

Retaining Customers and Measuring their Loyalty in the Etisalat Cable TV (E-Vision) of United Arab Emirates

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ABSTRACT:

Increasing customer satisfaction requires bridging the gap between the company and its customers to achieve customers' loyalty. The main purpose of this project is to measure the customer loyalty of E-vision. This can be acquired by the implementation of analytical methods in surveying fifty of the E-vision customers. The respondents were asked to fill up a questionnaire for the purpose of studying and analyzing their satisfaction of the service provided by E-vision. This can also help the company to seek new methods to retain customers and their loyalty in the future. The main result of the study is to check the long-term association of the customers with the E-Vision company and this can be considered as a measure of their loyalty.

KEYWORDS: Retain, Customer Loyalty, Cable (E-Vision), Entertainment, Structure, Industry.

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I. INTRODUCTION:

Entertainment, as a business, has started attracting the attention of corporate, retail and institutional investors in the Middle East in a manner that could have been hardly envisaged a decade ago.

This can be done in keeping with global trends where most forms of entertainment have come within the structure of organized corporate enterprises.

The entertainment business in UAE is still in a fledging state. This is especially true for the Television medium despite the rapid rise in the number of cables, and satellite connections over the past decade as well as the proliferation of channels.

CNN's live broadcast of the Gulf war in 1991 laid the foundation for Cable TV in most Middle East & Asian countries. The CNN broadcast became so popular that several telecom developers in the Middle East became operators. The next phase was the launch of the pay channels and evolution of Multi System Operators (MSO). Over time the number of both government and private satellite channels increased substantially which contributed to the explosive growth and popularity of Cable TV industry. All this, increased the investment requirement and ultimately led to the entry of larger players with deep pockets. Those players brought in superior technology and higher standards of services. The three major corporations that entered and dominated the industry for a period of time were ART, Showtime, and Orbit.

The last few years have witnessed remarkable changes in cable TV industry with the entry of new channels, technology, and program contents necessitating heavy investments. Governments on its part has never extended any favor or concessions to this industry. The fall in advertisement revenues were forcing TV channels to depend more on subscription for their survival.

It is in this context that the need to increase the customer base becomes important. Finding new customers is not an easy task given the highly competitive market. In such difficult times, customer retention is an important task for organizations to survive.

Only loyal customer stays with the organization at all times. Evaluating the loyalty of a customer by appropriate methods makes customer retention effective.

Objectives:

The Main objectives of this study are:

- To evaluate the customer loyalty and to find methods for effective retention of customers.

Sub Objectives

- To find out methods to improve customer relationship.
- To analyze the effectiveness of the promotional activities.
- To evaluate the expectations of the customers.

Significance:

E-Vision started in April 2000 as a subsidiary of Etisalat. It was the first Cable network service company in the UAE. E-vision has grown today in size and reach and it has been spread all over the UAE and touches over 2,500,000 customers.

During the last two years, noticeable erosion in the customer base attracted the attention of the management of E-vision. Although Etisalat does not foresee an immediate threat to its Cable TV operations; it is the dominate multimedia operator in UAE, but this could turn out to be potential threat to the company in the case of new and powerful players entering the field. Although, technology wise, Etisalat is in position to meet any challenges with a strong and loyal customer base, but nobody knows what the future hides. For the meantime, there are no preliminary studies available on this subject and the importance of detailed study is essential to bring out solid and real facts. After analyzing several opinions, the assessment of customer loyalty was identified as an effective tool to evaluate the problem and provide solution. Thus, it helps in preventing further erosion of customers.

Hypotheses:

The following hypotheses have been generated in order to measure the loyalty of the E-vision customers and the methods which should be applied to gain there retention.

Ho1: Customers are not satisfied with the services offered by (E-Vision) in the UAE.

Ho2: There is no direct contact between customers and Etisalat Staff.

Ho3: Customers input does not influence the quality of services given to them by E-Vision.

Ho4: Customers can influence the quality of services of Etisalat.

Ho5: Etisalat does not offer better services than competitors do.

Ho6: E-Vision promotions are not at the highest level.

Scope and Limitations:

Our scope in this study is to evaluate the loyalty of a customer by applying appropriate methods. Due to the privacy policy of Etisalat towards its customers, only limited number of questionnaires was allowed to be distributed and a free hand was given in choosing the respondents.

Customer loyalty relates to the behavioral pattern of customers. To evaluate the behavioral pattern, psychometric tests would have been more appropriate. However, with the heterogeneous nature of the customers, a questionnaire of this type would not yield effective results.

The loyalty study for a particular brand or company would be more realistic if the competitors' customer loyalty profile is studied simultaneously through a survey on competitors' customer. However, this is not possible in the case of E-vision as there are no strong competitors at the present time. Since the study has been restricted to Dubai, Sharjah, and Al-Ain, the findings cannot be generalized to other areas.

II. LITERATURE REVIEW:

Customer Loyalty

The term customer loyalty is used to describe the behavior of repeated customers, as well as those that offer good ratings, reviews, or testimonials. Some customers do a great service by offering favorable word of mouth publicity regarding a product, telling friends and family, thus adding them to the number of loyal customers. However, customer loyalty includes much more than this. It is a process, a program, or a group of programs geared toward keeping a client happy so he or she will provide more business (Lai, Griffin, and Babin, 2009).

Customer loyalty can be achieved in some cases by offering a quality product with a guarantee from the company. Customer loyalty can also be achieved through free offers, coupons, low interest rates on financing, high value trade-ins, extended warranties, rebates, and other rewards and incentive programs. The ultimate goal of customer loyalty program is to have happy customers who will return to purchase again and persuade others to buy the company's products or services. This equates to profitability, as well as happy stakeholders.

Customer loyalty may be a one-time program or incentive, or an ongoing group of programs to entice consumers. Buy-one-get-one-free programs are very popular, as are purchases that come with rebates or gifts. Another good incentive for achieving customer loyalty is offering a risk free trial period for a product or service. Also known as brand name loyalty, these types of incentives are meant to ensure that customers will return, not only to buy the same product repeatedly, but also to try other products or services offered by the company.

Customers are essential to any company. Without customers, a company can hardly survive; yet, more importantly, without the capability of maintaining long-term relationship with its customers, a company can hardly thrive. A company could ultimately increase its market share and improve its long-term competitive

advantages over its competitors, only when it is able to maintain long lasting relationship with its customers. Therefore, customer relationship is the key for a company to win its market without acknowledging the importance of its customer relationship (Ou, Vries, Wiesel, and Verhoef, 2014).

When people try to look at customer relationship beyond CRM systems, they often end up at the same destination Customer Loyalty; Since Customer Loyalty is the only marketing concept available that is about customer relationship.

Customer Retention

Customer loyalty is the result of well-managed customer retention programs; customers who are targeted by a retention program demonstrate higher loyalty to a business. All customer retention programs rely on communicating with customers, giving them encouragement to remain active and choosing to do business with a company.

You want customers to do something, to take action. You want them to visit your website, make a purchase, sign up for a newsletter. And once they do it for the first time, you want them to continue doing business with you, especially since you probably paid big money to get them to do business with you the first time. You do not want to pay big money the second time. You want to create a "loyal" customer who engages in profitable behavior.

Customer data and models based on this data can tell you which customers are most likely to respond and become loyal, no matter what kind of front-end marketing program you are running or how you "wrap it up" and present it to the customer. The data will tell you who to promote to, and how to save precious marketing dollars in the process of creating customers who are loyal to you longer.

For example, let us say you look at your most loyal customers and find on average they buy or visit at least once every 30 days. Therefore, you begin tracking these customers, and discover 20% of them "skip" their 30-day activity. In addition, 90% of the 20% who skip never come back. You are watching the erosion of customer loyalty right before your eyes.

In addition, it is too late to do anything about it, because they are already gone. You will waste a tremendous amount of money trying to get them back. You have to develop a way to identify high loyalty customers who are at risk, and take action before they leave you.

This is accomplished by using the data customers create through their interactions with you to build simple models or rules to follow. These models can be your early warning system, and will alert you to situations like the "30 day skip" example above in time for you to do something before the customer defects. Behavior models cause the data to speak to you about the loyalty status of the customer before its too late (Fullerton, 2014).

Customer loyalty and Customer Retention

A customer is classified as a loyal customer of a company, as long as this customer maintains an active account with the company. Companies also try to identify their "Loyal Customers" by asking respondents certain questions about their attitudes towards the companies in their Customer Satisfaction and Customer Loyalty surveys. The three most commonly used questions are as follows:

- How likely are you to continue to do business with the Company?
- How likely are you to recommend the company to your friends?
- How likely are you to purchase new products from the company?

If the customer gives top two-box rating (that is, 4 and 5 in Likert rating scale) to the above questions, he/she is regarded as a "Loyal" customer. According to this Customer Loyalty definition, a customer retention strategy is often developed to retain a company's current customers. That is, to keep a customer "Loyal" to the company.

"Loyalty Program" is one of the popular marketing practices of such Customer Retention strategy. Usually, in a "Loyalty Program", a company provides its customers with a kind of reward when they made purchases from the company.

The Loyalty Program is designed as a way of attracting customers to keep buying from the company, because customers have to accumulate their rewarding points by purchasing from the company to a certain amount before they can reimburse the rewards (Gustafsson, Johnson, and Roos, 2005).

Share of Loyalty

Under free market competitions, competing companies are sharing customers in market. A customer may have multiple accounts in several banks; he may carry all the major airlines Frequent Flyer Mileage "Loyalty Program" cards with him; he may constantly visit several retail stores; he may use different telecom companies for long distance, local, mobile phone services and internet access. He may also use several credit

cards and drives cars of different brands simultaneously. Finally, a person can avail more than one cable connection at the same time.

While we respect the power of Customer Loyalty, we also have to accept the fact of the sharing of a customer among competitions. This actually describes a market competition of “Share of Loyalty”. Under the “Share of Loyalty” situation, a customer might be “more loyal” to a company than to another. However, when it is shared, Loyalty does no longer exist since loyalty means exclusiveness (Sirdeshmukh, Singh and Sabol, 2002)

Customer Side Story

The most serious problem of the concept of Customer Loyalty comes from the fact that it is defined from the companies’ perspective. It is “Company Centric”. However, in order to manage customer relationship effectively, marketing strategies should be developed based on how customers perceive their relationship with companies.

Do customers think they are (or should be) loyal to any company? Let us analyze the following statements

- I am loyal to the company X.
- I prefer X to any other brands.
- I always choose X only.
- X is my most favorite brand.
- I am a proud owner of product X.

If only one answer is allowed, it is often found that decisions are made mainly based on rational valuation and not on loyalty to the company. Customers do have emotional relationship with companies, however such emotional relationship cannot be considered as loyalty as so many people claim. By claiming customer loyalty, a company actually puts its customers in a subordinate position.

Instead of thinking that he is loyal to a company (or a brand), a customer’s emotional relationship with a company (or a brand) involves a more positive and dominating feeling. When a customer talks about “my service provider” (such as my bank, my lawyer, etc.), he never means that he is (or is supposed to be) loyal to that service provider. Rather, he means that he is in the relationship game (kumar, 2015).

Customer loyalty is an inappropriate concept to describe customer relationship perceived by customers. If a company cannot manage customer relationship from its customers’ perceptions of their relationship with the company, it can hardly manage its customer relationship properly.

Customer Loyalty and Competitions

Since competing companies share customers in a market, customer relationship needs to be examined under competitions. However, the Customer Loyalty marketing practice forces us to look at customer relationship from inside a company. Within a company, mainly based on the information in the company’s database, a Customer Loyalty profile analysis usually classifies the customer relationship of the company in to three categories: Loyalists, Migratories and Defectors. One obvious drawback of such analysis is that we might not see a complete picture of the Customer Loyalty profiles in the market.

One solution to this problem is to conduct competitive Customer Loyalty Analysis. That is, to analyze and compare competitors’ Customer Loyalty profiles simultaneously through a survey on competitors’ customers.

Customer Loyalty and Market Segmentation

Another issue associated with the concept of Customer Loyalty under market competitions is that people usually do not consider market segmentation when talking about Customer Loyalty. An obvious shortcoming of this practice is that, customer belonging to the same Loyalty group are most likely not to be the same market segment based on their basic needs. Thus, even if we could successfully identify different Customer Loyalty groups, we could still not implement an identical marketing strategy to the customers with the same Customer Loyalty profiles

In addition, without proper market segmentation, a company does not know if it is worthwhile to build strong customer relationship (Customer Loyalty) with a specific customer (or specific group of customers).

Implementing a Customer Loyalty strategy without considering market segmentation would lessen the effectiveness of a Customer Loyalty strategy significantly (Voss, Parasuraman, and Grewel, 1998).

E-vision:

Emirates Cable TV & Multimedia (LLC), E-Vision, was launched in April 2000 as a subsidiary of the dynamic Emirates Telecommunication Corporation, ETISALAT. Starting with just 70 channels, E-Vision has grown in size and reach and is now the premier digital TV entertainment provider delivering more than 220

channels using the most advanced Cable TV technology offering the people of UAE an incredible selection of entertainment.

E-vision is the first and the only Cable TV network in the UAE that offers the ultimate in entertainment, information, education, and Interactive Multimedia Services in digital quality picture and sound which is transmitted digitally across the country.

E-vision is the only regional source to offer over 220 TV channels, in 21 different languages and with programs ranging from sports, movies and documentaries to music and kids channels thus satisfying the taste of every member of the family.

Mission

The mission of E-Vision is to provide state-of-the-art Video, Audio, Cable TV and Multimedia Services through differentiated product offerings and superior customer service at affordable prices.

Technology

Etisalat has built a state of the art fully digital Head ends capable of receiving satellite channels, digitally encoding, multiplexing and encrypting them. It also has a broadband Hybrid Fiber Coaxial (HFC) network which ensure delivery of these channels in crystal clear video resolution and CD quality audio output; all this without any degradation or interruption of service. Digital Cable TV is a more advanced way of transmitting TV, rather than the old "analog" transmissions of the past. Picture quality and sound quality are far better and more reliable. New innovative services are made available through a Digital Cable TV system that makes TV viewing more enjoyable. TV channels are transmitted through a digital Cable Network, and are received through a Set-Top-Box (decoder).

E-Vision incorporates state of the art encryption systems to ensure the security of its services which requires a Smart Card to be present in the STB to receive E-Vision's digital Cable TV service. Based on the packages subscribed by the individual customers, the necessary viewing rights are written on to the subscriber smart card enabling the customer to view the programs, which he has subscribed.

Network Coverage

Currently E-vision transmits programs on a digital Hybrid Fiber Coaxial (HFC) network covering most of the areas in Abu Dhabi, Dubai and Sharjah. Areas like Al-Ain, Ajman, Mafraq and Jabel Ali are covered by Wireless Transmission. Gradually, the E-Vision network will cover the length and breadth of the UAE.

Program Content

E-vision channel line-up includes 15 premium packages and is structured to suit the viewing habits of a wide cross-section of UAE society. Packages offered reflect the viewing preferences of residents in the United Arab Emirates. The pricing is very competitive and offers a good entertainment value for the money to the viewers. These packages are delivered from all the major TV providers like Showtime, Orbit, ART, Pehla, Firstnet, TFC, Pinoy Plus and many more in addition to the E-vision basic package thus offering the viewers an unmatched level of program content. Several individual Premium channels are offered to the customers as Ala Carte option.

E-vision has created the following exclusive channels that are available only in E-vision channel platform.

- E-junior (dedicated for children).
- E-view (for Pay per View movies service).
- E-Masala (offering latest Indian language channels)
- The information channel (show the Stock Markets and prayer times as well as program reviews and documentaries).

In addition to these exclusive channels, E-vision also offers innovative interactive services channels like e-Games, e-Mobile, e-Active, and Horoscope.

Customer Service

A state of the art Call Centre linked by a dedicated toll free number is available 24 hours a day, seven days a week to answer any queries and solve any technical difficulties the customer might face.

A team of dedicated friendly, efficient and responsive sales representatives and technicians are also available in each regional office to cater to the customer needs and attend to their complaints promptly. This helps to enhance the customer loyalty and satisfaction and maintain a long-term relationship with the customers.

The Future

E-Vision is in the process of upgrading the network technology and adding a host of new services to enhance customer viewing experience and satisfaction. The number of TV channels offered by E-Vision will be

increased to 300 plus within a short time and E-vision has very optimistic plans of increasing the channel capacity to over 700 channels in the next few years. Introduction of IPTV has helped E-Vision to reach more customers at a faster pace.

E-vision is launching Video on Demand service which allows the customers to watch the latest Arabic, Bollywood & Hollywood movies, from the comfort of their homes at their convenience. E-Active service which gives the online flight timings from different airport ports is also launched. E-Vision is also introducing MPEG4/HDTV services which offer the customers unmatched picture quality in HD format. Web TV and Mobile TV are some of the other services used.

III. RESEARCH METHODOLOGY:

Data Collection

Data was collected for analyzing the problem and it was done through a structured questionnaire that was distributed to respondents in Dubai, Sharjah and Al-Ain . Arabic, English and Hindi version of the questionnaire was formed to make the survey effective. All the questions were specific to evaluate the loyalty of the customers.

Taking into account the nature of the respondents and also the need for uniform pattern of evaluation Likert Scale (a scale from 1 to 5). (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree was used to measure customer loyalty, the questionnaire was limited to 30 paragraphs.

The questionnaire was distributed to 50 of the E-vision customers and 47 were retrieved.

Data Analysis:

The analysis of the data obtained from the questionnaire was analyzed using quantitative techniques and qualitative interpretations. The respondents had been granted, ranking and it was done on the basis of assigning appropriate weightings.

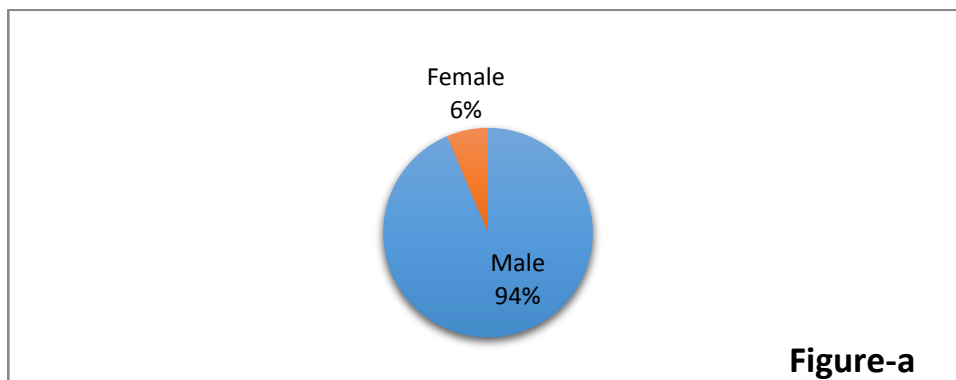
Wherever consistency of the response had to be measured correlation methods were used.

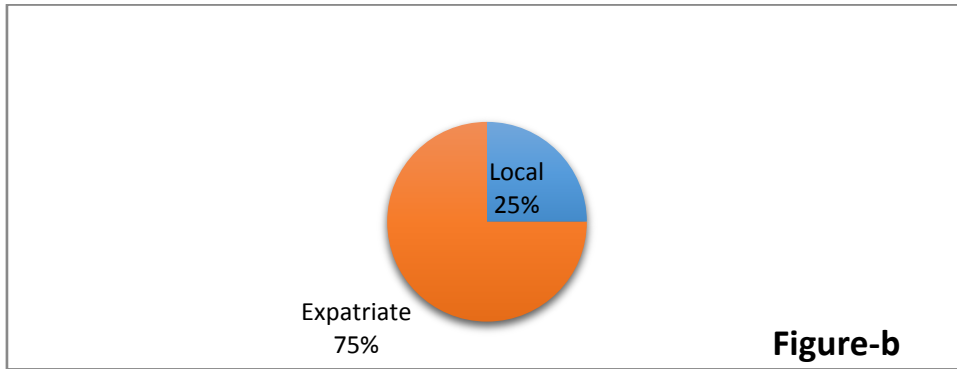
The results obtained from the analysis have been matched with the theoretical aspects to justify the genuineness of the theory.

Demographic & Functional Analysis:

Gender & Nationality

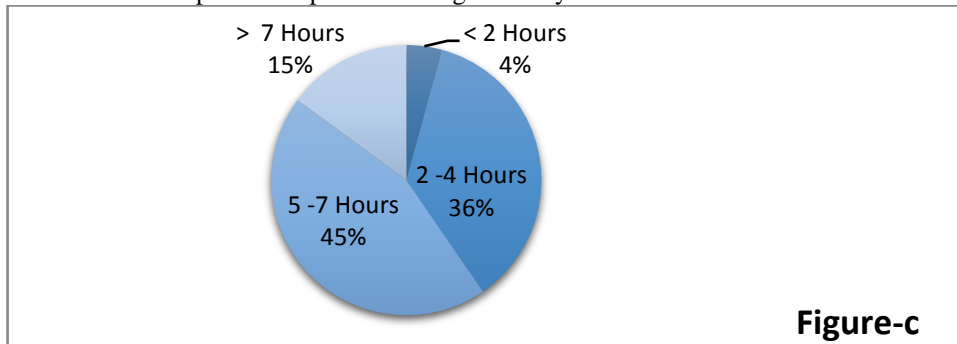
As shown in (Figures a & b) below the majority of the participants were males by 94%, whereas female participation was much less by 6% (only 3 ladies). Among those, three one of them was local and the other two were from India and Philippines. The locals were highly represented by 25% of the total number of respondents; the remaining respondents were Arabs from different nationalities as well as other expatriates from India, Philippines, and Srilanka.





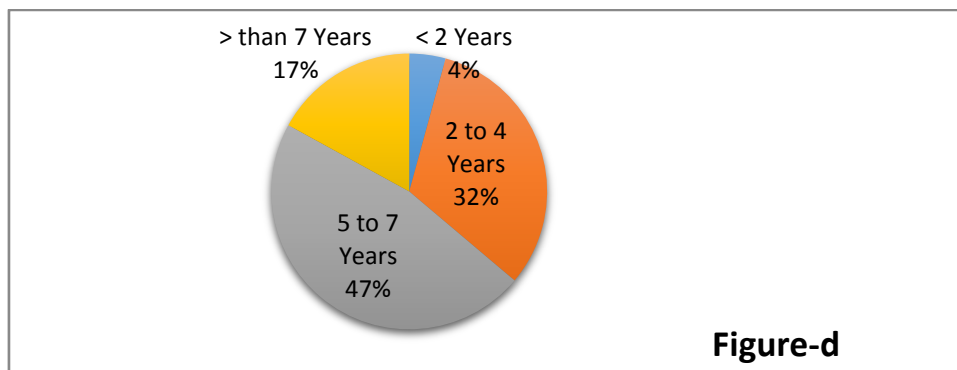
Daily TV Watching Duration

Figure-c present the time respondents spend watching TV daily



Subscription Duration

As shown in (Figure-d) the majority of respondents have been E-vision customers for more than five years 64%, almost one third of them were customers for a period of 2 to 4 years. 4% has been E-vision customers for less than 2 years.



Salary

This figure below represents the monthly income of each of the respondents.

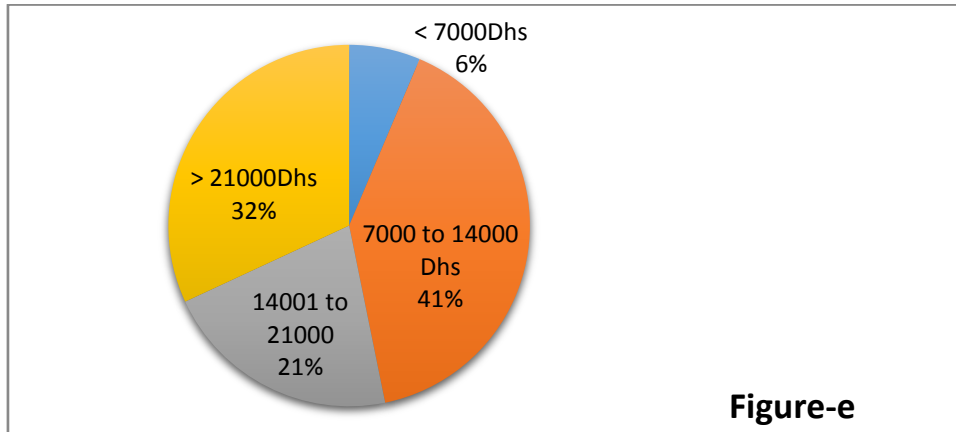


Figure-e

Hypothesis 1

The chart shows the percentage of customer satisfaction with the services offered by E-vision.

Figure-1a

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q3	5	2.659574	20	10.6383	10	5.319149	10	5.319149	2	1.06383
Q4	7	3.723404	12	6.382979	9	4.787234	14	7.446809	5	2.659574
Q5	1	0.531915	2	1.06383	7	3.723404	29	15.42553	8	4.255319
Q15	0	0	20	10.6383	12	6.382979	15	7.978723	0	0
Total	13	6.914894	54	28.7234	38	20.21277	68	36.17021	15	7.978723

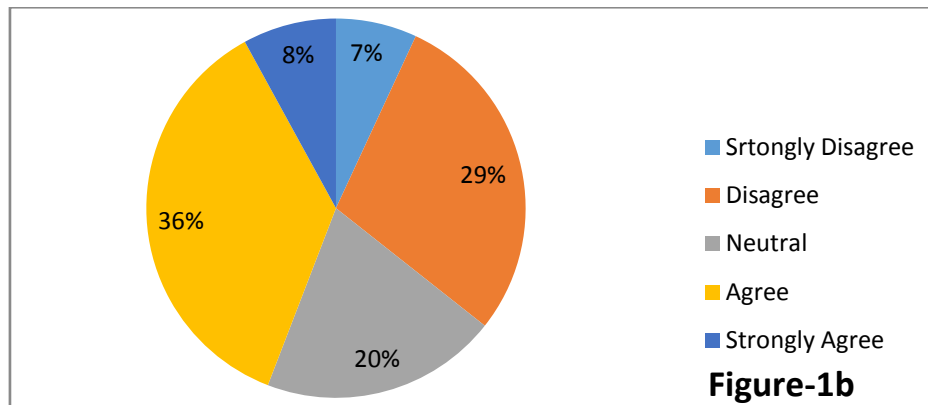


Figure-1b

Referring to the chart above (Fig-1b), the largest segment of respondents showed agreement and satisfaction with the E-vision services, on the other hand the second largest segment showed the opposite side disagreeing with others. When we take into account people who chose 4 and 5 (Agree & Strongly Agree) on Likert scale, the total percentage is 44%; on the other hand the total percentage of those who chose 1 and 2 (Strongly Disagree & Disagree) 36%. One fifth of the answers were neutral. As a result, almost half of the respondents are satisfied i.e. customers are satisfied with the services offered to them by E-vision.

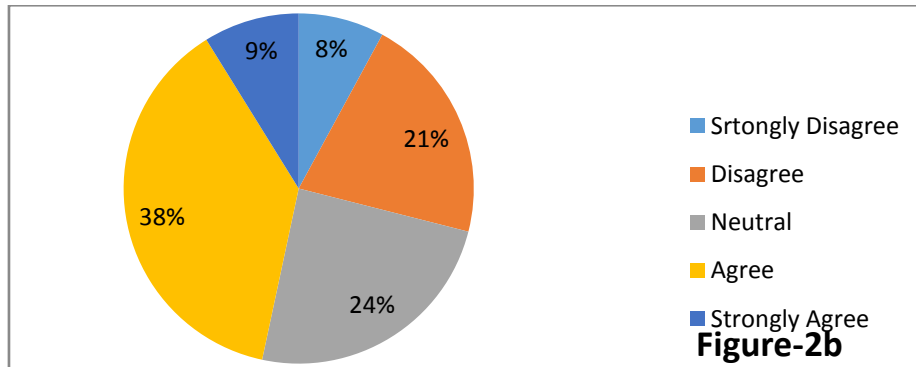
Hypothesis 2

The chart here shows the level of contact between the customers and E-vision.

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q1	7	2.12766	20	6.079027	5	1.519757	10	3.039514	5	1.519757
Q7	2	0.607903	2	0.607903	12	3.647416	27	8.206687	4	1.215805
Q14	1	0.303951	1	0.303951	20	6.079027	21	6.382979	3	0.911854
Q17	9	2.735562	15	4.559271	8	2.431611	11	3.343465	4	1.215805

Q18	1	0.303951	3	0.911854	10	3.039514	27	8.206687	6	1.823708
Q21	0	0	7	2.12766	11	3.343465	24	7.294833	5	1.519757
Q24	6	1.823708	21	6.382979	14	4.255319	4	1.215805	2	0.607903
Total	26	7.902736	69	20.97264	80	24.31611	124	37.68997	29	8.81459

Figure-2a



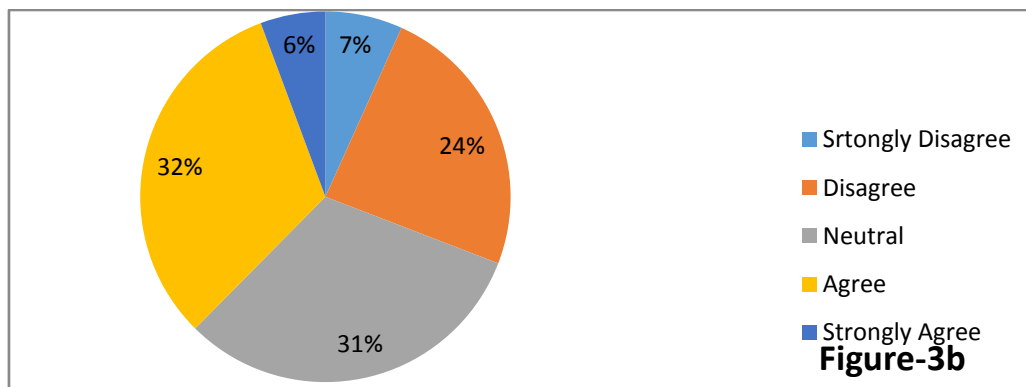
By looking at the chart above (Fig-2b), it is noticeable that the percentage of the respondents who agreed comes first with 38%, followed by neutral with 24% which is almost quarter of customers, then the disagree with 21%. Respondents who choose strongly agree and strongly disagree are almost the same with 9% and 8% respectively. As a result, customers feel good in regard to the direct contact between E-vision and its customers.

Hypothesis 3

The chart gives information on how customers input can influence the quality of service given to them by E-vision.

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q6	4	1.41844	2	0.70922	13	4.609929	21	7.446809	8	2.836879
Q8	2	0.70922	7	2.48227	15	5.319149	20	7.092199	2	0.70922
Q19	3	1.06383	13	4.609929	12	4.255319	19	6.737589	0	0
Q20	2	0.70922	12	4.255319	15	5.319149	15	5.319149	3	1.06383
Q23	2	0.70922	13	4.609929	20	7.092199	11	3.900709	1	0.35461
Q24	6	2.12766	21	7.446809	14	4.964539	4	1.41844	2	0.70922
Total	19	6.737589	68	24.11348	89	31.56028	90	31.91489	16	5.673759

Figure-3a



Referring to the chart above (Fig-3b), almost slightly above two thirds of the customers chose agree and neutral with a percentage of 32% and 31% respectively. While quarter of the respondents 24% chose, disagree. Customers who chose strongly agree were 6% and customers who chose strongly disagree were 7%.

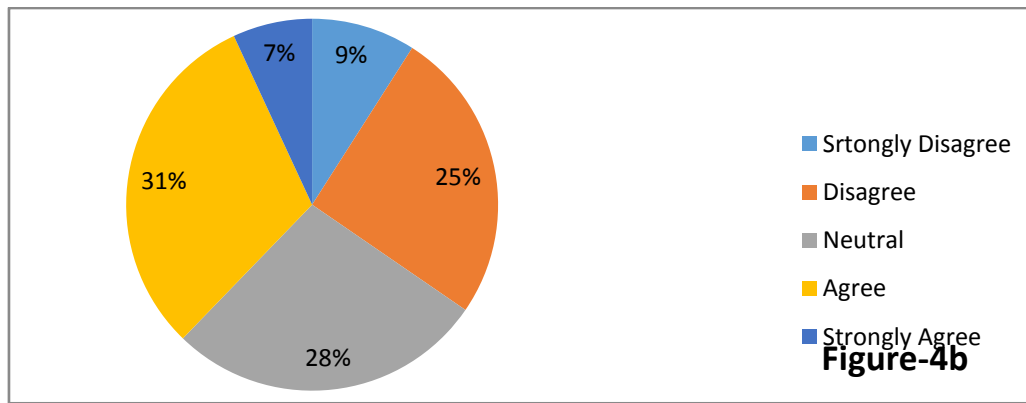
When taken into account, respondents who chose 1 and 2 (Strongly Disagree & Disagree) covered a percentage of 31%, which is lower than the percentage of those who chose agree. This shows that customers think that they can positively influence the quality of services provided to them by E-vision.

Hypothesis 4

This chart illustrates the influence customers can do towards the quality of services of Etisalat.

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q27	1	0.531915	5	2.659574	7	3.723404	28	14.89362	6	3.191489
Q28	3	1.595745	22	11.70213	18	9.574468	4	2.12766	0	0
Q29	11	5.851064	13	6.914894	14	7.446809	6	3.191489	3	1.595745
Q30	2	1.06383	8	4.255319	13	6.914894	20	10.6383	4	2.12766
Total	17	9.042553	48	25.53191	52	27.65957	58	30.85106	13	6.914894

Figure-4a



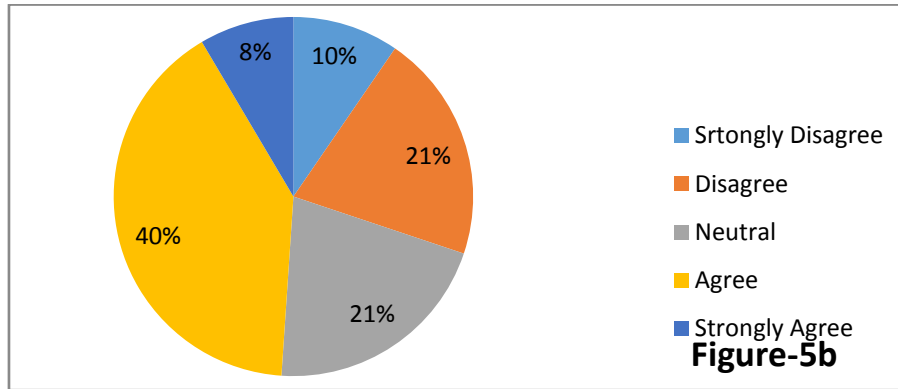
By looking at the above chart (Fig-4b), it is obvious that the percentage of the respondents who agreed comes first with 31%, followed by neutral 28% which is almost a quarter of customers, then the disagreeing with 25%. Respondents who chose strongly agree and strongly disagree are almost the same with 7% and 9% respectively. As a result, customers feel that E-vision offers better services than other competitors in the same field.

Hypothesis 5

The chart below shows the percentage of customers' feel that Etisalat does not offer better services than competitors do.

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q2	2	0.70922	14	4.964539	8	2.836879	22	7.801418	1	0.35461
Q9	2	0.70922	3	1.06383	15	5.319149	21	7.446809	6	2.12766
Q10	3	1.06383	9	3.191489	10	3.546099	16	5.673759	9	3.191489
Q16	10	3.546099	13	4.609929	11	3.900709	10	3.546099	3	1.06383
Q22	9	3.191489	13	4.609929	8	2.836879	15	5.319149	2	0.70922
Q25	1	0.35461	6	2.12766	7	2.48227	30	10.6383	3	1.06383
Total	27	9.574468	58	20.56738	59	20.92199	114	40.42553	24	8.510638

Figure-5a



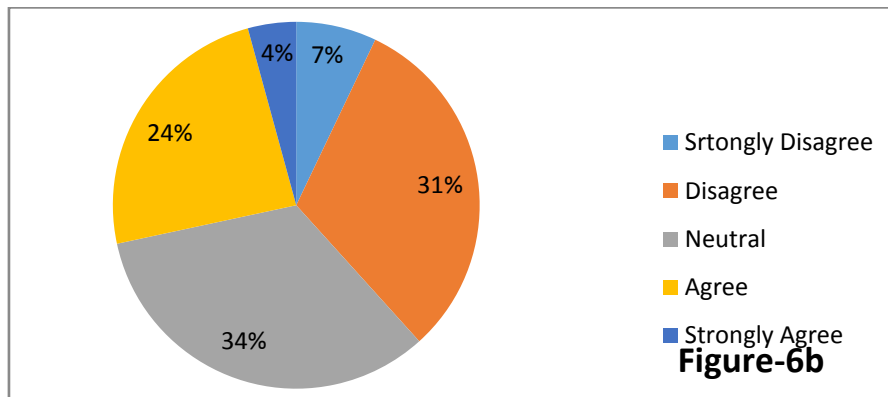
Referring to the last chart above (Fig-5b), almost slightly below half of the customers choose agree and strongly disagree with a percentage of 40% and 8% respectively. While almost one third of the respondents choose disagree and strongly disagree with a total percentage of 31%. Customers who chose neutral as an answer were 21%. This shows that customers are satisfied with the quality of services provided to them by E-vision. This leads us to say that the Alternative Hypothesis is the idea that customers agrees with.

Hypothesis 6

This chart illustrates customers’ opinions about the promotions offered to them by E-vision.

SI No	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%
Q11	3	2.12766	20	14.1844	10	7.092199	12	8.510638	2	1.41844
Q12	6	4.255319	19	13.47518	15	10.6383	5	3.546099	2	1.41844
Q13	1	0.70922	5	3.546099	22	15.60284	17	12.05674	2	1.41844
Total	10	7.092199	44	31.20567	47	33.33333	34	24.11348	6	4.255319

Figure-6a



With regard to the chart above (Fig-6b), the highest percentage of people chose neutral, with 34%. Respondents who chose strongly disagree and disagree were 7% and 31% respectively. On the other hand, respondents who chose strongly agree and agree were 4% and 24% respectively. As a result, customers are not satisfied with promotions offered by E-vision. This means that the customers agree with the Null Hypothesis in this case.

IV. CONCLUSION:

This study intended to evaluate the loyalty of E-vision customers and it is the first of its kind in the Etisalat Corporation as well.

The biggest problem confronting E-vision Cable TV today in adapting to changes quickly and being able to foresee customer defection well in advance and preventing it from happening. This would benefit the organization greatly. At the same time, changes that are likely to happen in technology and competition in the near future would certainly help the organization to face the transitions with more confidence and greater success.

The main findings with regard to the Hypotheses in this research are as follows:

- In the first five hypotheses, the Alternative Hypothesis (Ha) was proven.
- In the sixth hypothesis, the Null Hypothesis (Ho) was proven correct.

Although customers seem to be satisfied with the E-vision services provided to them, the total percentages of the agree and strongly agree were below 50%.

Lately E-vision has witnessed a noticeable fall in the customer base. An immediate damage control exercise should be implemented to prevent further erosion by using suitable customer retention solutions. This could involve the followings:

- Improved customer service.
- Enhanced customer satisfaction and retention of most valuable customers.

These loyalty and retention measures will ultimately lead to Customer Relationship Management (CRM).

The development of CRM practice has made more and more people realize the importance of strong customer relationship in building sustainable competitive advantage in their market competition and generating sustainable profit in the long run.

V. RECOMMENDATIONS:

➤ The existing customers of E-vision feel disappointed when concessions and offers are made to entice new entrants. Similar offers are not extended in any form to the old customers, which may ultimately lead to lack of loyalty. Management should ensure that any concessions and offers made to attract new customers should not deter the loyalty of old customers and they should also be compensated adequately.

➤ There should be an efficient and effective method of collecting the customer feedback not only regarding the technical problems but also with regard to channel mix and packaging. Based on such feedbacks, channel mix and packaging should be reorganized to suit the customer needs and requirements. Such changes in E-Vision channel packing based on customer feedback will certainly enhance the customer loyalty.

➤ The survey conducted clearly indicates that most of the respondents are finding it difficult to get in touch with the contact center on time because of the heavy traffic on the toll free number. As the customer base increases rapidly, suitable arrangements have to be made by E-Vision to provide adequate lines for the call center. Moreover, more E-vision offices to be opened in different parts of the emirates to enable easy access for customers. E-Vision can also open customer contact booths in various Malls and other outlets along with other Etisalat products and facilities to be provided to register customer complaints at these booths.

➤ Innovative and attractive customer loyalty programs to be introduced such as launching discount cards, enabling customers to get special discounts in various shops, arranging customer gatherings in connection with special occasions like Eid, New Year etc. and distributing free or discounted passes to special cultural events, and entry to global village, aquarium, zoo, parks etc. This can create a lot of customer interest and generate loyalty.

➤ Allowing cross subsidy to Etisalat products is also a good way of retaining customers. Special offers such as customers having Etisalat Internet or mobile connection can get E-Vision at a discounted rate and vice versa can generate a lot of customer interest not only in E-vision but also in other Etisalat products.

➤ E-vision has several in-house channels like Information channel, e-Masala, and e-junior. These channels can be utilized very effectively to enhance customer loyalty. Various programs involving customers' kids, can be introduced. Customer families should be invited to studios and new programs like quizzes ensuring customer participation to be designed and developed.

➤ More coverage should be given to local events involving different customer groups. This will generate more customer interest and loyalty in E-vision.

Future Research:

Caution is recommended in generalizing the study's findings because of several unresolved issues, which could provide useful directions for further research. We employed loyalty intentions as a measure to check customer loyalty across emirates, the findings might not reflect actual loyalty behavior as a metric of firm performance. Therefore, we suggest that researchers explore novel dimensions and adequate measurements of loyalty behavior as a comparison criterion across different emirates.

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Websites

www.evision.ae
www.wisegeek.com
www.jimnovo.com
www.wikihow.com

Questionnaire

** This questionnaire is prepared to measure the customer satisfaction of the services provided by E-Vision in order to retain their loyalty. Your participation in this questioner will certainly help E-Vision to serve you better and improve the quality of service.*

Researcher,

I. Gender Male Female

II. Nationality Local Expatriate

III. Average Monthly Income in UAE Dirham

Less than 7000 7001 to 14000
 14001 to 21000 21001 and above

IV. Age Group

20 to 30 31 to 40
 41 to 50 51 to 60

V. Number of hours you watch TV daily

Less than 1 hour 2 to 4 hours

9.	The product was installed up to my satisfaction	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
10.	The complete features of the system were explained to me during the installation	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
11.	I am aware of the offers and promotions from E-Vision	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
12.	Offers are found to be attractive and beneficial to me	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
13.	The sales office staff was knowledgeable of the product.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
14.	The call center staff were willing to help and could understand my needs and wants in a convenient time	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
15.	E-vision product and services are fully meeting my expectations	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
16.	The packaging of services is very convenient to my choice.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

CUSTOMER SERVICE

17.	I can contact the service representative within acceptable time	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
18.	My call was handled with courtesy and professionalism.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
19.	My problem was resolved in the shortest possible time and up to my complete satisfaction.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
20.	There was high level of consistency in attending to my complaints each time.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
21.	I am happy with the level of competency and professionalism of the service staff who visited my place	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
22.	Each time I have a problem, I get rapid response to my calls.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
23.	The process of getting my problem resolved was complicated and needs to be simplified	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
24.	Sufficient information was available on the website of the company to solve most of my problems	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
25.	I never faced any payment related problem in my E-vision account.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
26.	Overall, I am very much satisfied with the customer service experience	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5

CUSTOMER LOYALTY

27.	I would continue being a customer of e-vision for a longer period of time.	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5			
28.	I will continue to subscribe to new services and packages offered by E-Vision.	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5			
29.	I look forward to subscribing new value added services like Video on Demand to be introduced by E-Vision	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5			
30.	I would recommend E-Vision to my friends and relatives.	<table border="1"><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr></table>	1	2	3	4	5
1	2	3	4	5			

* *Thank you for your Valuable time.*

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