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**BRAND EXPERIENCE AND WORD OF MOUTH
RECOMMENDATION OF AGENTS
(CASE STUDY OF MYANMAR MOBILE MONEY SERVICE)**

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**BRAND EXPERIENCE AND WORD OF MOUTH
RECOMMENDATION OF AGENTS
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the degree of Executive Master of Banking and Finance (EMBF)

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ABSTRACT

The objectives of the study are to examine the brand experience of Myanmar Mobile Money service (MMM) and the effect of brand experience on word of mouth (WOM) recommendation of agents. This study aims to focus Social Judgment Theory that explains how attitude change for recommendation when the agents receive a persuasive dimension related brand experience. The survey data were collected from 130 active agents of MMM and the questionnaires are structured with 5 points Likert scale. The descriptive statistics and quantitative methods were used. This study demonstrates strongly agreement level of overall mean score are all the statements that sensory, affective, behavior, intellectual and relational. Sensory and intellectual experiences are significantly and positively effect on WOM recommendation. Affective, behavior and relational dimensions are positive effect on WOM recommendation and these factors are not significant effect on WOM recommendation. Although MMM was received the strongly agreement level and positive recommendation from agents, MMM should take advantage of positive word of mouth from agents by updating brand experience dimensions as needed because the perception of agents is always changing all the time. In the sector of mobile financial service, if there are no agents, the customer cannot survive and cannot grow well. On the other hand, the number of users will definitely increase due to positive recommendation from satisfied agents. Moreover, MMM should also generate the effective financial products and best-of-class services carefully to reinforce getting positive recommendation and long-term survival.

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LIST OF ABBREVIATIONS

ACCD	-	Agent and Customer Care Department.
App	-	Mobile Applications.
BOD	-	Board of Directors.
BX	-	Brand Experience.
CBM	-	Central Bank of Myanmar.
CDMA	-	Code Division Multiple Access.
FI	-	Financial Inclusion.
GSM	-	Global Standard for Mobile.
IBL	-	Innwa Bank Limited.
KYC	-	Know Your Customer.
MAP	-	Making Access Possible.
MEB	-	Myanmar economic Bank.
MEC	-	Myanmar Economic Cooperation.
MFS	-	Mobile Financial Services.
MFSPs	-	Mobile Financial Service Providers.
MMM	-	Myanmar Mobile Money Service.
MNOs	-	Mobile Network Operators.
OT	-	Oberthur Technologies.
POS	-	Point of Sale terminal.
RDB	-	Rural Development bank.
ROA	-	Recommendation of Agent.
SEM	-	Structural Equations Modelling.
SJT	-	The Social Judgment Theory.
SMS	-	Short Messaging Service.
SOOP	-	Superficial Out-Of-Profundity
TMC	-	Top Management Committee.
UNCDF	-	United Nations Capital Development Fund.
USSD	-	Unstructured Supplementary Service Data.
WOM	-	Word of Mouth.

CHAPTER 1

INTRODUCTION

Globally, mobile financial service (MFS) has been a life-blood and key driver of socio-economic growth and development and economies are dependent on mobile financial services to attain advancement. MFS is highly efficient in driving financial inclusion (FI) with a powerful platform that is unique in offering both technical and business development solutions. MFS operates transaction fees, transaction value and count, stakeholders within the ecosystem, user experience, user recommendation, security of funds, financial services delivery channel as well as inclusive participation of the government as regulatory bodies and infrastructure by providers.

In 2012, Innwa Bank Limited decided and implemented a mobile financial service based on Innwa' branches and representative agents network for unbanked area. And then, the first MFS service of Myanmar was introduced brand name Myanmar Mobile Money (MMM) to the public in January, 2014. Therefore, MMM has nine years experience in mobile financial sector. MMM provides MFS to user (Agents, Merchants and Customers) and MMM has 6872 agents including Innwa bank, Myanmar economic Bank (MEB), Rural Development bank (RDB), Myanmar Post, commercial outlets like mobile shops and grocery store in Appendix-F. Agents provide financial service to customers on behalf of MMM and effectively work as a liaison between the users and the providers by improving access to financial services for the underserved (MMM, 2022).

In today's world, technology of mobile financial service is constantly improving and it is playing a greater role than ever before. Moreover, most of mobile financial business opens up new information and new opportunity for ways to live life. For information, it has been observed that if everyone wants to use a new product or new financial service with a fascinating search for word of mouth (WOM) recommendation and enthusiastically listened to choose the brand. Therefore, every business always care and listen to WOM recommendation about their brand such as well-prepare reviews, the positive recommendations seriously.

Brand name is an important entry point for a new user and brand experience is the lasting impression customers have of the brand. Brand experience as subjective, internal consumer responses evoked by brand-related stimuli that are part of a brand's

design and identity, packaging, communications, and environments. Brand experience is induced by incentives provided by the brand which stimulate customer inner personal and behavioral reactions. A study shows that the abilities to classify brands by their characteristics are improved as the perception of the consumers of the brand experience increases (Weinberg, 2001). It implies that brand experience is an important source of competitive differentiator. The definition of brand experience is presented in literatures as consumers' perspective in each and every contact made with the brand. Brand experience is created in every instance where customers use the brand, exchange information with others about the brand, information search, brand marketing activities such as promotion or events and so on (Ambler, 2002). Alloza (2008) described brand experience as the perception created by consumers about the brand at every contact they made with the brand. This includes the first contact, image in advertisement and personal treatment for all business.

Word of mouth (WOM) is the verbal communication about the information of a specific product or service of the brand and WOM is the source which is considered independent of commercial influence. WOM refers to informal communication directed at other consumers about the ownership, usage, or characteristics of particular goods and services. The previous research indicated that word of mouth plays an increasingly important role in shaping consumer attitude and purchase behavior. Although online social communications is growing better, WOM recommendation has been an important topic to business and marketing researchers. Recent studies have examined the impact of brand experience on WOM recommendation and explored how the process of WOM recommendation influences customer decisions and behavior in their environment. It is interesting that the business how to try to get positive recommendations in the mobile financial sector. The effect of WOM recommendation is especially strong in financial services because user's trust is particularly necessary. The purchasing for intangible products involve higher risk than tangible product. In the current period, customers are more dependent on the online interpersonal influence and they always listen to recommendation about the services brand.

Day (1971) showed that the influence of user reviews has a particularly significance on the experience goods, as their quality is frequently unknown before consumption and consumers need to rely on WOM and recommendations to make decisions. WOM plays a particularly significant role in the service sector and have

significance in high credence qualities, such as the financial or tourism industry. WOM has an impact on thawareness of receivers to share product-related information, thereby increasing the potential and significant impact of WOM.

In recent time, agent distribution network have been at the heart of successful mobile money services and they are effectively support to the Long-term business sustainability. Agents are responsible for converting physical cash to digital value, and performing crucial tasks such as on-boarding, supporting and educating millions of customers on a daily basis. As the uptake of mobile money services continues to grow, the expansion and evolution of the agent network becomes all the more critical to ensuring a high quality of service. In 2018, agent network density indeed reached an average of 148 active mobile money agents per 1,000 square kilometer (unit of area or surface area) more than twice in 2014 . The density of commercial bank branches across the same markets has not substantially changed over the 2014-2018 period, averaging 14 per 1,000 square kilometer (Sara Caputo, 2019). Therefore, mobile money agents have been playing a fundamental role in strengthening the mobile financial industry by helping to extend its reach. Mobile money providers have been focusing on growing their distribution network, supporting agents with dedicated education, training and other facilities.

1.1 Rationale of the Study

Mobile Financial Services (MFS) is a relatively recent mobile-centric financial inclusion innovation in the world. Smart phone is ubiquitous and it becomes the tool to access the financial sector. MFS provides the unbanked and underserved - many of whom live in rural areas with access to basic financial services provided by banks and non-banks such as mobile network operator ,mobile financial service provider (MFSP). MFS is highly dependent upon the area of mobile coverage and the quality of infrastructure offered by mobile network operators (MNOs). In January 2022, Myanmar has 114% of smartphone penetration, it is higher than the United States and China by 95% of penetration (Pwint Htun, 2021). Moreover, financial sector of Myanmar has been severely tested by the ongoing impacts of the political instability and the surge in COVID-19 cases until now from 2019. Central Bank of Myanmar is pushing for a more secure, robust and efficient mobile financial service to stable and handle in financial sector.

“MMM” is the longest-running provider for mobile service in Myanmar with the license provided by Innwa Bank. It is interesting to analysis who or what helps MMM stand for a long. In MMM, there are two groups of users: customer and agent. In the category of users, MMM agent is a person who provides services to customers on behalf of MMM. MMM gains the functional utility from agent by providing the service of MMM to the customers satisfactorily. Therefore, the support of the agent is sure to be a strength and a pillar for longest-running. MMM brand has a lot of experience in the financial sector and one of the reason for standing successfully is the strength of its agents.

Furthermore, competition in the mobile financial service industry is increased more and more. Bank and MFSP set up the strategy for identifying ways to differentiate themselves from competitors' brands. The influence of customer feeling on a brand has a significant financial impact on loyalty and recommendations. WOM recommendation also exists on the consumer perspective and WOM serves as a weapon to get valuable information about a product or service or brand. WOM recommendation has many different subcategories, where online and social media seem to be the most powerful category in the global world.

Even though many research has examined WOM issues, little attention has been paid to exploring the relationship brand experience variables such as sensory, affective, behavioral, intellectual and relational. These five variables have a great impact on all-encompassing, totally transforming the feeling of agent having a significant impact on spend, recommendations and loyalty. The recommendation of agents is absolutely sure help to increase the counts of user, to be well-known brand. Therefore, the current study aims to investigate brand experience of MMM and how will it affect on the recommendation of their agents provided by Myanmar Mobile Money Service Company Limited.

1.2 Objective of the Study

The specific objectives of the study are as follows:

1. To examine the brand experience of MMM provided by Myanmar Mobile Money Service Company Limited.
2. To analyze the effect of brand experience on word of mouth (WOM) recommendation of agents.

1.3 Scope and Method of the Study

This study focuses on the brand experience created by MMM and the recommendation of MMM agents from Mingalardon township. MMM has agent total (3154) in Yangon and has agent total (165) in Mingalardon which is the second largest number of agents in Yangon. Descriptive statistics method is applied for this study. The primary data were collected from the active agents in Mingalardon township by using structured interview questionnaire. 130 active agents representing 80% of total 165 were randomly selected and they were asked for their perception of brand experience and word of mouth by using structured questionnaires. The questionnaire has 39 items to measure all the independent and dependent variables. Each item is measured on a five-point Likert scale and the scale range is 1 to 5 including: strongly disagree, disagree, neutral, agree and strongly disagree. Statistical Package for Social Sciences (SPSS) program is used to analyze. Pearson correlation coefficient is used to determine the relationship between variables. Secondary data were obtained the information from the MMM, relevant textbooks, thesis, journal articles, and internet websites. The method limits the generalization of research findings as it captures views that existed at a point in time. This method fits the study of this nature since the researchers looked at the effects of the independent variables (five brand experience dimensions adapted by Nysveen (2013) on the dependent variables (word of mouth recommendation).

1.4 Organization of the Study

This study is made up of five chapters, Chapter one is the introduction that consists of rationale of the study, objectives of the study, scope and method of the study, literature review and organization of the study. Chapter two reviews the theoretical consideration of the brand experience related to this study including concept of concept of brand experience, importance of brand experience for financial services, employee experience, customer experience and brand experience, and challenges in delivering brand experience, five dimensions of brand experience, brand experience and word of mouth effect and previous studies. The chapter two ends with a conceptual framework for the study. Chapter three describes the overview of MMM

provided by Myanmar Mobile Money Service Company Limited. Chapter four is the main findings of this study with the detail research design and statistical results are mentioned. The last chapter, chapter five, presented the conclusion including finding and discussion, and recommendations and suggestions. Also, the chapter ends up with areas which need to be explored in further studies.

CHAPTER II

THEORETICAL BACKGROUND

The chapter starts to explain with the concept of banking on brand experience (BX). It is followed by brand experiences in service organizations: Exploring the individual effects of brand experience dimensions which are sensory, affective, behavioral, intellectual and relational. It is then explained with the social judgment theory for word of mouth recommendation of MMM agents. Involvement between groups is thus not only a matter of the eco-involvement but also the result of the effect. Previous studies are explained with findings and the conceptual framework is then developed.

2.1 Concept of Brand Experience

In 1997, Superficial Out-Of-Profundity (SOOP) branding is well established in the branding literature. SOOP focuses on the seemingly ‘superficial’ world of sensory, affective and creative experiences (Schmitt, 1997). And then, SOOP branding referred to the approach outlined as ‘experiential branding’. In recent years, companies have created new executive positions that are exclusively focused on managing customers’ experiences with brands. Therefore, both marketers and academicians try to understand brand experience dimensions for their benefit, as there is increased importance of brand experience.

The topic of brand experience has been subject to extensive investigation by Pine and Gilmore (1998), Schmitt (1999, 2003, 2009). The concept of brand experience captures the very essence of branding much more than analytically and cognitively oriented brand concepts such as brand equity, brand value, brand associations, brand attitudes and brand personality (Schmitt, 2009). With the development of research in brand experience, there is a major focus on consequences of the brand experience. Brand experience has gained lot of importance for the success of a brand. There are brand experience projects in a variety of industries, ranging from telecom to financial service and to the retailing businesses.

2.1.1 Importance of Brand Experience for Financial Services

The financial services sector worldwide continues to resonate from the global financial crisis of 2008 after which major brands suffered severe damage to their reputations. For many years, FIs formulate new strategies so that they can begin to regain the trust and the strong reputation. The strong reputation of the brand is relevant with the consumer feeling positive about the brand. The value of the brand is cumulatively built through processes that support the brand experience (Payne, Storbacka, Frow & Knox, 2009).

On the other hand, massive technology change is having transformational effects on behaviour across all consumer services in Banking. Millennials have far less satisfaction to the traditional banking brands, it's easy to agree that change is essential. The influx of financial apps into the market has broken down traditional expectations around financial products. As consumer behavior changes, the creation of brand experiences also changes. For example, shopping with mobile pay has become very popular which means the way bank deliver or brand experiences need to also change from traditional banking.

Lloyds Bank is a good example of a bank with a focus on brand experience. It uses emotionally-led, purpose-driven communications to clarify its purpose at both a group level – ‘Helping Britain Prosper’ – and at brand level – ‘By Your Side’ – fostering emotion in a category which has always been functionally-led. In 2019, the profit increased 8% and user increased to 9.3 million compared to 2016. The brands with a good brand experience command 79% higher purchase intent and an average of 45 more Net Promoter Score (NPS) points than the lowest performing organisations (Svensen, 2019). In order to build strong reputation and to fulfill customer expectations, bank must forge a new meaningful relationship with the customer. A relationship built on being an active trusted advisor – providing relevance, guidance and assistance in a real time way. Moreover, Banks need to exercise their imagination when it comes to digitally engaging consumers (Vard, 2020).

Human or digital, every touch-point is an opportunity to contribute towards the overall brand experience – from ensuring cashpoints, agent, call center, personable staff, web-side, chat-bots effectively manage the customer queries. Through

continual innovation in service design and digital service delivery, meet the customer's needs. Bank and MFS need to establish a relationship which goes beyond the facilitation of transactions for its customers. A strong brand purpose offers consumers a clear connection to their personal activities. To remain at the forefront, bank and MFS must constantly renew and refresh their approach to brand experience through continual innovation in service design and digital service delivery to meet evolving customer needs. Whatever happens in political and social issues, the economy is ever competitive, brand experience is strongly support the bank and MFSPs to keep customer needs and to survive financial service organization for long.

2.1.2 Employee Experience, Customer Experience and Brand Experience

When thinking about experience for a successful organization, it is necessary to distinguish three types: employee experience, customer experience and brand experience.

The interaction between employees and customers is considered as the most important factor in service brands. In creating customer experience, the employees enact the attributes of the brand and whose actions ultimately foster customer experience. Employees used brand experience as a protective strategy against losses for the business and deliver BX to customers. The role of the employees in creating brand experiences is in fact a key factor distinguishing service brands from product brands. Therefore, employee experience itself has emerged as a priority for organizations looking to attract, retain and grow the highest caliber of talented workers.

The brand experience is considered the equivalent to a typical "show the brand", whereas the customer experience is trustworthy of customer "guide the brand" and the employee experience is the community arts the business lifestyle "love the brand" (Fakiha, 2018). The customer experience helps to guide a customer throughout a transaction or an interaction from within the brand. Brand experiences rely on a marketing and advertising strategy to not only conceive of an experience, but also to promote it.

Shaping employee experiences through the understanding of brand experience and the seriously improved customer experience helps find and retain the best and most committed talent for every organization. Employee can attract with values align, who possess an intuitive understanding of the brand and customer. Employee have an ability to interpret it at every customer touchpoint. In conclusion, these three experience are equally important drive revenue for an organization.

2.1.3 Challenges in Delivering Brand Experience

Customer experience is a better way to build brand performance than communications believed by 81% of marketers. However, only 52% of those marketers believe the consistent brand experience they deliver to their customers is industry leading. In order to succeed, customer experience must be made every employee's responsibility. Three quarters of marketers believed that their employees care about what customers think about their company. However, only 17% of companies enabled all employees to suggest ways to improve customer experience. And only 6% of companies used brand management software to align and educate internal teams around the brand promise and deliver a consistent brand experience (Lundgaard, 2016).

Five challenges for marketers in delivering a consistent brand experience to customers in the following (Hidalgo, 2017)

1. Within companies, brand experience is promoted but not prioritized.
2. Many senior leader don't appreciate the power of brand.
3. Staff members aren't well-enough aligned behind the brand.
4. Brand experience need to be made everyone's responsibility.
5. Businesses are failing to utilize technology to consolidate the brand.

2.2 Dimensions of Brand Experience

Brand experiences vary in strength and intensity; that is, some brand experiences are stronger or more intense than others. Some experiences are more positive than others, and some may even be negative. Moreover, some brand experiences occur spontaneously without much reflection and are short-lived; others

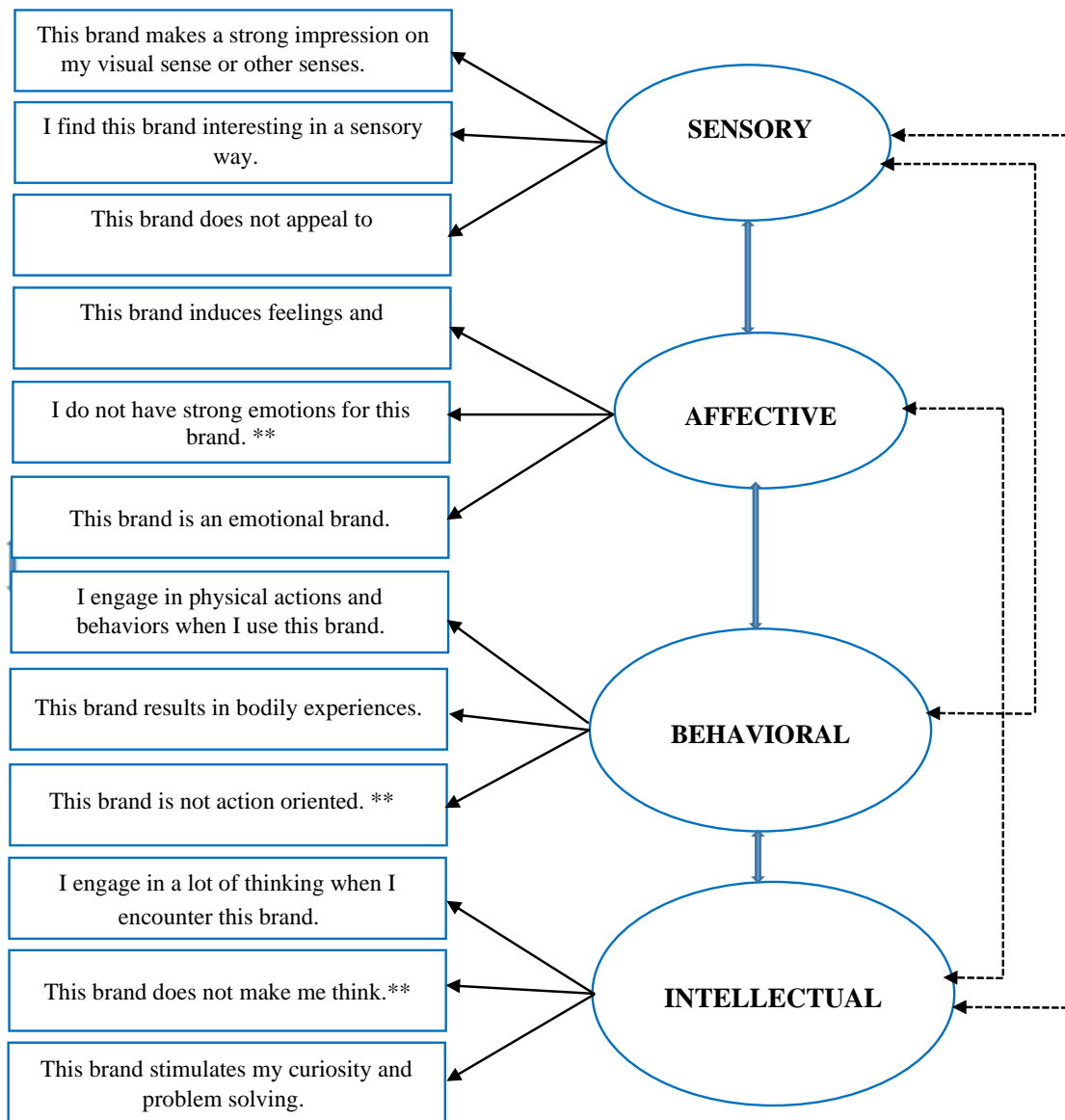
occur more deliberately and last longer. Over time, these long-lasting brand experiences, stored in consumer memory, should affect consumer satisfaction and positive recommendation.

Experiences can happen when consumers do not show interest in or have a personal connection with the brand. Moreover, brands that consumers are highly involved with are not necessarily brands that evoke the strongest experiences. In contrast, brand experiences are not general evaluative judgments about the brand and experiences may include specific feelings, not just an overall “liking”. At times, experiences may result in general evaluations and attitudes, especially evaluations of specific experience. However, the overall attitude toward the experience captures only a small part of the entire brand experience. Experience types (or dimensions) often appear in formal definitions of experience (Pine and Gilinore, 1999; Brakus, 2009).

The four-dimensional brand experience scale developed by Brakus (2009) is the only theoretically derived and empirically tested experience scale within the marketing literature. In this literature, across a variety of disciplines, a fairly consistent set of experience dimensions, which are highly relevant to brands and it has been proposed four dimensions: sensory, affective, intellectual and behavioural. The sensory dimension to predict future design and aesthetics perceptions and usages, the affective experience to predict emotional judgments, the intellectual dimension to predict creative usages of the brand, and the behavioral experience to predict specific actions and physiological reactions when interacting with a brand.

Before moving on to the actual scale development, the first report is the results of an exploratory, qualitative study that designed to see whether the conceptualization of brand experience presented here was in line with consumer conceptions. The four-factor model analysed on the 83 items revealed two factors interpreted easily and two factors included a mix of items.

Figure (2.1) Confirmatory Factor Analysis - The Four Factor Model



Source: Brakus (2009)

Brakus (2009) conducted an exploratory and confirmation factor analysis restricting the number of skill item factors to four. The Brand Experience Scale that we constructed is short and easy to administer, consisting of only 12 items., including three items for each of the four types of experience dimensions. Finally, this paper grouped the observations by brands and centered the means of 12 items at zero to remove any brand effects. The confirmatory factor analyses revealed that the best model is the four factors model which is correlated factors in above Figure 2.1.

Nysveen, 2013 presented a study with the purpose of testing, relational experience became an additional dimension to the Brakus's four-dimensional in a

service brand context. It is translated into a consistently strong and positive dimension of brand experience. Therefore, this paper focused on five dimensional of brand experience were adapted from the scale used by Nysveen (2013) rather than aggregated brand experience dimensions studied by Brakus (2009). Especially, this model is considered as the dimensions of brand experience for mobile financial services and which is the most appropriate in the context of this study.

(i) Sensory Experience

Building a favorable sensory brand experience is crucial in services settings to strengthen the competitive position of a brand. Some researchers suggest that the sensory dimension is particularly relevant in services settings (Goldkuhl and Styvén, 2007), and even more specifically in the banking industry (Chahal and Dutta, 2015).

Most of bank is opening new offices with an innovative design that includes intelligent lighting and air conditioning systems to improve customer experience and heighten comfort. Likewise, the bank is also developing visual and auditory systems to improve the experience of older people, as well as people with disabilities.

Also with the aim of improving the sensory brand experience in its offices, Lloyds Bank has developed a white tea and thyme perfume. Other banks, including the National Australia Bank and China Merchants Bank, also have their own fragrances. Overall, one of the key strategies of financial services brands to strengthen their competitive position, regain customer trust and satisfaction, and increase their equity is building a superior sensory brand experience in their branches (Lin, 2015).

The sensory dimension captures the degree to which the brand appeals to the five senses (tactile, visual, auditory, olfactory and gustatory stimulations) of the customers, and also the extent to which these customers find the brand interesting in a sensory way (Brakus et al., 2009). The sounds (e.g., in-store signature music) and the smells (e.g., in-store perfumes, candles, product scent), the colors, shapes, typefaces, and designs can rapidly boost the sensory experience of customers. The visual aspects are more relevant, as they are easy to remember and help to configure the aesthetic sense of the environment (Beckman, Kumar & Kim, 2013; Ramirez & Merunka, 2019).

(ii) Affective Experience

The affective dimension relates with sentiments, feelings, and emotions that customer to word the brand. Hence, it captures the degree to which customers

perceive the brand as an emotional brand (Brakus, 2009). Affective experiences (FEEL) are defined by Schmitt (1999) as marketing appeals to customers' inner feelings and emotions, with the objective of creating affective experiences that range from mildly positive moods linked to a brand to strong emotions of joy and pride. In addition, the feel experiences are defined by Xu and Chan (2010) as the customers' perceptions of fun and pleasure. Consequently, the best relationships with customers are affective or emotional in nature and when companies succeed in not only satisfying certain needs but also making the interactions pleasurable, as a result, people are more inclined to stay loyal, even when a mistake takes place (Pine & Gilmore, 1999). According to Kim (2003), emotional certainty indicates that the certainty associated with an emotion can affect information.

(iii) Behavioral Experience

The behavioral dimension means when a customer uses a brand, it makes the customer physically active, including bodily experiences, lifestyles, and interaction with brands. The behavioral dimension encompasses customer attitudes and actions caused by brands. This includes physical actions caused by exposure to brand stimuli (Beckman, Kumar & Kim, 2013; Ramirez & Merunka, 2019). The sensory dimension is more important than the behavioral dimension during interactions at the customer service call center. However, the behavioral dimension may be more applicable when launching advertisements to solicit new customers. Behavioral experiences may be particularly useful for stimulating inference about excitement.

(iv) Intellectual Experience

The intellectual dimension has to do with the imaginative and analytical thinking that brands trigger in customers. Namely, it captures the extent to which the brand makes customers think and stimulates their curiosity and problem-solving capabilities (Brakus, 2009). This is formed by analytical and imaginative thoughts, which stimulate people's curiosity and make them reflect (Schmitt, 1999; Beckman, Kumar & Kim, 2013; Ramirez and Merunka, 2019).

(v) Relational Experience

The relational experience is the fragrance of the brand and makes it in the memory ("it's a good brand, we can trust it"). Believe in the relational experience, as an intangible fragrance or a memorable impression, which is felt and experienced,

therefore entering the life and memory of customers. Every journey, every important purchase, every step outside of comfort zone is accompanied by doubts, unforeseen circumstances, and therefore an absolute need to be taken care of, reassured and supported. Whatever the communication channel, when the customer feels that someone is listening and is service-oriented, this will create an emotional response to relational experience that will stick in their memory.

2.3 Social Judgment Theory

This paper demonstrates several of the concepts found in Social Judgement theory (Sherif, Sherif, & Nebergall, 1965). The social judgment theory (SJT) provides a range of possible positions about a given social recommendation with three distinct latitudes. People may have a number of opinions regarding a recommendation, and there is always a group that accepts, a group that rejects, and another one that is non-committed to a particular issue for recommendation. This paper demonstrates the effects of ego-involvement on perceptions of recommendation of agent on brand experience of MMM. Recommendation of agent (ROA) has been used as a matter that demonstrates balance between the three positions of social judgment theory. Agent groups that propose ROA are regarded as taking the position of acceptance or positive, those that reject or negative and another position is non-committed to recommend. All these groups satisfy the functionality of SJT.

The purpose of SJT includes providing certain categories of judgment or recommendation that evaluate a persuasive message. Judgment and recommendation are semantically related in advice topic. Sometimes, the word "Judgment" is found to be used interchangeably with the word "Recommendation" in some word of mouth literature. According to this theory, as it pertains as persuasive message that is the receiver or agent gets brand experience dimension of MMM which the receiver gets and continues to use categories of recommendation to assess it. Receiving the message, accepting, rejecting or taking a non-commitment stand does not signify the end of the process of social judgment theory application. The level of ego-involvements affects the density of any of the latitudes an individual takes. Social judgment theory allows individuals to distort the incoming message to fit their category of judgment. Distorting the incoming message focuses on trying to persuade a target group to give their recommendation concern with the brand experience of MMM.

This theory is used to persuade the agent to give positive recommendation to a brand experience dimension. On the other hand, the agent team will use social judgment theory to persuade the court of its recommendation's innocence, hence reducing a risk of getting bias. Bias means not considering other factors of MMM and only considering the brand experience factor of MMM for the real recommendation result. Important to note with the criticism of social judgment is that it is difficult to measure whether a persuasive message will change the latitude of the target audience. It is also difficult to determine whether the changed attitude is the right attitude because change is depended on an individual's opinion and feeling. Depending on the message and perceptions, social judgment theory generates a new hypothesis, expand knowledge, and has an organizing power to create messages that influence people.

From the perspective point of view of social judgment theory, agent would reject or accept BX of MMM depending on the receiving message. Theorist Muzafer Sherif, Sherif Carolyn, and Horland Carl (1961) identified three zones in acceptance and rejection is depend on a specific message and attitudes. The first zone is the common latitude of acceptance. In this zone, individuals place attitudes that they would consider the positive recommendation. The second zone is considered as the latitude of rejection zone where a person places the attitude that they consider the negative recommendation. Zone three is the latitude of non-commitment, where people place attitudes that they find acceptable or unacceptable and it is called the neutral zone.

Central idea of SJT for this paper is that individual's attitudes express through mediated recommendation processes subsequence BX of MMM that analyse to MMM. In a globalized business environment interaction across social is becoming a normal part of everyday life. In these encounters recommendation differences may effect the formation of social life among all organization. While studies based on social judgment theory perceive the link between brand experience (a message) and WOM recommendation (their acceptance) to be linear. In the study analysis the paper focuses on the encounter to the MMM agents and their recommendation.

First, their anchor is an effective persuasive message. For example, three persons were received brand experience dimensions of MMM as per persuasive message and then if asking about their felling, they may be somewhere in between - admiration, like, dislike, adoration, unpleasure, amusement, anger, anxiety, happy. The point is that in a very simple experiment, these three people react differently to the exact same news or same dimension.

Second, their position depends on alternatives, three kinds of involvement classified as acceptable, rejected, or noncommitment. The three persons share the feeling or attitudes and change to recommendation that “MMM service is very beneficial for me” or “MMM is comfortable to use for me” or “Use only what you prefer and nothing to say any recommend for MMM”. Agents choose where they will stand which position.

Finally, the third component of someone's position on an issue depended their personal ego-involvement. This is a very complicated consideration because of the agents are either because of their education, because of their wealth, or because of their perception to the business. And so on, they will decide what they should choose to participate what group and it is belong to for their ego-involvement.

The five principles of social judgment theory for this paper are:

- (1) There are categories of recommendation by which agents evaluate persuasive message which is brand experience message.
- (2) When the agents receives brand experience message, they use categories of recommend to assess it.
- (3) Level of ego-involvement affects the size of latitudes which are accept, rejects non-committed in other words agree, disagree or neutral.
- (4) Agent generally distorts brand experience dimensions to fit their categories of judgment or recommendation.
- (5) Small or moderate differences between the anchor positions and the one being proposed, this propose will give the effective result for this paper. Large discrepancies will not.

The strength of this scientific method is that it identifies the variables used in the research analysis. For example, any of the three latitudes would have a substantive number of subjects who are significant enough to draw conclusions upon in regard to their perceptions. On the other hand, the weakness of data explanation for this theory is that it only has qualitative data with no room for more variables. An implication of social judgment theory is that it is skewed towards the latitude of acceptance and those who agents in this latitude are trying to theoretically positive recommendation that “MMM service is very beneficial for me”. According to SJT, change will not occur with the latitude of rejection. At least, when receiver gets information, and they are in the rejection zone. When in this zone, those agents have to respond negative recommendation that “It is not comfortable using MMM”. If the agent had a non-

commitment stand, he would be say “choice yourself the preferable service” or “ Nothing to recommend for MMM”.

Social judgment theory explains how attitude change occurs when agents receive a persuasive message from MMM. When agent agree with the source of message and shift their attitudes closer to the source’s stance, a positive attitude change or assimilation has occurred (Sherif & Hovland, 1961). These attitude changes are influenced by ego involvement. They are more likely to reject a source’s message, producing a contrast effect. In addition, ambiguity promotes positive attitude change or assimilation because agent clarify the recommendation with their own knowledge and experience, which makes it more persuasive (Granberg, 1982). This overview of social judgment theory serves as the basis for the discussion of agent attitude change by persuasive message for word of mouth recommendation, ego involvement result and social activity effect is the main activity of this paper.

2.4 Brand Experience and Word of Mouth

Banking product and service purchases are made largely based on past experience and face-to-face communications. Young adult and minority segments weigh social media nearly as much as offline word of mouth when making choices about mobile banking products and services. Bank is investing more in online programs surrounding customer review sites and social media conversations. According to the previous study, past experience and word of mouth have been strong drivers of banking product purchases in the past five years. Overall, face-to-face conversations have had more impact than online buzz on banking decisions. Yet in the past two years, there has been a significant increase (from 7% to 14%) in consumers’ reliance on online word of mouth for banking product and service purchases (Radoff, 2011).

The word of mouth items used in retail-brand experience that “I will speak well about this retail brand to other people”; “I will recommend this retail brand if someone asks for my advice”; “I will encourage my friends and relatives to buy from this retail brand”; “I prefer to pay a bigger price to this retail brand than to other retail brands for the advantages that I received when I purchased from this retail brand” and “I would buy continually even if the price increases” (Rmran Khan and Zillur Rahman, 2016).

The importance of word of mouth is highlighted in the service context (Jalilvand, Salimpour, Elyasi, and Mohammadi 2017) because of the service is intangible and experiential nature (Murray 1991; Zeithaml, Berry, and Parasuraman, 1993). The rise of digital platforms has impacted word of mouth (Naylor, 2016). Financial institutions who identify their outspoken customers and win them over will protect and grow their brand. The past experience and word of mouth drive more than a third of consumers' checking, savings, mobile financial products and mortgage account choices are made based on past experience and word of mouth. Among word of mouth sources, consumers are more likely to rely on offline word of mouth than online sources when making banking product and brand choices because online sources are not sure whether it is right or wrong.

Brakus, (2009) described that brand experience is not an emotional concept: "Over time, experiences may result in emotional bonds, however emotions are only one internal outcome of the situation that evokes experiences". In accordance with Brakus (2009), most definitions displayed that the idea of experience as a multidimensional construct, including responses beyond emotions. Consumers are more likely to make WOM recommendations about a hotel when they develop emotional ties with said hotel through an experience that they consider intense and can easily recall (Gomez-Suárez & Veloso, 2020). WOM has long been recognized as having a powerful influence on the consumer buying-decision process (Bansal and Voyer, 2000; Bone, 1995; Mangold, Miller & Brockway, 1999). The speaker who is in the deep meaning would refer to the banking product and service. The role of the listener is only about believing the speaker when talking about their experience.

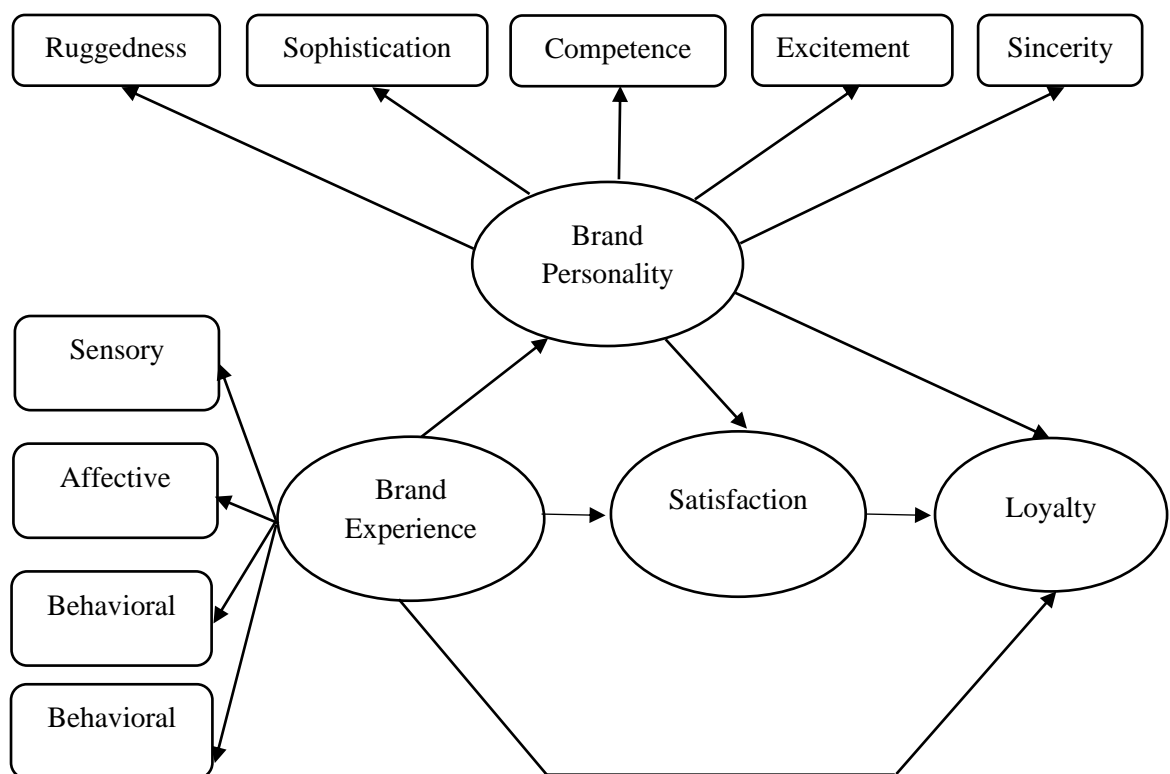
The role of recommendation system is to suggest this better opportunity before it is too late. Additionally, there are a million other things that a recommendation system can do, which are both beneficial to customers and the business. The positive emotions and memories from the experience (Serra-Cantalops, 2018) then contribute to emotional bonds between consumers and brands (Huang, 2015). Carroll and Ahuvia (2006) defined WOM as "the degree to which the consumer praises the brand to others." Following this definition, Brakus, (2016) proposed that consumers who love the brand are more willing to say "good words" to their friends compared to unloved brands. Word of mouth recommendation is a indirect interaction between the user and brand.

2.5 Previous Studies

This section presents the previous studies which are concerned with the brand experience dimensions and word of mouth recommendation in different organizations on the effect of the independent variables (brand experience) on the dependent variable (word of mouth recommendation).

Brakus (2009) generated and distinguishes specific items for the proposed several dimensions of brand experience and constructed a brand experience scale. This study reveals four dimensions which sensory, affective, intellectual, and behavioral with 12-item brand experience scale.

Figure (2.2) The Proposed Dimensions of Brand Experience Scale and its Effects on Consumer Satisfaction, Loyalty Directly and Indirectly through Brand Personality in United States of America (USA)



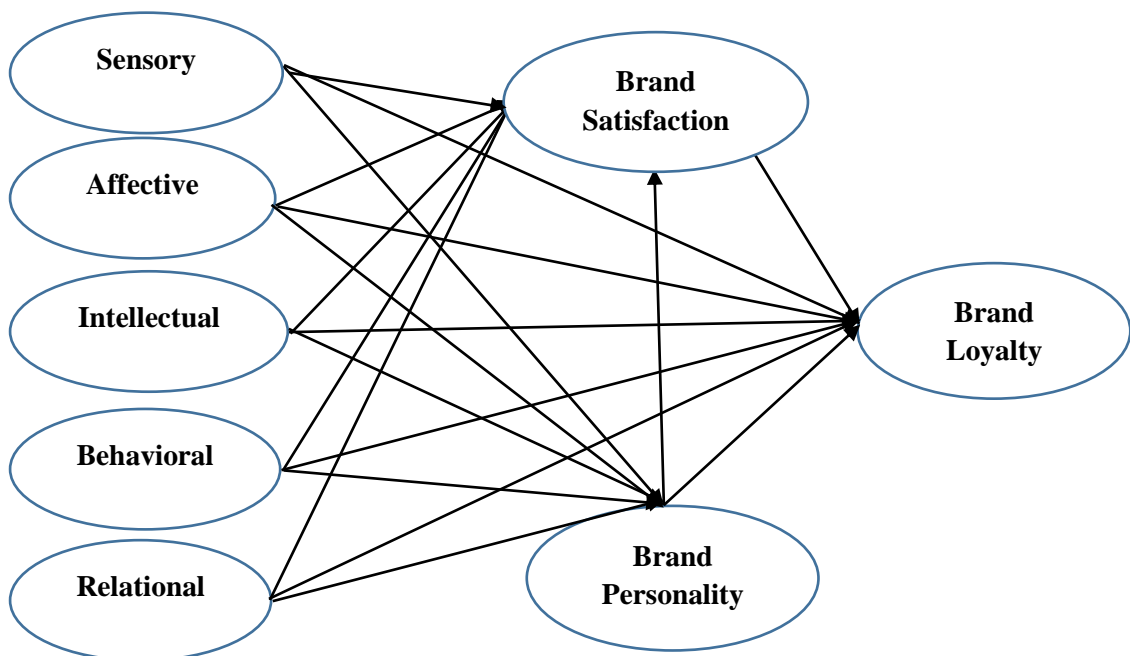
Source: Brakus (2009)

Brakus used brand experience dimensions (sensory, affective, behavioral, and intellectual) and brand personality dimensions (sincerity, excitement, competence, sophistication, ruggedness) as variables. This study is based on the survey questioners with 209 respondents on experiential brands 30 and measured items on a seven-point

Likert scale. The structural equation model to fit the data reasonably well. This study approved that the brand experience is positively effect on satisfaction and loyalty both directly and indirectly through brand personality.

Nysveen (2013) presented the five dimensions of the brand experience concept for service context by adding the relational experience and other brand-related scales in telecommunication services (Telenor brands: ASA), Norway and revealed the influences of brand experience on brand personality, brand satisfaction and brand loyalty.

Figure (2.3) The Relationship between Brand Experience and other Brand-Related Scales in Telecommunication Services (Telenor Brands: ASA), Norway

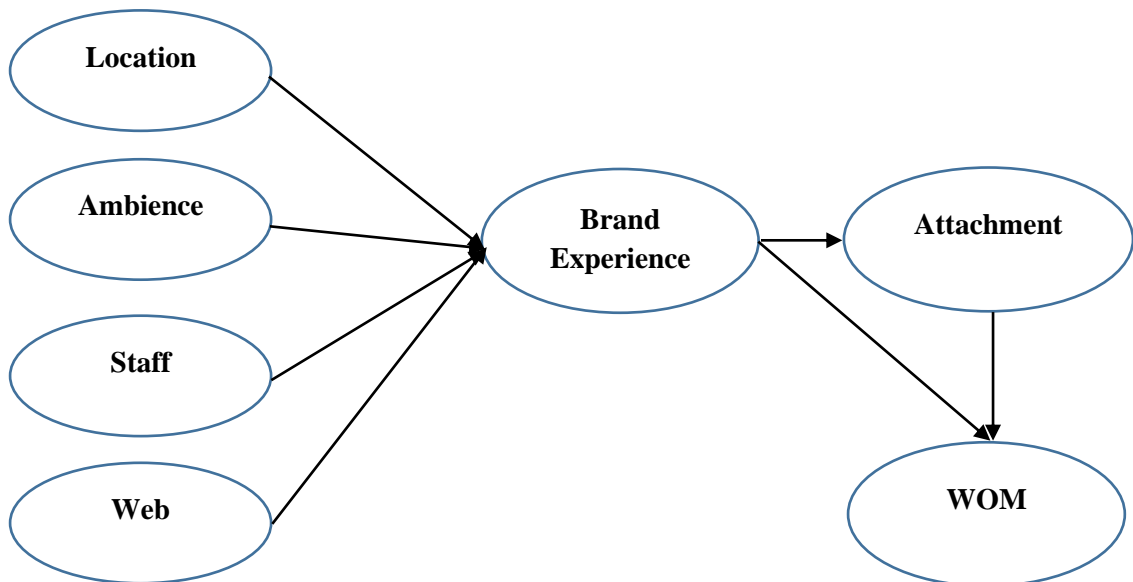


Source: Nysveen (2013)

The variable of this study includes sensory, affective, intellectual, behavioral, relational. 1000 serious respondents of the population of internet users aged 15 or older in Norway were self-selected for a random sample. Nysveen indicated the dimensionality of the scale is context-dependent and it is a valid global measurement tool. This study observed that brand personality mediates the effects of brand experience on satisfaction and loyalty and the relational dimension experience dimension having such an effect directly.

Gomez-Suárez (2020) explored a model to measure the impact of brand experience in the hotel industry in Spain. The objectives are twofold: the first is to show the brand experience in the hotel sector has a positive and direct effect on WOM recommendations. The second is to examine the relationship between experience and WOM recommendations through the mediation of brand attachment. Data were collected through Google Forms from 416 Spanish hotel customers had experience. The variable of in this study includes location, ambience, staff, web and proposed model was tested with structural equations modelling (SEM).

Figure (2.4) Brand Attachment, Brand Experience and Word of Mouth in Hotel Sector, Spain



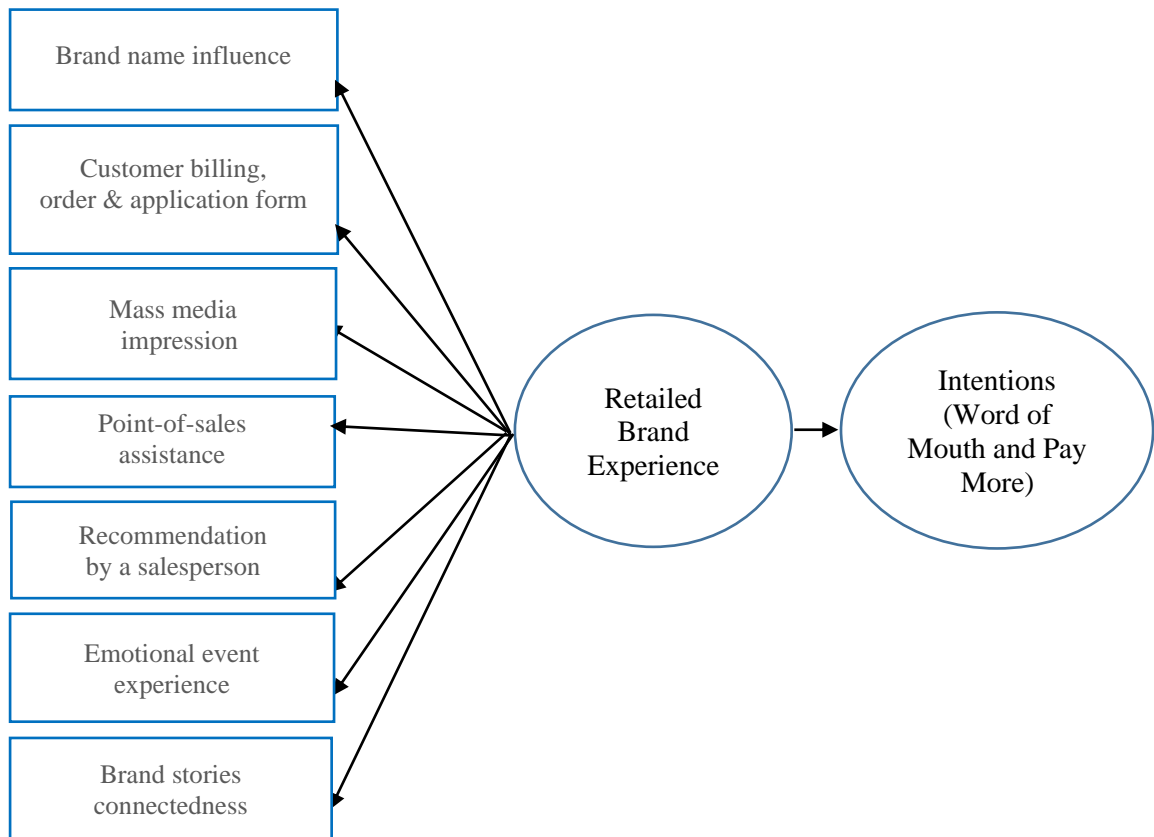
Source: Gomez-Suárez (2020)

Gomez-Suárez (2020) confirmed the mediating role of emotional attachment in the relationship between experience and experience has a positive and greater direct impact on word of mouth than the attachment. The author confirmed that consumers are more likely to make WOM recommendations about a hotel through an experience.

Rmran Khan (2016) revealed that retail brand experience scale is developed and it has a significant impact on consumer intentions (word of mouth and pay more) in India. The objective of this study is to bring out the user’s sentimental responses towards retail brands. The data was collected from a sample of 296 university level students and measured the items on a seven-point Likert scale. The proposed model is structural equations modelling (SEM). The variable of in this study included brand

name influence, customer billing, order & application, mass media impression, point-of-sales assistance, recommendation by a salesperson, emotional event experience and brand stories connectedness.

Figure (2.5) Nomological Validity of the Retail Brand Experience Scale and Intentions (Word of Mouth and Pay More) in three Major Metropolitan Cities, India



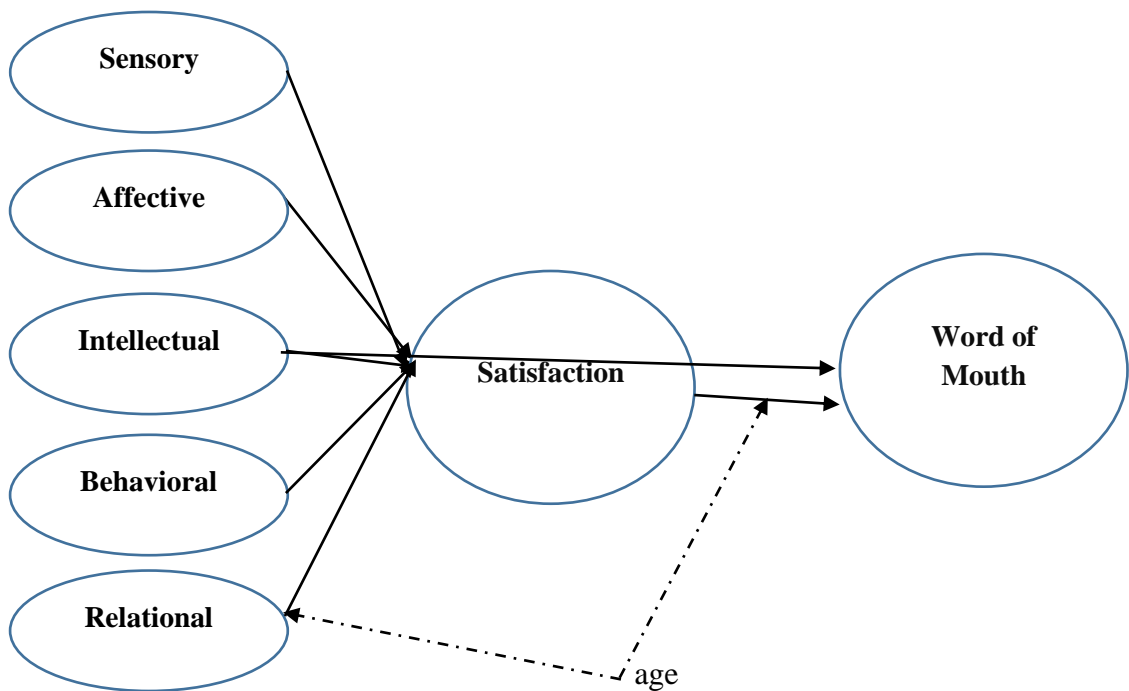
Source: Rmran Khan (2016)

Rmran Khan (2016) found that superior retail brand experience leads to positive word of mouth and increased willingness to pay more. This finding confirmed that the important role of retail brand experience in strengthening consumer intention to positive word of mouth and pay more.

Bapat & Kannadhasan (2022) aimed to examine the role of satisfaction as a mediator in the relationship between brand experience dimensions on word-of-mouth for digital banking services in India. The primary objective of this study is to examine the relationship between brand experience dimensions and word of mouth for digital banking. Data were collected from 386 digital banking users with the single cross-

sectional survey through online. The study used partial least square path modelling (PLS-PM) which is a variance-based approach to examine simultaneously the relationship among the variables (Chin 1998).

Figure (2.6) Relationship among Brand Experience Dimensions, Satisfaction, and Word-of-Mouth in Digital Banking users in India



The dotted line represents the moderation effect.

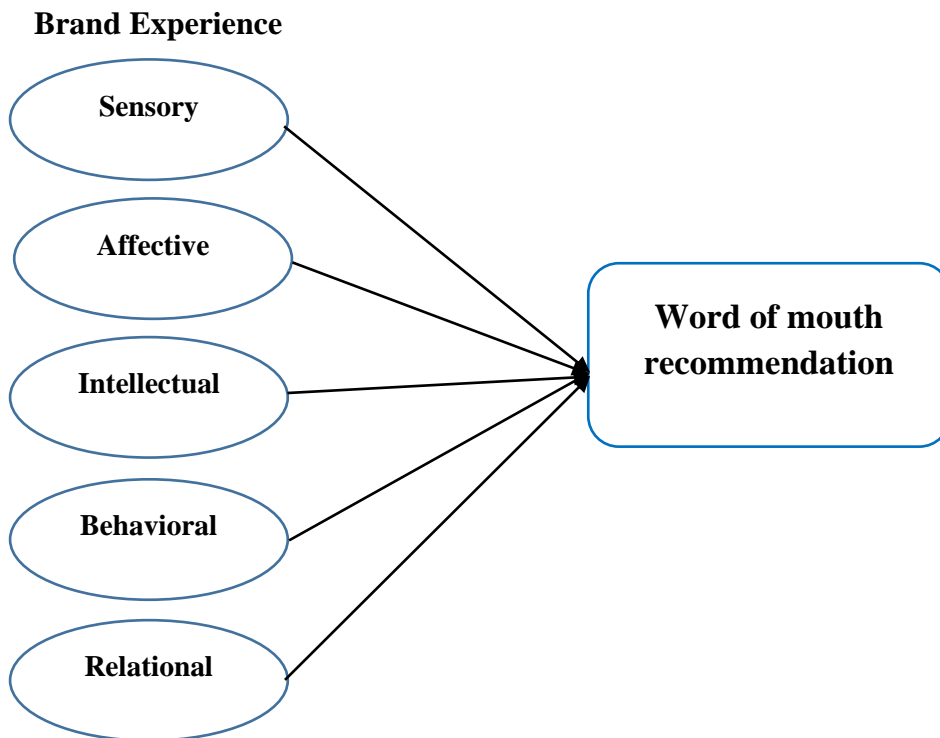
Source: Bapat & Kannadhasan (2022)

This study contained the variables: sensory, affective, intellectual, behavioral and relational. Bapat & Kannadhasan (2022) showed that all constructs were positively related to word of mouth without mediation and statistically significant. Bapat & Kannadhasan (2022) demonstrated the role of brand experience dimensions in the context of digital banking services and marketing managers deployed to achieve positive word of mouth. This author confirmed that the understanding of brand experience is important to align marketing strategy and word of mouth is also important to compete in the business environment.

2.6 Conceptual Framework of the Study

The conceptual framework of this study is mainly based on the previous studies of Brakus (2009), Nysveen (2013), Gomez-Suárez (2020), Rmran Khan (2016) and Bapat & Kannadhasan (2022).

Figure (2.7) Conceptual Framework of the Study



Source: Own Compilation (2022)

From the above conceptual framework, the independent variable, brand experience dimensions which are sensory, affective, Intellectual, behavioral and relational. These independent variables interact with the agents of MMM and stimulate them to give word of mouth recommendation to the agents each other and the customer who connect with the agent. The effect of the independent variable is sufficient to determine the result of the dependent variable. This study finds the result of positive and negative recommendation from Agents for analyzing marketing activities of MMM.

2.7 Definition of Key Terms

For the purpose of this study, the working definitions was be taken to mean:

2.7.1 Sensory Dimension (Brand Experience)

The sensory dimension is about creating a strong and visual impression on the MMM agent in services settings to strengthen the competitive position of a brand.

2.7.2 Affective Dimension (Brand Experience)

The affective dimension deals with feelings or sentiments by updating the agent with interesting and engaging events.

2.7.3 Behavioral Dimension (Brand Experience)

The behavioral dimension means bodily experiences, lifestyle, and interaction with MMM which involve specific actions that agent can take.

2.7.4 Intellectual Dimension (Brand Experience)

The intellectual dimension is about the ability of MMM to make agent think.

2.7.5 Relational Dimension (Brand Experience)

The relational dimension is feeling of a MMM agent as a member of a MMM and it never feel being left alone.

2.7.6 Word of Mouth (WOM) Recommendation

Word of mouth recommendation is the most trusted source of information for the user (especially agent in this study) around the world and there is now measurable proof that social voice drives product and service sales both directly and indirectly. The agents of MMM give negative or positive recommendation to agent each other and the customers who contact to the agent.

2.7.7 Brand Experience (BX)

The Brand experience is the actual sum of interactions encountered by MMM agents or any user of MMM when they touch with any aspect of MMM. BX is the feeling or impression when an agent has made any interaction with a brand created by

MMM. From customer service, to social media, to fulfillment, every touch adds to the brand experience.

2.7.8 Agent

An agent is a person who directly provides mobile financial services to customers on behalf of MMM under a proxy agreement. There are five types of agents and divided into two levels. Level-1 included merchant, agent, sub-agent and they receive the retail-commission for the transactions self-made. Level-2 included super-agent, mega-agent and they receive super-commission for every transaction made by level-1 who has in the hierarchy. Generally, the small shops, grocery stores, gas stations, or postal services become Level-1 agent and MEB, Innwa bank, RDB bank, the biggest stores or the persons who invest a lot of money are Level-2 agent. All are agents of MMM who provide various MMM services like cash deposits, withdrawals, balance inquiries, other payments and many more.

CHAPTER III

BRAND EXPERIENCE OF MYANMAR MOBILE MONEY (MMM) PROVIDED BY MYANMAR MOBILE MONEY SERVICE CO., LTD

This chapter mainly presents brand experience of Myanmar Mobile Money (MMM). This chapter is classified the overview of mobile financial service in Myanmar, brief profile of Myanmar Mobile Money Service Company limited and its mother bank, Innwa Bank Limited (IBL), together with for implementation of the first mobile financial service in Myanmar. The brand experience dimensions detail presented and it is provided by Myanmar Mobile Money Service Company limited.

3.1 Overview of Mobile Financial Service in Myanmar

Current 2022, Myanmar mobile financial service becomes the most efficient method of digital payments. Mobile financial services in Myanmar have proven to be very innovative and rapidly expanded their networks. Mobile financial services are extended to various functions including bill payments, commercial and business payments, e-shopping and donations. 26% of the Myanmar population aged 15 years or older had an account at a formal financial institution or with a MFSP in 2017 (World Development Indicators, 2020). More than 604,000 agents connecting to over 27 million customers are using mobile financial service (GIZ, 2020). MFS begin to develop with the liberalization of telecom industry from 2012. The telecommunications sector was changed for social and economic habit for Myanmar people by enacting the telecommunications Law as a legal basis on 8th October 2013 in Myanmar.

There are nine private banks are using internet banking by the approval of Central Bank of Myanmar. Internet banking also known as online banking or web banking can be carried out on any device with an internet connection (e.g., desktop or laptop computer, smartphone, tablet) and doesn't require users to download an application. To do access into internet banking, bank launch a browser, enter the banking URL, and log in with their credentials. A URL is just a certain kind of uniform resource locator and it an identification to a certain web resource, a directory or any other method for retrieving it.

There are two models for operating mobile financial services in Myanmar: Bank-led and non-Bank-led. Mobile banking services or mobile pay provided by Bank is called Bank-led model and mobile pay provided by mobile financial Service provider is called non-Bank-led. In CBM web-page, three types of lists working for the mobile financial service and there is list of mobile banking, list of mobile pay or bank pay and list of mobile financial service providers as on 28th October 2022. Some of the banks that use mobile banking have e-money wallets that can be used directly link with bank accounts, but some banks do not have e-money wallets.

There are 27 private banks are available of Internet, mobile financial service and some banks are currently in the process of implementation private banks are shown in (Appendix A). The former allows companies to partner with licensed banks (as in the Myanmar Mobile Money collaboration with IBL and True Money collaboration with AGD etc. In the List of mobile pay which include 7 banks, KBZ pay, One pay (AGD), AYA pay (AYA), Citizens Pay (MCB), A Plus Wallet (A Bank), UAB Pay (UAB Bank) and Mo-money (Shwe Bank). Bank-led model operates under the CBM directive (NO.4/2013) which sets out all the obligations and operation parameters for a local bank running mobile financial services and requires the permission from CBM.

In the List of mobile financial services providers (MFSPs) is shown in (Appendix B) which are under Mobile Financial Service Providers Regulation (MFS Regulations-30, in March 2016). MFS regulation allows licensed companies to provide mobile money transfer and other tech-based financial services within the country.

The banking sector comprises the Central Bank of Myanmar (CBM) which was established pursuant to the Central Bank of Myanmar Law in 1990. In 2022, in the sector consists of 27 private local banks and four state-owned banks. After 2016, the competition between banks and Mobile Financial Service Providers has intensified. Private local banks are playing their part in reform initiatives by seizing the opportunity to expand mobile pay network and introduce new mobile financial products. To response telecoms penetration rates on MFS, Banks and MFSP have decided to adopt innovative mobile financial services, such as human contact points- a network of agents. Now, ATM machines are frequently out of order for a lack of cash. Most of bank is trying to change that instead of withdraw at ATM to a new method mobile pay withdraw with transaction fee at the agent. Mobile financial service is

becoming part of Myanmar' daily life and it can be disrupted Myanmar's cash rich economy into a digitally life.

In October 2022, the Financial Action Task Force (FATF) has placed Myanmar on its "blacklist" of countries and various pressures which are high inflation, oil and gas shortages and enhanced the global prices of commodities by Russia-Ukraine effect, bank runs, and insider lending has fuel public distrust (Min Thein, 2022). However, mobile financial service has grown because of easy registration, increase the users of mobile phone and require for migrant worker remittance, etc. The digital and mobile sector plays an important role in the Myanmar government's efforts to stabilize the financial market and to control the need for cash.

Due to political instability, stricter guidelines have been put in place for the KYC process between telecom operators and mobile financial sector. The purchase and registration of SIM cards, requires telecom operators to collect customer identity and this standard is related to the Know Your Customer (KYC) process for mobile money operation. KYC requirements, effective compliance measures that combat money laundering and terrorist financing. Virtually anyone who has a mobile phone can have a mobile money account and the two sectors have a link for KYC measure. A lack of KYC measures and robust identity checks to verify users has created a financial system vulnerable to criminal infiltration.

To support financial inclusion, the Myanmar Ministry of Planning and Finance, in partnership with UK-funded DaNa (Facility, and the United Nations Capital Development Fund (UNCDF) Myanmar, has set out ambitious goals through its Financial Inclusion Roadmap, a strategy referred to as Making Access Possible (MAP). The MAP program found that adults with access to at least one formal financial product increased from 30% in 2013 to 48% in 2018, an almost two thirds increase in financial inclusion, surpassing the initial 2020 target of 40%. Additionally, initiatives such as Fin-tech Challenge Myanmar, an innovation program by DaNa Facility, UNCDF and the Asian Development Bank's ADB Ventures, have emerged in recent months to spur innovation in financial services to promote greater financial inclusion. Finally, fin-tech challenge Myanmar was developed by CBM in close cooperation with the Financial Regulatory Department (FRD) of the Ministry of Planning and Finance and Ministry of Transport and Communications (Thet Myat Noe, 2020).

To provide mobile financial service through the agent, CBM allowed mobile network operator (MNOs), solution providers and bank in order to create efficient and safe mobile transaction for users. The interest of the user, the government encouragement of the government and the competition between banks and MFSP are touching each other like a triangle. Therefore, it is inevitable that the strong and secure mobile service will develop at a rapid pace for now and for the future.

3.2 Profile of Myanmar Mobile Money Service Co., Ltd (MMM)

The Innwa Bank Limited (IBL), the mother bank of MMM as established on 28th November 1997 by the approval of the Central bank of the republic of the Union of Myanmar on 15th May 1997 as Investment or Development Bank by License No. Ma Ba Ba/P-20(5)97. According to the 662th Executive committee meeting of the Ministry of Defense and 103rd meeting of the council of the Ministry of Defense held on 3rd April 1997, decided to establish the Innwa Bank. The people republic of Myanmar's National Project & Ministry of Development allows to established as a private company limited, Announcement No- (6/98) dated with 8th June 1998 by using legal permission for the special company of 1950.

Innwa Bank and Myanmar Mobile Money Service Company limited are subsidiaries of Myanmar Economic Corporation which is under of the Ministry of Defense. IBL Bank is providing demand deposit, remittance, mobile and electronic banking, loans and advance, international banking, salary for military officers, etc. At present, Innwa Bank limited has 72 branches throughout Myanmar and all branches acting as Agent and Super-Agent for MMM service.

MMM used a platform provided by Oberthur Technologies (OT), the French vendor and its partner company Mobile-mate Telecommunication, Myanmar. MMM service is based on OT's 'More Magic mobile wallet and technology and it is variable in both Myanmar and English. MMM is fully surrounded by state-backed MNO Myanmar Post and Telecommunications (MPT) and Myanmar military-owned virtual provider MecTel and Innwa Bank. Innwa Bank has been supporting like as a mother taking care of MMM and there are five main responsibilities for MMM which are:

1. Self-responsibility as a Super-Agent for a big Hierarchy.
2. Full responsibility for liquidity management.
3. Full responsibility for central bank related processes.
4. Enthusiasm for cooperation with MMM.

5. Always participate in the BOD meeting and give the advice to improve MMM.

Myanmar Mobile Money has been a first-source of innovative solution for mobile and financial service provider for the government of the Republic of the Union of Myanmar. MMM invests heavily in the targeted source and communication, learning requirements of stakeholders, implementation of network and data infrastructure and co-operation with agents and aligning with the requirement of mobile services in rural and urban areas.

MMM was established to fulfill the customer willingness to change from traditional way to mobile and digital way along with the growth of mobile phones usage to 15 million in 2012. In the Board of Directors (BOD) meeting of Innwa bank Limited held on 13th August 2012, BOD decided to implement MFS with the guidelines of the chairman of Myanmar Economic Cooperation (MEC). In December 2012, IBL was reported to Central Bank of Myanmar (CBM) for Myanmar Mobile Money Service Project and CBM has approved on 18th December 2013. Then, the pioneer mobile financial services, MMM began to emergence with the trusted relationships of the customers and agents. The opening ceremony held on 24th January 2014 and it is located No-51, Boyaryunt street, Dagon Township, Yangon. Four branches were opened in Ottarathiri-township in Naypyitaw, Aungmyaythasan-township in Mandalay, Mingalardon and Mayangone-township in Yangon (MMM, 2022).

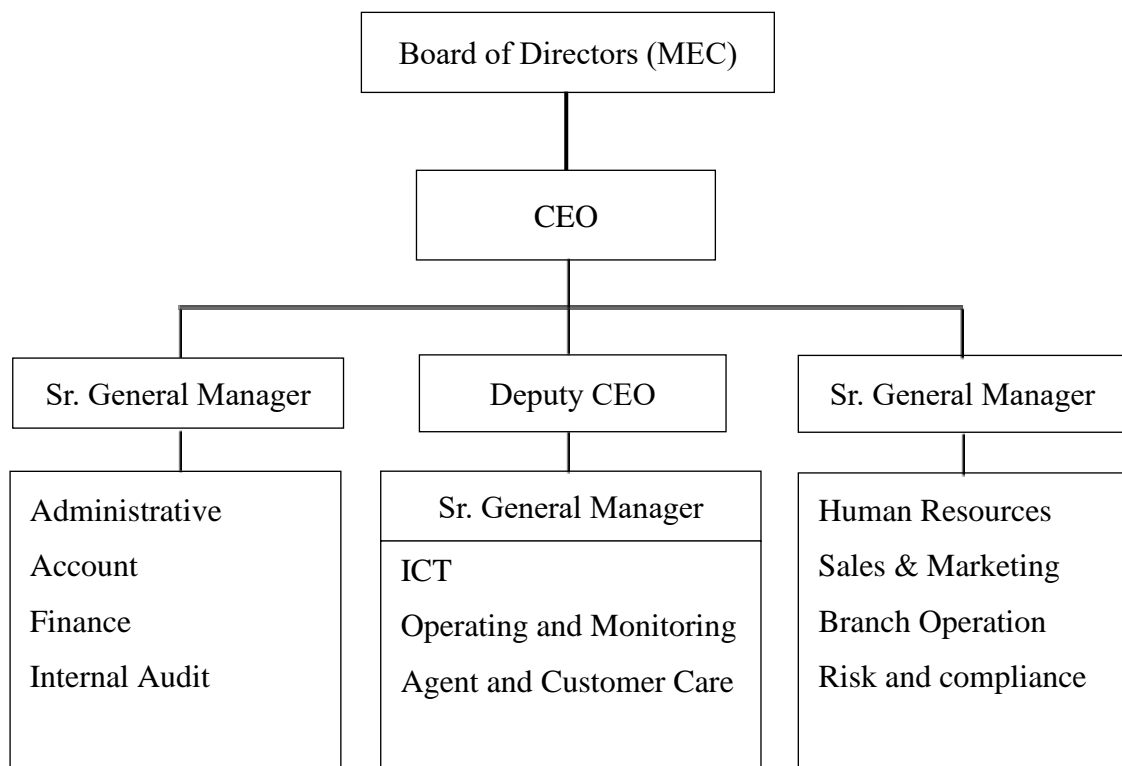
Organizational Structure of MMM

Board of Director of MEC is the highest authority that has guided the Top Management Committee (TMC) including Chief executive officer (CEO) who is head and including with Deputy CEO and senior level officers. MMM policies are laid down by the board and MMM's activities are conducted by TMC. Heads of Departments execute the operational plans as directed to TMC. MMM operates with its technical skilled employees, professional skilled employees and managerial skilled executives together with their vision, mission statement and goals including 216 employees. MMM have eleven departments and which are as follows:

- (1). Administrative Department
- (2). Information and Communication Technology Department
- (3). Human Resources Department

- (4). Account Department
- (5). Finance Department
- (6). Operating and Monitoring Department
- (7). Internal Audit Department
- (8). Risk and compliance Department
- (9). Marketing Department
- (10). Branch Operation Department
- (11). Agent and Customer Care Department

Figure (3.1) Organization Structure of MMM Service Co., Ltd.



Source: Annual Report of MMM Service Co., Ltd. (2022)

3.3 Operational Framework of MMM

An operational framework is a guide to a MMM's policies, goals, standards, procedures, training and operation function, etc. The framework also sets out the way the company does business and promotes a corporate culture and identity. As a disciplined organization, mission, vision, core value and slogan are beautifully surrounded.

Mission: Mobile Money (MMM) service has their mission statement as "To improve more market demand of the banking and mobile financial sector by providing excellent customer service through safe, simple and swift.

Vision: Myanmar Mobile Money (MMM) service has their vision as "To become the best commercial mobile financial service company in Myanmar as totally satisfied".

Core Value: Myanmar Mobile Money service intended to provide efficient and excellent service for anywhere, anytime, anyone.

Slogan: Their slogan is "Your Phone is Your Bank "and "Your Phone is Your Mobile Money”.

Objectives:

- (a) To achieve a competitive position in mobile financial service network.
- (b) To offer a comprehensive service according to international standards to secure the interests of all stakeholders.
- (c) To obtain customer satisfaction and loyalty through continuous and close interaction, identifying and perceiving their financial needs.
- (d) To empower human capital resources and change their attitude and behavior through creating a learning organization.
- (e) To take advantage of innovative plans to deliver new products and services to customers.

3.3.1 Products and Service of MMM

As the first mobile financial service in Myanmar, MMM offers variety of product for mobile financial services. There are fourteen products and services are shown in the following. All users (KYC-Customer, Non KYC-Customer, Merchant, sub-agent, Agent, Super-Agent and Mega-Agent can used the all products.

1. Cash-In

Cash in which means to put the amount of E-money into the wallet exchange with cash via agents or branches or partner bank.

2. Cash-out

Cash Out which means to withdraw the amount of E-money from the wallet exchange with cash via agents or branches or partner bank.)

3. Disbursement & Pension Payment

A payment disbursement, especially business paid the amount of E-money to their employees for salary. Pension Payment, MEB launched to public about the pension service through the mobile platform by regarding the MMM on 15th October 2015 and it is the mobile platform most used by pensioners. MEB also launched Wave on 21st Feb 2019, MPT Pay on 28th January 2021, Mytel Pay on 1st March 2020 and A+Wallet on 1st July 2022.

4. Business to Business Payment: B2B

The definition of B2B payments is the transfer of e-money from buyer (Agent) to supplier (Agent) for trade supplied.

5. Person to Person: P2P

P2P payments is the transfer of e-money from wallet to wallet for KYC or Non KYC-customer who can transfer to un-registered customer and it is called Voucher Transfer.

6. Insurance Payment

It is integrated real-time digital bill payment. After covid19, it has been found that more people in Myanmar are using mobile payment for insurance premium monthly or yearly.

7. Purchasing / E-commerce

The definition of purchasing payments is the transfer of e- money from buyer (customer) to shopper (merchant) for good and services.

8. Over the Counter

It is Non-registered to Non-registered Remittance. It is occurred when customers transact in cash with an agent and customers do not use their own accounts.

9. Topup/Data-Package/Prepaid Card / Myplay –Game

Users make top-up mobile numbers of all mobile operators and others game card, data-Package, Prepaid-Card, My-play-Game card mobile bills is directly through mobile wallet.

10. Payment for Traditional Medicine license

User pay licence fee for new business and renewal.

11. Satellite television Payment

MMM cooperates with Satellite television companies such as Skynet and Cannel Plus, etc. for this payment with mobile service.

12. Microfinance Payment

MMM cooperates with Mother micro Finance company for this payment.

13. Custom Duty Payment (tax imposed on goods)

MMM cooperates with MEB for this payment through with agent network of MMM in 2021.

14. Meter Bill Payment

MMM cooperates with Ministry of Electricity and Energy, to collect the meter bill (Yangon, Naypyitaw and Mandalay regions) in 2021.

3.3.2 Channels of MMM

There are three channels are using in the mobile financial service of MMM and channel user guides are shown in appendix (C).

- a. Short Messaging Service (SMS)
- b. Unstructured Supplementary Service Data (USSD)
- c. Mobile Applications

(a) Short Messaging Service (SMS)

SMS enables the transmission of up to 1-120 bits alphanumeric messages between mobile phones and software systems. SMS uses the popular text message to enable mobile application-based service (Brown, 2007). 10% of transaction counts are using by SMS channel in MMM. MMM pays for the SMS transaction cost to mobile operator and SMS code is “1666” for MPT/MecTel, “6666” for Mytel and “MMM-EP” for Ooredoo and Telenor. It was created specifically for standard GSM device and CDMA (Mectel). User likes SMS confirmation for their every transaction. The mobile messaging market is growing rapidly and is a very profitable business product for mobile operators.

(b) Unstructured Supplementary Service Data (USSD)

(31%) of transaction counts are using by USSD channel and code is (*666#). It was created specifically for standard GSM mobile device and point of sale terminal (POS). USSD channel is directly connected between mobile SIM card and platform of Mobile system. Most of pensioners still use feature phones and USSD channel is very useful for them. After entering the USSD code, menu will appear with the options of available services. It is more secure than SMS and easier adoption due to no dependency on mobile internet. USSD is simple, logical, inexpensive and accessible, with great potential for mobile financial service. MMM has pay every USSD cost to

MNO. USSD messages cannot be saved or cannot be forwarded and it is not always reliable due to session-based timeouts.

(c) Mobile Applications

There are 59% of transaction counts are using by Application channel in MMM. Mobile applications are also referred to as mobile app are executable programmers that run digital hand devices namely tablets and smartphones, today mobile application are functionality wise compatible with personal computer applications. After 2020, it has been found that the number of users of the application channel has been increasing. The main course is young people prefer the application system and the additional services can only be used by the application channel.

3.3.3 Wallet and Transaction Limit of MMM

MMM has two types of customers and they are KYC customer and Non-KYC customer. Total customer is almost 600,000. There are two types of agents (level-1 and level-2 group). Level-1 includes merchant, agent and sub-agent. Level-2 includes super-agent and mega-agent and the number of total agents are 6872 in October-2022. All customer and agent are called users. All users have a limit for their wallet and for their transactions are shown in Appendix (D).

3.3.4 Fee and Commission Structure of MMM

Appendix (E) indicates the service fees and commissions of MMM. The fee is given by the person who offers. The agent received the commission by sharing with MMM. Fee and commission have been changed about five times for various reasons which are changes of competitor rate, changes of MNO, cashback rate of third parties, increase the general cost and agent' request for a commission increase, etc.

Level-2 agent is the head of a group. Group is divided by the township or the hierarchy. The main function of level-2 is the liquidity controller for their hierarchy and closely fulfills other necessary facilities to their agent. MMM do not need to provide all the facilities directly to individual agents because MMM allows the level-2 agent to supervise the service and to meet the needs. Level-2 receives super-commission for every transaction made by level-1 agents under the hierarchy.

3.3.5 Agent Training of MMM

The ability of mobile money agents to smoothly deliver cash and e-money to customers has major bearing on the success of a mobile money service. Centralized training is effective at the beginning of a deployment for agent network grows. After the completion of agent training, the agents understand how to serve the customers for the development of the business co-operative. There are five objectives for best practice in agent training and sale and marketing department is responsible for training schedule and lecture. In a short period of time, the training team prepares only subjects what are absolutely necessary to know. list of Agent in State and Division, number of Agent (Yearly-Analysis) chart and Top-5 active agents chart in Yangon are shown in appendix (F, G and H).

Objective of Agent Training

1. To ensure a thorough understanding of products nature and to provide training supported by clear and easy user guide for each product is basically.
2. Agents will need refresher courses on a periodic basis and special attention for new products.
3. Agent performance development, KPI effects and service quality courses are essential for training to work effectively in the market.
4. To provide the training with expert compliance office for regulatory compliance requirements imposed by CBM.
5. Focusing on quality training resources and building a strong relationship with the agent during the training period.

3.3.6 Agent and Customer Care Department (ACCD) of MMM

The marketing team is like the front line of attack and the agent and customer care department is like the player in line of defense. Sale and marketing team find users from the front line and ACCD is providing care from a line of defense not to decrease the users. No matter how many customers are found by marketing team, if there is no good treatment from ACCD, it will be like “put a frog into a bag with hole”.

It was found that taking care of the customer through an agent is more effective than taking care of the customer directly from ACCD. Customers will be more likely to start using a mobile money platform when the shop of agent is close

and customer needs to contact ACCD call line. It is true that being able to build a good agent network with a good relationship will increase the users and make the business successful. ACCD requires responsibilities for the market climate, competition nature, checking user profile for KYC data, in building good relationship, technical knowledge support, follow-up required documentation, resolves customer complaints and support user's needs effectively.

3.4 Brand Experience Provided by MMM

In Myanmar financial environment, marketing departments need to undergo significant leadership, technological, and cultural changes to meet. Brand experience concept is important in creating products, communicating, delivering, offerings and brand related activities that have value for customers, agents, partners, and society. Customers would usually stay with one mobile pay for a long time, maybe their entire life. However, times have changed. Customers are now much more comfortable with more mobile pay and made more reviews with strong feeling.

One of the reasons that creates a strong feeling is the brand experience (BX) MMM provide. Therefore, MMM try to influence how a customer feels about BX, and it also has a significant financial impact on customer spend, loyalty and recommendations. Marketing department are looking for a comprehensive plan for delivering quality services and products that will create a distinct and unforgettable long-term experience for customers when dealing with the brand. MMM is not sufficient with merely customer satisfaction as customer having successful experiences of a brand promote WOM. MMM is trying to get customer loyalty which it can reduce marketing costs, attract more customers for positive WOM and increase business effectiveness. MMM intends to fully apply the brand experiences for service organization according to the quality of five dimensions brand experiences to prevent disruption not to be late and to gain positive recommendation for MMM.

1. Sensory Dimension

Building, Logo, business cards, website, merchandise, social media pages, souvenirs, web page backgrounds, photo, layout design, packaging, other stationery, tone of voice, MMM title song, vocabulary the content on website, the language used on social media, taglines, also known as slogans and any branded templates are more

important and MMM is always giving it a unique look, unique shape, unique sound and unique offer for the customer.

For Example, tagline of MMM "Your Phone is Your Bank "and "Your Phone is Your Mobile Money" gives MMM logo additional information and context. It doesn't just tell people what you do, it tells them what to expect. Tone of voice is one of the most effective ways to shape and reshape for a brand. For announcing a new product on FM, the sound position has to be taken care of and expertly edited. MMM deal agent with welcoming manner for unique effect. In order to achieve for unique feeling for the sensory dimension, MMM is working hard and paying special attention on MMM brand.

2. Affective Dimension

MMM can be facilitated cash and E-Money needs for agents through a super-agent or Innwa bank or partner bank with convenient. For agents with two business locations, MMM has arranged for them to use application channel for one device and USSD or SMS channel for another device. MMM always listen to customer needs and share with them whatever idea crops up that could be useful to them. Aligns with the needs of agent target, show them results and give incentive.

Due to the large amount of money required on the pension pay day, MMM arranges direct currency delivery to home service to the agent. Agent, marketing department, call center and agent care department has been connected in the best network for operating system. MMM supports to agent satisfactory commission rates and necessary equipment (vinyl, signboard, etc.).

Consumers expect to interact with MMM brand when they want it, where they want it, without going out of their way to find it. If it's not accessible, they are very disappointed and not just in the given experience, but in the brand itself. Ways to learn and to use MMM have been described on the Website, Facebook, Viber and Telegram, etc.

3. Behavioral Dimension

MMM serves the users with simple, easy-to-use, secure, and affordable product and services. MMM is the mobile service which can use keypad or any handset and it is useful for not only young people but also older people with three channels (SMS, USSD and application). For pensioners over 70 years old in Yangon

Region, MMM serve home service to deliver for pension money. Preferable products (custom duty, licensing fee for traditional medicine) requested by agent. MMM makes the arrangement for government' payment carefully to be available in MMM system.

Although users paid the meter bill with MMM, the meter staff listed wrongly this amount as a debt in next month bill. If such issues occur, MMM will take full responsibility and correct this bill by communicate directly with the meter staff or by sending an official letter within an hour. It is attracted by fully responsibility to show the protection for the users.

4. Intellectual Dimension

As an agent of MMM, it would be increased own ability to evaluate the profitability of financial investment and it becomes more enrich technological knowledge about technical errors and know how to solve for these errors. By directly deal with the employees and the users, it is possible to observe the behavior of dishonest and avoid damages and fraud protection.

By grouping mobile pay agents on social media and writing the points that should be careful when doing business. It is showed the intelligent of users for the network to expend financial knowledge, the familiarity with each other and the cooperative nature in expanding the business. Moreover, MMM provide support to get a loan from Innwa Bank and necessary financial advice to grow expending business.

5. Relational Dimension

Sincerely and openly dealing with agents, this relationship has been able to support MMM to success for a long time. Agents use MMM system with confidence because there is no bad news and fraudulence. Customer is using MMM with positive recommend because it is a strong organization and it provides necessary products. MMM acts a mediator between agent and partner bank (MEB and RDB) to facilitate business dealings for liquidity support and hierarchy building.

If the agent wants to cooperate with other businesses under MEC group, MMM provide introduction to each other. MMM leads the warm relationship to make win-win situation and long-term cooperation with the agents. By building an agent hierarchy structure, nearby agents get to help each other and become familiar.

MMM accept new agent by the recommendation of existing trusted agents to build trusted agent network.

Caring about brand experience to customers and agents, it also leads to greater success in the long term. Comprehensive plan for delivering quality services and products that will create a distinct and unforgettable long-term experience for customers and agents. The digital age has changed our relationship with just about everything, including brands. It is certain that a great brand experience when it is combine and support by incorporating technology. For any organization in the manufacturing or service sector, brand experience is the critical role in the company's survival.

CHAPTER IV

ANALYSIS OF BRAND EXPERIENCES AND WORD OF MOUTH RECOMMENDATION

This chapter presents the analysis of brand experiences of Myanmar Mobile Money Service Company limited (MMM) and word of mouth recommendation of MMM agents. This chapter includes research design, reliability analysis, demographic characteristics of respondents, brand experiences, word of mouth recommendation and relationship between variables.

4.1 Research Design

A research design is structured framework that helps the research plan and conducts the study. It spells out the strategies that the researcher adopts of develop information that is accurate, objective and interpretable. This study adopted a descriptive and inferential survey design to examine the relationship between brand experience and word of mouth recommendation of agents for Myanmar Mobile Money Mobile services (MMM). According to the Kothari (2004), descriptive studies describe the characteristics of an individual or group. The inferential statistics allow the inferences about a population based on data that we gather from a sample. This design was appropriate as the researcher was able to collect data economically by using questionnaires from the target population. A structured questionnaire was distributed to 130 agents out of total 165 agents (80% sample size) filled the questionnaires in the survey. Statistical Package for Social Sciences (SPSS) was used to analyze. Pearson correlation coefficient was used to determine the relationship between variables. The questionnaire had 39 items to measure all the independent and dependent variables. A 5-point likert scale has been used and mean rating scales are as follow.

- Average mean score between 1.00 and 1.80 Strongly disagree.
- Average means score between 1.81 and 2.60 Disagree.
- Average means score between 2.61 and 3.40 Neutral.
- Average means score between 3.41 and 4.20 Agree.
- Average mean score between 4.21 and 5.00 Strongly agree.

This design was fit the study of this nature since the researchers looked at the effects of independent variables brand experience dimensions (sensory, affective, cognitive, behavioral, and relational) and on the dependent variables (word of mouth recommendation).

4.2 Demographic Profile of Respondents

The demographic characteristics of 130 active agents from Myanmar mobile money services company limited (MMM) provided by Innwa bank are analyzed in this survey to identify the effect of brand experience on word of mouth recommendation of respondents. This section includes profiles of the respondents such gender, age, educational level, service years of agents and count of mobile pay apps using by an agent.

Table (4.1) Demographics Information of Respondents

Description		Number	Percentage
Respondensts	Total	130	100%
Gender	Male	41	31.5
	Female	89	68.5
Age (Years)	20-30	43	33.1
	31-40	49	37.7
	41-50	30	23.1
	Above 50	8	6.2
Education	High School	37	28.4
	Bachelor	91	70.0
	Master and above	2	1.5
Agent Service- Years	Under 3 years	63	48.5
	Between 3 to 5 years	52	40.0
	Between 5 to 8years	6	4.6
	Above 8 years	9	6.9

Source: SPSS Results (2022)

Table (4.1) shows that the gender of the respondents in selected respondents; male 31.5% and female 68.5%. The female respondents are more dominance than the male and it is more effective and successful result in order to make a word of recommendation. It has been found that there is a lot of business women are working as agents joint with their business (example, grocery store) in mobile financial sector.

The majority of age group is between 31-40 years and this lower middle level has the wide network with their friends and family.

Education levels respondents are divided into 3 categories: High school bachelor's degree, master and above. It is found that 28.4% of respondents are completed high school. 70.0% of respondents are bachelor's degree holder, 1.5% of respondent's holder of maser degree and above. Thus, the majority percentage in bachelor degree level indicates that the most agents are highly qualified people with right attitudes and perceptions. Agents should be set higher degree to guide customers about mobile products and financial knowledge. Having 70% bachelor's degree holder leads to improvement of the business.

According to the result, 48.5% of the respondents have under 3 years, 40% have 3-5 years, 4.6% have 5-8 years and 6.9% have more than 8 years for mobile pay agent experience. This is the sign of an experienced and highly skilled agents who can make informed the brands to many customers based on their accumulated experience. Under 3 years agent is the most respondents, it is estimated that there are many active agents who are interested in to become agent increased within three years.

4.2.1 Number of mobile pay apps Used by an Agent

As an agents of MMM, who is using only one MMM app and who is using the other apps (KBZ-Pay app, Wave-pay app, Mytel-Pay app, etc) together with MMM app. By providing a wide variety of apps, agent can get more customers and more commissions. Count of mobile pay apps used by an agent of MMM is shown in the Table (4.2).

Table (4.2) Number of Mobile Pay Apps Used by an Agent

Description		Number	Percentage
Counts of mobile pay apps used by an agent	Only MMM App	60	46.2
	2 to 5 Apps	29	22.3
	6 to 10 Apps	33	25.4
	Above 11 Apps	8	6.2
Total		130	100

Source: SPSS Results (2022)

Table (4.3) shows that the counts of apps used an agent in mobile financial services. The 46.2 % of respondents in this study provide only one app, Myanmar

Mobile Money (MMM) , 22.3% of respondents provide 2-5 apps including MMM and another apps, 25.4 % of respondents provide 6-10 apps including MMM and another apps, 6.2% of respondents provide above 11 types of apps including MMM and another apps. Agents who serve only MMM app is highest, it showed the market power of MMM flows well upon their agents.

4.3 Assessment of the Reliability of the Scale

Likert scale has widely used in this study. Therefore, before using, it should be checked the reliability of each dimension. Reliability refers to the extent to which data collection techniques and analysis procedures will yield similar findings to those of prior researchers. Measurements of reliability provide consistency in the measurement of variables. Internal consistency reliability provides consistency in the measurement of variables. Internal reliability is most commonly used psychometric measure assessing survey instruments and skills (Zhang, Waszink & Wijngaard, 2000). Cronbach alpha is the basis formula for determining reliability based on internal consistency (Kim & Cha, 2002).

In this study, Cronbach’s alpha value is used as a measure of the internal consistency of the scales used in the questionnaire. If alpha is low, then at least one of items are unreliable and must be identified via item analysis procedure. However, as per DeVellis (2003), the Cronbach’s alpha value should ideally be above 0.7. In this study, studies scales were tested for internal consistency reliability using Cronbach’s alpha test as depicted in following Table.

Table (4.3) Results of Cronbach’s Alpha Value

Scale	No. of Items	Cronbach’s Alpha
Sensory Experience	8	0.962
Affective Experience	7	0.971
Behavioral Experience	8	0.962
Intellectual Experience	8	0.962
Relational Experience	4	0.938
Word of Mouth	4	0.940

Source: Survey Results, 2022

The results of the Cronbach’s alpha value for all scale are greater than 0.9, suggesting very good internal consistency and reliability for the scale with this sample since all scale are greater 0.7.

4.4 Agent Perception on Brand Experience of Myanmar Mobile Money Service Co., Ltd.

Brand experience factors may lead to word of mouth (WOM) recommendation of agents of Myanmar Mobile Money services Co, Ltd (MMM). In this paper, five brand experience dimensions are counted to make a survey in which these five factors are sensory experience, affective experience, behavioral experience, intellectual experience and relational experience. This section interprets the mean and standard deviation of brand experience and word of mouth factors that can be seen in the table charts.

4.4.1 Sensory Experience

Agent perception of sensory experience is shown in the Table (4.4).

Table (4.4) Agent Perception of Sensory Experience

No.	Statement	Mean	Std. Dev
1	It is pleasing to see graphic design and color using the building, vinyl, signboard, logo, handouts and gift items, etc.	4.67	.652
2	It is pleasing to hear the sounds of critical voices, announcement songs, call center responses, and new service introductions, etc.	4.33	.866
3	MMM service induces truly heartfelt for my senses.	4.35	.869
4	Every interaction with the MMM service is warm and friendly from the beginning to now.	4.30	.868
5	MMM service has been produced with the good quality for my convenient.	4.31	.870
6	MMM has respectfully informed and timely provided for the new services.	4.34	.831
7	Agent is delightful because MMM often creates the unexpected promotional programs.	4.35	.869
8	Agent proudly use MMM because it is recognized by the CBM and it has received international awards.	4.33	.830
Overall Mean Scores		4.37	

As shown in Table (4.4) shows the perception of agents on sensory experience. According to overall mean score of 4.37, it is observed that the agents

have positive attitude to the sensory experience. Among the statements, the respondents agreed that it is pleasing to see graphic design and color using the building, vinyl, signboard, logo, handouts and gift items with the mean score of 4.67. This mean that MMM service can appeal the agents with attractive on graphic design and color such as building, other business equipment. Instant coffee, tea and drinks are usually given as gifts which is a different gift from other competitors and it is a useful attraction for every agent. Other gifts (shirt, cup, calendar or keychain, etc.) give often to agent. All agents appreciated the gesture giving them a gift for using MMM services and it helps maintain the cooperatives culture.

4.4.2 Affective Experience

Agent perception of affective experience is shown in the Table (4.5).

Table (4.5) Agent Perception of Affective Experience

No.	Statement	Mean	Std. Dev
1	MMM can be facilitated cash and E-Money needs for agents.	4.12	.945
2	It's convenient converting E-Money into Cash through super-agent rather than through the partner bank.	4.25	.874
3	A quick and direct currency delivery service for agents who need large amounts of money on the pension day is effective way.	4.18	.930
4	Agent is satisfied the commission rates offered by MMM.	4.30	.860
5	Agent trusts more on MMM which is controlled the liquidity well during 2021-2022, it is a time all the banks were in trouble for cash.	4.34	.803
6	Agents trust more bank led model services, MMM than other non-bank led model service.	4.24	.963
7	It is the strong relationship that MMM always listens to the agent's difficulties and gives advice to solve.	4.29	.884
Overall Mean Scores		4.25	

As shown in Table (4.5) shows the perception of agents on affective experience According to the overall mean score of 4.25, it is observed that the agents

have strong positive attitude to the affective experience. Among the statements, the the agent agreed that they trusts more on MMM because MMM is controlled the liquidity well during 2021-2022, it is a time all the banks were in trouble for cash with the highest mean score of 4.34. This mean that the agents are very satisfied in the liquidity management system and MMM controled well for cash out problem without restrictions. At that time agent was difficult to withdraw cash from another banks and MMM helped their need for cash accepting another bank transfer. MMM also controls and manages their agents not to take extra % from the customer for any transaction especially cashout.

4.4.3 Behavior Experience

Agent perception of behavior experience is shown in the Table (4.6).

Table (4.6) Agent Perception of Behavior Experience

No.	Statement	Mean	Std. Dev
1	MMM's main attraction is simple and ease of use for the agent.	4.28	.918
2	It is becomes the engagement in physical actions and behaviors when using MMM brand.	4.28	.828
3	Customer can easily find the nearest agent with name and address in the application without difficulty.	4.32	.809
4	Agent prefers B2B payment because it is very useful for the business.	4.30	.895
5	USSD and SMS channel are useful where without internet access.	4.28	.863
6	It is very interested using three channels which are SMS and USSD and application for tester.	4.35	.804
7	MMM is the only one mobile service which can use keypad phone.	4.32	.790
8	MMM can use one account on two mobile phones at the same time.	4.27	.905
Overall Mean Scores		4.3	

As shown in Table (4.6), the perception of agents on behavior experience According to the overall mean score of 4.3, it is observed that the agents have strong

positive attitude to the behavior experience Among the statements, the agents are very interested in using three channels which are SMS and USSD and application for tester with the highest mean score of 4.35. This means that the agent likes for providing different channel. The SMS and USSD system is very useful because the most pensioners in Myanmar are using keypad phone, it is cannot use the application. There is only one mobile financial service that can use three channels and this advantage is still useful today, which is the one reason for MMM's long-term survival.

4.4.4 Intellectual Experience

Agent perception of intellectual experience is shown in the Table (4.7).

Table (4.7) Agent Perception of Intellectual Experience

No.	Statement	Mean	Std. Dev
1	As an agent, it would be increased own ability to evaluate the profitability of financial investment.	4.32	.908
2	As an agent, it becomes enrich the knowledge about modern technology of financial services.	4.32	.872
3	As an agent, it allows the agent to get business network and knowledge to expand the business.	4.30	.868
4	As an agent, it understands technical errors and know how to solve these errors.	4.32	.856
5	As an agent, it is possible to learn avoid damages and fraud protection by dealing with the employees and the customers directly.	4.26	.928
6	The agents know pros and cons of the mobile pay businesses rather than the customer.	4.29	.830
7	Agents are willing to keep long term relationship with MMM because MMM believes and trusts their agents.	4.23	.885
8	MMM provides the support to get a loan from Innwa Bank and necessary financial advice to grow and expend the business of agent.	4.28	.891
Overall Mean Scores		4.29	

As shown in Table (4.7), the perception of agents on intellectual experience. According to the overall mean score of 4.29, it is observed that the agents have positive attitude on intellectual experience. Among the statements, three statements

have the highest mean score of 4.32. This means that the agents are satisfied for the business thinking, analysing pros and cons, understanding the profitability, solving technical errors and human errors in mobile financial service. MMM started the business by introducing about mobile financial service to the agents first. At that time, the agents could not believe that the money can store in mobile wallet and they treat the marketing staff with distrust. Nowadays, everyone changes the attitude to use MMM service and they know that it's a very useful way to financial benefit not only for the agent but also the customer.

4.4.5 Relational Experience

Agent perception of relational experience is shown in the Table (4.8).

Table (4.8) Agent Perception of Relational Experience

No.	Statement	Mean	Std. Dev
1	Agents are trust MMM because MMM is one of the mobile pay app without fraudulence for a long time.	4.26	.831
2	MMM leads the warm relationship to make win-win situation and long-term cooperation with the agents.	4.30	.823
3	Sincerely and openly dealing with agents lead to be successful service for a long time.	4.28	.889
4	MMM acts as a mediator between agent and partner bank to facilitate business dealings.	4.28	.865
Overall Mean Scores		4.28	

As shown in Table (4.8) shows the perception of agents on relational experience. According to the overall mean score of 4.28, it is observed that the respondents have positive attitude on relational. Among the statements, agents agreed that MMM leads the warm relationship to make win-win situation and long-term cooperation with their agents with the highest mean score of 4.30. It means that the agent trust MMM to cooperate closely and want to build long-term relationship. A trusted network is a network of trusted agent who are connected to each other, open agent account to authorized hierarchy, and allows for only trusted Agents to be connected. It creates a powerful relational experience and agents never feel being left alone. Moreover, MMM is a subsidiary of Myanmar Economic Group, which is a

large business conglomerate and there are many kinds of business that help MMM to build a trusted network and relationship with win-win situation.

4.4.6 Overall Means Score of MMM Brand Experience Dimension

As per Table (4.9), this part of the study indicates the overall mean score of MMM Brand Experience dimensions.

Table (4.9) Overall Mean of MMM Brand Experience Dimension

No.	Particular	Mean
1	Sensory Experience	4.37
2	Affective Experience	4.25
3	Behavior Experience	4.3
4	Intellectual Experience	4.29
5	Relational Experience	4.28

Source: Survey Data, (2022)

According to the Table (4.9), the strongly agreement level of overall mean score are all the statements that sensory, affective, behavior, intellectual and relational. It could be concluded the highest mean score is sensory experience because some agents like a strong impression on the visual sense and other senses. Brand experience is being interested in a sensory way and appealing to the senses of agents. In the overall mean result, affective experience is the least, but even it result is 4.25, so it is at the strongly agree agreement level. Therefore, agent has confidence when dealing with MMM service and attention to agree fees and tend to engage in more recommended for marketing activities of MMM. Currently, MMM are getting a strongly agreement level in all, however agent's perception are always changing. Therefore, MMM try to improve brand experience activities to affect and attract the agent and customer.

4.4.7 Word of Mouth Recommendation

Agent perception of word of mouth recommendation is shown in the table (4.10).

Table (4.10) Agent Perception of Word of Mouth Recommendation

No.	Statement	Mean	Std. Dev
1	It is very interested in recommendation about MMM to the agents each other and the customers.	4.26	.859
2	It is Highly agree to recommend agents and clients to choose and use the MMM brand.	4.32	.809
3	Recommendation gives to agents and customers is freely advice according to my own decision, and there is no pressure from others.	4.34	.803
4	Combination the experience gained from MMM and my own knowledge is complete and useful for doing recommend to agents and customers.	4.34	.803
Overall Mean Scores		4.32	

Table (4.10) shows the agents' word of mouth score is high greater than 3.0. According to the overall mean score of 4.32, it is observed that the agents agree these statements. Among the statements, the agent was agreed for combination the experience gained from MMM and my own knowledge is complete and useful to recommend to agents and customers with the highest mean score of 4.34. This mean that agents make recommendation about MMM based on their knowledge and experiences. Agents receive the incentive form the mobile provider or the bank for creating the new customers and fully targeted transactions. Therefore, agents use own knowledge into consideration when making recommendations to customers. For the banking and financial services industry, creating word of mouth recommendations become more important for higher incentive and higher commission. A certain level of agent thinking to make positive recommendaiong, included marketing concept. The marketing concept make the agent to optimize their business. It is the advantages for both bank and agent.

4.5 Relationship between Brand Experience and Word of Mouth Recommendation

Pearson correlation is a statistical test that assesses the strength of the relationship between two numerical data variables (Saunders, 2009). Therefore, the relationship of independent variables (sensory, affective, intellectual, behavioural and relational) and dependent variable (word of mouth) is measured via Pearson correlation. The significance level is 0.05 in the Pearson Correlation test, which means there is 95% of confidence level. Therefore, the hypotheses only can be accepted if the significant p-value is less than 0.05 (Malhorta, 2010). Table (4.10) shows the results of relationship between independent variables (brand experience) and dependent variables (word of mouth).

Table (4.11) Relationship between Brand Experiences and Word of Mouth Recommendation

Brand Experience		WOM Recommendation
Sensory	Pearson Correlation	0.864**
	Sig. (2-tailed)	.000
Affective	Pearson Correlation	0.859**
	Sig. (2-tailed)	.000
Behavior	Pearson Correlation	0.892**
	Sig. (2-tailed)	.000
Intellectual	Pearson Correlation	0.892**
	Sig. (2-tailed)	.000
Relational	Pearson Correlation	0.833**
	Sig. (2-tailed)	.000

Source: Survey Results

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

Pearson correlation coefficient was conducted to examine the relationship between brand experience and word of mouth. The correlation coefficients of sensory experience ($r = 0.864$), affective experience ($r = 0.859$), behavior experience ($r = 0.892$), intellectual experience ($r = 0.892$) and relational experience ($r = 0.833$) are statistically significant at 1% level. Brand experience variables are positively and strongly correlated to word of mouth of respondents.

4.6 Analysis the Effect of Brand Experiences on Word of Mouth Recommendation

To analyze the influencing factor of Brand experience on word of mouth recommendation, multiple regression analysis is conducted, and the results are reported in table (4.12).

Table (4.12) Analyzing the Effect of Brand Experience on Word of Mouth Recommendation

Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.320	.171		1.875	.063	
Sensory	.232 **	.095	.229	2.454	.016	1.057
Affective	.061	.094	.067	.645	.520	1.247
Behaviour	.238	.134	.240	1.774	.079	1.201
Intellectual	.347***	.126	.360	2.763	.007	
Relational	.049	.087	.051	.559	.577	
R Square	0.832					
Adjusted R ²	0.825					
F value	122.718*** (Sig=.000)					
Durbin Watson	2.226					

Source: Survey Results (2022)

Note: *** Significant at 1% level, ** Significant at 5% level.

In model summary, the adjusted coefficient of multiple determinations (Adj R²) is 0.825 which means that 82.5 % of variation in word of mouth is explained by the variation in their brand experience factors. The estimated regression model is statistically significant at 1% level as the calculated F = 122.718 (p < 0.01). Collinearity statistic values of all independent variables are less than 10, Therefore, it can be said that there is no multi-collinearity among all of independent variables.

The coefficient of sensory experience (.229) is significantly and positively effect on work of mouth of respondents at 5% level which is highly effect. Hence, it can be said that the more the increase on the perception of experience, the more the increase on the perception on work of mouth.

In addition, the coefficient of intellectual experience (.360) is significantly and positively effect on respondents' word of mouth at 1% level which is also moderately effect. Thus, it can be said that if there is more positive recommendaion on intellectual experience, there is more positive recommendaion on their word of mouth. The other remaining factors are not significant effect on word of mouth.

CHAPTER V

CONCLUSION

This study examined brand experiences and word of recommendation of agent from Myanmar Mobile Money Service Company limited (MMM). This chapter presents a summary of findings in chapter four. It involves findings and discussions, suggestions and recommendation, needs for further study.

5.1 Findings and Discussions

The first objective of this study was to examine the brand experience of MMM provided by Myanmar Mobile Money service company limited. In this study, all the dimensions of brand experience have overall mean scores in above 4. It indicates that the agents are seemed to be strongly positive perception on brand experiences factors. The agents prefer visual appeal, liquidity management system, different channel of services, technology and financial knowledge provided by MMM. They trust on MMM and want to build long-term relationship. Therefore, it can be concluded that MMM performed well brand experience to appeal the agents. In demographic Info, female agents has 68.5%, lower middle ages are using the most and bachelor 70% has in the result, it is found that the speed of success is excellent for future and there is a very suitable situation for worth of mouth effect.

The second objective of this study was to investigate the effect of brand experience on WOM recommendation of MMM agents. According to the result of correlation analysis, the sensory, affective, behavioral, intellectual and relational dimensions are positively and strongly correlated to WOM of respondents. This means that if the agents have more positive attitude to brand experience dimensions, the more willing to give positive recommendation about the brands.

According to the survey result of the study by using multiple regression analysis, the results revealed that increasing in positive perception of agents on brand experiences enhances their WOM recommendation while others are constant. Among the five dimensions of brand experience, Intellectual experience is significantly and positively effect on WOM recommendation at 1% level of significance. Sensory experience is significantly and positively effect on WOM recommendation at 5% level of significance. Therefore, sensory experiences and intellectual experiences are

the key determinants of WOM recommendation. As mentioned above, intellectual brand experience is the first main contributed factor to positive WOM recommendation of agents. It can be indicated that the agents seemed to be evoked in thinking about the aspects within the brand. The agents seem to get positive feeling to the senses in the context of MMM. And, the agents may be always curious about the messages which are delivered in MMM. It can be concluded that MMM can provide good solutions for cognitive thinking and problem solving of agents for relationship building with MMM brand. MMM should develop intellectual brand experiences by creating appropriate puzzles and calculation exercises, resulting in adding value to MMM service. MMM should learn more security pin, lock mobile devices with a passcode, and use biometrics, download apps from trusted sources, never use public or shared WiFi, phone lost inquiry for fraud prevention.

Sensory dimension is the second contribution factor to WOM recommendation. This indicated that MMM seems to address sensory aspects by the interesting brand presentation that can be captured by human five senses (fragrance, colour, shape, surface feel or any other sensory). This sensory dimension created consumers feel that the brand has strong impression and is appealing according to their sense.

Affective, behavior and relational dimensions have positive effect on WOM recommendation but these factors are not significant effect on WOM recommendation. Affective brand experience can be specified as an emotional customer feeling and internal connection with the brand. The deeper emotional-relationship leads to positive WOM recommendation. To get deeper emotional-relationship from agents, MMM provided brand-related stimuli in the simple way. Moreover, MMM also needs to induce feelings and positive sentiments to create a wonderful experience. Behavioral experience has positive affect on WOM recommendation. The direct form of brand experience occurs when consumers have physical contact with the brand. MMM is performing to increase interaction with the agents with not only improving service quality but also personal appeals to agents.

The results show that brand experience stimulates word of mouth. If MMM creates the more increase perceptions of agents on brand experience, the more increase the perceptions of WOM recommendation for positive result. It can be said that brand experience is one of the determinants of WOM recommendation of agents particularly in the mobile money service industry.

5.2 Suggestions and Recommendation

The findings from this study revealed that brand experience has a significant and positive influence on word of mouth. This implies that better experiences for mobile financial services and BX stimulated word of mouth recommendation of mobile pay agents.

MMM should create the more effective way to generates feelings and emotional tie toward a brand which later impact on agents' attitude to get also significant result on affective, behavior and relational dimensions. MMM should update the customer with interesting and engaging events that add to an affective brand experience. Affective brand experience can occur in more comprehensive settings when consumers search services on a mobile platform, onboard with mobile financial services providers using digital or mobile means, and use services for varied requirements such as deposits, loans, payment, and other services. Other services can include digital forums, blogs, video conferencing, and developing an aspiration for getting appropriate banking and financial advice. MMM should present share targeted information, promote new products and services, entertainment on social media, website or application to the public. MMM should capitalize on their technological tool kit such as gamification, virtual reality, and augmented reality to develop strong relational bonds, resulting in higher affective brand experience among younger customers. The younger customers offer positive responses to relationship managers offering digital queries.

Relational experience is particularly relevant to service brand to get agreement on relational experiences, MMM must also perform to get social appeal from the agents. MMM needs to build good relationships and long-term cooperation with the agents. There is also a need the efforts of the staff to provide good service with the greater integration of responsibilities. Strong communication skill, sound familiarity and face-to-face familiarity is a way for long-term attraction, so parties and conversations with phone call need to be done.

MMM should take a more active role in helping the agent to manage money, offer smart recovery solutions, guide customers to better financial wellness to develop behavioral experience. Mobile financial service in application interfaces to manage cashin, cashout, loans, and payments with full mental and physical responsibility. Every employee should carefully treat their customer creating a warm, welcoming atmosphere by wafting the sweet.

It is recommended that for being more competitive, MMM should create better experiences for customer need. This seems to be the best option, particularly on the existing competition among MFSPs as it will make user to become loyalty user from satisfied user. MMM have to think carefully about the way to get positive word of mouth which is informal recommendations of agent regarding products or services. The positive recommendation has an obvious impact on service reliability because it is provided by the agents who have actual experience, and more authentic. The users heavily rely on the feedback and suggestions of others who have prior experience in choosing to use the service of a mobile pay. It is also recommended that MMM and other mobile pays should create excellent brand experience to more enhancing WOM recommendation from their agent because the agent acts as their branch and their shadow. Despite the proliferation of WOM methods, one of the most effective methods in marketing activities. The new user are relying WOM recommendation from agents or close friends who they trust in finding new brand. Therefore, MMM should fully utilize the power embedded ways to develop recommendation system.

Furthermore, competition in the mobile financial service sector is increasing. This necessitates company strategists to work hard for identifying ways to differentiate themselves from competitors' brands. Creating the updating brand experience, mobile pay customers seems to be among the best way to differentiate from other financial service brands. Positive recommendation is a great weapon that helps the brand to win when competing against competitors.

It is also recommended that the government have to put in place a well-defined and comprehensive financial consumer protection policy in order to protect the mobile or digital money customers. The government have to notice MFSPs and bank not to use the financial information in recommendation system for personal benefit. Finally, MMM should train the marketing managers and all employees to realize that to offer a better brand experience for agents and customer.

5.3 Needs for Further Study

This study has studied the relationship between brand experience and word of mouth on service brands particularly Myanmar Mobile Money service, MMM brands. However, other scholars may research the association of these constructs on other mobile financial service brands like those of the bank-led and others may involve non-bank-led in Myanmar.

Future research may also consider involving more brand-related concepts such as brand involvement, brand attachment, brand commitment, brand personality, brand image and brand value in order to have a comprehensive model of the antecedents of word of mouth in the service brands. Further research should focus on the antecedents and long-term consequences of brand experiences.

In this study, just positive word of mouth recommendation by agents has been studied and the effect of negative word of mouth has not been studied. The brand experiences scale responses were measured through positive responses. In future, it is recommended that negative items may be incorporated in the questionnaire (i.e., reverse coding may be then employed while analyzing the data). It is also suggested that what factors which create positive word of mouth and make differentiation in negative word of mouth in future research. In this research, just individual-to-individual WOM suggestions from agents have been considered. Future examinations can research the components that influence electronic word of mouth individual to social group or user type change to customer who use mobile pay services.

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APPENDIX (A)

Internet, Mobile Banking and Mobile Pay list of Private Banks

Sr. No	Name of Bank	Bank (Licence)	Mobile Banking	Mobile Pay
1	Innwa Bank Ltd	15.5.1997	Mobile Banking (MMM)	
2	Myawaddy Bank Ltd	1.1.1993	Mobile Banking	
3	CB Bank PCL	3.8.1992	Internet & Mobile Banking (CB Pay)	
4	Ayeyarwady Bank Ltd	2.7.2010	Internet & Mobile Banking	AYA Pay
5	Kanbawza Bank Ltd	8.6.1994	Internet & Mobile Banking	Kpay
6	First Private Bank Ltd	25.5.1992	Mobile Banking (My-kyat)	
7	Myanma Apex Bank Ltd	2.7.2010	Internet & Mobile Banking	
8	Myanmar Citizens Bank Ltd	25.5.1992	Mobile Banking (663)	Citizens Pay
9	Asia Green Development Bank Ltd	2.7.2010	Internet & Mobile Banking (One Pay)	True Money
10	Shwe Rural and Urban Development Bank Limited	28-07-14	Mobile Banking	Mo-Money
11	Myanmar Oriental Bank Ltd	26.7.1993	Mobile Banking (Ongo)	
12	Nay Pyi Taw Development Bank Limited	28.2.2013	Mobile Banking	
13	Yadanabon Bank Ltd	27.8.1992	Mobile Banking	
14	Ayeyarwaddy Farmers Development Bank Limited (A Bank)	17-11-15	Mobile Banking	A Plus
15	Yangon City Bank Ltd	19.3.1993	Mobile Banking	
16	Myanma Tourism Bank Limited	9.7.2018	Mobile Banking	
17	Global Treasure Bank Ltd	9.2.1996	Mobile Banking	

Sr. No	Name of Bank	Bank (Licence)	Mobile Banking	Mobile Pay
18	Yoma Bank Ltd	26.7.1993	Internet banking	
19	Tun Commercial Bank Ltd	8.6.1994	Internet banking	
20	Small & Medium Enterprises Development Bank Ltd	12.1.1996	-	
21	Rural Development Bank Ltd	26.6.1996	-	
22	UAB Bank Limited	2.7.2010	Internet banking	UAB Pay/ Sai Sai Pay
23	Myanmar Metro Bank Limited	2.7.2013	-	
24	Construction, Housing and Infrastructure Development Bank Limited	12.7.2013	-	
25	Glory Farmer Development Bank Limited (G Bank)	8.6.2018	-	
26	Mineral Development Bank(Public Company Limited)	6.7.2018	-	
27	Farmers Development Bank-Mandalay(FDB)	19.2.2020	-	

Source : CBM Website, 2022

APPENDIX (B)

List of Mobile Financial Service Providers

Sr.No	Name of Company	Date of Registration Certificate-Issued	Partnar Bank	Mobile Money(Pay)
1	Digital Money Myanmar Limited	28.9.2016	Yoma	Wave Money
2	Ooredoo Myanmar Fintech Limited)	26.7.2017	CB	M-Pitesan
3	Internet Wallet Myanmar Limited	31.8.2017	-	OK\$
4	Mytel Wallet International Myanmar Company Limited	18.10.2018	-	MytelPay
5	MPT Money Company Limited	1.10.2019	-	MPT Pay

Source : CBM Website, 2022

APPENDIX (C)

Channel User Guide

(a) SMS Channel (1666/ MPT & MecTel) / (6666 / Mytel)

No.	Transaction Type	Commend
1	Cash-In	CI~Pin~Customer Ph No.~Amount
2	Cash-Out	CASH~Pin~PhoneNumber~Amount
3	Confirm Cash Out	CONF~Pin~OTP~Transaction ID
4	Voucher Cash Out	VCASH~Pin~Sender Phone Number~Voucher ID
5	Confirm Purchase	CONFP~Pin~Transaction ID
6	Top Up Sale (Agent)	MTOPUP~Pin~Phone No.~Amount
7	Top Up (Customer)	TOPUP~Pin~Phone No.~Amount
8	Transaction History	HIST~Pin
9	Cash-In (Agent to Agent)	MCI~Pin~Agent ID~Amount
10	Cash-Out (Agent to Agent)	MCASH~Pin~Agent ID~Amount
11	Confirm Agent Cash Out	CONFA~Pin~Transaction ID
12	Business to Business Transfer	MBTX~Pin~Agent ID~Amount
13	P2P	MTX~Pin~Phone Number~Amount
14	Check Wallet Balance	TOTAL~Pin Or MTOTAL~Pin
15	Change Pin	MPIN~Old Pin~New Pin~New Pin
16	Registration	Join
17	Create Voucher	VOT~Pin~Phone Number~Amount
18	Purchasing	BUY~Pin~Merchant ID~Amount
19	Topme	TOPME~Pin~Amount

Source: MMM (October, 2022)

(b) USSD Channel (Phone-Handset Or POS) *666#

No.	Transaction Type	Commend
1	Cash-In	AGENT~CASH IN~CUSTOMER~MOBILE NO.~AMOUNT~PIN
2	Cash-Out	AGENT~CASH OUT~CUSTOMER~MOBILE NO.~ AMOUNT~PIN
3	Confirm Cash Out	AGENT~CASH OUT~CONFIRM CASH OUT~Customer~OTP~TID~PIN
4	Voucher Cash Out	AGENT~CASH OUT~ VOUCHER~SENDER PH NO.~ VOUCHER ID~PIN
5	Confirm Purchase	AGENT~MORE~CONFIRM PURCHASE~TID~AMOUNT~PIN
6	Top Up Sale (Agent)	AGENT~SELL TOPUP~AMOUNT~MOBILE NO. ~PIN
7	Top Up (Customer)	Customer~Buy Topup~Mobile Number~Amount~Pin
8	Transaction History	AGENT~MY ACCOUNT~HISTORY~ PIN
9	Cash-In (Agent to Agent)	AGENT~CASH IN~AGENT~AGENT ID~AMOUNT~PIN
10	Cash-Out (Agent to Agent)	AGENT~CASH OUT~AGENT ~AGENT ID~AMOUNT~PIN
11	Confirm Agent Cash Out	AGENT~CASH OUT~CONFIRM CASH OUT~Agent~TID~PIN
12	Business to Business Transfer	AGENT~MORE~AGENT TRANSFER~AGENT ID.~ AMOUNT~PIN
13	P2P	Customer~P2P TRANSFER~Mobile Number~Amount~Pin
14	Check Wallet Balance	AGENT~MY ACCOUNT~MY BALANCE~PIN
15	Change Pin	AGENT~MY ACCOUNT~CHANGE PIN~OLD PIN~NEW PIN~NEW PIN
16	OTC Send Money	AGENT~More~ OTC Send Money~Sender Number.~Sender Number~ Sender NRC ~ReceiverNumber~ReceiverNumber ~Receiver NRC~ Amount~ PIN
17	OTC Cash Out	AGENT~More~ OTC Cash Out ~Sender Number.~ Receiver Number~OTC ID~ PIN

Source: MMM (October, 2022)

(c) Application Channel

Application Channel has been created very simply, so you can easily use it just by accessing it. For any difficulties, you can query the hotline numbers below:

Phone : 0931001517~18~19~20~21~22~23~24~25~26~27

: 09698000895~896~897

Download our App for free

<https://play.google.com/store/apps/details?id=com.easypaymyanmar>

APPENDIX (D)

Wallet and Transaction Limit

(a) Wallet limit

Amount	Non-KYC	KYC	Merchant	Sub-Agent
Mini	0Ks	0Ks	5,000Ks	5,000Ks
Maxi	200,000Ks	2,000,000Ks	2,000,000Ks	5,000,000Ks
Amount	Agent	Super-Agent	Mega-Agent	
Mini	1,000,000Ks	2,000,000Ks	10,000,000Ks	
Maxi	10,000,000Ks	40,000,000Ks	200,000,000,000Ks	

(b) Transaction Limit

1. Cash-in & Cash-Out

Cash-in		Non-KYC	KYC
Per-Transaction	Min	5,000Ks	5,000Ks
	Max	200,000Ks	1,000,000Ks
Per-Day	Min	5,000Ks	5,000Ks
	Max	200,000Ks	2,000,000Ks
	Count	5	5
Per-Month	Min	5,000Ks	5,000Ks
	Max	6,000,000Ks	30,000,000Ks
	Count	50	5

2. P2P

P2P		Non-KYC		KYC	
		Receive	Send	Receive	Send
Per-Transaction	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	50,000Ks	50,000Ks	1,000,000Ks	1,000,000Ks
Per-Day	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	200,000Ks	200,000Ks	2,000,000Ks	2,000,000Ks
	Count	5	5	5	5
Per-Month	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	6,000,000Ks	6,000,000Ks	30,000,000Ks	30,000,000Ks
	Count	50	50	50	50

3. Business to Business Or Bank to Business (B2B)

B2B		Business		Bank (Partner)	
		Receive	Send	Receive	Send
Per-Transaction	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	1,000,000Ks	1,000,000Ks	5,000,000Ks	5,000,000Ks
Per-Day	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	5,000,000Ks	5,000,000Ks	50,000,000Ks	50,000,000Ks
	Count	10	10	10	10
Per-Month	Min	1,000Ks	1,000Ks	1,000Ks	1,000Ks
	Max	50,000,000Ks	50,000,000Ks	500,000,000Ks	500,000,000Ks
	Count	100	100	100	100

4. Purchasing

Cash-in		Non-KYC	KYC
Per-Transaction	Min	1,000Ks	1,000Ks
	Max	200,000Ks	1,000,000Ks
Per-Day	Min	1,000Ks	1,000Ks
	Max	200,000Ks	2,000,000Ks
	Count	5	5
Per-Month	Min	1,000Ks	1,000Ks
	Max	6,000,000Ks	50,000,000Ks
	Count	50	50

Source: MMM (2022)

APPENDIX (E)

Fee and Commission of MMM

Kyats (MMK)

1.CASH-IN						
FROM AMOUNT	TO AMOUNT	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT (80%)	SUPER-AGENT (20%)
1,000.00	10,000.00	-	FREE	-	-	-
10,001.00	25,000.00	-	15.00	-	12.00	3.00
25,001.00	50,000.00	-	35.00	-	28.00	7.00
50,001.00	100,000.00	-	75.00	-	60.00	15.00
100,001.00	150,000.00	-	125.00	-	100.00	25.00
150,001.00	200,000.00	-	175.00	-	140.00	35.00
200,001.00	300,000.00	-	250.00	-	200.00	50.00
300,001.00	400,000.00	-	350.00	-	280.00	70.00
400,001.00	500,000.00	-	450.00	-	360.00	90.00
500,001.00	600,000.00	-	550.00	-	440.00	110.00
600,001.00	700,000.00	-	650.00	-	520.00	130.00
700,001.00	800,000.00	-	750.00	-	600.00	150.00
800,001.00	900,000.00	-	850.00	-	680.00	170.00
900,001.00	1,000,000.00	-	950.00	-	760.00	190.00
1,000,001.00	1,500,000.00	-	1250.00	-	1000.00	250.00
1,500,001.00	2,000,000.00	-	1750.00	-	1400.00	350.00
2.CASH-OUT						
FROM AMOUNT	TO AMOUNT	FEE	TOTAL CASH BACK (50%)	CUSTOMER	AGENT (45%)	SUPER-AGENT (5%)
1,000.00	10,000.00	300.00	150.00	-	135.00	15.00
10,001.00	25,000.00	450.00	225.00	-	202.50	22.50
25,001.00	50,000.00	600.00	300.00	-	270.00	30.00
50,001.00	100,000.00	1000.00	500.00	-	450.00	50.00
100,001.00	150,000.00	1400.00	700.00	-	630.00	70.00
150,001.00	200,000.00	1700.00	850.00	-	765.00	85.00
200,001.00	300,000.00	2000.00	1000.00	-	900.00	100.00

300,001.00	400,000.00	2700.00	1350.00	-	1215.00	135.00
400,001.00	500,000.00	3200.00	1600.00	-	1440.00	160.00
500,001.00	600,000.00	4200.00	2100.00	-	1890.00	210.00
600,001.00	700,000.00	4700.00	2350.00	-	2115.00	235.00
700,001.00	800,000.00	5200.00	2600.00	-	2340.00	260.00
800,001.00	900,000.00	5700.00	2850.00	-	2565.00	285.00
900,001.00	1,000,000.00	6200.00	3100.00	-	2790.00	310.00
1,000,001.00	1,500,000.00	7200.00	3600.00	-	3240.00	360.00
1,500,001.00	2,000,000.00	8200.00	4100.00	-	3690.00	410.00

3.Voucher-CUSTOMER WALLET TO NON-WALLET

FROM AMOUNT	TO AMOUNT	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT	SUPER-AGENT
1,000.00	10,000.00	200.00	90.00	-	69.00	21.00
10,001.00	25,000.00	350.00	150.00	-	115.00	35.00
25,001.00	50,000.00	500.00	210.00	-	161.00	49.00
50,001.00	100,000.00	800.00	300.00	-	230.00	70.00
100,001.00	150,000.00	1300.00	450.00	-	345.00	105.00
150,001.00	200,000.00	1800.00	600.00	-	460.00	140.00
200,001.00	300,000.00	2200.00	750.00	-	575.00	175.00
300,001.00	400,000.00	2700.00	900.00	-	690.00	210.00
400,001.00	500,000.00	3000.00	1050.00	-	805.00	245.00
500,001.00	600,000.00	3400.00	1170.00	-	897.00	273.00
600,001.00	700,000.00	3800.00	1290.00	-	989.00	301.00
700,001.00	800,000.00	4200.00	1410.00	-	1081.00	329.00
800,001.00	900,000.00	4600.00	1530.00	-	1173.00	357.00
900,001.00	1,000,000	5000.00	1650.00	-	1265.00	385.00

4.P2P- CUSTOMER WALLET TO WALLET

FROM AMOUNT	TO AMOUNT	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT	SUPER-AGENT
1,000.00	1,000,000.00	FREE		-	-	-

5. OTC-AGENT WALLET TO Un-Registered					Sender		Receiver	
FROM AMOUNT	TO AMOUNT	FEE	TOTAL (50%) CASH-BACK	CUSTOMER	AGENT (18%)	SUPER-AGENT (5 %)	AGENT (22%)	SUPER-AGENT (5 %)
1,000.00	10,000.00	400.00	200.00	-	72.00	20.00	88.00	20.00
10,001.00	25,000.00	700.00	350.00	-	126.00	35.00	154.00	35.00
25,001.00	50,000.00	1000.00	500.00	-	180.00	50.00	220.00	50.00
50,001.00	100,000.00	1500.00	750.00	-	270.00	75.00	330.00	75.00
100,001.00	150,000.00	2000.00	1000.00	-	360.00	100.00	440.00	100.00
150,001.00	200,000.00	2500.00	1250.00	-	450.00	125.00	550.00	125.00
200,001.00	300,000.00	3000.00	1500.00	-	540.00	150.00	660.00	150.00
300,001.00	400,000.00	4000.00	2000.00	-	720.00	200.00	880.00	200.00
400,001.00	500,000.00	4500.00	2250.00	-	810.00	225.00	990.00	225.00
500,001.00	600,000.00	5400.00	2700.00	-	972.00	270.00	1188.00	270.00
600,001.00	700,000.00	6000.00	3000.00	-	1080.00	300.00	1320.00	300.00
700,001.00	800,000.00	6700.00	3350.00	-	1206.00	335.00	1474.00	335.00
800,001.00	900,000.00	7400.00	3700.00	-	1332.00	370.00	1628.00	370.00
900,001.00	1,000,000.00	8000.00	4000.00	-	1440.00	400.00	1760.00	400.00
6.Agent Cash-In = Free								
7.Agent Cash-Out								
FROM AMOUNT	TO AMOUNT	FEE	TOTAL (55%) CASH-BACK	CUSTOMER	AGENT (50%)	SUPER-AGENT (5%)		
1,000.00	500,000.00	300.00	165.00	-	150.00	15.00		
500,001.00	1,000,000	500.00	275.00	-	250.00	25.00		
1,000,001.00	2,000,000	750.00	412.50	-	375.00	37.50		
2,000,001.00	3,000,000	1000.00	550.00	-	500.00	50.00		
3,000,001.00	4,000,000	1500.00	825.00	-	750.00	75.00		
4,000,001.00	5,000,000	2000.00	1100.00	-	1000.00	100.00		
5,000,001.00	10,000,000	2500.00	1375.00	-	1250.00	125.00		
10,000,001.00	20,000,000	3000.00	1650.00	-	1500.00	150.00		

8.Business to Business (B2B)						
FROM AMOUNT	TO AMOUNT	FEE	TOTAL (55%) CASH-BACK	CUSTOMER	AGENT (50%)	SUPER-AGENT (5%)
100,000.00	300,000.00	300.00	165.00	-	150.00	15.00
300,001.00	500,000.00	500.00	275.00	-	250.00	25.00
500,001.00	1,000,000	1000.00	550.00	-	500.00	50.00
1,000,001	2,000,000	1500.00	825.00	-	750.00	75.00
2,000,001	3,000,000	2000.00	1100.00	-	1000.00	100.00
3,000,001	4,000,000	2500.00	1375.00	-	1250.00	125.00
4,000,001	5,000,000	3000.00	1650.00	-	1500.00	150.00
5,000,001	10,000,000	3500.00	1925.00	-	1750.00	175.00
10,000,001	20,000,000	4000.00	2200.00	-	2000.00	200.00
20,000,001	30,000,000	4500.00	2475.00	-	2250.00	225.00
30,000,001	40,000,000	5000.00	2750.00	-	2500.00	250.00
40,000,001	50,000,000	5500.00	3025.00	-	2750.00	275.00
9.Agent Fund-In = Free						
10.Agent Fund-Out						
FROM AMOUNT	TO AMOUNT	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT	SUPER-AGENT
100,000.00	1,000,000	500.00	-	-	-	-
1,000,001	2,000,000	600.00	-	-	-	-
2,000,001	3,000,000	700.00	-	-	-	-
3,000,001	4,000,000	800.00	-	-	-	-
4,000,001	5,000,000	900.00	-	-	-	-
5,000,001	10,000,000	1000.00	-	-	-	-
10,000,001	50,000,000	2000.00	-	-	-	-
11.Topup						
Operator	Usage Amount	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT	SUPER-AGENT
MPT	1,000Ks	-	0.010	-	1.00%	-
Mytel	3,000Ks	-	0.020	-	2.00%	-
Ooredoo	5,000Ks	-	0.025	-	2.50%	-

Telenor	10,000Ks	-	0.025	-	2.50%	-
MecTel	30,000Ks	-	0.040	-	4.00%	-
12.Other Service						
Product Types	Usage Amount	FEE	TOTAL CASH-BACK	CUSTOMER	AGENT	SUPER-AGENT
Salary Disbursement	-	100Ks	-	-	-	-
Pension	-	-	-	-	-	-
Purchasing	-	0.30%	-	-	-	-
Prepaid-E-Pin	-	0.010	1.00%	-	1.00%	-
TineYinSay Payment	-	1,000.00	600.00	-	600.00	-
TineYinSay-Late Fee	-	800.00	600.00	-	600.00	-
Sky-Net (Renew)	-	200.00	120.00	-	100.00	20.00
Sky-Net (Payparview)	-	50.00	30.00	-	25.00	5.00
LarlarKyi	-	5%	3.5%	-	3.5%	-
Mother-Finance-Agent	-	400.00	240.00	-	200.00	40.00
Mother-Finance Customer		200.00	-	-	-	-
Canal Plus		3%	0.02		1.8%	0.2%
Custom Duty		0.05%			0.02%	
Electric Bill	-	100.00	30.00	-	30.00	-

Source: MMM (October, 2022)

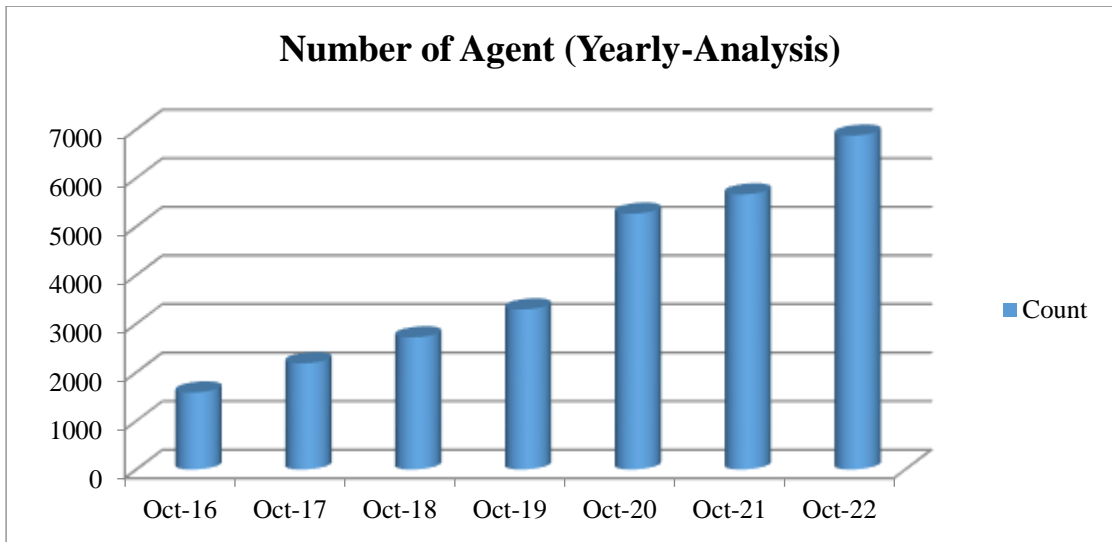
APPENDIX (F)

List of Agent in State and Division (October-2022)

No	State/Division	Agent Group					
		Mega-Agent	Super-Agent	Agent	Sub-Agent	Merchant	Total
1	Kachin	-	-	50	20	25	95
2	Kayar	-	-	7	16	40	63
3	Kayin	-	2	21	34	116	173
4	Chin	-	-	12	3	2	17
5	Mon	-	2	24	49	170	245
6	Rakhine	-	1	37	53	69	160
7	Shan	-	-	116	151	154	421
8	Naypyitaw	1	3	49	45	98	196
9	Yangon	1	40	165	129	2819	3154
10	Mandalay	-	8	88	53	367	516
11	Sagaing	-	1	55	52	127	235
12	Magway	-	2	54	45	115	216
13	Bago	-	3	105	45	424	577
14	Ayeyarwady	-	14	51	27	559	651
15	Tanintharyi	-	1	25	61	66	153
Grand Total		2	77	859	783	5151	6872

Source: MMM (October, 2022)

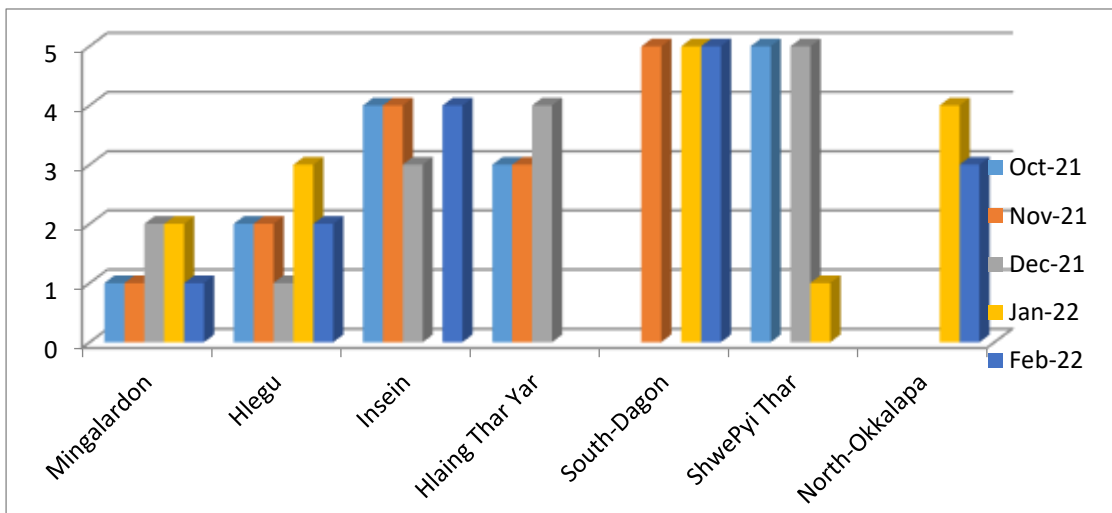
APPENDIX (G)



Source: MMM (October, 2022)

APPENDIX (H)

Top-5 Active Agents in Yangon



Township	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22
Mingalardon	1	1	2	2	1
Hlegu	2	2	1	3	2
Insein	4	4	3		4
Hlaing Thar Yar	3	3	4		
South-Dagon		5		5	5
Shwe Pyi Thar	5		5	1	
North- Okkalapa				4	3

APPENDIX (I)
SURVEY QUESTIONNAIRE
BRAND EXPERIENCE AND WORD OF MOUTH
RECOMMENDATION OF AGENTS
(CASE STUDY OF MYANMAR MOBILE MONEY)

Introduction

This questionnaire seeks to collect data on word of mouth recommendation of agent from Myanmar mobile money service Co., Ltd. The data obtained will be used purely for academic purposes. Confidentiality is guaranteed. Kindly answer appropriately the questions provided below, by placing a tick in the given space. Do not indicate your name anywhere in the questionnaire. Your contribution must be appreciated and thank you in advance.

Part I: Respondent Profile

Please make a tick (☑) on the box that you feel is relevant.

(1) Gender (ကျား/ မ) *

Male (ကျား)

Female (မ)

(2) Age (အသက်အရွယ်အပိုင်းအခြား)

20-30 years

31-40 years

41-50 years

Above 51 years

(3) How many mobile pay services you use as an agent?

(MMM နှင့် အခြားသော မိုဘိုင်းဝန်ဆောင်မှုများအတွက်လည်း ကိုယ်စားလှယ်အဖြစ် ဆောင်ရွက်နေပါက မည်မျှအရေအတွက်အထိ သုံးစွဲလျှက်ရှိပါသလဲ)

Only MMM (MMM မိုဘိုင်း ဝန်ဆောင်မှု တစ်ခုသာ)

2 - 5 mobile services including MMM (MMM မိုဘိုင်းဝန်ဆောင်မှုအပါအဝင် ၂ ခု မှ ၅ ခု)

- 6 - 10 mobile services including MMM (MMM မိုဘိုင်း ဝန်ဆောင်မှု အပါအဝင် ၆ ခု မှ ၁၀ ခု)
- Above 10 mobile services including MMM (MMM မိုဘိုင်း ဝန်ဆောင်မှု အပါအဝင် ၁၀ ခု အထက်)

(4) Education (ပညာအရည်အချင်း)

- High school
- Bachelor
- Master
- Other

(5) How long have you been as MMM agent? (MMM ဝန်ဆောင်မှုကို ကိုယ်စားလှယ်အဖြစ် ဝန်ဆောင်မှု ပေးလျှက်ရှိသည်မှာ အချိန်ကာလ အားဖြင့် မည်မျှကြာမြင့်ပြီ ဖြစ်ပါသနည်း။)

- Less than 3 years
- 3 - 5 years
- 5 - 8 years
- Above 8 years

Part 2:

Please tick the level of agreement that matches your opinions.

(အောက်ဖော်ပြပါ မေးခွန်းများမှ သင်၏သဘောထားနှင့်ကိုက်ညီသည့် သဘောတူညီမှု အဆင့်သတ်မှတ်ချက်အား ကျေးဇူးပြု၍ရွေးချယ်သတ်မှတ်ပေးပါ။)

- (1) Strongly disagree - လုံးဝသဘောမတူပါ။
- (2) Disagree - သဘောမတူပါ။
- (3) Neutral - ကြားနေ/သဘောတူညီချက် မပေးနိုင်ပါ။
- (4) Agree - သဘောတူပါသည်။
- (5) Strongly agree - လေးနက်စွာသဘောတူပါသည်။

Sensory Experience (အာရုံခံစားရမှု အတွေ့အကြုံများ)

No	Statements	1	2	3	4	5
1	It is pleasing to see graphic design and color using the building, vinyl, signboard, logo, handouts and gift items, etc. (MMM အမှတ်တံဆိပ်ဝန်ဆောင်မှု နှင့် ပက်သတ်သော အဆောက်အဦး၊ ဆိုင်းဘုတ်-ဗီဒီယို-လက်ကမ်းစာဆောင်နှင့် လက်ဆောင် ပစ္စည်းများ အစရှိသည် တို့တွင် သုံးစွဲထားသည့် အရောင်များ၊ ဂရပ်ဖစ်ဒီဇိုင်း များကို မြင်ရသောအခါ စိတ်ထဲတွင် ကြိုက်နှစ်သက်ခြင်း ဖြစ်ပေါ်ပါသည်။)					
2	It is pleasing to hear the sounds of critical voices, announcement songs, call center responses, and new service introductions, etc. (MMM အမှတ်တံဆိပ်ဝန်ဆောင်မှု နှင့် ပက်သက်၍ ဝေဖန်သည့် အသံများ၊ ဝန်ထမ်းများနှင့် ဆက်သွယ်သည့်အခါ ကြားရသည့် တုန့်ပြန်သံများ၊ ကြေငြာတေးသီချင်းနှင့် ဝန်ဆောင်မှု အသစ်မိတ်ဆက်ခြင်းများ စသည့် အသံများကို ကြားရသည့်အခါ စိတ်ထဲတွင် နှစ်သက်ခြင်း ဖြစ်ပေါ်ပါသည်။)					
3	MMM service induces truly heartfelt for my senses. (MMM မှပေးသောဝန်ဆောင်မှုများကို သုံးစွဲရသည့်အခါ ဝန်ဆောင်မှုများကို အသုံးပြုသည့်အခါတိုင်းအမှန်တကယ်ပင် စိတ်နှလုံး ကြည်နူးစရာများ ကို ခံစားရရှိပါသည်။)					

4	<p>Every interaction with the MMM service is warm and friendly from the beginning to now.</p> <p>(MMMဝန်ဆောင်မှုနှင့် ထိတွေ့ဆက်ဆံမှုတိုင်းသည် စတင်သုံးစွဲသည် မှစ၍ ယခုအချိန်ထိတိုင် ရင်းနှီးနှေးထွေးမှု ရှိသည်ဟု ခံစားရပါသည်။)</p>					
5	<p>MMM service has been produced with the good quality for my convenient.</p> <p>(MMM ဝန်ဆောင်မှုသည် (ဝန်ဆောင်ခ နှုန်းထားများ အဆင်ပြေခြင်း၊ သုံးစွဲရလွယ်ကူခြင်း၊ နားလည်ရလွယ်ကူခြင်း၊ လိမ်ညာခံရမှုမရှိခြင်း)စသည်ဖြင့် အရည်အသွေးကောင်းမွန်စွာ အဆင်ပြေအသုံးပြုနိုင်ရန် စီစဉ်ဆောင်ရွက်ထားပါသည်။)</p>					
6	<p>MMM has respectfully informed and timely provided for the new services.</p> <p>(ဝန်ဆောင်မှု အသစ်များပေးရာတွင် လေးစားစွာ ထိတွေ့အသိပေးပြီး အချိန်နှင့်တပြေးညီ သုံးစွဲနိုင်ရန်နှင့် လမ်းညွှန်ပေးခြင်းကို အမြဲဆောင်ရွက်ပေးသဖြင့် အလွန်အဆင်ပြေပါသည်။)</p>					
7	<p>Agent and Customer are delightful because MMM often creates the unexpected promotional programs.</p> <p>(မထင်မှတ်ထားသော Promotion အစီအစဉ်များကိုလည်း ကိုယ်စားလှယ်များနှင့် Customer များသို့ အကြာခဏဖန်တီးပေးသဖြင့် ကျေနပ်ပျော်ရွှင်ရပါသည်။)</p>					
8	<p>Agent proudly use MMM because it is recognized by the CBM and it has received international awards.</p> <p>(MMM သည် မြန်မာနိုင်ငံတော်ဗဟိုဘဏ်အသိအမှတ်ပြု ငွေကြေးဝန်ဆောင်မှုဖြစ်သည့်အပြင် နိုင်ငံတကာအသိအမှတ်ပြုဆုတံဆိပ်များ ရရှိထားသည်ကို ကြားသိရသည့်အတွက် စိတ်ချရုဏ်ယူစွာ သုံးစွဲရပါသည်။)</p>					

Affective Experience (သုံးစွဲရာတွင် ထိရောက်စေမှု)

No.	Statements	1	2	3	4	5
1	<p>MMM can be facilitated cash and E-Money needs for agents.</p> <p>(MMM သည် ကိုယ်စားလှယ်များအတွက် ငွေသားနှင့် E-Money လိုအပ်ချက်များအတွက် အဆင်ပြေစေရန်ဆောင်ရွက်ပေးနိုင်ပါသည်။)</p>					
2	<p>It's convenient converting E-Money into Cash through super-agent rather than through the partner bank.</p> <p>(ငွေသားနှင့် E-Money လဲလှယ်ခြင်းအတွက် မိမိတို့ဒေသတွင် ရှိသော စူပါကိုယ်စားလှယ်နှင့် ချိတ်ဆက်လဲလှယ်ခြင်းသည် အင်းဝဘဏ်၊ မြန်မာ့စီးပွားရေးဘဏ်၊ ကျေးလက်ဖွံ့ဖြိုးရေးဘဏ်များနှင့်ချိတ်ဆက် အသုံးပြုခြင်းထက် ပိုမိုအဆင်ပြေပါသည်။)</p>					
3	<p>A quick and direct currency delivery service for agents who need large amounts of money on the pension day is effective for both.</p> <p>(ပင်စင်ထုတ်ပေးသောနေ့တွင် ငွေပမာဏများစွာလိုအပ်သော ကိုယ်စားလှယ်များအတွက် အိမ်အထိ ဝန်ဆောင်မှုကို မြန်ဆန်စွာ တိုက်ရိုက် လုပ်ဆောင်ပေးခြင်းသည် လုပ်ငန်းအတွက် ကောင်းမွန်သော စနစ်တခု ဖြစ်ပါသည်။)</p>					
4	<p>Agent is satisfied the commission rates offered by MMM. (MMM မှပေးသော ကော်မရှင် နှုန်းထားများကို ကျေနပ်လက်ခံ ပါသည်။)</p>					
5	<p>Agent trusts more MMM which is controlled the liquidity well during 2021-2022 because it is a time all the banks were in trouble for cash.</p> <p>(ငွေသား အလွယ်တကူ ထုတ်ပေးနိုင်ရန် ခက်ခဲသောအချိန်များဖြစ်သည့် ၂၀၂၁ နှစ်စမှ ၂၀၂၂ ခုနှစ် စက်တင်ဘာအတွင်း MMM မှ ကိုယ်စားလှယ်အတွက် လိုအပ်သောငွေကို အခက်အခဲမရှိ ထုတ်ပေးနိုင်ခဲ့ရာ ယုံကြည်မှုကို ပိုမိုရရှိခဲ့ပါသည်။)</p>					

6	<p>Agents trust more bank led model services MMM than other non-bank led model service.</p> <p>(ကိုယ်စားလှယ်များ အနေဖြင့် MMM ကို အင်းဝဘဏ်ကို အခြေပြုသည့် ဝန်ဆောင်မှုဖြစ်သည့်အတွက် ဘဏ်ကို အခြေပြုခြင်းမရှိသည့် အခြားမိုဘိုင်းဝန်ဆောင်မှု များထက် ပိုမို ယုံကြည်ပါသည်။)</p>					
7	<p>It's the strong relationship that MMM always listens to the agent's difficulties and gives advice to solve.</p> <p>(ကိုယ်စားလှယ်၏ အခက်အခဲများအတွက် MMM မှ နားထောင်ပေး၍ ကူညီဖြေရှင်းပေးသောကြောင့် အလွန် ကောင်းမွန်သော လက်တွဲမှုကို ရရှိထားပါသည်။)</p>					

Behaviour Experience (နှစ်သက်ဖွယ်ကောင်းမွန်စွာ သုံးစွဲလိုခြင်း)

No.	Statements	1	2	3	4	5
1	<p>MMM's main attraction is simple and ease of use for the agent.</p> <p>(အသုံးပြုရသည်မှာ ရိုးရှင်းလွယ်ကူသောကြောင့် MMM စနစ်ဖြင့် အသုံးပြုရာတွင် အခက်အခဲမရှိခြင်းသည် သင့်ကို ထိုစနစ် အသုံးပြုရန် ဆွဲဆောင်နိုင်သည်ဟု ယုံကြည်ပါသည်။)</p>					
2	<p>It is becomes the engagement in physical actions and behaviors when using MMM brand.</p> <p>(MMM ၏ ဝန်ဆောင်မှုများကို အသုံးပြုသောအခါ လူရော စိတ်ပါဝင်စားစွာဖြင့် အသုံးပြုလေ့ရှိပါသည်။)</p>					
3	<p>Customer can easily find the nearest agent with name and address in the application without difficulty.</p> <p>(Application စနစ်တွင် agent အမည်နှင့် လိပ်စာများ အလွယ်တကူ ရှာကြည့်နိုင်ရန် ဖော်ပြထားရာ နီးစပ်ရာ ကိုယ်စားလှယ်ကို အလွယ်တကူ ရှာဖွေနိုင်ပါသည်။)</p>					
4	<p>Agent prefers B2B payment because it is very useful for the business. (ကိုယ်စားလှယ် အချင်းချင်း ငွေပေးချေနိုင်သော B2B payment ကို ပိုမိုကြိုက်နှစ်သက် ပါသည်။)</p>					

5.	<p>USSD and SMS channel are useful where without internet access.</p> <p>(အင်တာနက်လိုင်းအသုံးမပြုနိုင်သော နေရာများ တွင် USSD and SMS channel စနစ်သည် အလွန်အသုံးတည့်လှပါသည်။)</p>					
6.	<p>It is very interested using three channels which are SMS and USSD and application for tester.</p> <p>(Point of sale စနစ် ၊ SMS (စာတိုပို့စနစ်) နှင့် USSD (*၆၆၆#) စနစ်တို့ အသုံးပြုခြင်းတို့အတွက် လမ်းညွှန်စနစ်မှာ အခြားမိုဘိုင်းဝန်ဆောင်မှုများတွင် မပါရှိသဖြင့် နည်းအမျိုးမျိုးဖြင့် စမ်းသပ်လိုသူများအတွက် အလွန်စိတ်ဝင်စားစရာကောင်းလှပါသည်။)</p>					
7.	<p>MMM is the only one mobile service which can use keypad phone.</p> <p>(ရှေးကျသည့် Keypad ဖုန်းဖြင့် မိုဘိုင်းငွေကြေးဝန်ဆောင်မှု အသုံးပြုနိုင်သည့် တခုတည်းသောစနစ်ဖြစ်သည့်အတွက် လူကြီးလူငယ်မရွေး အသုံးပြုခွင့်ရရှိသည့် တခုတည်းသော လုပ်ငန်းဖြစ်ပါသည်။)</p>					
8.	<p>MMM can use one account on two mobile phones at the same time.</p> <p>(MMM စနစ်သည် Application ဖြင့် Handset တစ်လုံးတွင် အသုံးပြု၍ အခြား Handset တစ်လုံးဖြင့် SMS or USSD စနစ်အသုံးပြုနိုင်ရာတပြိုင်နက်တည်း မိုဘိုင်းဖုန်းနှစ်လုံးတွင် အသုံးပြုနိုင်ပါသည်။)</p>					

Intellectual Experience (စဉ်းစားတွေးခေါ်နိုင်စွမ်းများ ရရှိပါဝင်နေခြင်း။)

No.	Statements	1	2	3	4	5
1	<p>As an agent, it would be increased own ability to evaluate the profitability of financial investment.</p> <p>(MMM စနစ်ဖြင့် ကိုယ်စားလှယ်အဖြစ် ဆောင်ရွက်ခြင်းသည် မိမိ၏ငွေကြေးရင်းနှီးမြှုပ်နှံမှုအတွက်အကျိုးအမြတ်တွက်ချက်နိုင်စွမ်းကို ပိုမို မြင့်မားစေ ပါသည်။)</p>					

2	<p>As an agent , it becomes enrich the knowledge about modern technology of financial services. (MMM ကိုယ်စားလှယ်အဖြစ်ဆောင်ရွက်ခြင်းသည် ခေတ်စနစ်နှင့်အညီဖြစ်သော နည်းပညာနှင့်ပတ်သက်သည့် ဗဟုသုတများပိုမို ကြွယ်ဝလာစေသည်။)</p>					
3	<p>As an agent , it allows the agent to get business network and knowledge to expand the business. (MMM ကိုယ်စားလှယ်အဖြစ်ဆောင်ရွက်ခြင်းသည် ပေါင်းသင်းဆက်ဆံရေးတွင် Net-work ရရှိကာ အခြားစီးပွားရေးလုပ်ငန်းရှင်များနှင့် ရင်းနှီးကျွမ်းဝင်လာပြီး လုပ်ငန်းသစ်တိုးချဲ့ရန် ဗဟုသုတများနှင့်အတူ လုပ်ငန်းသစ်များချဲ့ထွင်ရရှိစေပါသည်။)</p>					
4	<p>As an agent, it understands technical errors and know how to solve these errors. (နည်းပညာအရ System Error ဖြစ်ပေါ်ချိန်တွင် မည်သည့် လက္ခဏာ ပြသည်ကို သိရှိလာပြီး ထိုသို့ဖြစ်ပေါ်က မည်သို့ ချိတ်ဆက်၍ ဖြေရှင်းဆောင်ရွက်ရမည်ကို နားလည်သိရှိလာ ပါသည်။)</p>					
5	<p>As an agent, it is possible to learn avoid damages and fraud protection by dealing with the employees and the customers directly. (ကိုယ်စားလှယ်အဖြစ်လုပ်ကိုင်ရာတွင် ငွေကြေးအတွက် ဝန်ထမ်းများနှင့် လည်းကောင်း၊ Customer များနှင့်လည်းကောင်း တိုက်ရိုက်ထိတွေ့ ဆက်ဆံနေရပါသည်။ ထိုသူတို့ကြောင့် နစ်နာဆုံးရှုံးမှုများ မဖြစ်စေရန် နည်းလမ်း များကို သိရှိလာပြီး ကာကွယ်မှုများ တွေ့ရှိလာပါသည်။)</p>					
6	<p>The agents know pros and cons of the mobile pay businesses rather than the customer. (Mobile pay လုပ်ငန်းများ၏ ကိုယ်စားလှယ် ဖြစ်ခြင်းသည် လုပ်ငန်း တစ်ခုနှင့် တစ်ခုအကြား အားသာချက်၊ အားနည်းချက်များကို Customer အဖြစ် သုံးစွဲသူများထက် ပိုမို သိမြင်ပါသည်။)</p>					

7	<p>Agents are willing to keep long term relationship with MMM because MMM believes and trusts their agents. (ကိုယ်စားလှယ်များသည် မိမိယုံကြည်ရသည့် လုပ်ငန်းကို ရှာဖွေသုံးစွဲ တတ်သကဲ့သို့ မိမိကို ယုံကြည်စွာ ဆက်ဆံသည့် MMM နှင့်လည်း လက်တွဲမဖြုတ်ပဲ ကြာရှည်စွာ ပူးပေါင်းလုပ်ကိုင်ရန် ဆန္ဒရှိကြပါသည်။)</p>					
8	<p>MMM provides the support to get a loan from Innwa Bank and necessary financial advice to grow and expend the business of agent. (MMM သည် Innwa Bank မှ ချေးငွေရယူရန်နှင့် လုပ်ငန်းချဲ့ ထွင်နိုင်ရန် လိုအပ်သော အကြံဉာဏ်များ ပံ့ပိုးပေးပါသည်။)</p>					

Relational Experience (ရင်းနှီးနှစ်လိုစွာ သုံးစွဲလိုခြင်း)

No.	Statements	1	2	3	4	5
1	<p>Agents are trust MMM because MMM is one of the mobile pay app without fraudulence for a long time. (MMM စနစ်သည် ကာလကြာရှည်တိုင် လိမ်လည်လှည့်စားခြင်း ကင်းစွာဖြင့် ရိုးသားစွာရပ်တည်နေခဲ့သော မိုဘိုင်းဝန်ဆောင်မှု များထဲတွင် တစ်ခုပါဝင်နေခြင်းကြောင့် ယုံကြည်စွာ သုံးစွဲနေခြင်းဖြစ်ပါသည်။)</p>					
2	<p>MMM leads the warm relationship to make win-win situation and long-term cooperation with the agents. (MMM သည် ကိုယ်စားလှယ်ကို ယုံကြည်စွာ ပြောဆိုဆက်ဆံ တက်သည့်အတွက် နှစ်ဦးနှစ်ဘက်ဆက်ဆံရေးကို နွေးထွေးစေပြီး ရေရှည်ပူးပေါင်းဆက်ဆံ၍ အတူဝန်ဆောင်မှုပေးသွားမည်ဖြစ်ပါသည်။)</p>					
3	<p>Sincerely and openly dealing with agents lead to be successful service for a long time. (agent များနှင့် ရိုးရိုးသားသား ပွင့်ပွင့်လင်းလင်း ဆက်ဆံခြင်းသည် အချိန်ကြာမြင့်စွာ အောင်မြင်သော ဝန်ဆောင်မှုကို ဖြစ်စေပါသည်။)</p>					

4	<p>MMM acts as a mediator between agent and partner bank to facilitate business dealings.</p> <p>(MMM သည် မိတ်ဖတ်ဖြစ်သည့် မြန်မာ့စီးပွားရေးဘဏ် နှင့် ကျေးလက် ဖွံ့ဖြိုးရေးဘဏ်တို့နှင့် ကိုယ်စားလှယ်များအကြား လုပ်ငန်း ဆက်ဆံရာတွင် အဆင်ပြေစေရန် ကြားခံဆောင်ရွက် ပေးပါသည်။)</p>					
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Part-3: Word of mouth recommendation

(MMM ကိုအသုံးပြုခြင်းနှင့် စပ်လျဉ်း၍ အခြားသူများသို့ အကြံပြုပြောကြားလိုခြင်း)

No.	Statements	1	2	3	4	5
1	It is very interested in recommendation about MMM to the agents each other and the customers. (MMM နှင့်ပတ်သက်၍ မိမိကဲ့သို့သော agents များနှင့် မိမိနှင့် ဆက်သွယ်မှုရှိသော customers များအား အကြံပြုပြောကြားပေးရန် အလွန် စိတ်ဝင်စားပါသည်။)					
2	It is highly agree to recommend agents and clients to choose and use the MMM brand. (MMM နှင့်ပတ်သက်၍ သုံးစွဲရန် ရွေးချယ်သင့်ပါကြောင်း agents and customers သို့ အကြံပြုပြောကြားရန် အလွန်သဘောတူပါသည်။)					
3	Recommendation gives to agents and customers is freely advice according to my own decision, and there is no pressure from others. (အခြားသူများကို တိုက်တွန်းနှိုးဆော်ခြင်းသည် မိမိ၏ စိတ်ဆန္ဒအရ လွတ်လပ်စွာ အကဲဖြတ်၍ အကြံပြုပြောကြားခြင်းဖြစ်ပြီး အခြားသူ များ၏ ဖိအားပေးမှု မရှိပါ။)					
4	Combination the experience gained from MMM and my own knowledge is complete and useful for doing recommend to agents and customers. (MMM မှရရှိသော အတွေ့အကြုံများအပြင် မိမိကိုယ်ပိုင် ဗဟုသုတများသည် agents and customers များကို အကြံပြုချက် ပေးရန် ပြည့်စုံ၍ အသုံးဝင်ပါသည်)					

I sincerely appreciate the time you spared to complete this questionnaire.

Thank you.

BRAND EXPERIENCE AND WORD OF MOUTH RECOMMENDATION OF AGENTS

Table Survey Results (SPSS , 11/3/22 , Output)

Results of Cronbach's Alpha Value

Scale	Type of Scale	No. of Items	Cronbach's Alpha
Sensory Experience	5-point Likert	8	0.962
Affective Experience	5-point Likert	7	0.971
Behaviour Experience	5-point Likert	8	0.962
Intellectual Experience	5-point Likert	8	0.962
Relational Experience	5-point Likert	4	0.938
Word of Mouth	5-point Likert	4	0.940

Table A

Relationship between Brand Experiences and Word of Mouth Recommendation

Brand Experience		WOM Recommendation
Sensory	Pearson Correlation Sig. (2-tailed)	0.864** .000
Affective	Pearson Correlation Sig. (2-tailed)	0.859** .000
Behavior	Pearson Correlation Sig. (2-tailed)	0.892** .000
Intellectual	Pearson Correlation Sig. (2-tailed)	0.892** .000
Relational	Pearson Correlation Sig. (2-tailed)	0.833* .000

Source: Survey Results

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

Analyze the Effect of Brand Experiences on WOM Recommendation

To analyze the influencing factor of Brand experience on WOM recommendation, multiple regression analysis is conducted, and the results are reported in Table (B).

Table (B)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.320	.171		1.875	.063	
Sensory	.232	.095	.229	2.454	.016	1.057
Affective	.061	.094	.067	.645	.520	1.247
Behaviour	.238	.134	.240	1.774	.079	1.201
Intellectual	.347	.126	.360	2.763	.007	1.312
Relational	.049	.087	.051	.559	.577	1.064
N	130					
Adjusted R ²	0.825					
F value	122.718*** (Sig=.000)					
Durbin Watson	2.226					

Correlations

		Word of Mouth	Senory	Affective	Behaviour	Intellectual	Relational
Pearson Correlation	Word of Mouth	1.000	.864	.859	.892	.892	.833
	Senory	.864	1.000	.881	.911	.877	.828
	Affective	.859	.881	1.000	.922	.906	.859
	Behaviour	.892	.911	.922	1.000	.939	.868
	Intellectual	.892	.877	.906	.939	1.000	.909
	Relational	.833	.828	.859	.868	.909	1.000
Sig. (1-tailed)	Word of Mouth	.	.000	.000	.000	.000	.000
	Senory	.000	.	.000	.000	.000	.000
	Affective	.000	.000	.	.000	.000	.000
	Behaviour	.000	.000	.000	.	.000	.000
	Intellectual	.000	.000	.000	.000	.	.000
	Relational	.000	.000	.000	.000	.000	.
N	Word of Mouth	130	130	130	130	130	130
	Senory	130	130	130	130	130	130
	Affective	130	130	130	130	130	130
	Behaviour	130	130	130	130	130	130
	Intellectual	130	130	130	130	130	130
	Relational	130	130	130	130	130	130

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.912 ^a	.832	.825	.31528	2.226

a. Predictors: (Constant), Relational, Senory, Affective, Intellectual, Behaviour

b. Dependent Variable: Word of Mouth

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.993	5	12.199	122.718	.000 ^b
	Residual	12.326	124	.099		
	Total	73.319	129			

a. Dependent Variable: Word of Mouth

b. Predictors: (Constant), Relational, Senory, Affective, Intellectual, Behaviour

		Coefficients ^a						Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized	t	Sig.	Tolerance	VIF	
		B	Std. Error	Coefficients Beta					
1	(Constant)	.320	.171		1.875	.063			
	Senory	.232	.095	.229	2.454	.016	.156	1.057	
	Affective	.061	.094	.067	.645	.520	.127	1.247	
	Behaviour	.238	.134	.240	1.774	.079	.074	1.201	
	Intellectual	.347	.126	.360	2.763	.007	.080	1.312	
	Relational	.049	.087	.051	.559	.577	.165	1.064	

a. Dependent Variable: Word of Mouth

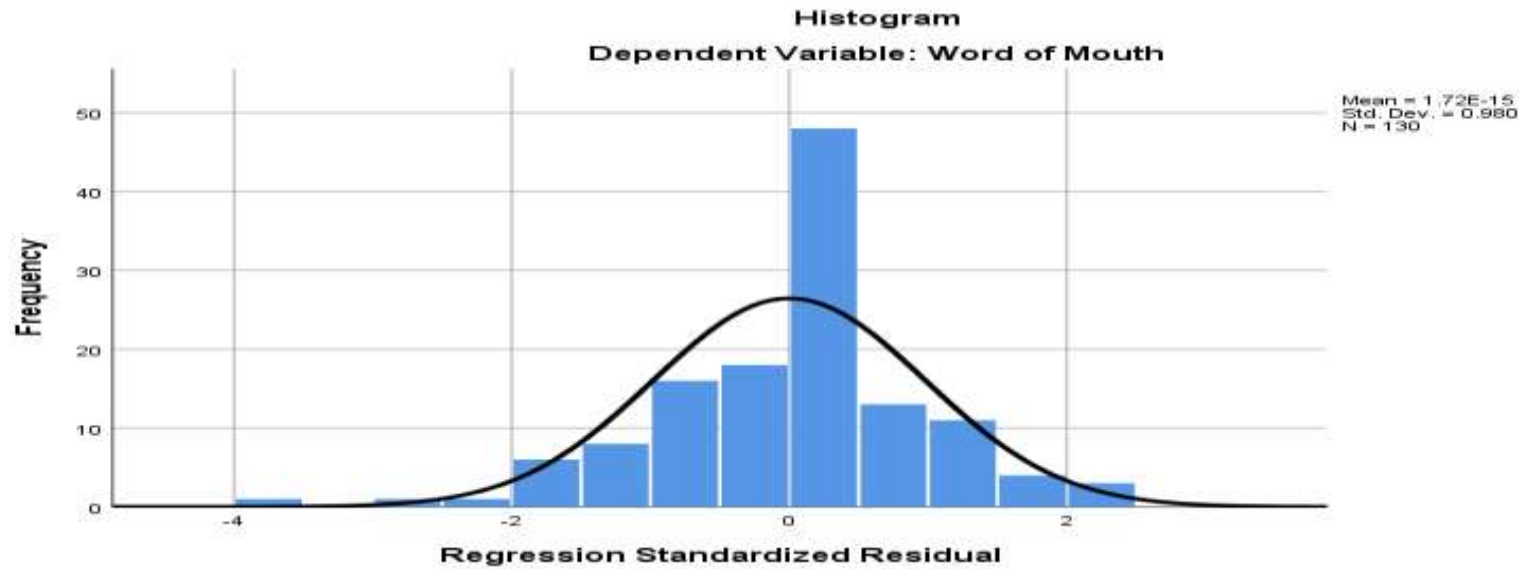
		Collinearity Diagnostics ^a							
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Senory	Affective	Behaviour	Intellectual	Relational
1	1	5.962	1.000	.00	.00	.00	.00	.00	.00
	2	.025	15.579	.88	.00	.01	.00	.00	.01
	3	.006	32.120	.00	.17	.07	.02	.02	.55
	4	.004	40.465	.12	.52	.67	.00	.00	.03
	5	.003	45.808	.00	.19	.22	.17	.34	.27
	6	.001	63.456	.00	.12	.03	.81	.64	.14

a. Dependent Variable: Word of Mouth

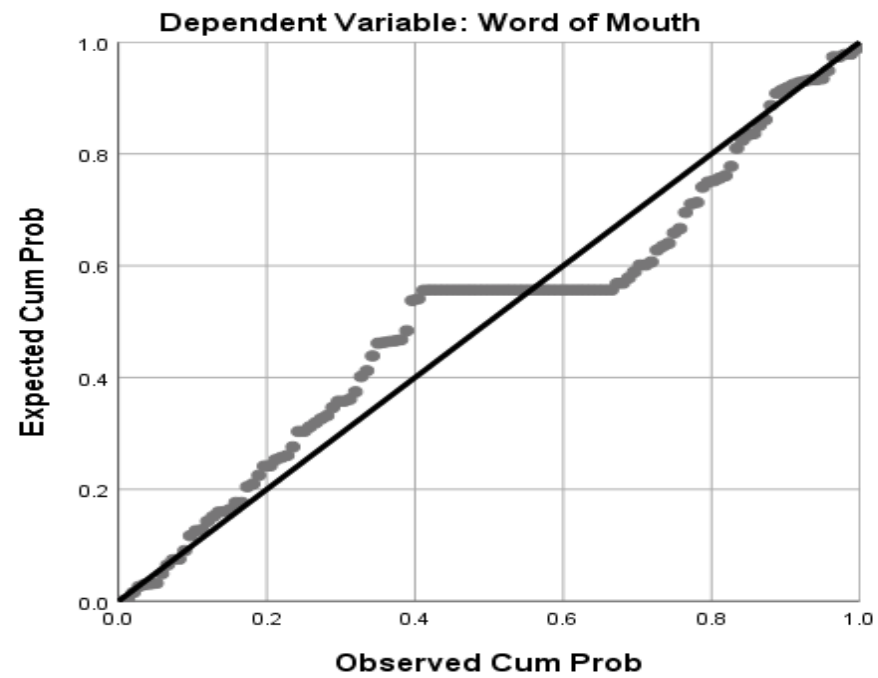
Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5280	4.9551	4.3154	.68762	130
Residual	-1.18078	.70913	.00000	.30911	130
Std. Predicted Value	-2.599	.930	.000	1.000	130
Std. Residual	-3.745	2.249	.000	.980	130

a. Dependent Variable: Word of Mouth

Charts



Normal P-P Plot of Regression Standardized Residual



Scatterplot

Dependent Variable: Word of Mouth

