service?

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3. What kind of service or products do you usually provide in your company?

- (a) Airtime   (b) internet service   (c) mobile money / Tigo Cash   (d) Mocash

4. Does your company (TIGO) conduct any recreation facilities for the customers

- (a) Yes            (b) No

5. Does your company (TIGO) have core service facility for the customers

- (a) Yes            (b) No

6. Does your company (TIGO ) offers competitive service

- (a) Yes (b) No

7. Do you think your company (TIGO ) offers competitive products and services between them

- (a) Yes (b) No

8. What do you feel about overall service quality of your company after sales

- (a)Excellent (b)very good (c)good (d)average (e)poor

9. Would you recommend TIGO to your friends, relatives, associates

- (a) Yes (b) No

10.What are your over all opinion about this customers expectation and service quality delivered between MTN and TIGO

- (a)Excellent (b) very good (c) good (d) Satisfactory (e) bad

10. What are the after sales service perception of customers?

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11. Are there any satisfaction level & its influencers of customers?

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12. What are the impacts of the above analysis on future sales?

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13. How do you rate our products and services and did they meet your needs and expectations regarding quality and performance?

- b) Excellent
- b) good
- c) satisfactory
- d) poor
- e) very poor

14. How do you rate our approach to quality management to ensure complete customer satisfaction?

- C. Excellent
- b) good
- c) satisfactory
- d) poor
- e) very poor

15. How do you rate the competitiveness of our products and do they represent best value for total cost of lifetime ownership?

- b) Excellent
- b) good
- c) satisfactory
- d) poor
- e) very poor

16. Do you have any comments or suggestions that would help us improve customer expectation and service quality in TIGO company?

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17. What do you like about TIGO products and services after sales?

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18. What is the impact of perceptions on future sales in your company? (TIGO)

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19. What are suggestions offered by the customers from your company in order to improve service?

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