

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

RELATIONSHIP MARKETING PRACTICES AND
CUSTOMER LOYALTY OF TELENOR USERS

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ABSTRACT

This study aims to examine the effect of relationship marketing practices on customer confidence and satisfaction, and to analyze the effect of customer confidence and satisfaction on customer loyalty of Telenor users. The analytical method is used to explore the objectives of the study. In this study, both primary and secondary data are used. The primary data are collected from 385 respondents by using the structured questionnaires which is designed with five-point likert scale. The secondary data are gathered from internet websites, research papers, journals and thesis. Findings of the study reveals that good quality of services, good reputation of operator and value creation are key factors to increase customer confidence. The results show that all relationship marketing practices are positively significant effect on customer satisfaction. Therefore, customer satisfaction can be built up through providing service quality, perceived price, and brand image and value proposition effectively. The findings also indicated that both of customer confidence and satisfaction are positively significant effect on customer loyalty towards Telenor operator. According to the results, Telenor manager should consider the practices of perceived prices to provide reasonable prices with high value to increase customer confidence. Then, it could make more effort on service quality practices by listening customer complaints and requests, and providing timely new services to enhance customer satisfaction.

CHAPTER 1

INTRODUCTION

Relationship marketing is very important to attract and keep the customers in organizations. Nowadays, the companies' major concern is not only to maintain the quality of the product and service, but also to retain existing customer (Tseng, 2007). For every business, the role of establishing, maintaining and enhancing customer relationships are essential. As an alternative, the relationship marketing practices can fill the communication gap with the customers.

The primary goal of relationship marketing practice is to increase customer loyalty and to build a strong relationship between company and customers (Peng and Wang, 2006). It is not an easy way to develop relationship in the market as a company, however, company and customers can get mutual benefits if they do so. Relationship marketing is a strategy developed to promote customer loyalty, interaction and long-term engagement with customers by providing them with information directly suited to their needs and interests and by providing open communication. Effective customer- oriented relationship marketing practices help marketer to acquire customers, keep customers, and maximize customer benefits, and finally build up customer loyalty. Relationship marketing has been found to be successful at building customer confidence and commitment with external stakeholders to create those loyal customer relationships (Morgan & Hunt, 1994).

Loyal customers are those who buy repetitively from a firm and bring long term organization growth for that firm. Customer loyalty is the final goal of implementing relationship marketing practices. To determine how well relationship marketing practices effect on customer loyalty, customer confidence and satisfaction as an assessment tool. Customer confidence is the commitment in the firm and customer satisfaction occurs when the firm can provide products or services to meet customer needs and wants. Therefore, many service firms are interested in relationship marketing practices to provide customer confidence and satisfaction that can enhance customer loyalty.

This study focuses on the effect of relationship marketing practices on customer loyalty of Telenor users in Myanmar .Telenor Myanmar Limited is a telecommunication

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APPENDIX - A
SURVEY QUESTIONNAIRE

Relationship Marketing Practices on Customer Loyalty of Telenor Users

This survey is a partial fulfillment of the requirements for Master Degree of Business Administration Program, aiming at investigating relationship marketing practices on customer loyalty. This survey is only concern with MBA thesis paper and not related with other business purpose. Please kindly answer the following questions. Thank you for your precious time.

In this section, I would like to gather some general information.

Section A: Background information (Tick where appropriate)

a) Gender: Male []

 Female []

b) Age

 Below 18 years []

 18 – 28 years []

 28 – 38 years []

 38– 48 years []

 48 and above []

c) Occupation

 Student []

 Employee []

 Own Business []

 Unemployed []

 Other professional []

d) Please fill in the name of the mobile telecom operator you are using now?

 MPT []

APPENDIX - B

STATISTICAL OUTPUT

Regression Analysis Result for Relationship Marketing Practices on Customer Confidence

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson
					R Square change	F Change	
1	.804 ^a	.675	.643	.46720	.675	173.767	1.863

a. Predictors: (Constant), Service Quality, Perceived Price , Brand Image and Value Proposition

b. Dependent Variable: Customer Confidence

ANOVA^a

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	151.720	4	37.930	173.767	.000 ^b
Residual	82.946	380	.218		
Total	234.666	384			

a. Dependent Variable: Customer Confidence

b. Predictors: (Constant), Service Quality, Perceived Price, Brand Image and Value Proposition

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.218	0.130		1.675	0.095		
Service Quality	0.251	0.056	0.215	4.464	0.000	.400	2.502
Perceived Price	0.028	0.052	0.028	0.550	0.538	.360	2.779
Brand Image	0.301	0.051	0.304	5.877	0.004	.348	2.871
Value Proposition	0.344	0.053	0.345	6.588	0.002	.337	2.970

a. Dependents Variable: Customer Confidence

Regression Analysis Result for Relationship Marketing Practices on Customer Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson
					R Square change	F Change	
1	.658 ^a	.434	.428	.45454	.434	72.511	1.813

a. Predictors: (Constant), Service Quality, Perceived Price, Brand Image and Value Proposition

b. Dependent Variable: Customer Satisfaction

ANOVA^a

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	59.925	4	14.981	72.511	.000 ^b
Residual	78.304	380	.207		
Total	138.230	384			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Service Quality, Perceived Price, Brand Image and Value Proposition

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.343	0.135		9.976	0.000		
Service Quality	0.037	0.053	0.041	0.695	0.088	.425	2.336
Perceived Price	0.211	0.052	0.244	4.048	0.006	.403	2.436
Brand Image	0.125	0.055	0.146	2.281	0.023	.332	2.747
Value Proposition	0.240	0.050	0.306	4.973	0.000	.355	2.724

a. Dependents Variable: Customer Satisfaction

Regression Analysis Result for Customer Confidence and Satisfaction on Customer Loyalty

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson
					R Square change	F Change	
1	.746 ^a	.556	.514	.46553	.591	239.499	1.755

a. Predictors: (Constant), Customer Confidence and Customer Satisfaction.

b. Dependent Variable: Customer Loyalty

ANOVA^a

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	103.784	2	51.892	239.499	.000 ^b
Residual	82.785	382	.217		
Total	186.569	384			

a. Dependent Variable: Customer Confidence

b. Predictors: (Constant), Customer Confidence and Customer Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.650	0.141		4.597	0.006		
Customer Confidence	0.417	0.038	0.468	10.910	0.002	.631	1.584
Customer Satisfaction	0.420	0.050	0.362	8.445	0.000	.631	1.584

a. Dependents Variable: Customer Loyalty

Telenor []

Ooredoo []

My Tel []

e) Are you a Telenor user.

Yes []

No []

f) For how long have you been a customer of Telenor operator?

Less than 1 year []

1-5 years []

6-10 years []

Over10 years []

Section B. Relationship Marketing Practices of Telenor Myanmar Limited in Yangon.

Select the number on the scale with 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree; to represent your level of agreement with each of the statements below.

Service Quality	1	2	3	4	5
Telenor operator follows up in a timely manner to customer requests					
The response to consumers' complaints are always taken quickly					
Telenor operator is consistent in providing good quality service					
Telenor operator offers personalized services to meet customers' needs					
Telenor operator provides timely information when there are new services					

Retail outlets are enough numbers and are easily accessible					
Perceived Price	1	2	3	4	5
The billing method of Telenor operator are transparent and simple					
The pricing policies of products and services from Telenor are attractive to customers					
The internet rates offered by Telenor is reasonable					
The calling rate offered by Telenor is reasonable					
Telenor operator is offering flexible pricing for various services that meet customers' needs					
I will continue to stay with this operator unless the price is significantly higher for the same service.					
Brand Image	1	2	3	4	5
I consider that the Telenor operator's reputation is high.					
I have a good feeling about the company's social responsibility					
Telenor operator delivered a good brand image to its customers					
I am passionate about this brand.					
Value Proposition	1	2	3	4	5
The promotional offers from Telenor operator are worth client's money					
It is easy for customers to get benefits from the promotional offers					
The proposed rewards from Telenor are what I wanted					
It is highly likely that customers achieve the proposed reward from Telenor operator.					

Telenor promises to do something by a certain time, they do so.					
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Section C: Relationship Marketing and Customer Loyalty.

Select the number on the scale with 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree; to represent your level of agreement with each of the statements below.

Customer Confidence	1	2	3	4	5
Telenor operator is reliable because it is mainly concerned with the customer interests.					
I believe that billing system of Telenor operator is trustworthy.					
Telenor operator is consistent in providing quality service.					
The policies and practices of Telenor operator is trustworthy.					
The service process provided by Telenor operator is secure					
Customer Satisfaction	1	2	3	4	5
Telenor operator service consistently meets my expectations					
To my view, Telenor operator emphasizes customer satisfaction					
I think Telenor operator has always responded to customers' needs					
I feel absolutely delighted with Telenor services.					
My choice is to use Telenor sim is a wise one					

Section D: Customer loyalty in Telenor Myanmar Limited

Select the number on the scale with 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree; to represent your level of agreement with each of the statements below.

Customer Loyalty	1	2	3	4	5
Telenor operator is my first choice among other operator in Myanmar					
I do not like to change to another because I value this operator					
I intend to continue using mobile services from this operator for a long time.					
Even if another operator' price is lower, I will go on using this provider					
I am willing to say positive things about this operator to other people					
I will encourage friends and relatives to use the services offered by this operator.					
To my view , this operator clearly is able to provide the best service					
I usually use Telenor service (package , promotion) than others sim card.					

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company in Myanmar. In 2014, Norwegian Telenor group had entered the Myanmar telecommunication market. In 2019, Telenor now possesses Myanmar's best mobile 3G/4G/5G networks with more than 8,600 sites nationwide with more than 100,000 point-of-site, serving over 18 million customers across all states and regions (Article Telenor, 12 Feb 2019). Today, Telenor Company is competing with the other three operators which are MPT, Ooredoo and My Tel operator. In the telecommunication industry, companies are forced to perform their best to maximize customer satisfaction. In this scenario, relationship marketing practices play an important role in increasing their customer loyalty (Gronoroos, 2004).

1.1 Rationale of the Study

In this competitive environment, especially in Telecom industry, it is not enough by providing excellent quality products or services. Many companies are required to build loyal customer who will contribute long term profits to organization (Tesng, 2007). Therefore, most of the companies are moving closer to their customers, expanding more effort in finding new ways to create value for their customers and transforming the customer relationship into one of solution finding and patterning rather than one of selling and order taking (Szming, 2003).

Relationship marketing has become an integral part of the industry and most importantly in service sectors (Reza & Rehman, 2012). Companies are also implemented many practices to retain their customers. Then, several studies in past decade have indicated that relationship marketing has a positive impact on firm's business performance (Halimiet.al, 2011). Raza & Rehman (2012) found that relationship marketing helps decision makers and marketers to take accurate decision that can enhance customer loyalty. It also proved the importance of relationship marketing in a long term relationship with customers. Companies are always trying to retain their customers by implementing many practices but still arguing that some of the practices are ineffective on the customer. As a result, target customers still switching to other companies. This behavior can act as push factors for customers to move to another service provider that offer to meet their expectations. In addition, even though they have put an effort, consumers are still disrupted by various marketing activities for instance aggressive sales

tactics, telemarketing, direct mail, and internet loyalty promotion to customer loyalty programmers (Peng and Wang, 2006).

Today, the mobile phone usage rates are more increased in worldwide. The mobile phone usage rate also increased to over 110.43 percent in Myanmar, according to Xinhua quoting the Ministry of Transport and Communication. As the competitive environment in telecommunication industry, every telecom operator is trying to keep loyal customer in order to get long term profits. Therefore, relationship marketing plays an important role in Telecommunication as demands of a relationship-oriented strategy in marketing.

Among four telecom operators, Telenor is the second largest usage rate¹ in Myanmar. Information about its products and services, reputation, promotion and billing charges is rapidly spreading among the customers. However, there is some bad news about Telenor billing system. For building customer loyalty, Telenor should be aware of this news and try to practice relationship marketing tactics. By understanding of this effect, it can be helpful for Telenor service providers to execute relationship marketing practices in order to retain loyal customers who bring long-term profit and create competitive advantages to firms. Therefore, this study aims to investigate relationship marketing practices on customer loyalty of Telenor users based on reviewing literature and theories about relationship marketing practices.

1.2 Objectives of the Study

The board objective of the study is to analyze the relationship between relationship marketing practices and customer loyalty of Telenor users in Myanmar. Specific objectives are as followings:

1. To examine the effect of relationship marketing practices on customer confidence of Telenor users in Myanmar.
2. To investigate the effect of relationship marketing practices on customer satisfaction of Telenor users in Myanmar.
3. To analyze the effect of customer confidence and satisfaction on customer loyalty of Telenor users in Myanmar.

¹ <https://www.mobileworldlive.com/asia/asia-news/telenor-mpt-expand-myanmar-4g-networks/>

1.3 Scope and Method of the Study

There are four telecom operators in Myanmar. Among them, Telenor is the second largest operator and it has more than 18 million customers in Myanmar nationwide and over 10 million followers in Telenor Facebook official page. Therefore, this study focuses on the Telenor users in Myanmar.

The sample size is 385 and it was calculated by using Roasoft sample size calculator. The selective individuals are those who currently use Telenor by following Facebook pages. Five-Point Likert Scale questionnaire are used to measure the customer loyalty of Telenor users in Myanmar. Primary data is collected from online questionnaires through the followers of Telenor official page. Secondary data and required information are obtained from previous research papers, formal & academic research papers, text books and internet webpages, social media and mobile service websites. The study examines the relationship marketing practices, customer confidence and satisfaction that effect on customer loyalty of Telenor users in Myanmar.

1.4 Organization of the Study

This study consists of five chapters. Chapter one is the introduction of this study. It consists of rationale of the study, objectives of the study, scope and method of the study. Chapter two includes the theoretical background of relationship marketing practices on customer confidence and satisfaction, customer loyalty and conceptual framework of the study. Chapter three includes the profile of the Telenor Myanmar limited and how relationship marketing practices on customer confidence and satisfaction. Chapter four includes the analysis on effect of relationship marketing practices on customer confidence and satisfaction on customer loyalty. Finally, Chapter five concludes with the key findings, discussions, suggestions and need for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter focuses on the theoretical background which is used in this study. In this chapter includes the definition of relationship-marketing, and why it is important, then discussed about the importance of relationship marketing practices, customer confidence and satisfaction ,customer loyalty and then the empirical of the study and conceptual framework of the studies.

During the last decade of the 20th century, relationship marketing has been presented as the line of thinking of marketing strategic planning, industrial and consumer marketing (Tseng, 2007). According to Morgan and Hunt Theory (1994), relationship marketing included all marketing activities done to create, develop, and maintain long-term and successful relationship with customers. Hougaard, Bjerre (2002) argued that the three goals should be considered in relationship marketing: management of starting the relationship, keeping and enhancing the existing relationships, and investigating the time of ending this relationship. Wulf *et al.* (2001) asserted that the difference in the duration of relationship of customers with a company and consequently the frequency of consumption, the experience of different products, and different levels of satisfaction and loyalty results from relationship marketing.

The fundamental reason for companies aspiring to build relationship with customer in economic and to ensure survival in the global market, both small and big companies are paying special attention to customer, who has become highly sophisticated, educated confident and informed (Cook, 2011). Zeng, Weng & Yen (2003) described the characteristics of well working relationship marketing as: increased customer satisfaction. Through the use of smart I.T, relationship marketing can provide instant service responses based on customer inputs and requirements. Also by automatically analyzing the customer's purchases and previous history, trends and estimations of future buying behavior can be made. Since the final purpose of relationship marketing is to gain the maximal value of a customer, customer loyalty should be emphasized to achieve this goal.

2.1 Relationship Marketing

According to Morgan and Hunt (1994), relationship marketing is defined as all the marketing activities that are designed to establishing, developing, and maintaining successful relationship with customers. Hougaard and Bjerre (2009,) also defined relationship marketing as “company behavior with the purpose of establishing, maintaining and developing competitive and profitable customer relationship to the benefit of both parties”. Wulf et al. (2008) suggested that different levels of relationship duration would result in different levels of consumption experience, producing different results, satisfaction and loyalty with different relationship marketing tactics. Compared with traditional marketing, relationship marketing is more concern with building customer relationships; this can achieve long-term mutual benefits for all parties involved in the exchanges. Relationship marketing essentially means developing customers as partners, where the approach is different from traditional transaction (Bowen and Shoemaker, 2003).

Another view of relationship marketing is that it deals with the analysis, planning, realization and control of measures that initiate, stabilize, and reactivate business relationships with the corporation’s stakeholders (especially customers) and the creation of mutual value (Bruhn, 2003). In other words, relationship marketing is about mutually beneficial relationships between customers and service providers. In the exchange process, its economic nature is manifested in products, services, delivery systems, financial solutions, material administration and the transfer of information.

Gummerson (1994) explained that the building of relationships is the key to reaching and maintaining a successful market share. The major benefit being that once the relationship has taken form increased profits can be attained by both parties adapting better to each other.

The benefits of relationship marketing derive from the continuing patronage of loyal customers who as a partnership are not sensitive to price cut over time (Bowen and Shoemaker, 2003). Interdependence, mutual cooperation and commitment between supplier and customer tend to be essential in relationship marketing, as such whole relationship is viewed as the key to competitive advantage (Hougaard and Bjerre, 2009).

2.2 Relationship Marketing Practices

There are various ways for marketers to implement relationship marketing practices, which are expected to have impact on customer loyalty. Bansal, Taylor and James (2005) suggested that relationship marketing practices can be developed through service quality, perceived price, value proposition, brand image and so on. Tseng (2007) discussed that tactics as direct mail, tangible rewards, interpersonal communication, preferential treatment and membership which could enhance long-term relationship and increase relationship satisfaction, trust and commitment.

Peng and Wang (2006) also investigated the application of relationship tactics in service quality, reputation (brand), perceived price, value offers. Based on the early theories, certain relationship marketing practices which are considered of importance in service industry, such as service quality, price perception, value proposition and brand image, will be focused in the following parts.

2.2.1 Service Quality

The service quality is the perception of consumer developed during the interaction with the service provider (Gronroos, 2000). Parasuraman et al. (1988) defined service quality as the experience and judgment of users/consumers about a company's excellence in the service delivery. Many researchers have shown that service quality perceived by customers will directly influence customers' satisfaction, as well as their confidence in the service firm (Aydin and Özer, 2005; Ismail et al., 2006; etc.). Customers might be satisfied when a firm provides better services than their pre-purchase expectations.

Customers perceive the quality of a service by experiencing the consumption process and comparing the experience with their expectations. The service firm needs to formulate strategies for quality performance. Service quality management is the most critical task of service companies. Quality may be perceived in many dimensions. It may relate to costs, profits, customer satisfaction, customer relations or positive word of mouth, customer assess service quality with their own criteria.

2.2.2 Perceived Price

Price is the monetary cost for a customer to buy products or services. Customers often choose their service providers on the basis of price perception (Peng and Wang, 2006). Customers mostly decide the price based on the service quality provided by companies, principle of equality and comparing satisfaction or dissatisfaction. If a customer perceives a price to be fair, they seek to communicate with the service provider.

Many researchers have pointed out that the perceived price has an influence on the satisfaction and trust of customers (Oliver, Peng and Wang, 2006; Cheng, *et al.* 2008; Kim *et al.*, 2008), therefore to increase customer satisfaction, it is essential that the service companies actively execute the price perception of their customers. Price has a significant impact on the consumers buying behavior and it is also the critical determinant that influences on customer buying decision. Customers usually select their service providers strongly relying on perceived price: how much consumers are willing to pay differs due to their different needs and wants. Therefore, the price perceptions to the same service products may differ among individuals.

Sometimes, higher price might effects negatively to the consumer buying decision (Peng and Wang, 2006). Oliver (1997) ascertained that consumer makes a relationship between price and quality of service. Price perception can be measured by two methods: reasonableness and value for money (Cheng *et al.*, 2008). Most of the times, customer considers high price as a reflection of high quality (Chitty *et al.*, 2007). Research has shown that confidence and satisfaction may influence by price (Kim *et al.*, 2008).

Many researchers have pointed out that price perception influences customer satisfaction and trust (Peng and Wang, 2006; Cheng *et al.*, 2008; Kim *et al.*, 2008). Therefore, in order to increase customer satisfaction, it is essential for service firms to actively manage their customers' price perceptions, e.g. carrying out attractive pricing, offering reasonable prices mix, lower prices without decreasing quality, etc.

2.2.3 Brand Image

Brand image can be defined as the “perceptions about a brand as reflected by the brand associations held in consumers' memory.” It is thought as the perception or mental picture of a brand formed and held in customers' mind, through customers' feedback, whether rational or emotional (Dobni and Zinkhan, 1990). The concept of relationship

marketing within services displays the importance of one-to-one relationships between businesses and customers as well as relationships between consumers and the brands (O'Loughlin, Szmigin, and Turnbull, 2004). The development of a brand relationship with customers is based on a series of brand contacts experienced by customers (Grönroos, 2004).

Building a strong brand is not only important in manufacturing industry but it is also a critical issue in service sector. Keller (1993) defined brand image as association and perception of brand in customer's mind. Gronroos (2000) suggested that each step of branding creates separate perception about the brand in customer mind and ultimate result is called brand image. Relationship marketing emphasize on relationship between firm and consumers.

2.2.4 Value Proposition

A value proposition is a promise of value to be delivered, communicated, and acknowledged. It is also a belief from the customer about how value (benefit) will be delivered, experienced and acquired. A value proposition can apply to an entire organization, or parts thereof, or customer accounts, or products or services. Creating a value proposition is a part of business strategy. Kaplan and Norton say "Strategy is based on a differentiated customer value proposition. Satisfying customers is the source of sustainable value creation."

Developing a value proposition is based on review and analysis of the benefits, costs, and value that an organization can deliver to its customers, prospective customers, and other constituent groups within and outside the organization. A value proposition is a statement which identifies clear, measurable and demonstrable benefits consumers get when buying a particular product or service. It should convince consumers that this product or service is better than others in the market. This proposition can lead to a competitive advantage when consumers use that particular product or service over other competitors because they perceive greater value.

Consumers are always looking around for the best possible deal at the best quality and how these products or services will contribute to their success. The value proposition is the promise that the business will give the consumer to assure best possible value. The value proposition is to differentiate the brand from competitors. To understand and get an

idea about the value proposition, it is important to analyze the business through the marketing mix: identifying what the product or service is, the price of the product or service, where this will be sold, and how this product or service will be promoted.

In a long-term relationship, the value proposition received by the customer depends on customers' expectations. When customer expectations are met, they feel security, credibility, and reliability, which all together will increase customer confidence and satisfaction and then ultimately improve customer loyalty (Ravald & Gronroos, 1962).

2.3 Customer Confidence

Confidence comes from when the company understands their customers' needs, respect them, and offer relevant service. Gaining customer confidence is important not only to make them loyal and come back, but also they insist their friends do. Doney and Cannon (1997) emphasized that confidence is perceived to be credibility and benevolence. Some customer loyalty strategies for retaining customers are more effective when consumer confidence is lower (Ou et al., 2014) .

When a service provider is actively working on communication, it is providing evidence for clients that the company can be trusted, cares about the customers' interests, and is willing to make sacrifices to satisfying their needs (Liang & Wang, 2008). Investing in a long term relationship with customers helps to expand customers' confidence and can improves the effective quality of a relationship to have a mutual interest (Anderson & Weitz, 1989). Customers who confident the service provider's capability may wish to establish a relationship to achieve the expectations (Morgan & Hunt, 1994).

Even when the external environment is changing, customers rely on the service providers to put the customers' interest first (Liu et al., 2008). Building customers' confidence is essential in making a long-term relationships and increasing loyalty. Many researchers pointed out that building customers' confidence has an important role in gaining customers' loyalty in a long-term relationship (Berry, 1995; Bowen & Shoemaker, 2003; Chu, 2009).

2.4 Customer Satisfaction

Satisfaction is an overall experience of consumer with a certain product or service and repeat purchase is also considered in it (Fornell, 1992). Oliver (1997, 1999) defined satisfaction as fulfillment in a pleasurable way. Marketers are paying too much attention to satisfaction of the customer. To satisfy the customer in the best way is considered a competitive advantage. Mouri (2005) ascertained that experience which satisfies the need and desire of customer may increase the possibility of long term relationship. A customer requires different satisfaction level at different stages of relationship (Spath et al., 2007).

Customers' satisfaction is an expected output of complementary marketing activities; providing services and satisfying products for customers' results in more success in the today's highly competitive business world. Fornel (1992) described satisfaction as an overall assessment of purchasing process and consumption experience of product or target service compared to expectations before purchase. That is, the customer feels that consuming satisfies some of their needs, desires, and goals; and this complementary activity is enjoyable (Oliver, 1999).

The marketers measure customers' satisfaction with their perception of the products and services. In addition, customer satisfaction depends on the life cycle of customer relationship. It is necessary to focus on the customers' goals and expectations in these stages (Spath & Fähnrich, 2007). Generally, gaining the customers' satisfactions improves the quality of relationship between customers and service provider , as a result, customer satisfaction lead to customer loyalty.

2.5 Customer Loyalty

Loyalty is defined as building and sustaining a trusted relationship with customers that leads to the customers' repeated purchases of products or services over a given period of time (Lau and Lee, 1999). Shoemaker and Lewis (1999) argued that loyalty occurs when the customer feels that the firm and its products and services can best meet his/her relevant needs and expectations that competitors are virtually excluded from the consideration set.

The concept of customer loyalty often used in the literature incorporates behavioral and attitudinal measures. Loyal customers are typically willing to pay a higher price and more understand when something goes wrong. Customer loyalty is the most

important goal of implementing relationship marketing activities. Oliver (2007) defined customer loyalty as a “deeply held commitment to rebuy a preferred product or service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior”

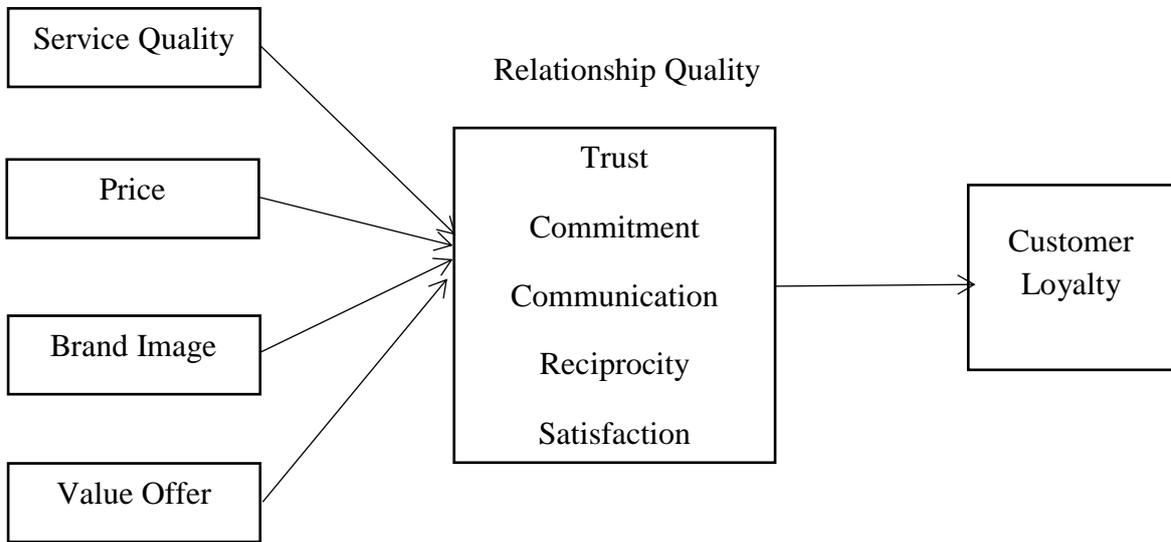
Customers are the driving force for profitable growth and customer loyalty that can lead to profitability and long-term survival (Hayes, 2008). For a customer, loyalty is a positive attitude and behavior related to the level of re-purchasing commitment to a brand in the future (Chu, 2009). Loyal customers are less likely to switch to a competitor because of price, and they even make more purchases than non-loyal customers (Bowen and Shoemaker, 2003).

Loyal customers are also considered to be the most important assets of a company (Blackton, 1995). It is essential for vendors to keep loyal customers who will contribute long-term profit to the business organizations (Tseng, 2007). Attempt to make existing customers increase their purchases is one way to strengthen the financial growth of a company (Hayes, 2008).

2.6 Empirical Studies

This study emphasized on previous research paper and analysis to develop the conceptual model of this study. Annie Wanjiku Kibeh (2013) was conducted a study focusing on issue and challenges relating to relationship-marketing on consumer trust and customer loyalty. According to the study of Annie wanjiku Kibeh (2013), there were four practices influencing on relationship quality – service quality, price, brand image and value offers. This study have been considered five variables as relationship quality such as trust, commitment, communication, reciprocity and satisfaction. The finding can be concluded as: all the tactics of relationship marketing are positively related to relationship quality and customer loyalty. The conceptual framework of previous study was shown in Figure 2.1.

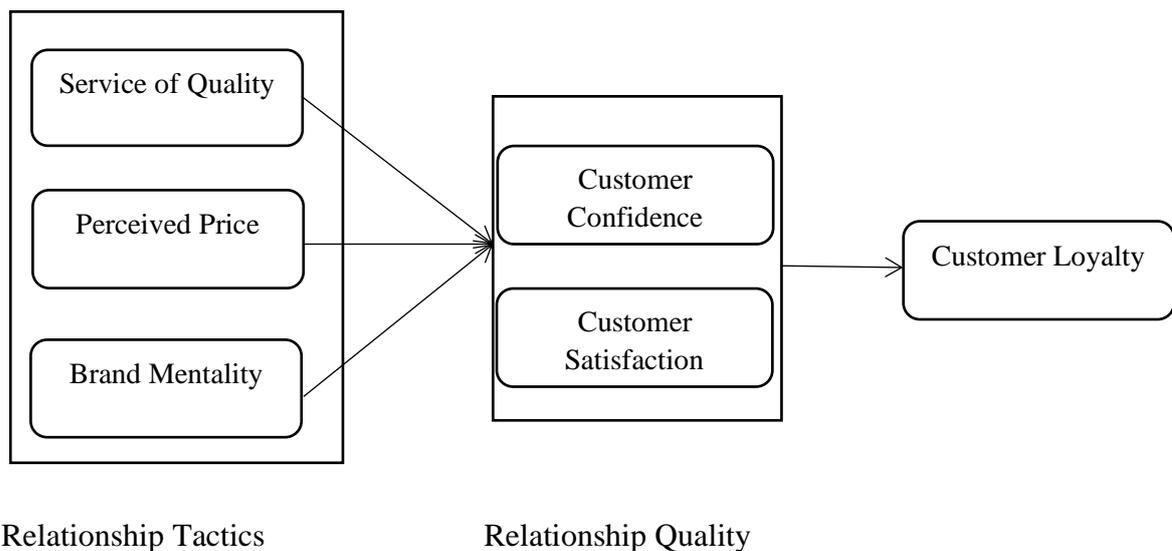
Figure (2.1) Relationship Marketing and Customer Loyalty in Telecommunication Industry



Source: Annie Wanjiku Kibeh, 2013

Another study investigated the relationship marketing tactics that can be designed to foster such relationship quality which could subsequently lead to customer loyalty. The study was conducted by Abasi Niko, Hussein Askarinia, et al (2015) and was titled “Investigating the Effect of the Relationship Marketing Tactics on Customer’s Loyalty sector of Ira”. The goal of this study is an investigation of impact of relationship marketing tactics on satisfaction, confidence (relationship quality) and customer loyalty.

Figure (2.2) The Effect of the Relationship Marketing Tactics on Customer’s Loyalty



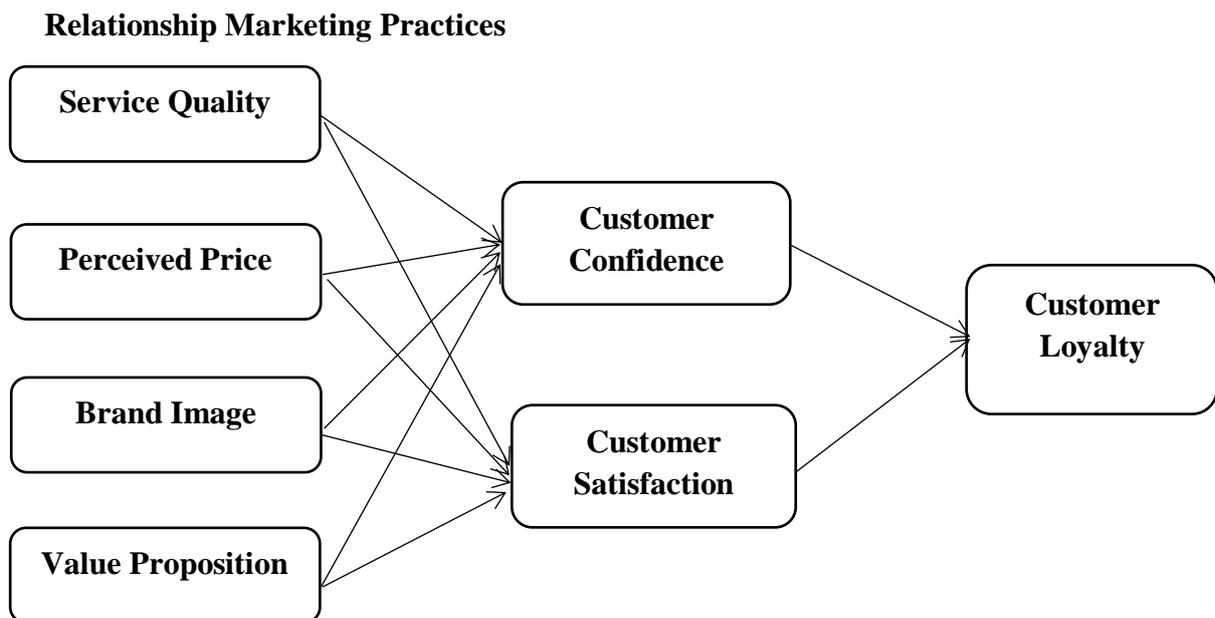
Source: Abasi Niko, Hussein Askarinia, et al, 2015

They pointed out that all the relationship marketing are positively related to relationship quality. Results showed that the more the degree of relationship marketing tactics, the more the quality of relationship for customers, which ultimately leads to customer loyalty. Relationship quality is positively related to customer loyalty. Therefore, they recommend that the telecom services providers need to provide users with reasonable price with the best value. By doing so, users may feel a sense of security and dignity for having this operator. The result also supports the previous studies that satisfaction and confidence may increase customer loyalty.

2.7 Conceptual Framework of the Study

There are four practices that used to influence the customer confidence and satisfaction of Telenor users in Myanmar. These four practices are service quality, perceived price, brand image and value proposition practices. Figure (2.3) depicts the research model and the relationship among its constructs. It indicates that customer confidence and customer satisfaction as dependence variables could be influenced by the service quality, perceived price, brand image and value proposition. Moreover, customer loyalty as a dependent variable could be influenced by customer confidence and customer satisfaction. The constructs are conceptualized as follows:

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation, 2019

Although there were many practices for relationship marketing practices, service quality, perceived price, brand image, and value proposition were used as the key variables in this study. For a service firm, these four factors are the most important factors than other factors. In addition, customer confidence and customer satisfaction were also important for customer loyalty. Relationship marketing practices can enhance customer confidence and customer satisfaction can enhance customer loyalty. This model was developed to examine the relationship of customer confidence and customer satisfaction and customer loyalty.

CHAPTER 3

PROFILE AND RELATIONSHIP MARKETING PRACTICES OF TELENOR MYANMAR LIMITED

This chapter mainly focuses on the company profile & background of Telenor Myanmar Limited and highlights overview of Relationship Marketing practices of Telenor Myanmar Limited.

3.1. Profile of Telenor Myanmar Limited

Telenor Myanmar limited has been serving accessible and affordable telecommunication services in Myanmar since 2014 and now provides a data network with the widest coverage and best user experience in the country. There are over 8,600 sites nationwide, and Telenor operators currently serves more than 18 million customers in all states and regions through its 2G and 4G. Besides, this operator is trying to provide 5G network to their valuable customers.

Telenor group is one of the world's major mobile operators with more than 211 million mobile subscriptions. Telenor group are operated in 13 markets and in additionally 17 markets thought the ownership. During the late 90's, it has been deregulated and changed into a public limited company. Since deregulation begin in EU, the telecommunication industry is facing tough completion from new entrants and this is the case for Telenor as well. Telenor international company serve by separating four major groups: mobile operation. Telenor fixed, Telenor broadcast and other activities.

For over 150 years, telecommunication has played a vital part in the development of a highly sophisticated home market. The physical work has helped in rolling out infrastructure and developing services over long distances and in tough natural conditions. The real job, however, is building relations between people.

Internationally, Telenor has achieved on the basic of strong positions in satellite communications, in mobile communications and in domestic internet activities. Telenor has been standing one of the world's satellite communications services provider for a long time.

Telenor group has a strong footprint in Europe and Asia, and a leading Nordic position in mobile, broadband and TV services, Telenor has been present in Asia for more than 18 years. With operation in six Asian markets, it is the only European telecommunications company reaching across the region Asian accounts for 196 million of Telenor's subscriptions and more than 2/3 of its workforce. Three of the Asian operations are publicly listed in the region Telenor is one of the top 500 companies by market value (FT) and consistent to performer in the Dow Jones Sustainability indexes. The group has 38,000 employee worldwide and revenues (2015) at NOK 128 billion. Telenor was founded in 1855, as a public service company in Norway, and builds on more than 164 years of telecom experience. Telenor's group success is built on combining global telecoms expertise with regional knowledge transfer and local market insight to create value for different segments.

Telenor is a leading telecommunication service provider and one of the fastest growing operators in worldwide. Telenor operators have been entered many countries such as Norway, Demark, Sweden, Ukraine, Hungary, Montenegro, Thailand, Malaysia, Bangladesh, Pakistan and Myanmar. Telenor holds controlling major interests in mobile operations in these countries. Telenor also holds minority interests in mobile operations in Russia and Austria. In accordance with Telenor's strategy of consolidation its position in international mobile by obtaining control of selected international mobile operations, and in order to maximize the benefits of cross-borders synergies and increase overall profitability.

In February (2013), Telenor participated in the bidding for newly available Myanmar mobile licenses. On 27th June 2013, it was announced that Telenor had been awarded one of two (15) – year contracts for telecom development in Myanmar. In November (2014) Telenor and Yoma Bank announced the cooperation to provide access to financial services to people who do not have bank accounts.

Telenor obtained licenses in Myanmar in February (2014) and launched mobile voice and internet services using 2G, 3G and 4G GSM technology and plan to cover (90%) of the population of Myanmar within five years. Telenor is built around people. Telenor cooperate culture is built on openness, collaboration, empowerment and inspiration, and Telenor aims to help the people and partners realize the full potential thought skills and leadership training and exposure.

Telenor is mass market provider with a wide distribution network. Telenor believe in being close to users with a full range of products and services, regardless of where people live. Telenor is working with authorized distribution and retail partners in all regions and states of Myanmar to establish a network of (more than 100,000) retails within six years of network services and roll-out. Telenor is part of a global company; however Telenor is a local business. Telenor aims to promote a vibrant business environment that inspires industry innovation, responsible business practices and opportunities for local business and entrepreneurs.

3.1.1 Vision, Mission and Value of Telenor Myanmar Limited

Telecommunications play an increasingly important role in people's everyday lives. Telenor's vision, mission and values express where Telenor is headed and the role Telenor Myanmar Limited plays both in transforming people's live and empowering society to grow and progress. Vision, mission and value are follows;

(i) Vision

Telenor Myanmar Limited provides the power of digital communication, enabling everyone to improve the lives, build society and secure a better future for all. The vision to empower societies is a clear call to action. It brings vital infrastructure, new services and products that stimulate progress, change and improvement.

(ii) Mission

Telenor Myanmar Limited is here to help the customers. Telenor operators exist to help the customers get the full benefits of being connected. The success is measured by how passionately the customers promote them.

(iii) Value

The vales serve as a guide for the everyday work. Telenor Myanmar Limited describes how Telenor should serve the customers and work together as colleagues.

Be respectful: Telenor operator acknowledges and respects local cultures and want to be a part of local communities wherever Telenor operates.

Keep promises: Telenor Myanmar Limited is about delivery, not overpromising. Telenor is about actions, not words.

Make it easy: Telenor Myanmar Limited doesn't complicate things. Everything it produced should be easy to understand and use.

Be inspiring: Telenor Myanmar Limited finds new ways to improve and create value.

3.1.2 Organization Structure of Telenor Myanmar Limited

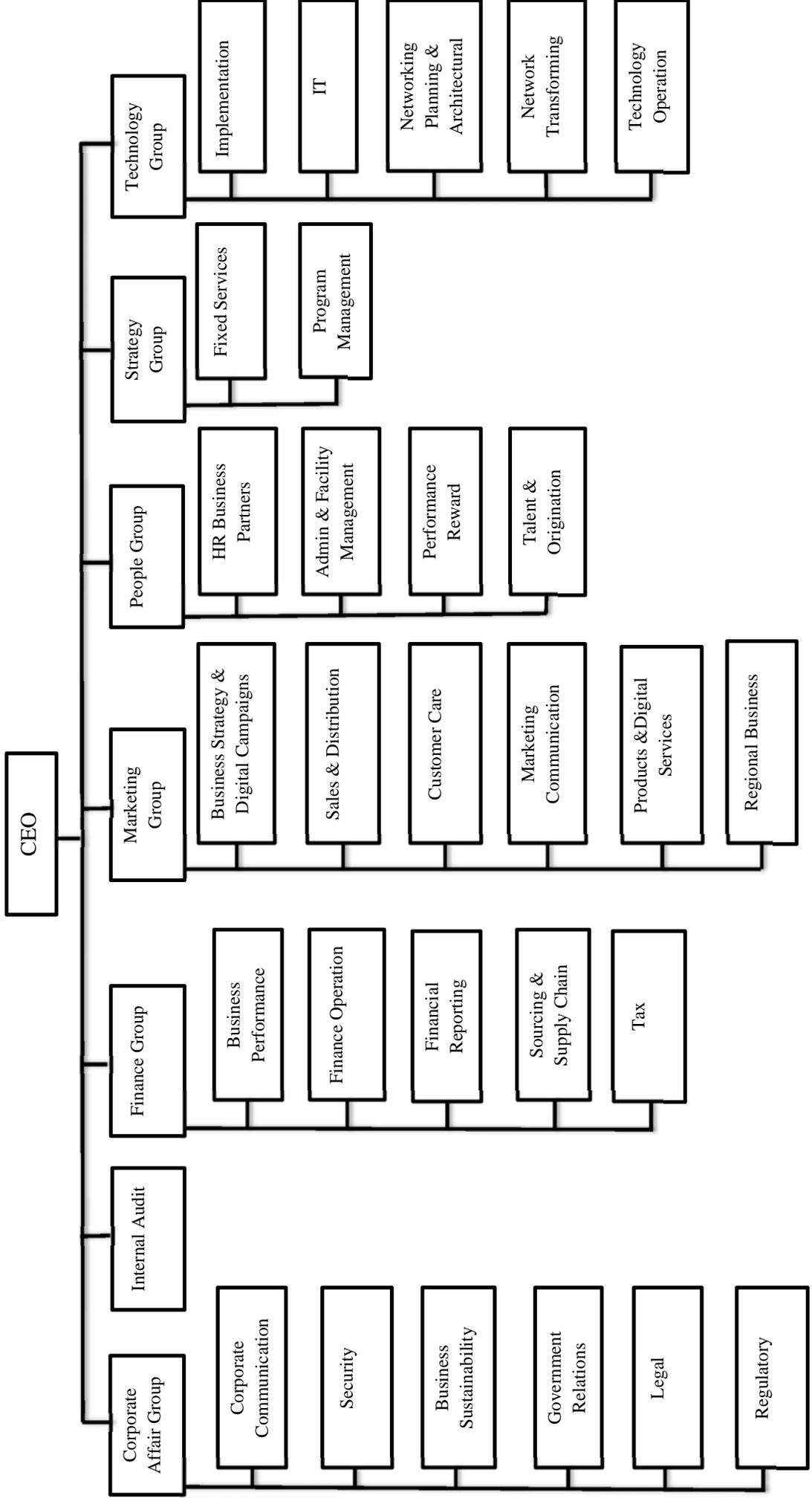
Figure (3.1) refers to the main organization chart of Telenor Myanmar which has (6) departments and related chief department, experts and managers are assigned taking overall responsibilities. The communication channel using in Telenor Myanmar is multi-channel. It allows more flexible unstructured communication. Its organization structure is much channel that allows.

In this organization structure, information flow is fast and wide range of information flow different form can be obtained. There are seven functional groups which include corporate affair group, finance group, marketing group, people group, strategy group and technology group. Under corporate affair group, there are six teams which include regulatory team, legal team, government relations team, business sustainability team, security team and corporate communication teams. Under finance group, there are six teams which include business performance, finance operation, reporting, tax and sourcing & supply chain teams.

There are six teams under marking group which include brand strategy & digital campaigns, sales and distribution, customer care, marketing communication, products & digital services and regional business teams. Under people group, there are four main teams which includes performance reward team, admin & facility management team, business partner team and talent & organization team.

Under strategy group, there are fixed services team and program management teams. Under technology group, there are five important teams which include technology operation team, network transforming team, networking planning & architectural team, IT team and implementation team.

Figure (3.1) Organizational structure of Telenor Myanmar Limited



Source: Telenor Myanmar Limited, 2019

3.2 Relationship Marketing Practices of Telenor Myanmar Limited

Currently Telenor is the second largest operator in Myanmar telecommunication industry. In order for Telenor to survive in future is not enough by practicing traditional marketing strategies. Therefore, Telenor is executing many forms of relationship marketing tactics to develop customer loyalty. Service quality, perceived price, brand image and value proposition are the most obvious practices among Telenor implementing.

(i) Service Quality

As a telecom operator, providing good quality services is important to increase customer confidence and satisfaction. Therefore, Telenor are trying to provide the best services by listening customer complaints and request from Telenor's website, Facebook comments. In order to response quickly customer complaints and requests, Telenor call centers always open 24 hours daily and also provide both English and Myanmar Language. In order to the country to provide and help solving Sim registration services, Sim log problem and other inconveniences of its customers, Telenor have opened over 20,000 retail outlets in major cities and town across country.

Moreover, Telenor has been providing all its services to get easily and accessible at the tip of finger, as Telenor is a part of digitizing customer journey. Therefore, Telenor has recently updated My Telenor app for their customers to be more convenient and customers can check the detailed usage on calls and data. Besides, customers can use a lot of function such as top-up, transfer balance, purchase packages and subscribe to all other services through MyTelenor app. To be provided excellent network quality, Telenor Myanmar has been expending and developing the whole 4G/LTE network and Telenor's high speed 4G/LTE network are covered with 307 townships under network in Myanmar. Then, Telenor introduced non- financial services (wave money) to be more convenient for customer. Therefore, Telenor users are satisfied because they provides the good quality of service as above mentioned to its customers.

(ii) Perceived Price

Customers are always looking for the lowest rates with highest value. Therefore, Telenor are trying to serve the innovative services with lowest rate and it also

implemented perceived price practices. As for customers, if any other network is providing lower rates they will switch to them. Nowadays, customers use internet voice calls, video calls and messengers more than SMS, phone calls. Therefore, Telenor introduced different internet packages to cope with these changes. Telenor have been offering huge discounts and Telenor to Telenor free calling to attract customers. Telenor provides flexible price for various services to meet user needs and expectations. Customers can choice a lot of promotion program such as daily packs, weekly packs, monthly packs and social packs.

Moreover, Telenor provide flexible price for various internet packages to meet customer needs and customer can buy the packages depend on their requirement as below lists:

Volume	Price	Price per MB
500 MB	799 Ks	1.60 Ks
2 GB	1999 Ks	1.00 Ks
3 GB	2999 Ks	1.00 Ks
5 GB	4999 Ks	1.00 Ks
10 GB	9999 Ks	1.00 Ks
20 GB	19999 Ks	1.00 Ks

(iii) Brand Image

Good brand image can help companies to attract other network users and prevent consumer switching behavior for their current customers. Telenor users have a good feeling on Telenor brand image and they also accept that it is a well-known brand. Telenor build its reputation by implanting a lot of CSR program. Telenor operator has been running a lot of CSR activities since 2014, its inception, and now by innovating and creating additional value in order to maximize the telecommunication industries and society. As a result, the number of beneficiaries covered by its CSR initiatives has surpassed one million in Myanmar.

Telenor Myanmar has run 11CSR initiatives focusing on education, health, environment, weather and disaster together with the several partner organizations. Among them, Emergency Responses, Safe Internet, Mobile Birth and Death Registration (MBDR) and Scholarship program are its latest initiatives.

Emergency Response Initiatives: Telenor operator is usually help the people who are affected disaster by providing funds for foods and other emergency relief. Telenor has donated around MMK 1060 million in Myanmar.

Safe Internet Program: Telenor operator is implemented this program for providing a safer online experience for all their users, especially children. This program can help most of the students and youths when the network problems and potential risk such as password theft, cyber bullying, etc. Telenor teaches the teenagers how to use safety with online and how to handle the problems.

MBRD program: Telenor Myanmar join hands with UNICEF to support the existing Vital Registration e-Platform by providing further coverage at Township and ward level.

Scholarship Program: This program aims to improve Telecom and ICT management by providing full scholarship to the talented business management students. This program was implemented by collaborating with Myanmar Metropolitan College.

(iv) Value Proposition

Telenor's objectives in Myanmar is simple which is "we are here to help". Therefore, Telenor operator stand for helping their customers to get the full benefit of communication services in their daily lives by proving easy way for the customers to buy and use the services. In 2019, as Telenor is always committed to standing at the forefront in bringing new and innovative digital services to its users in Myanmar, a partnership agreement was successfully signed with Myanmar's best and most popular video apps; Myanflix, YouTube, Viu and WowPlay with the intention to bring more attractive digital services in Myanmar.

Moreover, Telenor have launched the latest innovative app to easily get all benefits and promotion for all its users in the beginning of 2019.

MyTelenor app is upgraded as more user-friendly and on-stop platform to manage all Telenor utilities, services and promotions. This app include a lot of function such as new top-up payment system, star plan, shake plan and game plan. Customer can win data bonus from 100MB up t o100 GB from the shake plan. In addition, this app added new top-up payment system which accept recharge through bank cards including MPU, VISA and MasterCard. As a leading innovator of the industry, Telenor is always is looking

forward to bring new services and products which can add more benefits to people’s daily lives. By doing so, Telenor attract new customers and retain current customer to be loyalty.

3.3 Reliability Test

The reliability measurements provide consistency in the measurement of variables. Hair et al.(2007) defined reliability as the extends to which a variable or a set of variable is consistent in what it is extended to measure. As the current study uses multiple items in all variables, internal consistency analysis was carried out through Cronbach alpha reliability tests. The results will be discussed in the following table (3.2).

Table (3.1) Reliability Analysis

Factor	No. of items	Alpha Value
Service Quality	6	0.838
Perceived Price	6	0.874
Brand Image	4	0.876
Value proposition	5	0.883
Customer confidence	5	0.902
Customer satisfaction	5	0.904
Customer Loyalty	8	0.920

Source: Survey data, 2019

According to the test results, the questionnaires are valid and significant. According to Nunnally (1978) and Malhorta (2004), standard minimum value of Alpha value is 0.7 .Thus, the Alpha’s value described in Table (3.2) are sufficient confirmation of internal consistency and data reliability of the variables.

3.4 Profile of Respondents

For the study, the questionnaire forms were posted on Telenor pages and research pages. Among the followers from these pages, 385 respondents were returned with response. The following Table shows the most relevant demographic factors of the respondents.

Table (3.2) Demographic Factors of Respondents

Sr. No	Particular		No. of respondents	Percentage
	Total		385	100
1	Gender	Male	159	41
		Female	226	59
2	Age(year)	Below 18	12	3
		18 – 28	273	71
		29 – 38	66	17
		39 – 48	29	8
		49 and above	5	1
3	Occupation	Student	118	31
		Employee	165	43
		Unemployed	12	3
		Own business	51	13
		Other professional	39	10
4	Customer usage	Telenor	101	26
		Telenor, MPT	174	45
		Telenor, My Tel	62	16
		Telenor, Ooredoo	48	12
5	Period of usage	Less than 1 year	79	21
		1 – 3 year	98	25
		4 – 6 year	208	54

Source: Survey data, 2019

According to the Table (3.2), 41% of the respondents were male customers and 59% were female customers. The highest percentage of the respondents is aged between 18 and 28 years .They represented the largest group by 71% percent of the respondent. People at this aged are mostly used the mobile phone and most of the Telenor users are also young-aged according to the result.

According to the survey results, most of the Telenor users are employee and they represent 43 percent of the respondents. The second largest group is students and they represent 31 percent of the respondents. Students and employees are used Telenor sim

card because internet rate are reasonable and Telenor offers a lot of promotion plan. It would be saved when they use email, Google, Linkin and other social media for their job. And, most of the respondents are used MPT and Telenor sim card simultaneously and they represent 45 percent of all respondents.

According to the result, most of the Telenor users have been used Telenor sim card between 4 to 6 years and the represent 54% of the respondents. There are other operator in Myanmar but they have been using Telenor cards from the introduction of Telenor in 2014 until now. This indicates that customers have been dealing with the operators for a long period and Telenor operators have a lot of loyal customers.

CHAPTER 4

ANALYSIS OF CUSTOMER CONFIDENCE AND SATISFACTION ON CUSTOMER LOYALTY OF TELENOR USERS

This chapter includes two main parts. The first part presents the level of relationship marketing practices, customer confidence and satisfaction, and customer loyalty. The second part explore the analysis of relationship marketing practices on customer loyalty of Telenor users .This analysis data are based on the result of the questionnaire.

4.1 Analysis on Effect of Relationship Marketing Practices on Customer Confidence

This section analyses the relationship marketing practices such as service quality, perceived price, brand image and value proposition on customer confidence towards Telenor operator. This study presents the mean values of relationship marketing practices, customer confidence resulted from survey data. And then, it was included the effect of relationship marketing practices on customer confidence of Telenor operators from the statistical analysis.

4.1.1 Customer Perception on Relationship Marketing Practices

The data and information collected through the survey questionnaires from the Telenor Facebook followers will be worked out in this section. In addition, those worked out the data will be analyzed. There are four practices which can measure relationship marketing practices. They are services quality, perceived price, brand image and value proposition. This section is to explore the mean and standard deviation of the four practices which can see in the table charts.

The results are shown in the respective Table. The result from the analysis of customer perception on relationship marketing practices of Telenor operators was shown in Table (4.1).

Table (4.1) Customer Perception on Relationship Marketing Practices

Sr.No.	Particular	Mean Value	Standard Deviation
	Service Quality		
1	Timely manner to customer requests	3.39	0.89
2	Quickly response to consumers' complaints	3.30	0.91
3	Consistently provides good quality service	3.46	0.90
4	Offers personalized services	3.23	0.98
5	Provides timely new service information	3.79	0.91
6	A lot of retail outlets and easily accessible	3.60	0.93
	Overall Mean	3.50	
	Perceived Price		
1	Transparent and simple billing method	3.65	0.95
2	Attractive pricing policies	3.41	0.94
3	Reasonable internet rate	3.48	0.97
4	Reasonable calling rate	3.45	0.92
5	Offers flexible pricing for various services	3.50	0.86
6	Continue to stay with this operator unless the price is significantly higher	3.61	0.94
	Overall Mean	3.51	
	Brand Image		
1	Have a good reputation	3.43	0.90
2	Have good feeling about Telenor's social responsibility	3.59	0.87
3	Telenor operator delivered a good brand image	3.49	0.92
4	Passionate about this brand.	3.44	0.98
	Overall Mean	3.49	
	Value Proposition		
1	Promotional from Telenor are worth	3.41	0.96
2	Easy to get benefits from the promotional offers	3.55	0.95
3	The proposed rewards are meet with customer wants	3.46	0.92
4	Highly likely to achieve the proposed reward	3.42	0.91
5	Telenor keep promises to do something	3.45	0.97
	Overall Mean	3.46	

Source: Survey Data, 2019

According to the overall mean value, perceived price practice has the highest mean value. Among of these perceived price statement, Telenor users are strongly agree that the billing system is transparent because they can check the balance, remaining internet bundle, minutes, MS and view the calls, and data usage history for past 30 days via MyTelenor app. Then, this app subscribes the new packages, offers, flash sales & avail discounts. Although billing method are transparent, most of the respondents think that Telenor pricing policies are not attractive compare with other operators.

Service quality practice has the second highest mean value in all of these relationship marketing practices. Among of these service quality statement, Telenor users are strongly agree that Telenor can provide timely new service information to their customer. Then, Telenor always inform to all customers by sending SMS and posting in Telenor Facebook pages and websites when there is new service and promotion. Although Telenor are currently provide various services for every customer, customer preferences are different and their promotion plan and packages rates will meet most of the customer needs. Therefore, they strive every day to deliver better and affordable services that meet every customer needs.

The overall mean value of brand image was 3.49 .Among of these brand image statements, Telenor users have a good feeling about the Telenor social responsibility. It indicates that Telenor is one of the organizations, actively participate in CSR activities such as disaster donation, humanitarian donation, digital education, non-formal education program and so on. By doing CSR activities, Telenor maintain its brand image. However, some of the respondents have slightly negative perspective about Telenor reputation.

The overall mean value of value proposition was the lowest value at all of these relationship marketing practices. Among of these value proposition statement, Telenor users are strongly agree that they can easily get many benefits from Telenor promotion plan. Telenor is always taken to offer additional value, and make its propositions simple and fair for all customers and launched extra benefits for the first time recharges, providing customers with bonus. However, some respondents think the rate for some promotion plan is a little higher and it is not worth to pay for its plan. But for the same services, the packages rates are not significantly high compared to other providers.

4.1.2 Customer Confidence

The effectiveness of relationship marketing practices is measured by customer confidence and satisfaction. Due to the importance of relationship marketing in today's businesses, customer confidence and satisfaction are essential for assessment of relationship strength and the satisfied degree of customer needs and expectations (Crosby & Evans & Cowles, 1990; Smith, 1998). For a telecom service provider, earning confidence and satisfaction from customers is the best way to build customer loyalty.

Table (4.2) Customer Confidence

Sr. No.	Description	Mean Value	Standard Deviation
1	Reliable for mainly concerned with customer interests.	3.46	0.90
2	Trustworthy Billing system	3.30	0.97
3	Provide consistently quality service	3.51	0.93
4	Trustworthy policies and practices	3.45	0.92
5	Provide secure service process	3.49	0.88
	Overall Mean	3.43	

Source : Survey Data,2019

According to the survey data in Table (4.2), the overall mean value of customer confidence is 3.43, which is significantly greater than the neutral mean value of 3. Among of these customer confidence statements, Telenor users are strongly agree that Telenor operator provides quality services. Telenor Myanmar focuses on building a quality network that can deliver world-class services to our customers anywhere in the country. The demand for data has continued rising in these years, and Telenor are working tirelessly to ensure that the network satisfies the customers with their expectation on the services. Telenor continue to provide high quality mobile communication services for customers and enable them to enjoy the best of the internet in a way that is unique for them. Telenor employees always consider and try to give the best services. Therefore, customers believe that Telenor always provide excellent quality services to its customers.

4.1.3 Effect of Relationship Marketing Practices on Customer Confidence

Linear regression model is applied for this study to analyze the relationship between independent variables (relationship marketing practices) and dependent variables (customer confidence) regarding to Telenor users. Statistical regression represents how well the relationship marketing has impact on the customer confidence of Telenor users. The statistical results are shown in the following table.

Table (4.3) Effect of Relationship Marketing Practices on Customer Confidence

Independent variables	Unstandardized coefficients		Beta	t	Sig	VIF
	B	Std Error				
(Constant)	0.218	0.130		1.675	0.095	
Service quality	0.251***	0.056	0.215	4.464	0.000	2.502
Perceived price	0.028	0.052	0.028	0.550	0.538	2.779
Brand image	0.301***	0.051	0.304	.877	0.004	2.871
Value proposition	0.344***	0.053	0.345	6.558	0.002	2.970
R	0.804					
R Square	0.675					
Adjusted R Square	0.643					
Durbin-Watson	1.863					
F Value	173.767***					

Source: Survey Data, 2019

Note: ***Significant at 1% level, **Significant at 5% Level, *Significant at 10% level

As shown in Table (4.3), R Square is 0.675 and Adjusted R Square is 0.643. This model can explain 67.5% about the variance of dependent variable with the independent variable. The relationship marketing practices and the customer confidence of Telenor are strongly correlated because R value is 0.804 shown in Table.

The value of F test, the overall significance of the models, turned out highly significant at 1% level. Service quality, brand image and value proposition are significant

at 1% level. The Standardized Coefficient (Beta) indicates that all three variables have positive relationship with customer confidence (dependent variable) of this study. It means that the higher the independent variables, the greater the dependent variable. A unit increase in service quality results in 0.251-unit increase in customer confidence. Similarly, a unit increase in brand image leads to 0.301-unit increase in customer confidence. A unit increase in value proposition will lead to 0.344-unit increase in customer confidence. Durbin-Watson value is nearly 2(1.863). Therefore, there is no autocorrelation in survey process.

Services quality, brand image and value proposition are positively significant effect on customer confidence. The quality of service is subjectively perceived by customers during the interactions with a firms and has critical impact on customers' evaluation of service quality. Telenor services practices such as provide excellent network quality, quickly response users' complaints, timely provide new services information and quality can increase customer confidence on Telenor operator.

Telenor is an international operator and keep its brand image by doing social responsibilities. Telenor Myanmar have been running CSR activities since 2014, including emergency responses initiative, safe internet, and scholarship program. Then, Telenor develop funding digital classroom, innovative mobile app and social innovation program. Because Telenor are implanting a lot of CSR activities, customer confidence are increased on Telenor brand image.

Customers are more preferable the value proposition practices of Telenor (especially innovative packages). Telenor currently provide a lot of data plan, social packs and others. Telenor recently launched the MyTelenor app. By providing more value of money to their mass market customers for all packages, this can increase customer confidence on Telenor operator.

4.2 Analysis on Effect of Relationship Marketing Practices on Customer Satisfaction

This section presents the mean values of customer satisfaction resulted from survey data and the effect of relationship marketing practices on satisfaction of Telenor users.

4.2.1 Customer Satisfaction

Customer satisfaction is the main driven force for the customer to stay in the firm for a long period of time. Satisfied customers are more likely to be loyal to the firm. Especially for a service provider like Telenor because unsatisfied customers may switch more easily to other operators. The following table show the customer satisfaction level on Telenor relationship marketing practices.

Table (4.4) Customer Satisfaction

Sr. No.	Description	Mean Value	Standard Deviation
1	Telenor service consistently meets expectations	3.37	0.92
2	Emphasizes customer satisfaction.	3.41	0.93
3	Telenor has always responded to customers' needs	3.40	0.92
4	Absolutely delighted with Telenor service.	3.31	0.95
5	For choosing to use Telenor sim is a wise one	3.48	0.98
Overall Mean		3.39	

Source: Survey Data, 2019

According to the above Table (4.4), the overall mean value of customer satisfaction is 3.39, which is higher than the neutral mean value of 3. The respondents are satisfied for being Telenor customers because the mean score is higher than others. Telenor is always looking forwards to bring new services and products which can add more benefits to customers' daily life. The newly packages and promotion plan delivered to their customers by Telenor. Therefore, Telenor customers accept that Telenor operator can provide the best service for them. Although Telenor services are meet most of the customers' expectation, some respondents have negative perception on Telenor services.

4.2.2 Effect of Relationship Marketing Practices on Customer Satisfaction

To analyze the correlation between relationship marketing practices and customer satisfaction, multiple linear regression model is used. These regression data show how well each of relationship marketing practices effect on customer satisfaction. The statistical data from the model are as follows:

Table (4.5) Effect of Relationship Marketing Practices on Customer Satisfaction

Independent variables	Unstandardized coefficients		Beta	t	Sig	VIF
	B	Std Error				
(Constant)	1.343	0.135		9.976	0.000	
Service quality	0.037*	0.053	0.041	0.695	0.088	2.336
Perceived price	0.211***	0.052	0.244	4.048	0.006	2.436
Brand image	0.125**	0.055	0.146	2.281	0.023	2.747
Value proposition	0.240***	0.050	0.306	4.973	0.000	2.724
R	0.658					
R Square	0.434					
Adjusted R Square	0.428					
Durbin-Watson	1.813					
F Value	72.511***					

Source: Survey Data, 2019

Note: ***Significant at 1% level, **Significant at 5% Level, *Significant at 10% level

According to the result described in Table (4.5), R Square is 0.434 and Adjusted R Square is 0.428. This model can explain 43.4% about the variance of dependent variable with the independent variable. Perceived price and value proposition are significant at 1% level. Brand image is significant at 5% level and service quality is significant at 10% level. The Standardized Coefficient (Beta) indicates that all variables have positive relationship with cognitive attitude (dependent variable) of this study. A unit increases in perceived price results in 0.211-unit increase in customer satisfaction. Similarly, a unit increase in value proposition leads to 0.240-unit increase in customer satisfaction. Durbin-Watson value is 1.813. Therefore, there is no autocorrelation in survey process.

The perceived price and value proposition are positively significantly effect on customer satisfaction. This is because Telenor billing system is transparent and can check their usage rates that can increase customer satisfaction. Then, Telenor users agree the

price is appropriate by comparing with others operators. Telenor also provides flexible price for various services to meet customers' needs.

Telenor always creates the innovative promotion and offers various services (social packages, night packages, and daily and monthly packages, voice packages) to fulfill customer needs. Telenor also provides lucky draw program (eg - "Chwin Chwin") with the chance to win attractive daily prizes. Customer are felt exciting and enjoy by playing this program and can get a lot benefits and prize. Therefore, Telenor value proposition can improve customer satisfaction lead to loyalty.

4.3 Analysis of Effect of Customer Confidence and Satisfaction on Customer Loyalty

This section explores the mean values of customer loyalty resulted from the survey data and the effect of customer confidence and satisfaction on customer loyalty of Telenor operator.

4.3.1 Customer Loyalty

Customer loyalty is very importance for every business because loyal customers can bring the financial growth for the firm and loyal customers have relatively low intention to move to the competitors of the firms. Customer loyalty is the ultimate goal of practicing relationship marketing. The customer loyalty of Telenor operators will be analyzed in this section. The data and information collected through survey questionnaire from the participants will be worked out in the Table (4.7).

According to the Table (4.4), the overall mean value of customer loyalty is 3.52, which is significantly higher than the neutral mean value of 3. Among of these loyalty statements, the respondents are strongly agree that they usually use Telenor packages and promotions than others sim card. This is because Telenor have a variety of internet packages such as phone call packages, data package, night and FB package. Telenor offers special packages plan to customers. If the customers have the data balance or they did not use in the specified period, the data packages can be carried to the next month.

Table (4.6) Customer Loyalty on Telenor Operators

Sr. No.	Description	Mean Value	Standard Deviation
1	Telenor operator is the first choice among other operator	3.35	0.98
2	Do not like to change to another operators	3.36	0.90
3	Intend to continue using mobile services for a long time.	3.54	0.99
4	Even if another operator' price is lower, willing to use Telenor	3.40	0.98
5	Willing to say positive things to other people	3.40	0.93
6	Encourage friends and relatives to use Telenor services	3.39	0.96
7	Able to provide the best service	3.43	0.97
8	Usually use Telenor service (package, promotion)	4.30	0.91
Overall Mean		3.52	

Source: Survey Data, 2019

Most of the respondents are answered Telenor is not their first choice. This is because Telenor operator is lately introduced than the two operators (MPT and Ooredoo). But, Telenor stands as the second largest operator in Myanmar at present because Telenor have a lot of loyal customers.

4.3.2 Effect of Customer Confidence and Satisfaction on Customer Loyalty of Telenor users

This section analyses the customer confidence and satisfaction on customer loyalty toward Telenor operator. In this study, linear regression is used to test the influencing between independent variables (customer confidence and satisfaction) and dependent variable (customer loyalty). The data and information collected through survey questionnaire from the participants will be worked out in the Table (4.7).

According to the result described in Table (4.7), the coefficient value of determination (R Square) is 0.556 and Adjusted R Square is 0.514. This model can explain 55.6% about the variance of dependent variable with the independent variable. VIF value is less than 10.

Table (4.7) the Effect of Customer Confidence and Satisfaction on Customer Loyalty

Independent variables	Unstandardized coefficients		Beta	T	Sig	VIF
	B	Std. Error				
(Constant)	0.650	0.141		4.597	0.006	
Customer confidence	0.417***	0.038	0.468	10.910	0.002	1.584
Customer satisfaction	0.420***	0.050	0.362	8.445	0.000	1.584
R	0.746					
R Square	0.556					
Adjusted R Square	0.514					
Durbin-Watson	1.755					
F Value	239.499***					

Source: Survey Data, 2019

Note: ***Significant at 1% level, **Significant at 5% Level, *Significant at 10% level

According to significant value, it is found that there is positive relationship between relationship quality (customer confidence and satisfaction) and customer loyalty at 99% significant level. Durbin-Watson value is 1.755 and is between 1.5 and 2.5.

Both customer satisfaction and confidence have the expected positive sign and significant value at 1 percent level. The positive relationship means that the increase in customer satisfaction and confidence lead to more effect on customer loyalty. The increase in customer confidence by 1 unit will also raise the effect of customer loyalty by 0.417-unit. Similarly, a unit increase in customer satisfaction leads to 0.420-unit increase in customer loyalty.

According to the regression analysis results, customer confidence and satisfaction are positively significant effect on customer loyalty. Customers believe that Telenor services are secure for its customers and its policies and practices are trustworthy. Then, customers are confident that Telenor's service are easily and quickly available for its

customers, and also kept their data confidential. Telenor mainly focuses on customers' interests that can increase customer confidence on Telenor operator.

Customers are satisfied and accepted Telenor services because it provides to meet customer expectation and emphasized on customer satisfaction. Telenor always create new services to meet users' needs by listening customers' feedbacks and providing responses in timely manner. Therefore, customers agree that their choice to use Telenor cards is a wise one and feel absolutely delighted Telenor services.

CHAPTER 5

CONCLUSION

This chapter includes the findings and discussions from the analysis of relationship marketing practices on customer loyalty of Telenor users. And, the suggestions and recommendations for the company to build customer loyalty to be long lasting successful company in the future are also described in this chapter. The late portion of this chapter is about limitations of this study and needs for further research.

5.1 Findings and Discussion

This study shows that relationship marketing practices have an effect on customer loyalty towards Telenor operator. The results from the survey describe the customers' point of view on relationship marketing practices implemented by Telenor Myanmar Limited. According to the statistical analysis, it has been found that relationship marketing practices has a statistically significant effect on customer confidence and satisfaction.

According to the results, most of the customers have a good perspective on the service quality of Telenor Myanmar limited. Most of the respondents highly agree that Telenor timely provides new service information and can quickly respond customer complaints. Although Telenor cannot provide personalized services to meet every customer expectation, most respondents approve that Telenor provides good quality services. Therefore, for a telecom service provider, the improvement of service quality may be beneficial to a firm as it helps to promote customer confidence and satisfaction, which eventually lead to customer loyalty.

From the analysis results, perceived price factor reveals that the billing system of Telenor is transparent and this operator also provides flexible prices for various services to meet customer needs. Reasonable charges for services are key factor to attract customers for the next time consuming. The internet rate (data package, price) and calling rate provided by Telenor are reasonable and acceptable price for users. For telecom operator, price factors is also important because customers are frequently switch to others

due to some pricing issues ,example, perceived high prices, unfair or deceptive pricing practices.

For a service firm, it is crucial to develop a good image because every customer wants to deal with the service provider with very good reputation. After analyzing the survey data, based on the outcomes of mean value, customer assumed that Telenor is well-known service providers and it has good reputation regarding its social responsibility. Thus, most of the customers are satisfied for being customer of Telenor.

In the value proposition section, according to the findings from survey data, most of the respondents highly accept that Telenor provides some rewards and promotion plans that meet customer wants. Then, most of the respondents agreed that Telenor promotion plan can easily be available and this operator keeps promise to do something by a certain time, they do so. However, Telenor customers think that the value offer are not worth the money very much.

This study points out the relationship marketing practices such as the service quality, brand image and value proposition practices are positively significant relationship with customer confidence. The level of customer confidence depends on how much providing services meets with customer expectation. If the firm does not provide the services to meet this quality, the firm will fail customer confidence. Then, building a brand is not easy way for a service provider. Consistently providing the best service can create good image. When customers see the firm's image is a good one, it may be more rapidly spread among potential customers and both existing and potential customers may consume more than before. This situation means gaining customer confidence. Then, Telenor promotion program are also attractive to customers. Telenor always creates various plans (Supar Htaw, Mytelenor app, social package) that are attract to its customers and can gain customer confidence.

From the analysis results, all relationship marketing practices are strongly and moderately significant effect on customer satisfaction. This study highlights price is important for consuming the service of this operator. Reasonable pricing policies are key factors to attract customers. Customer satisfaction can be measured by comparing how much the customers cost and how much they gain benefits from the firms. If the benefits gained is more than the cost, the customer will satisfy and vice versa. The internet, calling and data packages rate charged by Telenor are reasonable and acceptable for their

customers. Customers will judge the value of consumption after contrasting benefits gained from products and with their costs. Value proposition are positively related with customer satisfaction and it suggests that the value proposition by Telenor meets with customer wants. Therefore, customers wish to always participate in the promos offered by Telenor operators.

The findings from the analysis of customer confidence on customer loyalty shows that there is positively and strongly relationship among them. Many previous papers are proposed that customer confidence has a direct effect on customer loyalty. When the customers are confident on the operator, it is more likely to be loyal to the firm. The customer confidence can be built by implementing the relationship marketing practices.

According to the analysis of survey data, customer satisfaction and customer loyalty are positively and strongly correlated. It is obvious that only satisfied customer would like to stay in the firm for a long time. To enhance customer satisfaction, it is essential to implement relationship marketing effectively. Perceived price and value proposition are strongly significant on customer satisfaction.

In summary, the study on Telenor Myanmar Limited's relationship marketing practices could point out that more effective practices can build customer confidence and satisfaction, and in turn customer loyalty. Surprisingly, perceived price is not significant effect on customer confidence and also service quality and brand image are moderately correlated with customer satisfaction. However, customer confidence and satisfaction has strongly impact on developing customer loyalty.

5.2 Suggestions and Recommendations

Customer loyalty is very much vulnerable in services provider firms. The firm can attract the potential customers, it is more difficult to make sure them to be loyal customer. Therefore, relationship marketing practices are being implemented to develop long term relationship between customers and the company. These practices are implemented by many companies but still customers switch to other companies. Based on the findings from this study, some useful suggestion and recommendations for obtaining customer loyalty for Telenor operator are described in this section.

This study indicates that service quality practice is positively significant effect on customer confidence and satisfaction. The accessibility of service is also crucial for

service firms .Telenor should open many branches and service centers and those can help and solve customer complaints. Telenor should prepare more training program to increase skills and ability of its employees and it would be helpful to solve customer complaints and requests. They can know customers complaints through the comments on their facebook pages and websites. In addition, Telenor operator should maintain its customers by providing timely new services information, therefore, they need to try to fulfill customer needs and expectation.

Telenor should maintain the billing system, it is simple and transparent because customers can check their daily usage from MyTelenor App. Then, Telenor should keep the flexible pricing policies for various services. Based on the results, most of the respondents think that Telenor internet rate are reasonable than the calling rate. As the telecom service provider, Telenor should provide reasonable price with high value, it will meet with customer needs and expectations, that can increase customer satisfaction and confidence.

Most of the customers think that Telenor have a good image, this is due to its social responsibilities practices. There is some bad news about Telenor price and services. Therefore, Telenor should put more effort to build its brand image. Telenor should take action to solve the issue, and -should listen customer feedbacks and enhance the reputation.

Most of the customer highly agree that Telenor packages, wishes and stars plans are meet their wants. Moreover, Telenor should develop another plan and create value for its customers .Telenor should try to understand how they fit customer needs and have to create and innovate the value for its customers. Based on the results, customers think that the promotions are not worth with their costs. Therefore, Telenor should consider and listen customer's voice and their suggestion, and then should take action quickly to gain customer satisfaction.

Customer confidence is an important ingredient in a firm-customer relationship and ultimately in the development of loyalty. In this study, customer confidence is significantly influenced by service quality, brand image and value proposition. In order to earn customer confidence, the service practices of Telenor should be consistent with every customer needs. Because Telenor is a telecommunication company, it is important to provide excellent network quality for customers in everywhere.

Satisfied customers have relatively high intention to stay in the firm for a longer period of time that means that those customers are loyal towards the firms. The perceived price and value proposition are strongly related with customer satisfaction. Current pricing policy could be acceptable and reasonable. However, it is a usual problem when a competitor offers lower charges, customers tend to move to that firm. To prevent this issues, Telenor should keep eyes to its competitors pricing policies. Moreover, Telenor should also aware of how well its promotion and rewards perceived by its customers. To persuade customers for using Telenor cards in always, the values they received must be more than its costs. In consequences, the value proposition offered by Telenor have to be more than the fees charged for services and it can lead to provide good perception of the customers.

As the result of analyzing data, implementing relationship marketing practices can enhance customer loyalty effectively. For a telecom service provider, Telenor should take into account these marketing practices to comply the dynamics changes of customer needs and wants. The present study produced useful findings, which can be utilized by Telenor managers, and it can be helpful to develop and implement successful customer loyalty strategies.

5.3 Needs for Further Research

This study focuses only on the customers of Telenor Myanmar limited. Bansal, Taylor and James (2005) also pointed out that a lot of the relationship marketing practices: the services quality, perceived price, value proposition, attractive offers, brand perception, commitment, subjective norms, switching cost, and variety seeking and so on. However, this research includes some of the relationship marketing practices; service quality, perceived price, value proposition and brand image as the important practices for the service provider. For that reason, this research is not said to be a perfect research. The other practices of relationship marketing should be studied to be a better research in the future.

The items for each construct stated in the questionnaire were adapted from the previous articles or developed by the researchers without pre-testing for reliability and validity before concluding the research. Some of the items might be ambiguous or hard to

understand, this would be collected invalid data, which definitely influenced the research results.

In this research, the questionnaires are asked only through the social media (especially Telenor Facebook pages). The sample was used Telenor users and followers of the Telenor pages. The further research studies could expand the sample size and select sample units all major cities in Myanmar to have better representation of Telenor markets.

And this study could only emphasis on customer confidence and satisfaction. Therefore, the further research should be examined the effect of practices on customer commitment, communication, reciprocity to present the full perception on customer loyalty.

In this research, the study emphasizes on Telenor users. It is not emphasize on MPT, My Tel, Ooredoo operators in Myanmar, and cannot represent the whole telecom industry. Therefore, the further research should be examined the effect of relationship marketing practices on customer loyalty of Myanmar Telecom industry.

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