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Enhancing Customer Experience using Business Intelligence Tools with Specific Emphasis on the Indian DTH Industry

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Abstract

The Direct to Home industry has emerged as the key driver for the Indian entertainment industry. In October 2011 the Government announced implementation of a phase-wise digitization programme of pay TV services throughout the country. The Indian Direct to Home industry is expected to grow by 50% in 2016. A few challenges faced by the Direct to Home Industry are low Average Revenue per user (ARPU), high customer acquisition costs and high churn rate.

DTH Service Providers consider superior service experience as the key differentiator that will help them acquire new customers and manage churn as well. Currently there is no standard available in the India market for DTH service providers to quantify and improve its customer experience. Hence the objective of this paper is to formulate various constructs that helps to understand the impact of different service attributes on customer experience for Direct to home customers using business intelligence tools.

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1. Introduction

India is the third largest TV market after the US and China with 155 million subscriber households in 2012, TV signals in India are currently distributed in analogue as well as in digital and terrestrial formats. Most cable operators in the country are providing analogue TV service while all DTH operators are providing a digital TV service. The government of India amended the Cable Television Networks (Regulation) Act in October 2011 to announce implementation of a phase-wise digitization programme of pay TV services throughout the country and hope for complete digitalization by end of 2014. The main reasons driving the growth of Direct to Home services are the progress in technology, increased overall value proposition, and simplified yet enhanced consumer's television viewing experience. Another important catalyst for growth of DTH is customer service since it is a key differentiator between the DTH players and the unorganized service providers. A few challenges faced by the Direct to Home Industry are low Average Revenue per user (ARPU), high customer acquisition costs and high churn rate. DTH Service Providers consider superior service experience as the key differentiator that will help them acquire new customers and manage churn as well. Currently the rate of churn for the DTH industry is 14-16%. Thus, it is essential to develop effective methods to retain the existing customers which include two major steps. One is to manage the customer experience and second is to generate service value for the customers. Customer experience is defined as the sum of all experiences that a customer has at every touch-point of the customer-company relationship. It is an intentional effort on the part of the company to develop and maintain good experience which is differentiated from the competition, consistent at every touch point and most importantly valued by the customer. Currently there is no standard available in the India market for DTH service providers to quantify and improve its customer experience. Hence the objective of this paper is to formulate various constructs that help to understand the impact of different service attributes on customer experience for Direct to home customers using business intelligence tools. This solution can be used to enhance the quality of service, deliver better service experience to the customers. This in turn will influence customers' loyalty for their brands as well as have a positive impact on their intent to spend and recommend the brand.

2. Methodology

Exploratory interviews were conducted on 440 customers in order to define the important attributes that affect the customer experience for Direct to Home Service customers.

Statistical tests like crosstabs, correlations, binary logistic regression and cluster analysis were performed to help carry out the analysis. This analysis helped to model the KANO's quadrants, Hub & Spoke. A descriptive analysis on the intent to spend, recommend and overall experience was carried out to compute a loyalty score for the customers.

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