

**ISTANBUL BILGI UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
MARKETING MASTERS DEGREE PROGRAM**

**THE IMPACT OF MEASURING CUSTOMER EXPERIENCE ON
CUSTOMER LOYALTY WITHIN PAY TV**

**Serhat SARITAŞ
113678004**

Prof. Dr. Selime SEZGİN

**İSTANBUL
2017**

The Impact of Measuring Customer Experience
on Customer Loyalty Within Pay TV

Müşteri Deneyimini Ölçmenin Ödemeli TV Sistemleri Üzerindeki Sadakat Etkisi

Serhat Sarıtaş

113687004

Tez Danışmanı: Prof. Dr. Selime Sezgin
Jüri Üyesi: Prof. Dr. Beril Durmuş
Jüri Üyesi: Doç. Dr. Elif Karaosmanoğlu
Varsa İkinci Tez Danışmanı:



Tezin Onaylandığı Tarih : 24.08.2017

Toplam Sayfa Sayısı: 89

Anahtar Kelimeler (Türkçe)

- 1)Müşteri Deneyimi
- 2)Müşteri Deneyimi Yönetimi
- 3)Müşteri Sadakati
- 4)Ödemeli Televizyon Sistemleri
- 5)Net Promoter Score

Anahtar Kelimeler (İngilizce)

- 1)Customer Experience
- 2)Customer Experience Management
- 3)Customer Loyalty
- 4)Pay TV
- 5)Net Promoter Score

ACKNOWLEDGEMENTS

I would like to thank my advisor Prof. Dr. Selime Sezgin with all my heart and respect. Without her great support, this thesis could not be completed. Prof. Sezgin was always helpful to me about my topic and my research with great patience and knowledge.

Also, I would like to thank my wife Melis, who helped me a lot to get courage to complete that thesis.

Finally, I would like to thank my parents, my friends and my colleagues for providing me with unfailing support and continuous encouragement throughout my years of study.

Thank you.

Serhat Saritaş

TABLE OF CONTENTS

INTRODUCTION	1
WHAT IS CUSTOMER EXPERIENCE	2
1.1 WHAT ARE THE STAGES OF CUSTOMER EXPERIENCE	5
1.1.1 CUSTOMER JOURNEY	5
1.1.2 PURCHASE PHASES IN CUSTOMER JOURNEY	6
1.1.3 TYPES OF TOUCHPOINTS IN THE CUSTOMER JOURNEY	7
1.1.4 CUSTOMER EXPERIENCE MEASUREMENT	9
WHAT IS CUSTOMER LOYALTY	14
2.1 DETERMINANTS OF CUSTOMER LOYALTY	16
PAY TV INDUSTRY IN TURKEY	20
3.1 DIGITURK	21
3.1.1 GENERAL INFORMATION	21
3.1.2 BROADCASTING TECHNOLOGY	22
3.1.3 PACKAGES	22
3.1.3.1 AILENIN YILDIZI PACKAGE	23
3.1.3.2 FILMIN YILDIZI PACKAGE	24
3.1.3.3 SPORUN YILDIZI PACKAGE	25
3.1.3.4 YILDIZ DOLU PACKAGE	26
3.1.4 ADDITIONAL SERVICES	27
3.1.4.1 SERIES PACKAGE	27
3.1.4.2 BOX OFFICE PACKAGE	28
3.1.4.3 BEIN CONNECT	29
CUSTOMER EXPERIENCE IN DIGITURK	30
4.1 PURCHASE PHASES IN DIGITURK	30
4.2 CUSTOMER TOUCHPOINTS IN DIGITURK	31
4.3 CUSTOMER CHANNELS IN DIGITURK	33
4.3.1 TECHNICAL SERVICE	33

4.3.2 CALL CENTER.....	35
RESEARCH METHODOLOGY.....	36
NPS AND CUSTOMER EXPERIENCE IN DIGITURK.....	39
6.1 DIGITURK NPS	39
6.2 DIGITURK PRODUCT NPS.....	40
6.2.1 SATELLITE NPS.....	40
6.2.2 PACKAGE NPS.....	47
6.2.3 BROADCASTING TECHNOLOGY NPS	54
6.2.4 TENURE NPS.....	56
6.3 DIGITURK CHANNEL NPS	57
6.3.1 DIGITURK TECHNICALSERVICE NPS	57
6.3.2 DIGITURK CALL CENTER NPS.....	58
CONCLUSIONS OF THE RESEARCH	61
REFERENCES	69
APPENDIX.....	73

ABBREVIATION LIST

CX: Customer Experience

CEM: Customer Experience Management

NPS: Net Promoter Score

Pay TV: Pay Television

SD: Standard Definition

HD: High Definition

PVR: Personal Video Recorder

PIQ: Personal Video Recorder + beIN Connect

STB: Set Top Box

LIST of TABLES

- Table 1.** Important Studies of Customer Experience
- Table 2.** Purchase Phases in Customer Experience
- Table 3.** Ailenin Yıldızı Package
- Table 4.** Filmin Yıldızı Package
- Table 5.** Sporun Yıldızı Package
- Table 6.** Yıldız Dolu Package
- Table 7.** Series Package
- Table 8.** Advantage Package
- Table 9.** beIN Connect
- Table 10.** Purchase Phases in Digiturk
- Table 11.** Technical Service Workflow
- Table 12.** Call Center Workflow
- Table 13.** Research Model
- Table 14.** Digiturk NPS Graph
- Table 15.** Satellite NPS Graph
- Table 16.** Turksat Package NPS Graph
- Table 17.** Eutelsat Package NPS Graph
- Table 18.** Turksat Tenure NPS Graph
- Table 19.** Eutelsat Tenure NPS Graph
- Table 20.** Turksat Broadcasting Technology NPS Graph
- Table 21.** Eutelsat Broadcasting NPS Graph
- Table 22.** Package NPS Graph
- Table 23.** Ailenin Yıldızı Tenure NPS Graph

- Table 24.** Sporun Yıldızı Tenure NPS
- Table 25.** Filmin Yıldızı Tenure NPS Graph
- Table 26.** Yıldız Dolu Package Tenure NPS Graph
- Table 27.** Ailenin Yıldızı Broadcasting Technology NPS Graph
- Table 28.** Sporun Yıldızı Broadcasting Technology NPS Graph
- Table 29.** Filmin Yıldızı Broadcasting Technology NPS Graph
- Table 30.** Yıldız Dolu Package Broadcasting NPS Graph
- Table 31.** Broadcasting Technology NPS Graph
- Table 32.** beIN Connect NPS Graph
- Table 33.** Tenure NPS Graph
- Table 34.** Technical Service NPS Graph
- Table 35.** Technical Service Breakdown NPS Graph
- Table 36.** Call Center NPS Graph
- Table 37.** Call Center Breakdown NPS

ABSTRACT

THE IMPACT OF MEASURING CUSTOMER EXPERIENCE ON CUSTOMER LOYALTY WITHIN PAY TV

The purpose of this study is to understand the relationship between loyalty and customer experience. In that context, this study is separated into three parts. In the first part, I tried to understand customer experience and customer loyalty with all aspects and tried to explain background of these terms. Also, I tried to understand most used customer experience measurement in the world: NPS. In the second part, I tried to understand Pay TV market in Turkey and in depth investigated the biggest Pay TV Company in Turkey: Digiturk. In the third part, I have tried to find a relation between Digiturk NPS scores and Digiturk loyal customers. I have taken scores of different Digiturk products, customer channels and packages to cross each score with each other. All findings have been analysed through NPS metrics using Microsoft Excel program.

Keywords: Customer Experience, Customer Experience Management, Net Promoter Score, Pay TV, Customer Loyalty, Digiturk, Customer Channels

ÖZET

MÜŞTERİ DENEYİMİNİ ÖLÇMENİN ÖDEMELİ TV SİSTEMLERİ ÜZERİNDEKİ SADAKAT ETKİSİ

Bu çalışmanın amacı müşteri deneyimini ölçmenin müşteri sadakatine nasıl etki ettiğini göstermek ve bu yolda okuyuculara ve profesyonellere yol göstermektir. Bu kapsamda ilk olarak müşteri deneyimi, müşteri sadakati ve müşteri sadakatini ölçmenin yolları ayrıntılarıyla incelenmiştir. İkinci etapta Türkiye’de bulunan ödemeli televizyon sistemleri incelenmiş ve Türkiye’nin en büyük ödemeli televizyon sistemi Digiturk tüm özellikleriyle mercek altına alınmıştır. Son bölümde ise en fazla kullanılan müşteri deneyimi ölçme aracı NPS kullanılarak müşterilerin hangi özellik, paket ve teknolojilere göre nasıl bir deneyim yaşadıkları ölçülmüş ve bu yolda sadık müşterinin hangi özelliklere sahip olması gerektiği ve müşteri kanallarının hangi alanlarının geliştirilmesi gerektiği incelenmiştir. Bütün analizler NPS ölçümlemesi ile Microsoft Excel programı kullanılarak yapılmıştır.

Keywords: Müşteri Deneyimi, Müşteri Deneyimi Yönetimi, Müşteri Sadakati, Net Promoter Score, Ödemeli Televizyon, Digiturk, Müşteri Kanalları

INTRODUCTION

Originating a powerful customer experience has become a leading management objective. According to a recent study by Accenture (2015; in cooperation with Forrester), improving the customer experience is the priority for the next 12 months when asked to the top executives. Multiple firms like KPMG, Amazon, Google and Apple, now have chief customer experience officers, customer experience vice presidents or customer experience managers who are responsible to create and manage the experience of their customers. Companies embraced the concept of customer experience management (CEM), with many incorporating the notion into their mission statements.

Despite given the importance of customer experience management by practitioners, academic literature has limited interest in this topic. Publications are generally found in management books (Berry, Carbone and Haeckel (2002); Shaw and Ivens, (2005). These publications generally focus on managerial actions and outcomes.

Customer Experience is a combination of all those experiences which a customer has when interacting with the company. Contact with the customer service, visiting a company's web site or seeing a display of the ad of a company are all customer experiences. CEM is a process where customer's experience of the company is strategically managed. Traditional Customer Relationship Management is focused of transactions between the customer and the company, the purpose of CEM is to build rich and interactive relationship. The goal of CEM is to create emotional bond between the customer and the company and increase customer

loyalty (Schmitt, 2003). However usually from the company's perspective the usual goal is to increase profits (Ryder, 2007).

WHAT IS CUSTOMER EXPERIENCE

The classical economic research regards the consumers as rational individuals whose purchasing decisions are based on rational problem solving which leads companies to differ themselves from others using elements such as product, price and quality. These elements now are not enough for differentiation anymore and for a competitive advantage companies are focussing more on emotional and irrational side of the consumer behaviour as well. The whole experience comes from the set of interactions between a company and its customers and plays a fundamental role in determining the customers' preferences, which then influence the purchase decisions. (Gentile, 2007).

Also, we could easily say that Customer Experience is a holistic construction which involves different kind of responses like cognitive, social, emotional and physical. When a company could direct its products design, price, service interface it is not possible to control word of mouth, influence of others or social media critics. Customer Experience is a total experience which may involve many channels and includes all the phases of shopping from searching of a product to purchase and after-sale phases (Verhoef, 2009).

Those kinds of understanding carry us to a point that customer experience should be considered from multiple perspectives. Channels and customer touchpoints are crucial for these perspectives. Most of the companies and organizations are

operating with various channels so the customer experience of these companies and organizations should contain all channels where they relate to customers. The customer experience also should contain as well within the channels as across the channels. Companies are confronted with quickened media and channel fragmentation, and omni-channel is becoming more and more important (Verhoef, Kannan and Inman, 2015). Furthermore, social media interactions between customers are creating difficult challenges which are very complex and hard to figure out. Customer experiences are naturally social and customers who passes through same experiences are influencing each other as well. The burst in potential customer touch points and decrease in the control of these touchpoints, companies are trying to integrate multiple business operations, including information technologies, service operations, logistics, human resources, marketing, sales and even third parties to create and deliver better customer experiences.

Historically academic literature in marketing and service management does not divide customer experience as a different construct. Academicians have focussed more on measuring customer satisfaction and service quality. (Berry, Carbone, and Haeckel, 2002; Meyer and Schwager, 2007; Shaw and Ivens, 2005) Nevertheless we can't say that customer experience has never been taken into consideration. Holbrook and

Hirschmann (1982: 40) explain that consumption has experiential aspects. Schmitt (1999:67) has explored how companies create experiential marketing by having customers sense, feel, think, act and relate to a company and its brands.

In Table 1, the researcher tried to provide a brief overview of important studies on each of the determinants of the customer experience discussed in our conceptual model.

Theme	Study
Customer experience	Berry, Carbone, and Haeckel (2002); Gentile, Spiller, and Noci (2007), Holbrook and Hirschmann (1982); Meyer and Schwager (2007); Naylor et al. (2008); Sousa and Voss (2006)
Customer experience driver	
Social environment	Baker et al. (2002); Haytko and Baker (2004); Luo (2005); White and Dahl (2006)
Service interface	Baker et al. (2002); Beatty et al. (1996); Folkes and Patrick (2003); Meuter et al. (2005); Mittal and Lassar (1996); van Dolen, Dabholkar, and de Ruyter (2007); Weijters et al. (2007)
Atmosphere	Baker et al. (2002); Kaltcheva and Weitz (2006); Wakefield and Baker (1998)
Price	Baker et al. (2002); Dorotic, Verhoef, and Bijmolt (2008); Gauri, Sudhir and Talukdar (2008); Noble and Phillips (2004);
Assortment	Baker et al. (2002); Broniarczyk, Hoyer and McAllister (1998); Huffman and Kahn (1998); Janakiraman, Meyer, and Morales (2006)
Channel	Neslin et al. (2006); Patricio, Fisk, and Falcão e Cunha (2008); Sousa and Voss (2006); Verhoef, Neslin, and Vroomen (2007)
Past customer experience	Bolton and Drew (1991); Boulding et al. (1993); Mittal, Kumar, and Tsikos (1999); van Doorn and Verhoef (2008)
Moderators	
Consumer goals	Dabholkar and Bagozzi (2002); Kaltcheva and Weitz (2006); Wakefield and Baker (1998)
Other moderators	Fisher, Gainer, and Bristol (1997); Goff et al. (1997); Luo (2005); Wakefield and Baker (1998); White and Dahl (2006)

Table 1. Important Studies of Customer Experience (Verhoef, 2009)

Constructing from these insights, recent definitions of customer experience contains that “The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical and spiritual) (Gentile, Spiller and Noci, 2007). Second and correlated definition is that “Customer Experience is the internal and subjective response customers have to any direct or indirect contact with a company. Direct generally occurs during the purchase, use, and service and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representatives of a company’s products, service and brands and takes the form of word-of-mouth recommendations or criticisms, advertising, news reports, reviews and so forth (Meyer and Schwager, 2007).

1.1 WHAT ARE THE STAGES OF CUSTOMER EXPERIENCE

1.1.1 Customer Journey

The researcher has already pointed out that customer experience as a customer's journey with a firm over time in different phases. Furthermore, it has been pointed out that customer experience is an active process which is getting complicated and must be evaluated within time. With these information, we could say that customer experience starts to cover pre-purchase (includes search about product), purchase, use and post purchase processes; it is iterative and dynamic and could evolve within time with interventions from both the company and the customer. In each process, customers face different touch-points which are designed by companies. The flow has been explained from start to end at Table 2. That table could be analysed as a guide to empirically examine the customer experiences over time during the customer journey, as well as to empirically model the effects of different touchpoints on the customer experiences.

1.1.2 Purchase Phases in Customer Journey

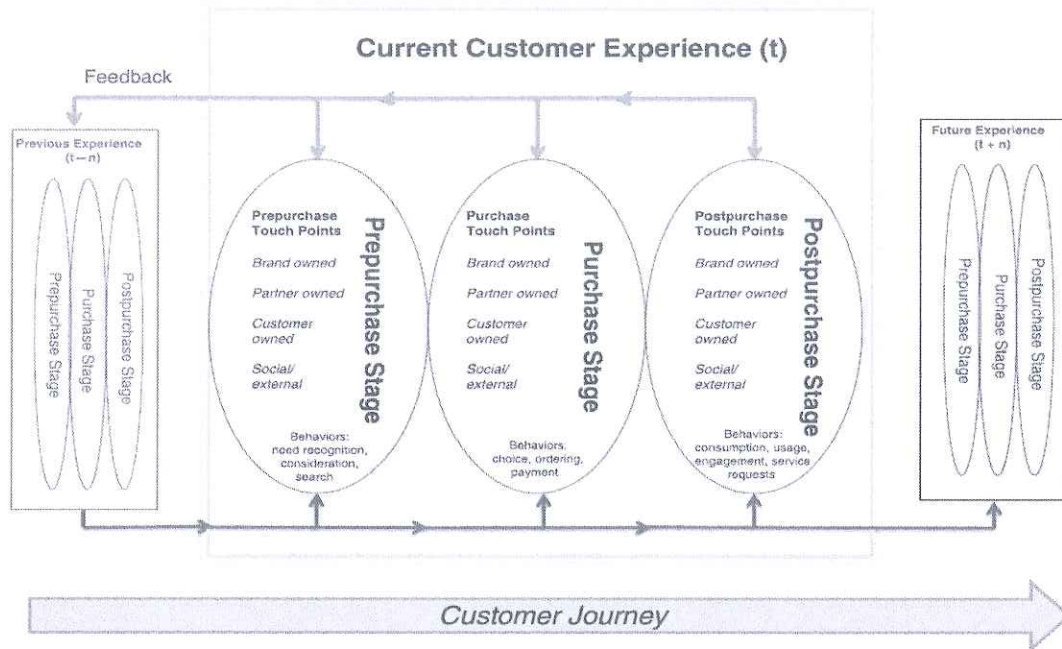


Table 2. Purchase Phases in Customer Experience (Lemon, Verhoef, 2016)

Pre-purchase: Pre-purchase stage involves all aspects of customer interacts with product or company. Brand, category, environment, word of mouth or social interactions could assume in that stage. Traditional marketing literature has explained pre-purchase with a behavioural concept such as recognition, search and consideration. However, contemporary customer experience covers from the beginning of the need/goal/desire recognition to consideration of satisfying that need/goal/desire to a purchase.

Purchase: Purchase stage encompasses all customer interactions with the brand and its environment during the purchase event itself. It is characterized by behaviours such as payment, decision, ordering, and set-up. In consumer product research and retailing, literature has an emphasis on shopping experience (Ofir and

Simonson, 2007). With a lot of interactions from touchpoints and resulting information overload, concepts such as choice excess, purchase confidence, and decision comfort could be relevant to consider. These may lead customers to stop searching and complete the purchase. Also, research investigation is becoming digitalized over the years as well which is changing play-ground for companies.

Post-purchase: That stage embraces customer interactions with the brand or product and its environment after the purchase. It includes behaviours such as consumption, usage, loyalty and engagement activities and service requests. The product itself becomes an important touch-point in that stage as well. That stage encompasses consumption experience, service recovery, repurchase or seek variety with non-purchase behaviours such as word of mouth, social media interactions and other consumer engagement activities.

1.1.3 Types of Touchpoints in the Customer Journey

Within a customer journey, different customer touch points can be identified. I will try to group these touch points in four different categories: Brand-owned, partner owned, customer owned, and external/social. In a journey, a customer could interact with all touch points or could interact with just one. Depending on the product or service or the customer's own journey, the importance of each touch point may differ in each stage. Models and customer researches could identify which touch point is more important than the others at each stage for each customer. Every customer has its own unique journey and latter experience in a journey could differentiate the expectation from the journey they are in. Once the companies have

identified the more important touch points for each journey then they need to focus on how to influence these touch points in favour of customers.

Brand-owned touch points: These touch points are customer interacted touch points which are designed and managed by company and under the control of the company. It includes all brand controlled elements like advertising, websites, loyalty programmes, packaging, price, service and attributes of the product. Effects of these touch points generally are used to explain consumer decisions, preferences and attributes which are related to CRM, marketing and sales activities. In service marketing call centres and field teams could play an essential role which must be designed for better experience. Customers especially reach these touch-points when they have a problem with the service or product they use and because of that reason customer's expectations could be higher than other touch points.

Partner-owned touch points: These touch points are customer interactions during the experience that are designed, managed and controlled together by the firm and one or more of its partners. These partners could be loyalty program partners, marketing agencies, social media accounts and multichannel distribution partners. Experience effect of these touch points are less clear but still efficient. In travel marketing, an airline's loyalty partners could be very important to create loyal customers to the company. In retailing companies which are using e-commerce cargo companies are playing crucial role to distribute products in time and in order fashion . Performance measurement of these touch-points also is harder than the brand owned touchpoints if there are no strict rules between parties.

Customer-owned touch points: These touch points are customer actions that are effective on customer experience but that the firm or others do not influence or

control. An example could be the payment method or customer's needs or desires in the pre-purchase phase. Customer-owned touch points are most important and common in post purchase stage, when individual consumption and usage happen.

Social/external touch points: During the journey, customers are surrounded by external touch points that are able to influence experiences. Other customer's opinions, environments or independent information sources (forums, blogs etc.) are examples for these external factors. Other users of the same product could influence others both with positive or negative ways in all three stages of experience. They could influence others especially during the purchase process or for products and services for which consumption happens immediately after the purchase. These influences or opinions have a huge potential to effect customer decisions which have direct impact on sales numbers. Third party information sources such as review sites, blogs and social media accounts have influence on customers. In all stages of experience customers have a direct access to these sources to search the knowledge they are looking for. These sources could be independent or aligned with the brand or firm.

1.1.4 Customer Experience Measurement

Customer experience measurement plays an important role in making insights actionable for the companies. At a high-level, firms attempt to measure customer's overall experience with the firm through a solid and unique metric. Ideally best option for a company is to measure all channels and journeys separately from each other. Currently academic literature is fragmented and not settled. For example,

Brakus (2009) emerges a brand experience scale that measures four aspects of the customer brand experience (sensory, affective, intellectual, and behavioural) identifying relationship between brand experience, brand personality, satisfaction and loyalty. Klaus and Maklan (2012, 2013) propose an alternative approach to measuring customer experience quality; they specify four aspects of customer experience: peace of mind, moments of truth, outcome focus, and product experience.

These overall customer experience measures are not accepted by companies as a single measurement type. This could happen because they are contemporary or maybe more importantly the difficulty in developing a single set of measures that adequately captures customer experiences between industries and channels. Because of that reason it is more appropriate to consider five existing approaches that is accepted across many industries, such as five dimension of service quality: reliability, assurance, tangibles, empathy and responsiveness (Parasuraman, Zeithaml, and Berry, 1988), as a starting point to guide efforts toward an overall customer experience measurement approach.

The most developed part of customer experience measurement contains customer perceptions of parts of the journey or of the overall customer experience. Customer feedback metrics (web surveys, complaint forms etc.) have been strongly used as an easy measurement of the customer experience. These metrics typically are not able to measure full customer experience, rather they are designed to measure transactional relationship between customer and company. Companies tend to measure specific aspects of customer experience, such as customer perceptions at a point in time, for a single transaction, or as an overarching perception. Also, these

metrics are easy to be understood by top management because these are single-item measurements which are not complex and do not need further research.

Despite strong evidence of customer satisfaction as an important metric within marketing literature, consultants have proposed NPS (Net Promoter Score) and leading companies across several industries have adopted it, especially because of its intuitive nature. NPS generally contains a simple question; would you like to recommend a product or service to someone else? (Reichheld, 2003). That metric apart from feedback surveys, are easy to analyse and gives companies a different opportunity. Companies are now able to both concentrate on satisfied customers who are happy about experience quality and customers who is not satisfied to solve and manage journey problems which leads to dissatisfaction. Also, concentration on satisfied customers can lead to growth and profit generation because these customers tend to recommend company to their friends as well. Customer surveys are long and complicated, yielding low response rates and gives no specific reasons to act for managers. Because of that reason, top management or board members are not taken into consideration these results because they are not related to growth and profit. Customers who have most enthusiastic responses are more loyal and tend to buy again that product or service. The percentage of customers who were impressed by experience quality to refer a friend or colleague correlated directly with differences in growth rates among competitors. It is important that loyalty is not the only factor for growth, economic or technological expansion, innovation or a great advertisement campaign could bring growth. But it is also important that while it is not guarantee that loyalty brings growth or profit, it is impossible to achieve numbers without it.

As a definition loyalty, is a customer's unconditional commitment to the company and his or her strong relationship with the brand, which is not likely to be affected under normal circumstances (Maheswari, Lodorfos, and Jacobsen, 2014). Consequently, customer loyalty is about much more than repeat purchases. Someone, who buys again and again from the same company may not necessarily be loyal to the company. Customer can be cornered by laziness, indifference or exit barriers created by the company or circumstances. Conversely, a loyal customer may not make frequent repeat purchases because of a reduced need for a product or a service. But it is distinct that loyalty effects profitability. While regular customers are not always profitable, their choice to stick with a product or service reduces a company's acquisition costs. Loyalty also pushes top-line growth. Apparently, it is not possible for a company to grow if it leaks its customer base and loyalty helps eliminate this outflow. Customers who are properly loyal tend to buy more over time, as their incomes grow or they tend to pay more if they feel good about it. While they tend to generate profit, they can talk about a company to their friends, family or colleagues. In fact, that kind of recommendation is one of the best signals of loyalty because customers without any pressure declare their own will. When customers act as references, they do more than indicate that they have received good value from a service or product; they put their own reputation and feel responsible for their declaration. So, the tendency of loyal customers to bring new customers is beneficial as company grows because they do not need to spend budgets to acquire, especially if it operates in a mature industry. Just with a huge marketing or advertisement budgets it is not possible to grow constantly.

To measure loyal customers and follow their businesses, companies generally tend to follow retention rates. Retention rates could be related to profit but it is not possible to link with growth. It focuses on following customer erosion not to acquire new ones. Also, it is possible that because of other barriers, retention rates are not able to explain customer loyalty where customers are held by high switching costs and other barriers. It is also possible that customers can naturally outgrow a product because of their aging, increased income or other economic factors.

Beyond these issues, it is important that NPS gives a score that managers can develop their processes and touch points. NPS uses a basic scale where if someone gives 9 or 10 to a question “How likely is that you would recommend company/product X to a friend or colleague” becomes a “Promoter” who has truly loyal and have high rates or repurchase when 7 or 8 repliers are “Neutrals” who still can be loyal to the company but hesitates to recommend and 0 to 6 repliers are “Detractors” who are not loyal and do not think to commend (Reichheld, 2003). NPS is calculated from these scores in a simple way: %Promoters – %Detractors. That calculation results in a score between -100 and +100 which is easy to follow and compare companies among each other.

With this segmentation, it is possible to group the customers according to their loyalty, and therefore behaviour (Satmetrix, 2014). In other words, this segmentation states a difference between behaviours since we can point the customers according to “what they say” and “what they do” (Satmetrix, 2014).

Detractors are unhappy customers, neutrals are satisfied though not enthusiastic and can easily change the company, promoters are loyal customers who enthusiastically rebuy from the company and recommend their friends to do this too

(Reichheld, 2006). According to (Satmetrix, 2014) a promoter tends to spend more at the company while detractors spend less. Thus, there is a difference across the segments when it comes to purchase value. In addition, there are differences in the referral value due to the effect of “word of mouth”, defined by Satmetrix (2014): Promoters tend to recommend the service creating added value to the purchase value.

On the other hand, NPS could be insufficient at industries like database systems or computer systems which do not have customer lists to ask their experience. Also, NPS is irrelevant to determine growth in industries dominated by monopolies, where consumers have little choice. For example, in the local telephone and cable TV businesses, population growth and economic expansion in the region determine growth rates, not how good customers are treated by their suppliers.

NPS results show that, companies which are aggressively focused on new customer acquisition could have an increase in their new customer numbers but will always have a substantial number of churn if they do not convert these new customers into intensely loyal promoters. If companies don't keep up their experience level with their effort on marketing and sales activities, they can face big scale of detractors.

WHAT IS CUSTOMER LOYALTY

At present, it has been found that there is still no agreed universal definition of customer loyalty (Uncles, Dowling, & Hammond, 2003). Nevertheless, per McMullan and Gilmore (2008) the definition of loyalty most widely accepted is that of Jacoby and Kyner (1973), who illustrate loyalty as “the biased, behavioural

response (i.e. purchase), expressed over time, by some decision-making unit, with respect to one or more alternative brands out of a set of such brands, and is a function of psychological processes” (Jacoby & Kyner, 1973; p.1085).

Jacoby and Kyner’s (1973) definition, amongst others, has been heavily criticized by Oliver, (1999) who argue that all descriptions have been unsuccessful in providing a unitary one that includes the dependable three phases of cognition, affect and behavioural intention (McMullan & Gilmore, 2008). These are derived from Oliver's (1997) previous study whereby he states that the notion of customer loyalty is an evolutionary process which consists of four-phases known as: cognitive (rational), affective (emotional), conative (a commitment to a goal by a customer) and action (the customer’s decision to act) (Fraering & Minor, 2013). Therefore, Oliver (1999) defines customer loyalty as “a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future, causing repetitively the same brand or same brand-set purchasing, despite situational influences and marketing efforts”.

Essentially, loyalty can be investigated as either behaviourally or psychologically (Gurski, 2014). Although, throughout a variety of literature there is still an on going debate about customer loyalty being either two or three dimensional (Jones & Taylor, 2007; Wieselquist, Rusbult, Foster, & Agnew, 1999). The one found to concur with Oliver (1999), is that of Jones and Taylor (2007) who underline loyalty as tri-dimensional consisting of behavioural, attitudinal and cognitive.

Nevertheless, although all three are important forms of loyalty; behavioural and attitudinal loyalty have been highlighted to be more critical in the long run for a business (Mascarenhas et al., 2006), especially in regard to financial performance

(Smith & Wright, 2004). Therefore, as the consumer dictates the profits of a business, the consumer's loyalty is very important for a company's growth (Chow & Holden, 1997).

Nonetheless, for there to be loyalty, it is to be understood that there are determinants which create customer loyalty (Tarus & Rabach, 2013).

2.1 DETERMINANTS OF CUSTOMER LOYALTY

Although researchers have stated that there is a declining trend in customer loyalty (Fraering & Minor, 2013), many companies still recognize the importance of retaining customers in today's competitive market (McMullan & Gilmore, 2008). This is in accordance with Keaveney (1995) who highlights that customer loyalty is beneficial for both the customer and the company as it is a source of sustained competitive edge. Moreover, Yang and Peterson (2004) further highlight the significance; from that of a firm's point of view, whereby a loyal customer willing to carry out repeat purchases with those who deliver value beyond their expectations. Whilst, from a customer perspective, becoming loyal to an organization means that it will incur less time and costs in searching new companies as well as in switching them (Yang & Peterson, 2004). Therefore, one of the main reasons why firms seek loyalty is to build stronger and more durable relationships with consumers (Duffy, 1998). This is pointed out by Straw (2012) who explains that the ability to form a positive relationship with a customer is the key to short term customer satisfaction and in the long run to customer loyalty. Furthermore, customer loyalty provides organizations with a variety of benefits such as repeat or behavioural loyal customers

that act as information channels and linkages to networks (Shoemaker & Lewis, 1999). Nonetheless, for there to be loyalty, researchers have been disputing that there are constructs which are determinants of customer loyalty. In addition, it has been emphasized that constructs affect the customers buying decisions in different ways depending on the industry and circumstances, therefore, the determinants of loyalty in one industry cannot be assumed to be the same in another. (Tarus & Rabach, 2013).

Regardless of this, researchers have identified recurring constructs, the most common ones being: quality, value and satisfaction (Calisir, Basak, & Calisir, 2016; Fraering & Minor, 2013; Tarus & Rabach, 2013; Yang & Peterson, 2004). Principally, all constructs are either related to one another or there is a relationship amongst them. Quality, satisfaction and loyalty have been some of the most dominant relationships found in research. (Bei & Chiao, 2006)

Customer satisfaction and loyalty have been associated to go hand in hand by many researchers; for instance, Hansemark and Albinsson (2004) explain that consumers who are satisfied with a company tend to be less price sensitive, purchase more products, are not influenced by competitors and remain loyal for a longer period. Similarly, Bearden and Teel (1983) highlight that satisfaction is an important determinant of loyalty, as well as of repeat sales and positive word of mouth. Both statements are in accordance with several authors who dispute that satisfaction is multidimensional and integrates cognitive aspects related to beliefs and expectations of a product/service as well as affective components such as emotions (White & Yu, 2005). In other words, it is an “overall customer attitude towards a service provider” (Levesque & McDougall, 1996; p 14). Moreover, it is believed that satisfaction is a

function between customer expectations and experience that depends on value (Dahlsten, 2003). Oliver (1980) best describes satisfaction as an emotive response following an expectancy disconfirmation experience involving an emotional process. Thus, a consumer's attitude towards a product or service, for example, will affect their intention to perform various actions with regards to the product or service; meaning that customer loyalty can be affected by customer satisfaction (Bei & Chiao, 2006).

Nonetheless, practitioners and researchers alike have suggested that purely satisfying customers doesn't always guarantee customer loyalty (Reichheld, 1996). This is due to the nature of satisfaction being subjective, whereby a product or service can satisfy one customer and dissatisfy another (Arnould & Thompson, 2005). Therefore, it has been suggested by Pine and Gilmore (1999) that for there to be customer satisfaction and for it to be a determinant of customer loyalty, companies need to provide them with experiences.

On the other hand, both quality and value have been recognized to be essential predictors of satisfaction (Cronin, Brady, & Hult, 2000). The notion is based upon Bagozzi's (1992) concept whereby it is suggested that a consumer's primary service evaluation will lead to an emotional reaction which will generate a behavioural outcome (Gotlieb, Grewal, & Brown, 1994). This concept is in accordance with Cronin et al.'s (2000) study whereby it was found that quality and value do indeed lead to satisfaction. This is further supported by researchers, such as Athanassopoulos (2000), who describes satisfaction being hugely associated with value, which in turn is based on the combination of quality attributes such as price.

Nonetheless, regarding quality, it is to be understood that there is service and product quality, service quality seemingly being the primary determinant of satisfaction. Yet, it has been recently recognized that product quality is just as important as it affects a customer's buying decision (Bei & Chiao, 2006). Service quality is described as the comparison a consumer makes between the expectations they have regarding the service and the perception they acquire from the actual service performance. Whilst, product quality is focused instead on the tangible good a service provides the expectations and perception which consumer will take into consideration (Parasuraman, Zeithaml, & Berry, 1994).

Consequently, a study carried out by Bei and Chiao (2006) showed that service quality had a direct and positive effect on customer loyalty and an indirect and positive effect on customer loyalty through customer satisfaction. Furthermore, it was found that product quality is also related both directly and indirectly to customer loyalty, yet it does not have to be related through satisfaction. Lastly, it is determined that customer satisfaction is built from quality but quality doesn't always ensure loyal behaviour (Bei & Chiao, 2006). Still, it has been implied that value is stronger in regard to behavioural intention such as loyalty than satisfaction and quality (Cronin et al., 2000).

Although quality, value and satisfaction have been accepted as the general constructs of loyalty, it has been argued that Customer Experience (CX) is an important key to developing customer loyalty (Klaus, 2013; Philipp Klaus et al., 2013). This is further reflected by Smith and Wheeler (2002) who state that organisations need to provide customers with a "branded customer experience" (p.15) because it is a powerful driver of customer loyalty. Berry and Carbone (2007)

deliberate further that it is the consumers' overall experiences with a company and the goods and services offered that conjures the awareness of value which determines brand preference. Consequently, when a consumer likes a brand or company and they can have a say in the delivery of the experience, they then become advocates for the brand or company (Duffy, 1998).

Therefore, as suggested by Donnelly, Lynch, and Holden (2008), an alternative approach to creating customer loyalty is that of recognising customer experience as a key fundament in establishing loyalty.

PAY TV INDUSTRY IN TURKEY

Pay Television (Pay TV) are subscription-based television services, usually provided by both analog and digital cable and satellite TV, but also increasingly via digital terrestrial and internet television.

In 2017 there are 3 companies in Pay TV industry in Turkey:

1. Digiturk
2. D-Smart
3. Tivibu

According to Information and Communication Technologies Authority, in 2017 Digiturk is the biggest Pay TV Company in Turkey with 2.635.286 unique subscribers, D-Smart is the second with 939.081 unique subscribers, Tivibu is the third with 252.752 unique subscribers.

In next section, Digiturk's background, technology, package distribution and additional services which are one of key factors for customer experience have been explained.

3.1 DIGITURK

3.1.1 General Information

Digiturk has been established in 1999 and now is the biggest Pay TV company in Turkey with 2.635.286 unique subscribers. In 2016, Qatari beIN Media Group acquired the company over US1B\$. Since 2001, Digiturk has the rights to broadcast Turkish Super League which could be the most important content for pay TV subscribers. Also, in November 2016, Digiturk has extended its right to broadcast until 2022 for yearly US500M\$.

Digiturk broadcasts on both Eutelsat and Turksat satellite when other satellite Pay TV companies like D-Smart and Tivibu only use Turksat satellite. With that diversity, Eutelsat satellite subscribers have to install Eutelsat dishes. Also Eutelsat users have more channel than Turksat users and have privilege to reach more Digiturk specific channels (beIN Series Channels, beIN H&E, beIN Movies Premier, Stars 2).

Digiturk has its own private channel categories especially in sports, movies, series, lifestyle and documentary. In sports Digiturk subscribers can reach beIN Sports 1,2,3,4 which broadcasts Turkish Super League, Turkish Basketball Super League, Euroleague, Premier League, Serie A, Ligue 1 and La Liga. In movies

subscribers is able to watch beIN Movies Premier, Stars, Family, Festival, Action, Comedy and Turk. In series, subscribers are able to watch beIN Series Sci-Fi, Comedy, Vice, Drama. In lifestyle and documentary, Digiturk has its own channels from production to broadcast; beIN Gurme and beIN Iz. While beIN Gurme focusses on food and cooking broadcast beIN Iz is the first documentary specific channel in Turkish.

3.1.2 Broadcasting Technology

Digiturk is the first PayTV subscriber to broadcast HD, 3D and 4K quality in Turkey. These technologies are value-added services which are very important for video quality of broadcast. Also, Digiturk is the first company that uses PVR (Personal Video Recorder) set top boxes which allow customers to stop, play and record broadcast. Also beIN Connect is the technology that allows subscribers to watch their content anytime and anywhere which gives subscriber a great variety and content option. PIQ (Personal Video Recorder + beIN Connect) set top boxes get together these two technology which you can record whatever you want and can connect to beIN Connect to watch content anytime and anywhere.

3.1.3 Packages

Digiturk subscribers have to select a base package according to their interest. These packages include different themes and gives access to Digiturk's private channels. In June 2017 Digiturk changes base packages and now offers 4 different

base package to its new and existing customers. Also Digiturk offers 2 extra packages which customers can add to their base package if wanted. In that section , Digiturk's base and extra packages have been explained.

3.1.3.1 Ailenin Yıldızı Package

Ailenin Yıldızı is the basic base package for Digiturk customers. It offers national channels, documentary and kids channels, sports channels which includes Premier League, Formula 1 and NBA and access to beIN Movies Stars and beIN Series Comedy channels. New Digiturk customers could subscribe to that package for 25 TL per month. If they accept 12 months' commitment they have special offer and will pay 50% off in first 3 months.

In Ailenin Yıldızı package Digiturk aims to give some channels from every theme to the customers which could open the way to upgrade higher packages. Service quality and content competence are the key factors for that upgrade. If customers are convinced that Digiturk offers good quality both in content and service level subscribers in that package could accept to move to higher packages. Below, the features of that package at digiturk.com.tr official web site have been shown .

Ailenin Yıldızı Paketini Neden Almalıyım?



Belgesel ve Çocuk Kanalları

Dünyaca ünlü ve kaliteli belgesel kanalları ve her yaşta çocuğa hitap eden çocuk kanalları !



Doya Doya Spor

İngiltere Premier Ligi, NBA, Formula 1'in yer aldığı S Sports, TFF 1. Lig karşılaşmaları ve daha bir çok spor içeriğinin yerli ve yabancı spor kanalları



Ödüllü beIN Kanalları

Dünya mutfağının farklı tatlarına uzanan geniş bir içerikte beIN Gurme, Türkiye'nin ilk yerli belgesel kanalı beIN IZ ve yemek ve eğlence temalı beIN Home&Entertainment



Eğlencenin adresi!

Böl yıldızlı yapımların olduğu beIN Movies Stars ve unutulmaz sitcom'lar ile kahkahanın vazgeçilmez adresi beIN Series Comedy

Table 4. Ailenin Yıldızı Package

3.1.3.2 Filmin Yıldızı Package

Filmin Yıldızı is the second base package for Digiturk customers. It offers all Ailenin Yıldızı Package channels with extra 7 movie channels. In beIN Movies Premier, you can watch first TV runs of new box office films, in beIN Movies Festival, it is possible to watch national and international festival movies, in beIN Movies Stars, you can watch classic box office movies, in beIN Movies Family, you can watch movies with your family especially with your kids, in beIN Movies Action, you can watch action or war movies from best actors and actresses, in beIN Movies Comedy you can watch comedy movies.

Digiturk offers same conditions with Ailenin Yıldızı offer. You can use that package monthly 45 TL with 50% off for first 3 months with 12 months commitment.

Maybe the most important aspect of that package is dubbing and subtitle options for every channel. These aspects creates the differentiation between Digiturk and national channel movies.

Also Digiturk gives its subscribers a chance to watch every movie whenever and wherever they want. With that option subscribers does not have to follow schedules and they can stop movies or shows and they can start again where they left. Below you can see the features of that package at digiturk.com.tr official web site.

Filmin Yıldızı Paketi'ni Neden Almalıyım?





			
Herkese göre içerik	TV'de ilk kez yayınlanan 40 yeni film	4 ekranda film izleme özgürlüğü	Nasıl İzlemek istediğinizi seçin
Digitürk'teki tüm belgesel, müzik, yaşam ve çocuk kanallarına ek olarak beIN Gurme, beIN H&E ve beIN IZ gibi ödüllü TV kanalları, beIN Series Comedy ve en çok izlenen ulusal ve yerli kanallar, TFF 1. Lig maçları, İngiltere Premier Lig'inden NBA'e, Formula 1'den tenise dünyanın sporu!	Ünlü yönetmenlerin, ödüllü oyuncuların imzasını taşıya, aksiyondan komediye her duyguya hitap eden filmler	beIN CONNECT'te 1000'den fazla film, hiçbir ek ücret ödemediğiniz Filmin Yıldızı paketindedir!	Türkçe dublaj/orijinal dilde ses, Türkçe/İngilizce alt yazı ve betimleme seçenekleri

Table 5. Filmin Yıldızı Package

3.1.3.3 Sporun Yıldızı Package

Sporun Yıldızı package is the third base package that Digitürk subscribers could select. It offers all Ailenin Yıldızı Package also extra 4 beIN Sports channels. These channels offer Turkish Super League, England Premier League, La Liga, Ligue 1, Serie A, Euroleague, Turkish Basketball League, NBA and Formula 1. That package concentrates on sports matches which are very important for Turkish television viewers. As has been mentioned above these sports rights of broadcasting are the most expensive among any other broadcasting rights. England Premier League broadcasting rights have sold US7.2B\$ in 2017.

Digitürk offers same conditions for that package with Ailenin Yıldızı and Filmin Yıldızı offers. You can use that package monthly 99 TL with 50% off for first 3 months with 12 months commitment. Below you can see the features of that package at digiturk.com.tr official web site.

Sporun Yıldızı Paketi'ni Neden Almalıyım ?



HD Kalitesinde Birbirinden Heyecanlı Spor Karşılaşmaları

Spor Toto Süper Lig'in tüm maçları, İngiltere Premier Ligi, La Liga, Ligue 1, Serie A, Euroleague, Spor Toto Basketbol Süper Ligi, NBA, ATP Masters 1000, WTA, Formula 1 ve çok daha fazlası



En Keyifli Spor Programları

Maraton, Depar, Quiz, Alo beIN, Cafe Spor, Interaktif gibi tüm spor tutkunlarını ekrana bağlayacak programlar ile maç analizleri, yorumlar ve eğlence. Üstelik beIN Connect ile yayın akışına bağlı kalmadan Dilediğiniz Zaman sizinle!



Dilediğin Yerde Spor Keyfi

beIN Connect ile hiç bir ek ücret ödmeden Spor Toto Süper Lig dahil tüm canlı maçlar ve spor programlarını web, cep ve tabletle Dilediğin Yerde izleyebilme imkanı



Ailenin Yıldızı İçerikleri

Digitürk'teki tüm belgesel, müzik, yaşam ve çocuk kanallarına ek olarak beIN Gurme, beIN H&E ve beIN 12 gibi ödüllü TV kanalları, beIN Movies STARS, beIN Series Comedy ve en çok izlenen ulusal ve yerli kanallar

Table 6. Sporun Yıldızı Package

3.1.3.4 Yıldız Dolu Package

Yıldız Dolu Package combines all base packages Digitürk offers. Subscribers could watch all sports, movies and series Digitürk broadcasts.

Digitürk offers same conditions for that package with Ailenin Yıldızı and Filmin Yıldızı offers. You can use that package monthly 129 TL with 50% off for first 3 months with 12 months commitment. Below you can see the features of that package at digiturk.com.tr official web site.

Yıldız Dolu Paket'i Neden Almalıyım ?

			
HD Kalitesinde Birbirinden Heyecanlı Spor Karşılaşmaları	TV'de ilk kez yayınlanan 40 yeni film, ayda 80 dizi 800 bölüm	Dilediğin Zaman ve Dilediğin Yerde Digturk Keyfi	Ailenin Yıldız İçerikleri
Spor Toto Süper Lig'in tüm maçları, İngiltere Premier Ligi, La Liga, Ligue 1, Serie A, Euroleague, Spor Toto Basketbol Süper Ligi, NBA, ATP Masters 1000, WTA, Formula 1 ve çok daha fazlası	Ünli yönetmenlerin, ödüllü oyuncuların imzasını taşıyan filmler; en çok takip edilen yabancı diziler	beIN Connect ile hiç bir ek ücret ödmeden tüm canlı maçlar, spor programları, film,dizi ve belgeselleri web,cep ve tablettten Dilediğin Yerde izleyebilme imkanı	Digturk'teki tüm belgesel, müzik, yaşam ve çocuk kanallarına ek olarak beIN Gurme, beIN H&E ve beIN IZ gibi ödüllü TV kanalları, beIN Movies STARS, beIN Series Comedy ve en çok izlenen ulusal ve yerli kanallar

Table 7. Yıldız Dolu Package

3.1.4 Additional Services

Beside base packages Digturk also offers additional services which subscribers could add their packages. These services are generally providing extra quality for broadcast or content with different view options or extra content which are more unique and does not draw interest from too many people.

3.1.4.1 Series Package

Digturk offers its series channels as an additional service to its packages. Subscribers could add that package for monthly 10TL without any commitment. Series package has 4 channels; beIN Series Sci-Fi, Comedy, Vice, Drama. Digturk's decision not to push for commitment could be understand as marketing strategy because these series are generally foreign and subscribers could want to watch a only

serie which could continue just for 3 months. Below you can see the features of that package at digiturk.com.tr official web site.

Dizi Paketi'ni Neden Almalıyım?

			
Ayda ortalama 80 dizi, 800 bölüm	Dünyanın takip ettiği diziler	4 ekranda dizi izleme özgürlüğü	Nasıl izlemek istediğinizi seçin
Tamamı HD kalitesinde dizi kanalları.	Amerika ile yakın takip edilen, heyecanta beklenen ilk 10 dizinin 7'si!	be!N CONNECT'te 100'den fazla dizi, 800 bölüm hiçbir ek ücret ödmeden Dizi paketinde!	Türkçe dubla/rijinal diide ses, Türkçe/İngilizce alt yazı ve betimleme seçenekleri

Table 8. Series Package

3.1.4.2 Box Office Package

Digiturk offers a separate movie package for movies which are broadcasting just after theatres. These movies are broadcasting in sessions like in theatres. Digiturk targets customers who want to watch movies just after theatre with that package. Subscribers could add that package for monthly 12TL without any commitment. Below you can see the features of that package at digiturk.com.tr official web site.

Avantaj Paketini Neden Almalıyım?



Gişe rekortmeni filmler Box Office'de!

Hollywood'un gişe rekortmeni filmleri sinema gösterimlerinden hemen sonra, Box Office kanallarında!



Evde sinema keyfi!

Vizyon filmleri sinemalardan hemen sonra Box Office kanallarında! Her ay yenilenen filmlerle sinema keyfini evine taşıyor

Table 9. Advantage Package

3.1.4.3 BeIN Connect

BeIN Connect is a service which allows Digiturk customers to watch their content anytime and anywhere. Service works over an internet connection and can be used after set top box (STB) is connected to the internet with a cable. Subscribers can watch programmes without any price if they have on their subscription. Along with movies and series which is broadcasted on beIN Movies or Series channels subscribers are also able to watch all episodes of national series within that service. Service is a huge advantage for subscribers who cannot follow their favourite program because of time constraint. Service can be reached from suitable STB, beinconnect.com.tr web site and smartphone applications from Google Play and I Tunes. Below you can see the main page of beIN Connect internet site.



Table 10. beIN Connect

CUSTOMER EXPERIENCE IN DIGITURK

4.1 PURCHASE PHASES DIGITURK

In Digiturk, new subscribers could purchase Digiturk in 4 channels: Vendors, Call Center, Internet, Chain Stores. When vendors and chain stores shares the same path, call center and internet applications follow a different path. In call center and vendor or chain stores customers could contact with sales representatives directly and decide base packages, extra services and completes application phase but at the internet applications via digiturk.com.tr, a contact form is filled and after that a call center representative calls back to complete application. In the table below, all paths have been explained.

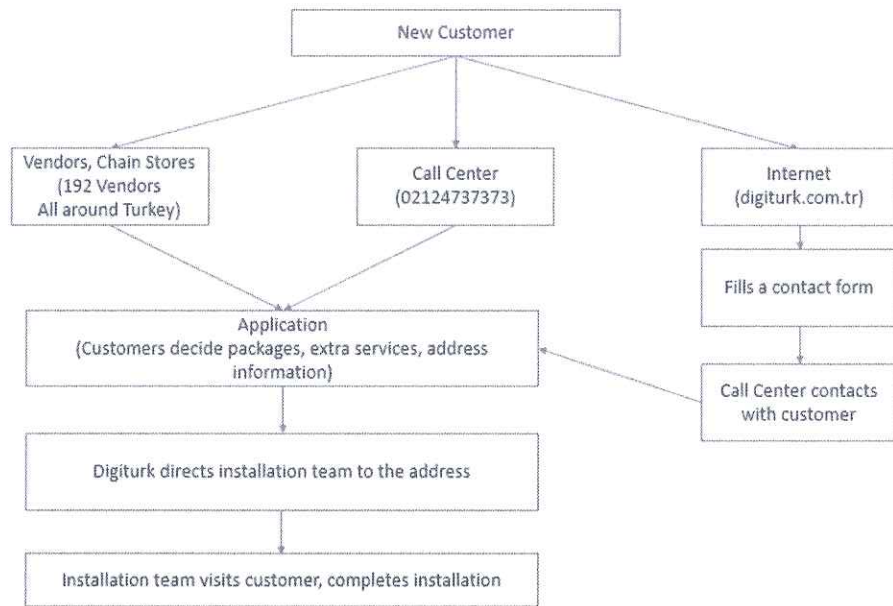


Table 11. Purchase Phases in Digiturk

Customer experience in purchase phase affects very different types of touchpoints. In application stage, it is important that campaign conditions are explained very clearly, and in installation stage it is important that installation team visits the customer on time and work professionally all around. Also, subscribers should be informed about the product (STB features, Digiturk features, loyalty programs etc.) to be able to trust the company from the start which is important to create a loyal customer.

4.2 CUSTOMER EXPERIENCE IN DIGITURK

In Pay TV customer touchpoints are very diverse and complicated. That is related to both company policies and products' feature. If the company decides to scatter its packages and creates a multiple price options for different subscriber

groups every subscriber could go through different touch points which must be followed and mapped differently. Also, each subscriber has different expectation from a Pay TV product. Content, technology or service level could be important for each customer and it is not easy to determine which one is the most important.

If we look at Digiturk it is easy to say that Digiturk subscribers are passing through a lot of touchpoints. From packages to online services, from technical service to call center representatives, Digiturk touchpoints are very diverse and they must be treated and measured separately from each other.

I will briefly explain Digiturk touchpoints from a subscriber perspective and will try to elaborate to give insights about these touchpoints especially Technical Service and Call Center which are the most important channels for Digiturk.

- Technical Service
- Call Center
- Packages
 - Basic
 - Cinema
 - Basic Sport
 - Premium Sport
- Broadcast
 - HD
 - PVR
 - 4K
- BeIN Connect
- Satellite

- Eutelsat
 - Turksat
- Tenure
 - 0-3 Months
 - 4-12 Months
 - 13-24 Months
 - 25-36 Months
 - 36+ Months

4.3 CUSTOMER CHANNELS IN DIGITURK

Call Center and Technical Service are the most important channels for Digiturk subscribers. SMS, IVR and Online Services are also channels subscribers can use but Call Center and Technical Service are the channels that company employers could contact directly with the customers. Also, these channels are generally used because of a complaint or information which could become a problem must be solved by the company to keep subscribers happy and satisfied. I will elaborate these channels briefly to understand how Digiturk is aiming to use these channels efficiently to provide customer experience.

4.3.1 Technical Service

Digiturk technical service channel is used generally for technical problem and installation. Every Digiturk subscriber has his/ her own technical service which is

determined by their location. According to Digiturk web site there are 210 technical services all around Turkey.

Technical Service channel is important because they contact with customers directly which could be influential on brand equity and professionalism of the company. Also, appointment system, service fee, technician uniform are important on that channel which could end with a complaint from subscribers. But maybe the most important touchpoint of that channel is the duration between technical problem and solution. Technical problems generally end the service which subscribers are paying for and patience and toleration of subscribers on that occasion are very low. So technical services must be very quick and must contact and visit subscribers as quick as possible. Even if technical services are quick to visit they must be able to fix the problem which will not repeat because if problem occurs again subscriber toleration and patience will be lower each time. That repetition is harmful for company as well as subscriber because company must compensate the fee of that service and must manage complaint journey of subscribers in a clear and harmless way. In the table below technical service channel workflow is presented.

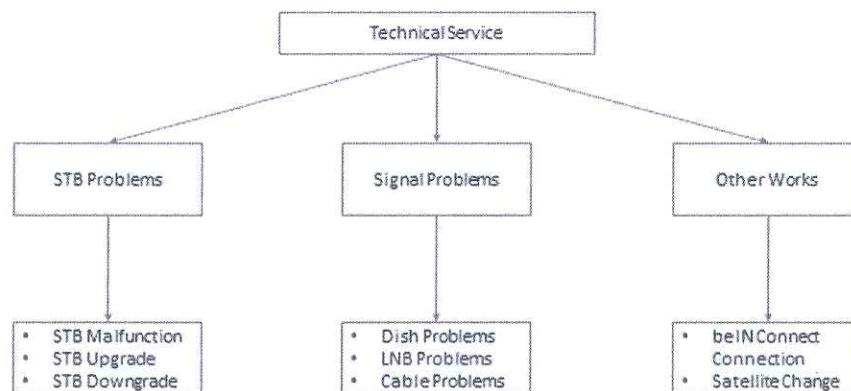


Table 12. Technical Service Workflow

4.3.2 Call Center

Call Center is one of the most important channels for subscribers. Subscribers for most of the reasons could contact with call center from package upgrade to complaint. Digiturk call center provide service from +90 0212 473 73 73 number to all subscribers. For a good call center channel there are a lot of touchpoints to take into consideration. IVR, connection time to representative, representative efficiency and behaviour are important touchpoints which affect all experience in a call center channel. In the table below, Digiturk Call Center IVR workflow has been shown.



Table 13. Call Center Workflow

As we can see from above, Digiturk has divided its IVR into groups which is used mostly by subscribers. That kind of classification makes subscriber's life easier because they can follow their path to find answers for their needs. Also, that classification is good for Digiturk because they can educate their representatives for a single operation which can shorten conversation times which is beneficial for cost and customer satisfaction.

For a good customer experience and service level call center must be prioritized among other channels. From big complaints like STB malfunction to small information's like beIN Connect password subscribers want to reach representatives very quickly and effectively. That situation loads a call center a

difficult task; representatives must be able to answer all questions from subscribers and company must meet all service level expectations of subscribers.

RESEARCH METHODOLOGY

The main aim at this thesis is to understand which touchpoint or experience must be concentrated to create more loyal subscribers for a company. To understand customer experience at Digiturk I will use NPS method for each touchpoint. I used a web survey based on a questionnaire and asked questions about their experience if they have faced with these touchpoints. To categorize and understand subscribers better I also ask their tenure, STB technology, STB model, satellite, and package. For call center and technical service I deepened my questions and for technical service I asked about technician quality, appointment and problem solving time and for call center I asked about problem solving time, first time resolution, clear and understandable information about the issue, representative approach to subscriber, time to connect a representative and IVR experience,

For NPS questions I used “How likely is it you would recommend Digiturk company to a friend or colleague?” and proceed with “How likely is it you would recommend Digiturk’s call center/technical service to a friend or colleague?” For channel questions, I first asked NPS question but to understand the methodology better I used satisfaction questions and asked, “Would you please answer whether you are satisfied with the contents of Digiturk Technical Service regarding the service you received” question.

To analyze the scores I used traditional NPS methodology: %Promoters (subscriber with 9 or 10 scores) - %Detractors (subscriber with scores between 0-6). But at the channel touchpoints like problem solving time or first time resolution.

In the table below you can see the model to understand Digiturk NPS scores.

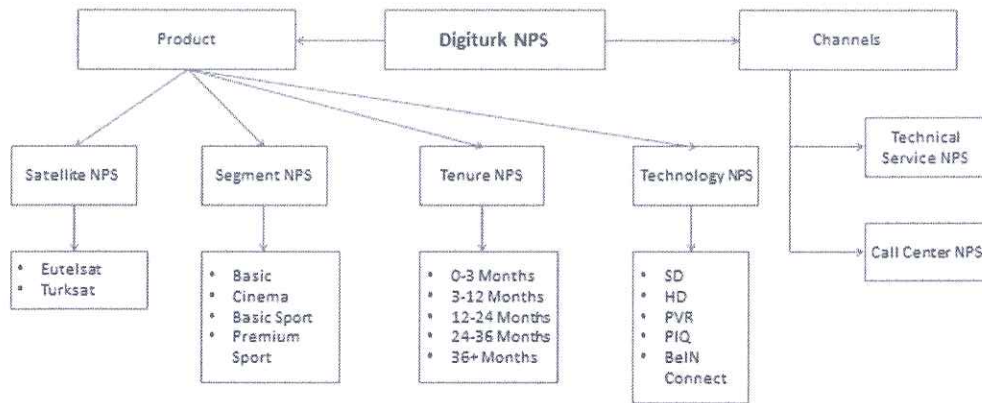


Table 14. Research Model

First, researcher will look at NPS score at Digiturk, after that I will try to find out which product group have higher NPS then I will analyse which group has higher NPS to find out which areas Digiturk must concentrate on. For example, after determination of Digiturk NPS score I will look at segments and try to find out which segment have higher NPS score (Basic, Cinema, Basic Sport, Premium Sport) then I will cross other product scores like satellite or tenure to determine booster of that segment score. For example, researcher will compare Basic Eutelsat subscribers with Basic Turksat subscribers or Cinema beIN Connect subscribers with Cinema non beIN Connect subscribers.

In the list below you can find the list of NPS groups the researcher has used at the analysis.

- Digiturk NPS (All attendants)
- Eutelsat NPS (Eutelsat user attendants)
- Turksat NPS (Turksat user attendants)
- Ailenin Yıldızı Package NPS
- Filmin Yıldızı Package NPS
- Sporun Yıldızı Package NPS
- Yıldız Dolu Package NPS
- 0-3 Months NPS (Attendants which use Digiturk between 0-3 Months)
- 4-12 Months NPS (Attendants which use Digiturk between 4-12 Months)
- 13-24 Months NPS (Attendants which use Digiturk between 13-24 Months)
- 25-36 Months NPS (Attendants which use Digiturk between 25-36 Months)
- 36+ Months NPS (Attendants which use Digiturk more than 36 Months)
- SD NPS (Attendants which receives standard definition broadcast)
- HD NPS (Attendants which receives high definition broadcast)
- PVR NPS (Attendants which receives high definition broadcast with recording ability STB)
- PIQ (Attendants which receives high definition broadcast with recording and beIN Connect ability STB)
- BeIN Connect (Attendants which use beIN Connect)

- Technical Service NPS (Attendants which are visited from technical service)
 - Technician Quality NPS
 - Appointment NPS
 - Problem Solving Time NPS
 - Fee Policy NPS
- Call Center NPS (Attendants which used call center)
 - Problem Solving Time NPS
 - First Time Resolution NPS
 - Get Clear and Understandable Information About the Issue NPS
 - Representative Quality NPS
 - Time to Connect a Representative NPS
 - IVR Experience NPS

NPS AND CUSTOMER EXPERIENCE IN DIGITURK

6.1 DIGITURK NPS

All NPS scores are generated through a web questionnaire, 3022 attendants participate in questionnaire and all scores are analysed through NPS formula by using Microsoft Excel.

Digiturk NPS score is calculated from the answers of first question of questionnaire: How likely is it you would recommend Digiturk to a friend or

colleague? According to answers Digiturk NPS score is 2 (%30,97 Detractor, %36,04 Neutral, %32,99 Promoter).

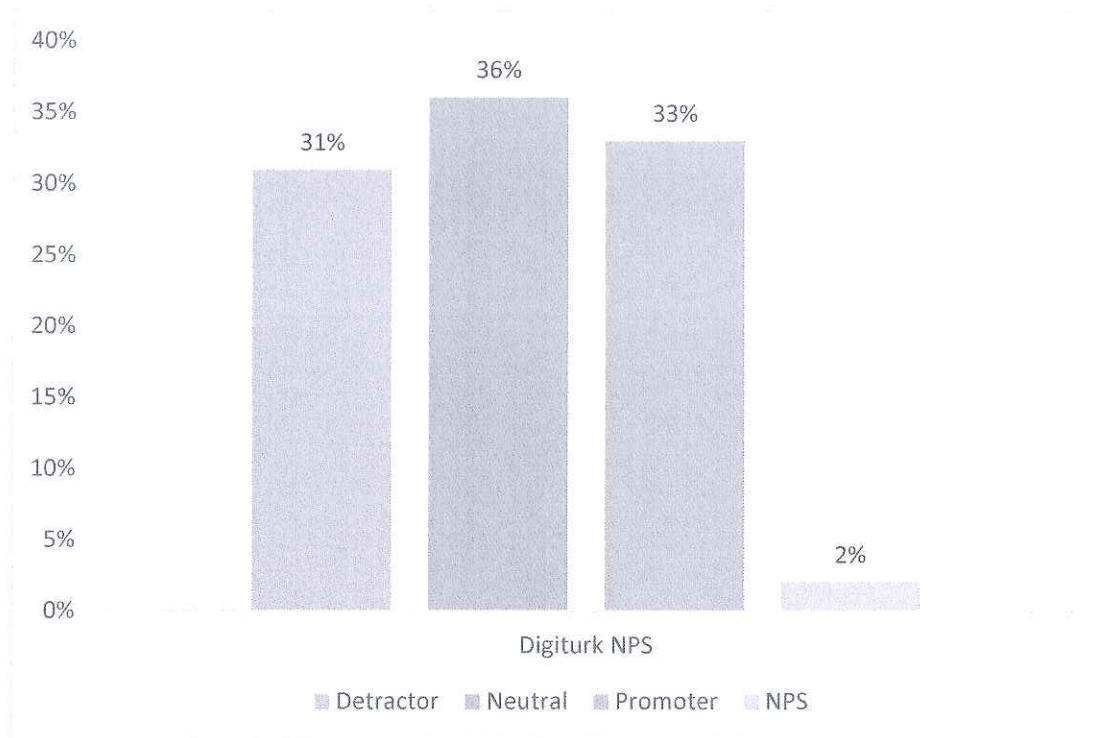


Table 15. Digiturk NPS Graph

6.2 DIGITURK PRODUCT NPS

6.2.1 Satellite NPS

Digiturk is broadcasting at two different satellites: Eutelsat and Turksat. While Eutelsat users NPS score is 4 (%29,59 Detractor, %36,70 Neutral, %33,71 Promoter), Turksat users NPS score is -3 (%34,56 Detractor, %34,32 Neutral, %31,12 Promoter).

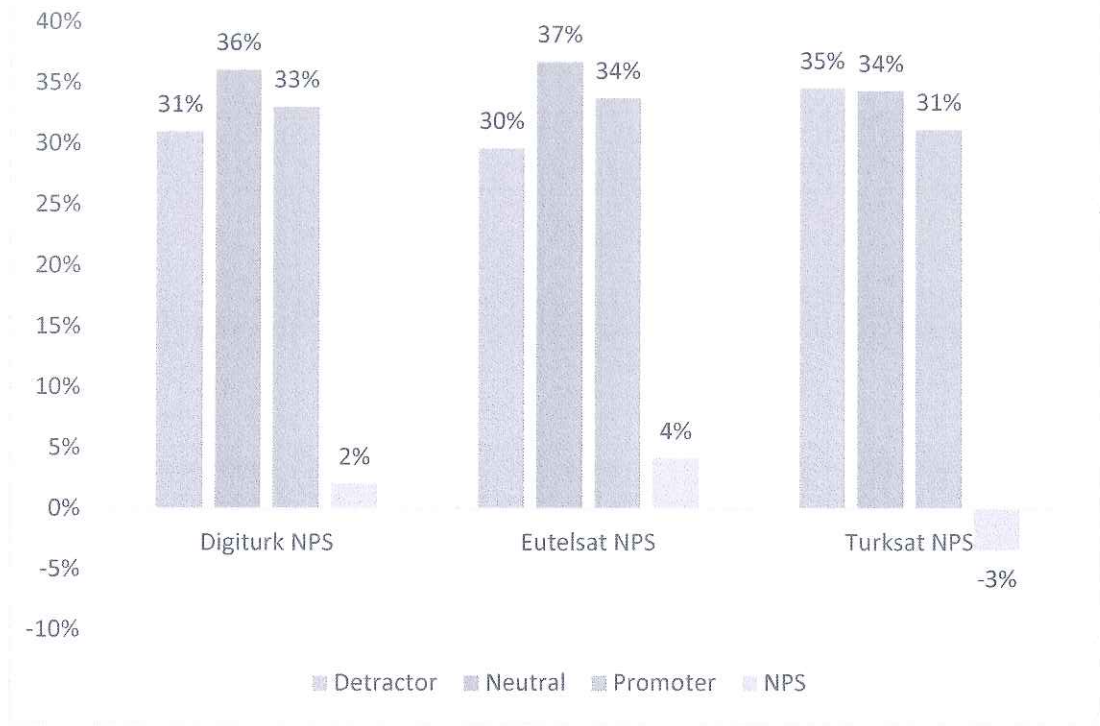


Table 16. Satellite NPS Graph

Also, if we look at Turksat NPS scores deeply we could see that Ailenin Yıldızı Package users have lower NPS then overall Turksat users with -13 NPS score (%40,59 Detractor, %32,22 Neutral, %27,20 Promoter). Sporun Yıldızı package users have -2 NPS score which is very close to the overall Turksat users (%32,48 Detractor, %36,66 Neutral, %30,86 Promoter). Meantime Filmin Yıldızı and Yıldız Dolu Paket do not have enough representatives for NPS score calculation.

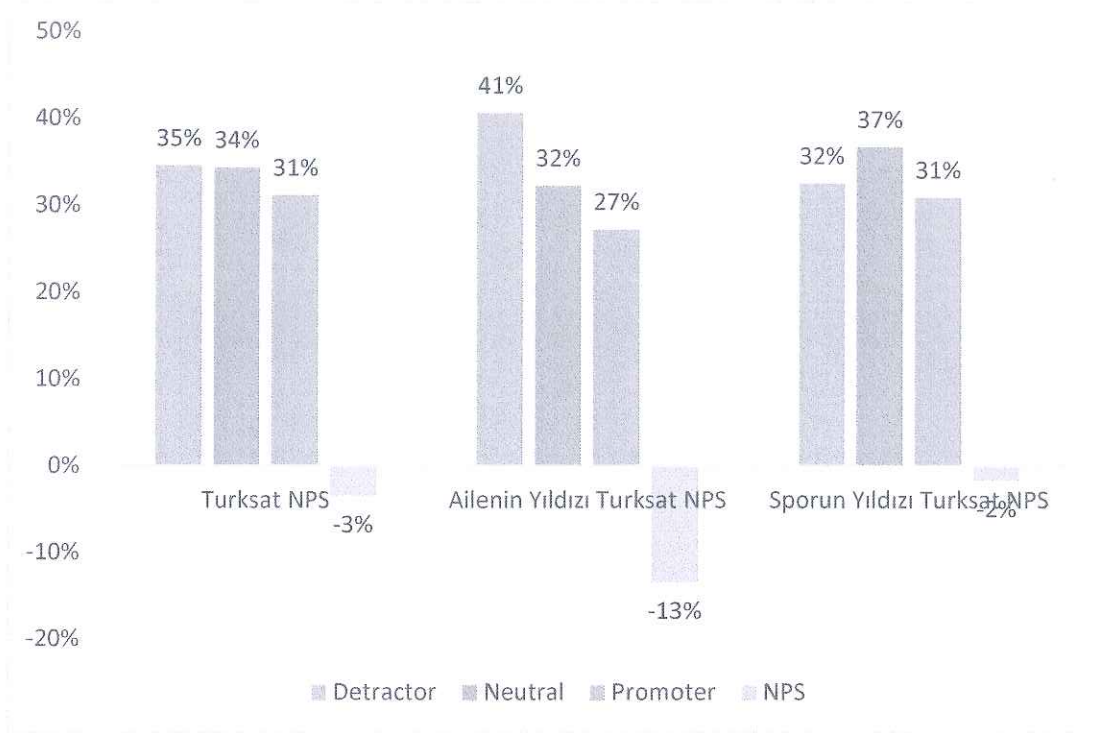


Table 17. Turksat Package NPS Graph

For Eutelsat users Ailenin Yıldızı Package has -7 NPS score (%35,52 Detractor, %36,14 Neutral, %28,34 Promoter), Sporun Yıldızı has -2 NPS score (%33,86 Detractor, %34,26 Neutral, %31,88 Promoter), Filmin Yıldızı has 10 NPS score (%25,67 Detractor, %38,66 Neutral, %35,67 Promoter) and Yıldız Dolu Paket has 13 NPS score (%25,14 Detractor, %37,06 Neutral, %37,80 Promoter).

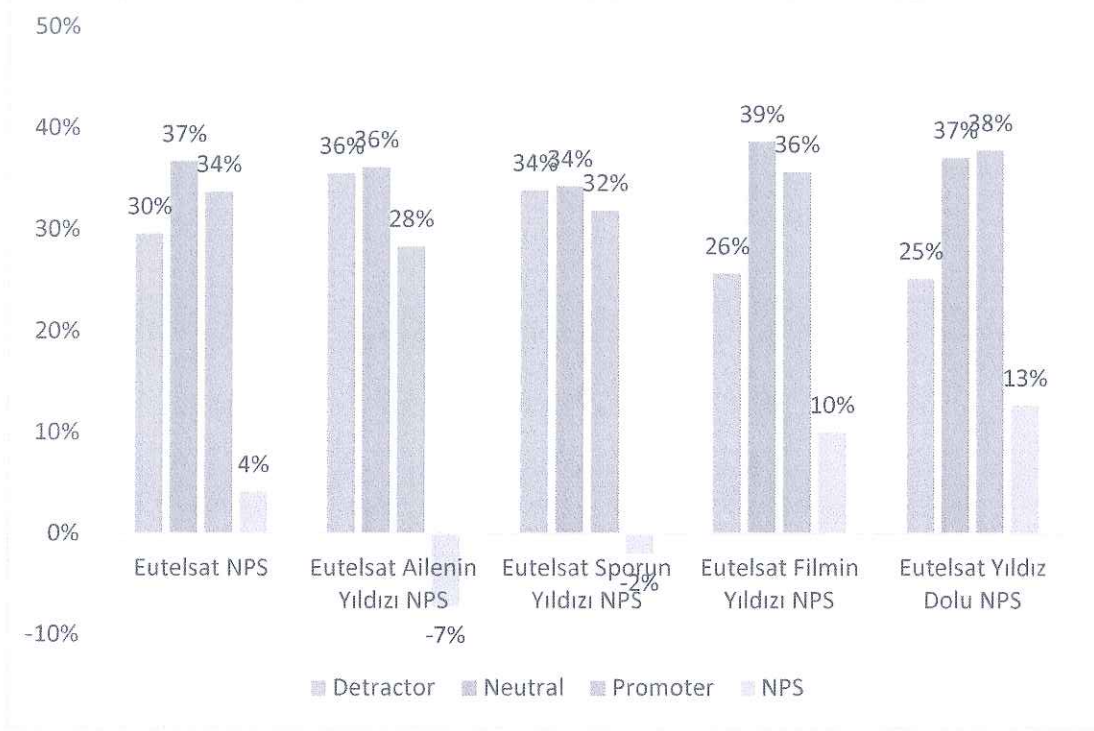


Table 18. Eutelsat Package NPS Graph

In Turksat tenure breakdown 0-3 months users have -5 NPS score (%37,84 Detractor, %29,19 Neutral, %32,97 Promoter), 4-12 months users have 8 NPS score (%26,59 Detractor, %38,89 Neutral, %34,52 Promoter) and 36+ months users have -13 NPS score (%39,62 Detractor, %34,23 Neutral, %26,15 Promoter). 13-24 months users and 25-36 months users don't have enough representatives for NPS score calculation.

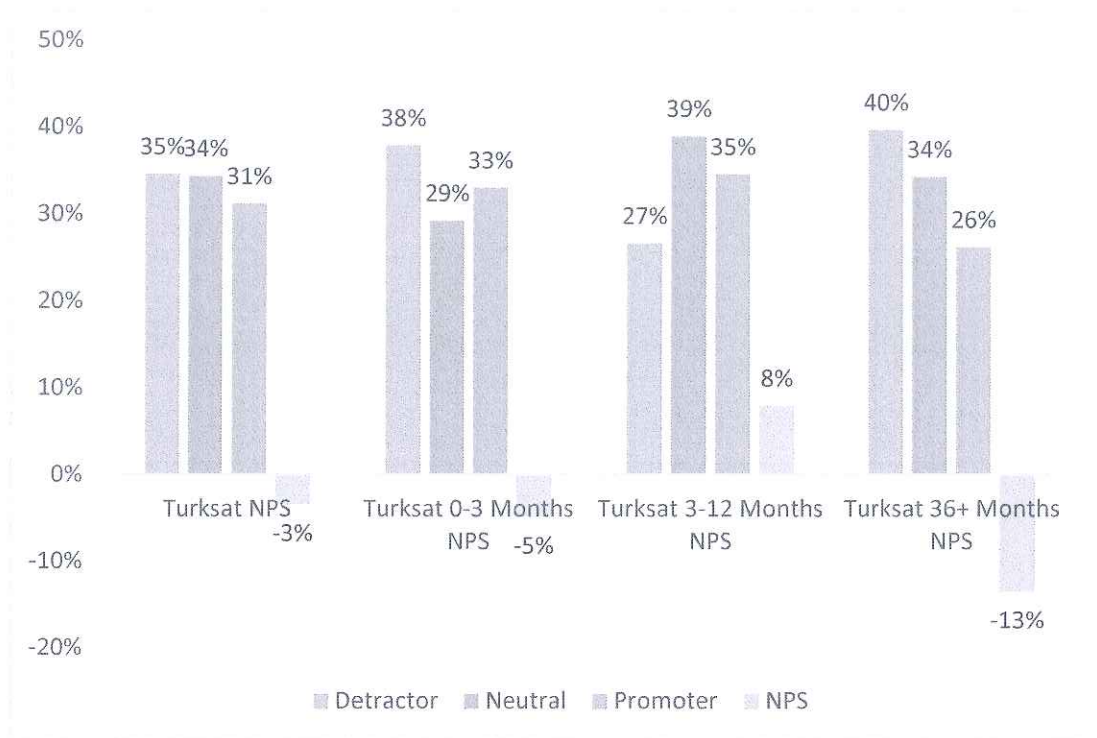


Table 19. Turksat Tenure NPS Graph

In Eutelsat tenure breakdown 0-3 months users have 26 NPS score (%17,57 Detractor, %38,51 Neutral, %43,92 Promoter), 3-12 months users have 11 NPS score (%27,38 Detractor, %34,15 Neutral, %38,46 Promoter), 12-24 months users have 10 NPS score (%22,30 Detractor, %45,27 Neutral, %32,43 Promoter), 24-36 months users have 5 NPS score (%33,72 Detractor, %27,33 Neutral, %38,95 Promoter), and 36+ months users have -1 NPS score (%31,61 Detractor, %37,34 Neutral, %31,05 Promoter).

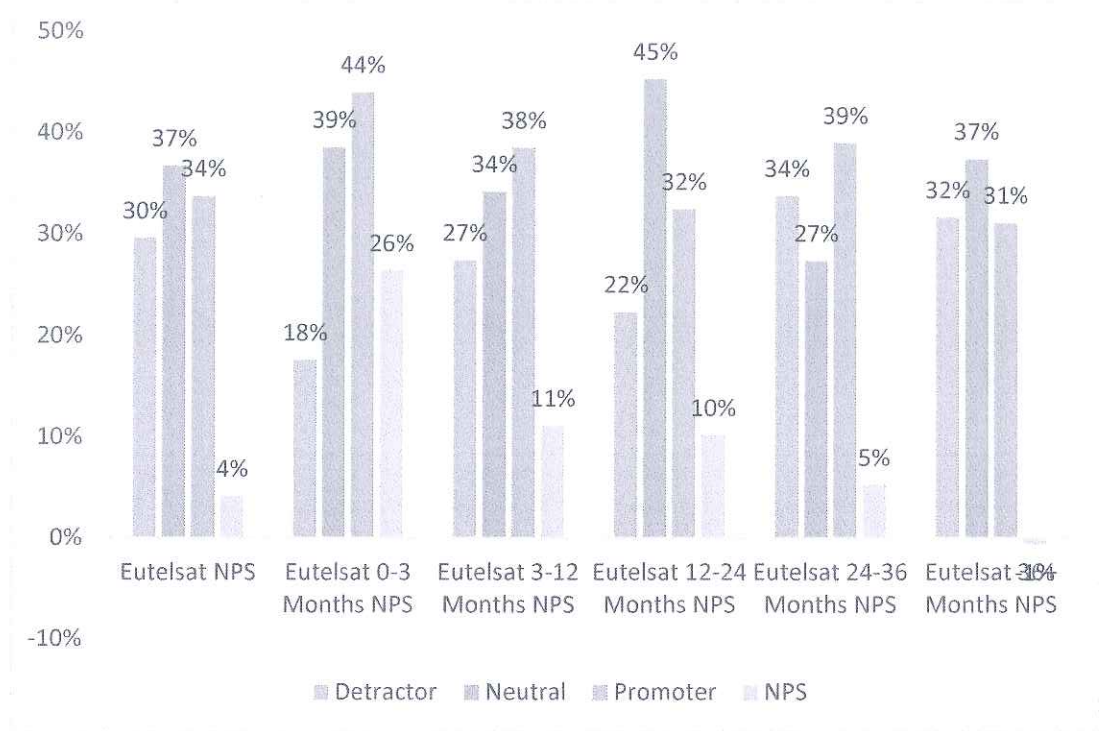


Table 20. Eutelsat Tenure NPS Graph

In Turksat broadcasting technology, SD users have -4 NPS score (%35,41 Detractor, %33,39 Neutral, %31,19 Promoter) and HD users have -2 NPS score (%32,84 Detractor, %36,19 Neutral, %30,97 Promoter). PVR users and PIQ users don't have enough representatives for NPS score calculation.

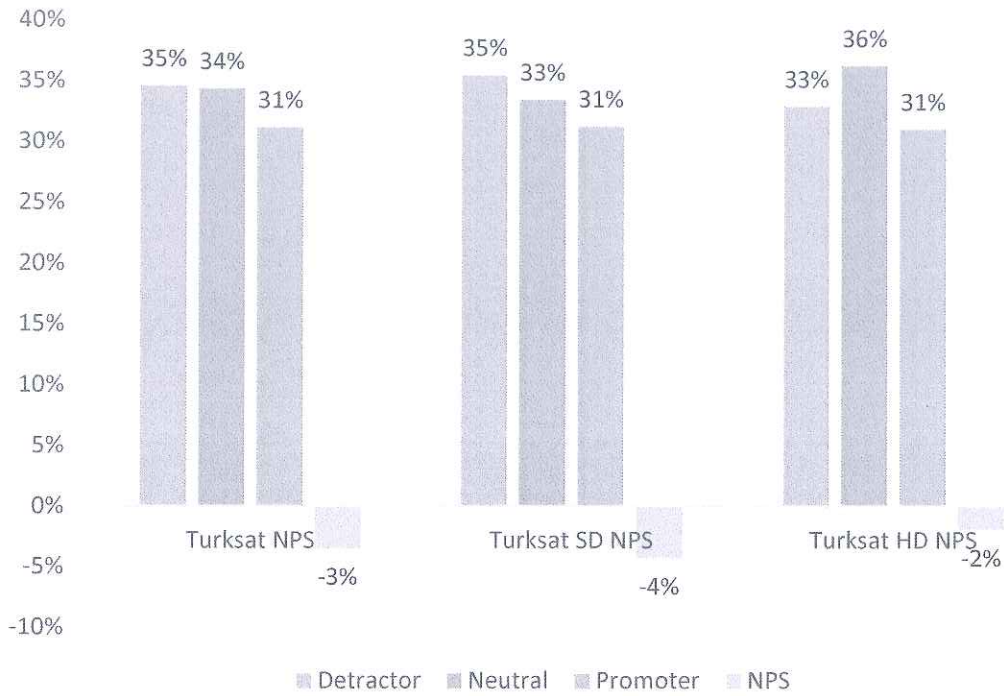


Table 21. Turksat Broadcasting Technology NPS Graph

In Eutelsat broadcasting technology, SD users have 5 NPS score (%28,32 Detractor, %37,98 Neutral, %33,70 Promoter), HD users have 0 NPS score (%33,39 Detractor, %32,85 Neutral, %33,76 Promoter), PVR users have -1 NPS score (%33,23 Detractor, %34,50 Neutral, %32,27 Promoter) and PIQ users have 16 NPS score (%21,87 Detractor, %39,80 Neutral, %38,33 Promoter).

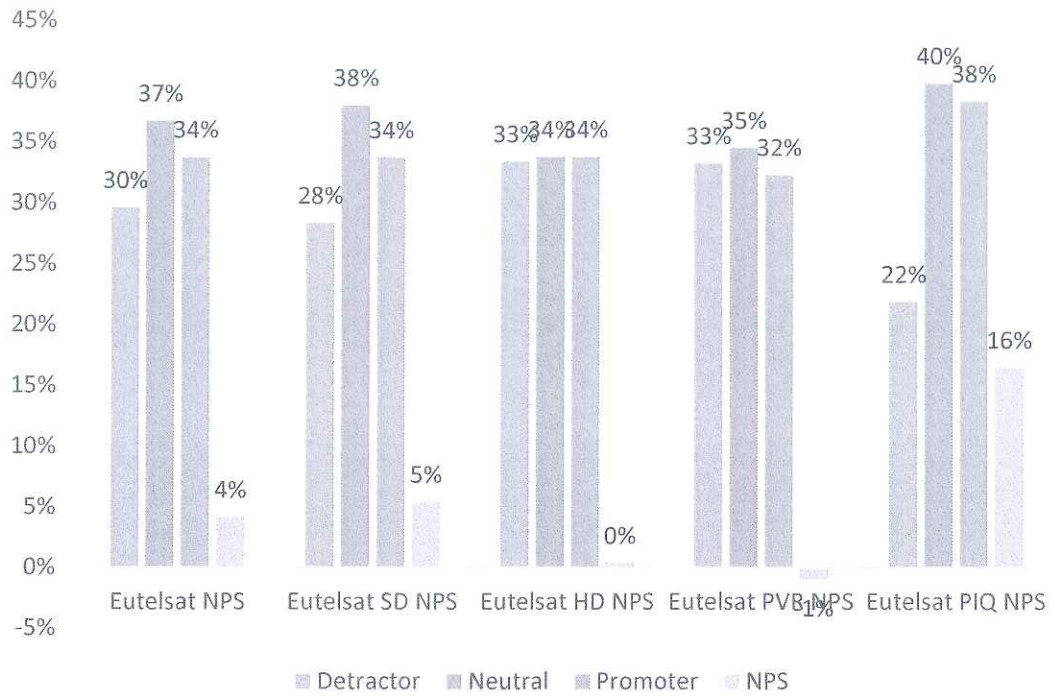


Table 22. Eutelsat Broadcasting NPS Graph

6.2.2 Package NPS

Digiturk offers 4 packages to its subscribers: Ailenin Yıldızı, Sporun Yıldızı, Filmin Yıldızı and Yıldız Dolu Paket which have respectively -9 (%37,19 Detractor, %34,85 Neutral, %27,96 Promoter), -2 (%33,23 Detractor, %35,36 Neutral, %31,41 Promoter), 9 (%26,97 Detractor, %37,48 Neutral, %35,55 Promoter) and 13 (%24,88 Detractor, %36,85 Neutral, %38,27 Promoter).

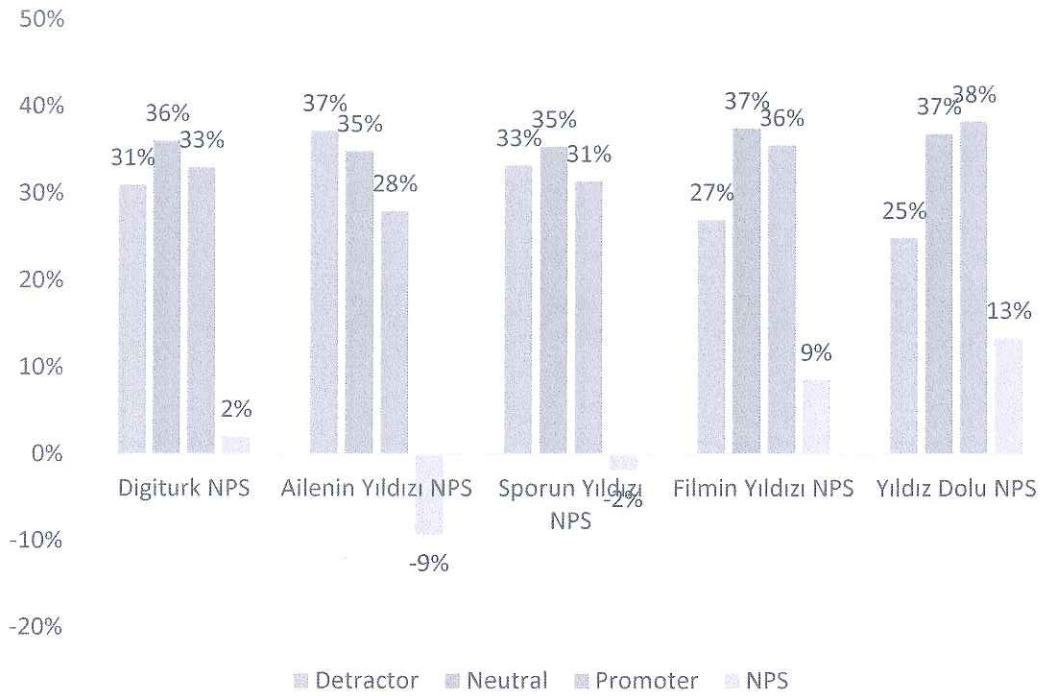


Table 23. Package NPS Graph

If we look at tenure distribution of packages, Ailenin Yıldızı Package 0-3 months users have -3 NPS score (%34,08 Detractor, %34,64 Neutral, %31,28 Promoter) and 36+ months users have -18 NPS score (%41,83 Detractor, %34,10 Neutral, %24,07 Promoter). 4-12 months, 13-24 months and 25-36 months users don't have enough representatives for NPS score calculation. Sporun Yıldızı Package 3-12 months users have 3 NPS score (%29,32 Detractor, %38,35 Neutral, %32,33 Promoter) and 36+ months users have -10 NPS score (%38,99 Detractor, %32,29 Neutral, %28,72 Promoter). 0-3 months, 13-24 months and 25-36 months users don't have enough representatives for NPS score calculation. Filmin Yıldızı Package 3-12 months users have 13 NPS score (%26,53 Detractor, %33,67 Neutral, %39,80 Promoter) and 36+ months users have 7 NPS score (%25,87 Detractor, %41,72 Neutral, %32,40 Promoter). 0-3 months, 12-24 months and 24-36 months users don't

have enough representatives for NPS score calculation. Yıldız Dolu Package 3-12 months users have 24 NPS score (%22,81 Detractor, %30,70 Neutral, %46,49 Promoter) and 36+ months users have 10 NPS score (%25,54 Detractor, %39,38 Neutral, %35,08 Promoter). 0-3 months, 13-24 months and 25-36 months users don't have enough representatives for NPS score calculation.

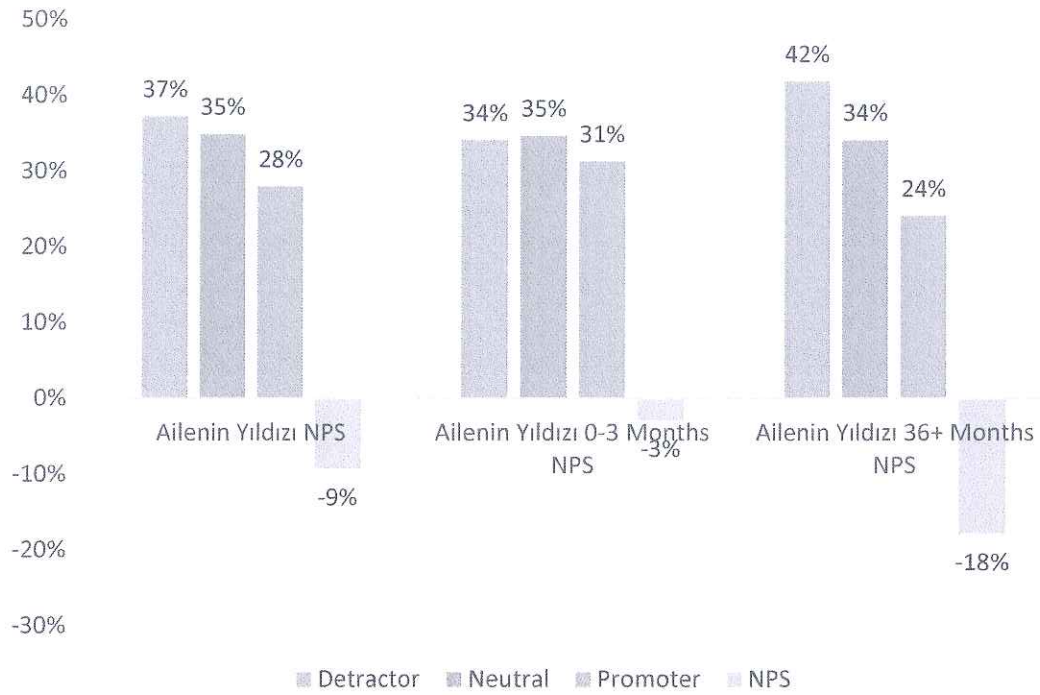


Table 24. Ailenin Yıldız Tenure NPS Graph

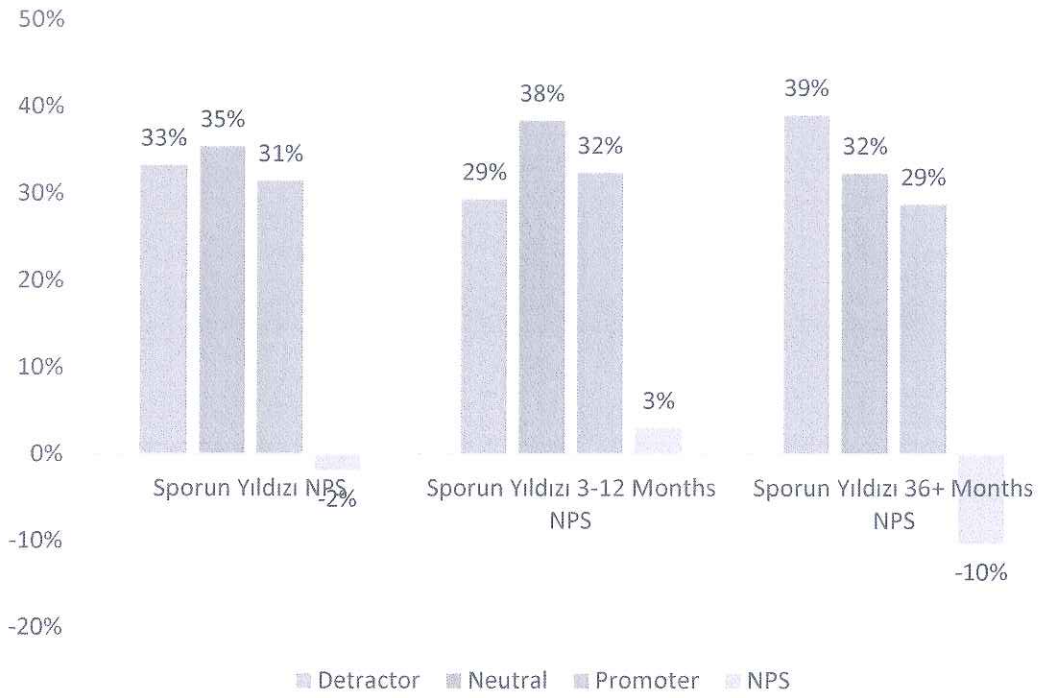


Table 25. Sporun Yıldızı Tenure NPS Graph

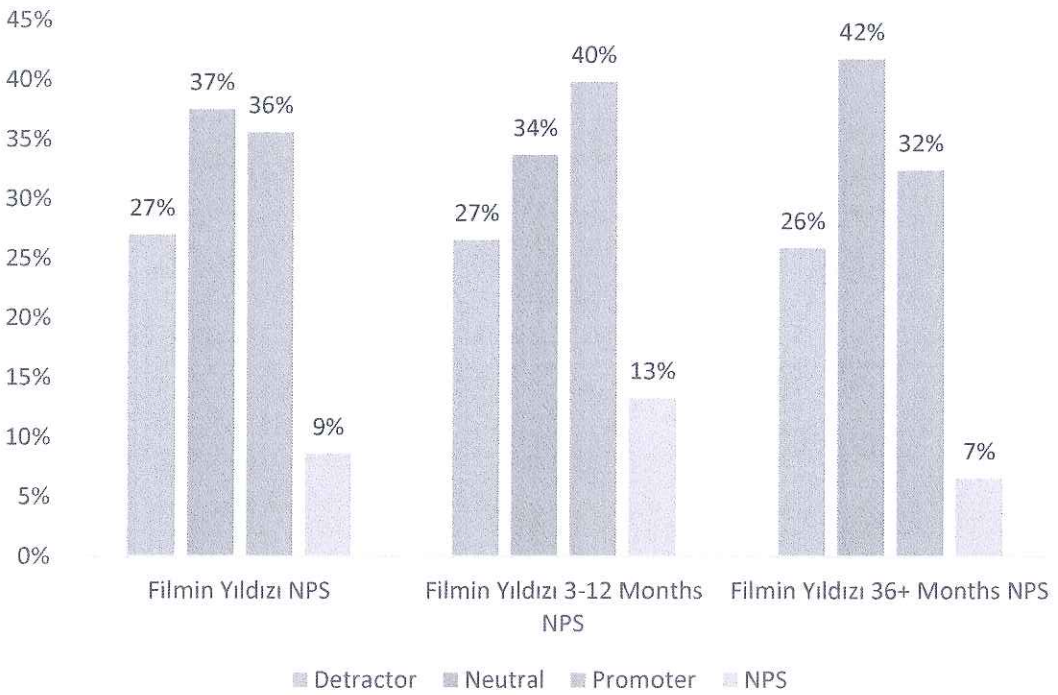


Table 26. Filmin Yıldızı Tenure NPS Graph

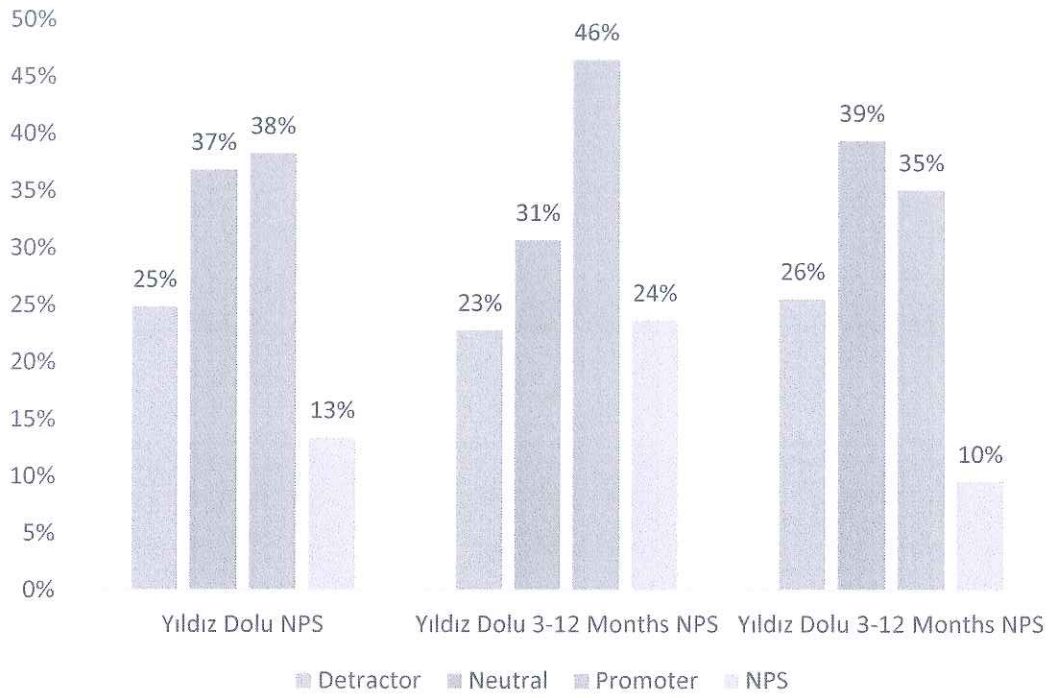


Table 27. Yıldız Dolu Package Tenure NPS Graph

From the broadcasting technology perspective Ailenin Yıldız Package SD users have -13 NPS score (%39,93 Detractor, %33,33 Neutral, %26,74 Promoter), HD users have -7 NPS score (%35,39 Detractor, %35,84 Neutral, %28,77 Promoter), PVR, PIQ users don't have enough representatives for NPS score calculation. Filmin Yıldız Package SD users have 13 NPS score (%28,33 Detractor, %30,83 Neutral, %40,83 Promoter), HD users have 14 NPS score (%24,08 Detractor, %38,25 Neutral, %37,67 Promoter), PVR users have 10 NPS score (%27,94 Detractor, %34,56 Neutral, %37,50 Promoter), PIQ users have 15 NPS score (%22,13 Detractor, %40,98 Neutral, %36,89 Promoter). Sporun Yıldız Package SD users have 1 NPS score (%32,23 Detractor, %34,38 Neutral, %33,40 Promoter), HD users have -5 NPS score (%34,43 Detractor, %36,56 Neutral, %29,01 Promoter). PVR, PIQ users don't have enough representatives for NPS score calculation. Yıldız Dolu Package SD

users have 13 NPS score (%28,33 Detractor, %30,83 Neutral, %40,83 Promoter), HD users have 14 NPS score (%24,08 Detractor, %38,25 Neutral, %37,67 Promoter), PIQ users have 38 NPS score (%19,89 Detractor, %22,31 Neutral, %57,80 Promoter). PVR users don't have enough representatives for NPS calculation.

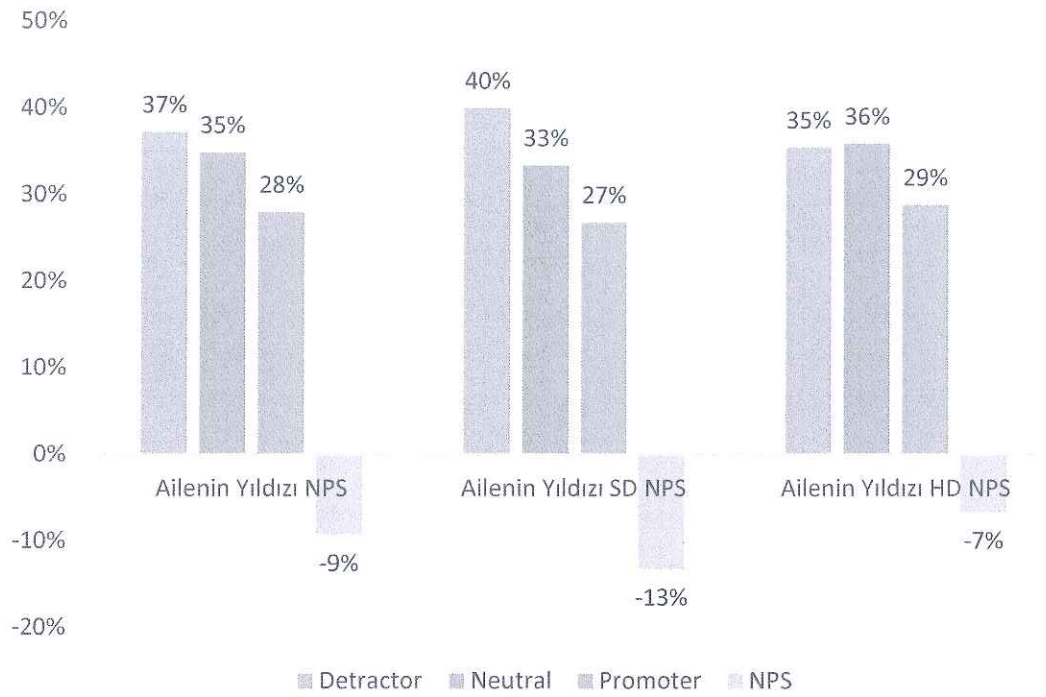


Table 28. Ailenin Yıldızı Broadcasting Technology NPS Graph

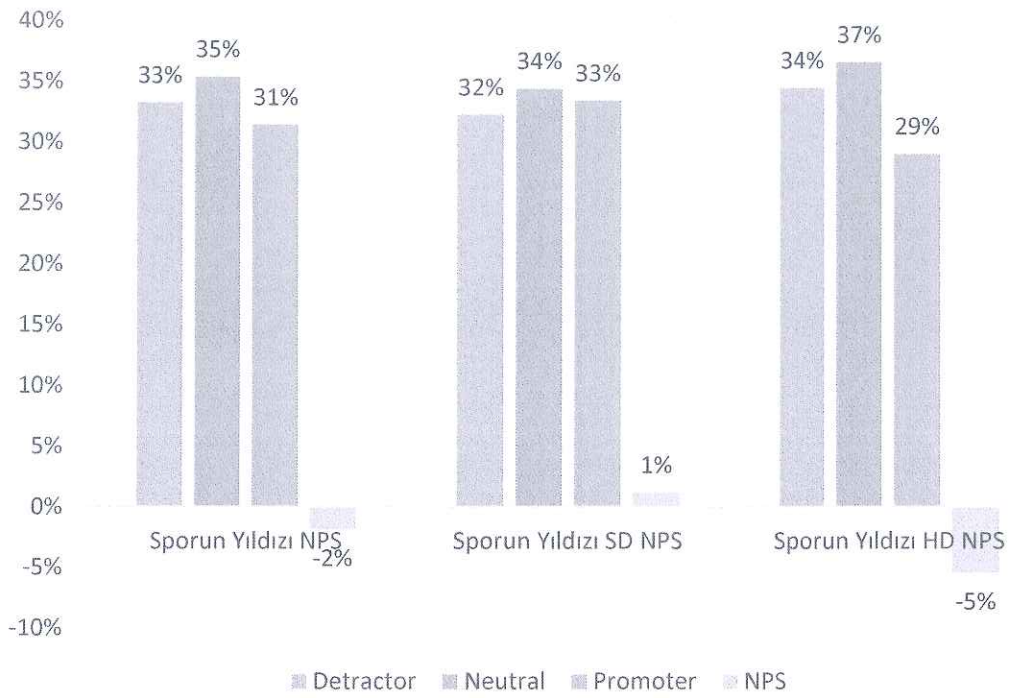


Table 29. Sporun Yıldızı Broadcasting Technology NPS Graph

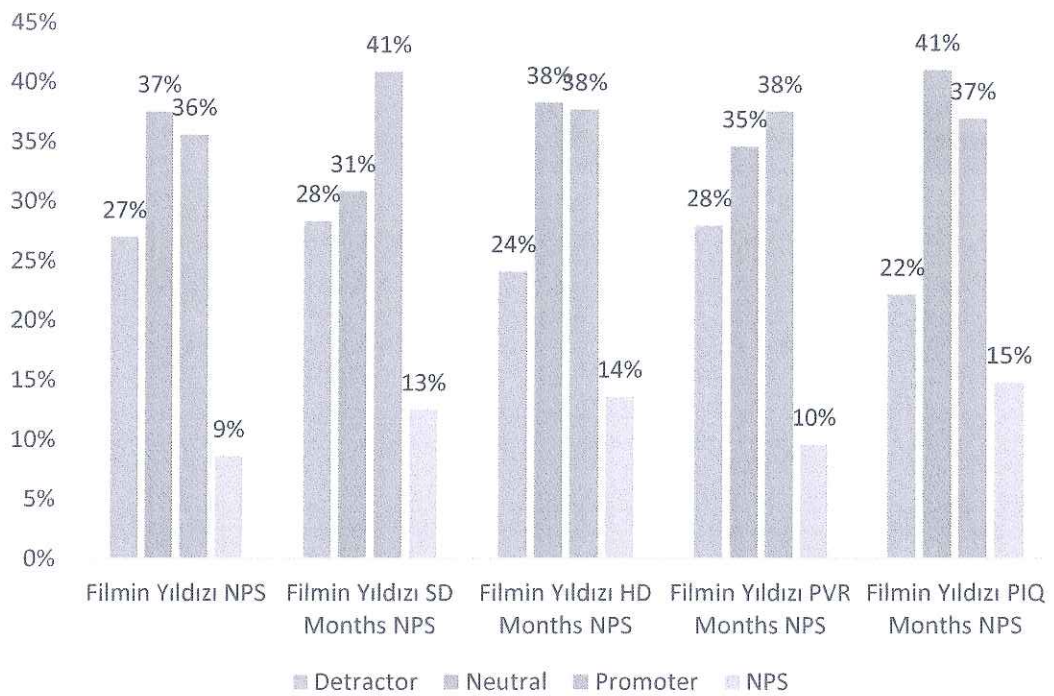


Table 30. Filmin Yıldızı Broadcasting Technology NPS Graph

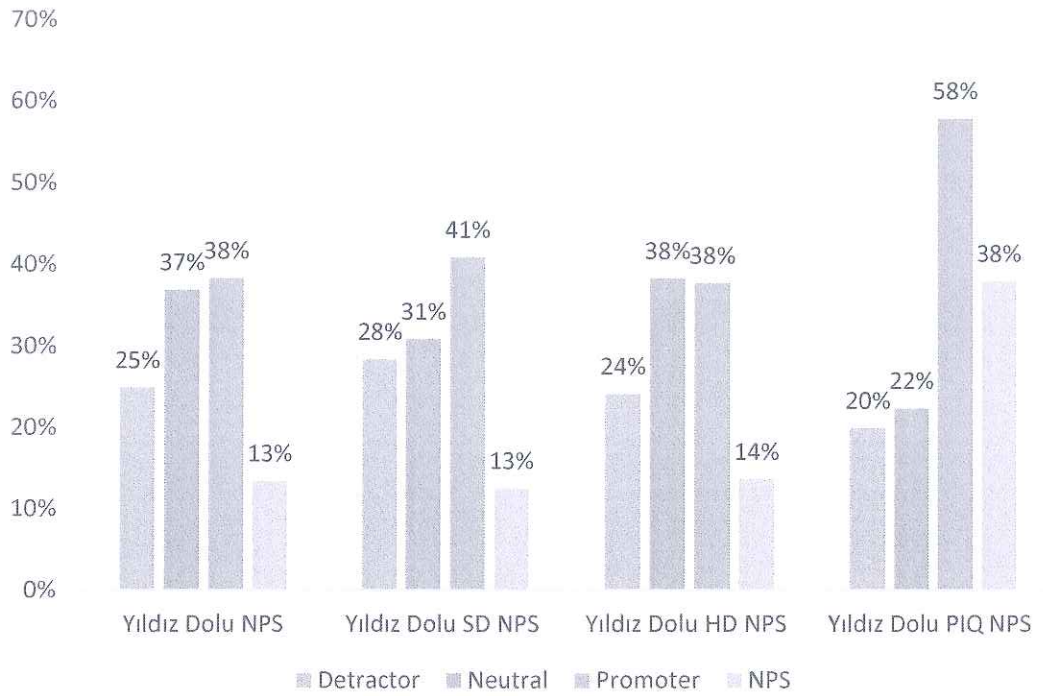


Table 27. Yıldız Dolu Package Tenure NPS Graph

6.2.3 Broadcasting Technology NPS

Digiturk offers 4 broadcasting technology to its customers: SD (Standard Definition), HD (High Definition), PVR (Personal Video Recorder), PIQ (PlusIQ, that set top box can be used both for PVR and beIN Connect). These 4 technologies have respectively NPS scores of -2 (%34,52 Detractor, %33,06 Neutral, %32,42 Promoter), 4 (%28,95 Detractor, %37,73 Neutral, %33,32 Promoter), -1 (%33,23 Detractor, %34,50 Neutral, %32,27 Promoter), 16 (%22,06 Detractor, %39,71 Neutral, %38,24 Promoter).

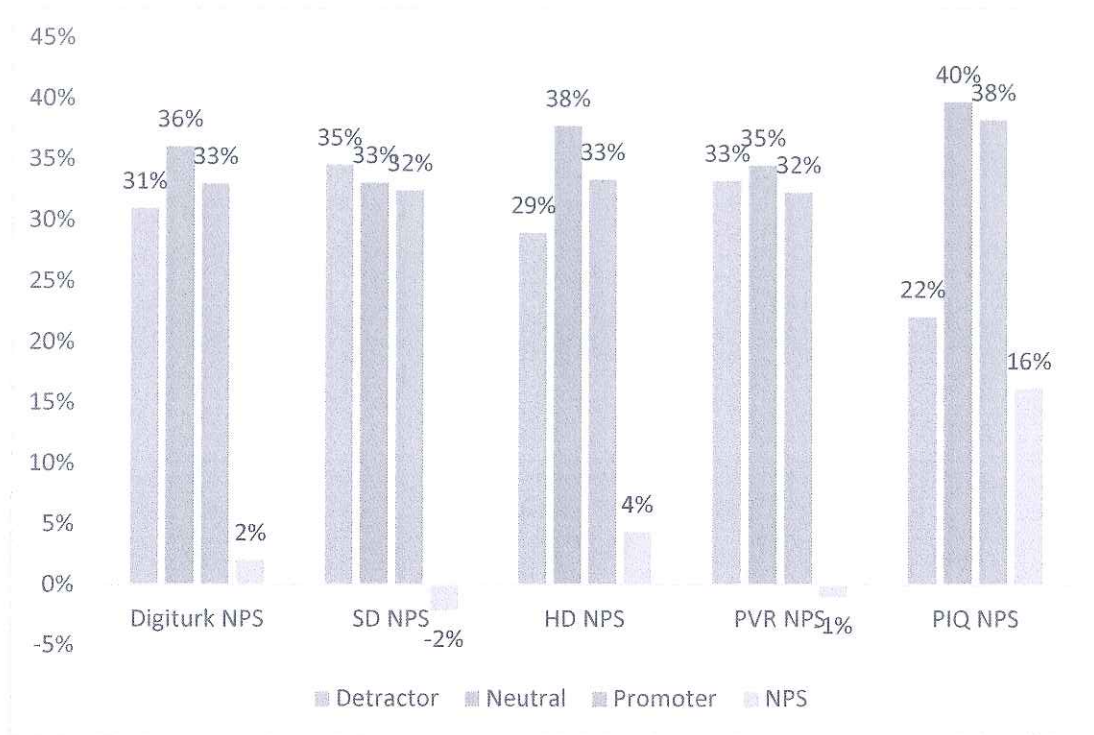


Table 32. Broadcasting Technology NPS Graph

Also, beIN Connect is a technological device which aims to raise entertainment quality of subscribers. BeIN Connect NPS score is 5 (%28,16 Detractor, %38,33 Neutral, %33,50 Promoter).

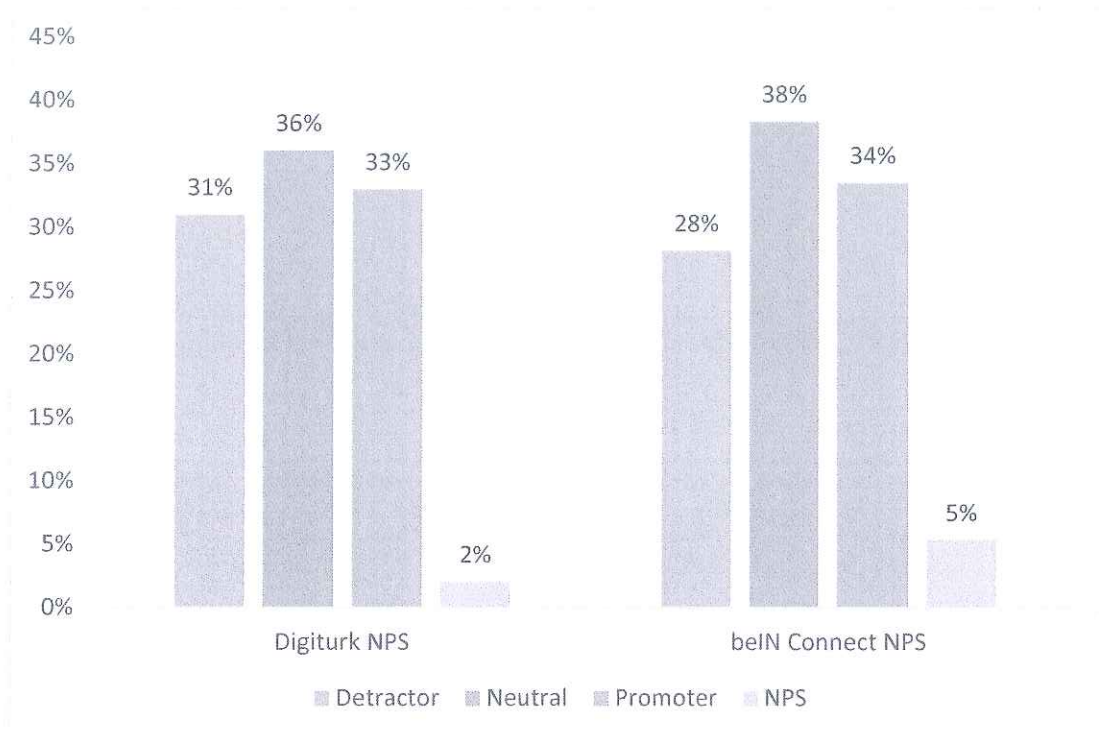


Table 33. beIN Connect NPS Graph

6.2.4 Tenure NPS

I have determined 5 tenures for Digiturk subscribers which can be used to analyse subscriber point of view for Digiturk. 0-3 Months subscribers have 9 NPS score (%28,83 Detractor, %33,33 Neutral, %37,84 Promoter), 3-12 months subscribers have 10 NPS score (%27,04 Detractor, %36,22 Neutral, %36,74 Promoter), 12-24 months users have 7 NPS score (%25,96 Detractor, %40,87 Neutral, %33,17 Promoter), 24-36 months users have 2 NPS score (%34,21 Detractor, %29,39 Neutral, %33,17 Promoter) and 36+ months users have -3 NPS score (%32,86 Detractor, %36,86 Neutral, %30,29 Promoter).

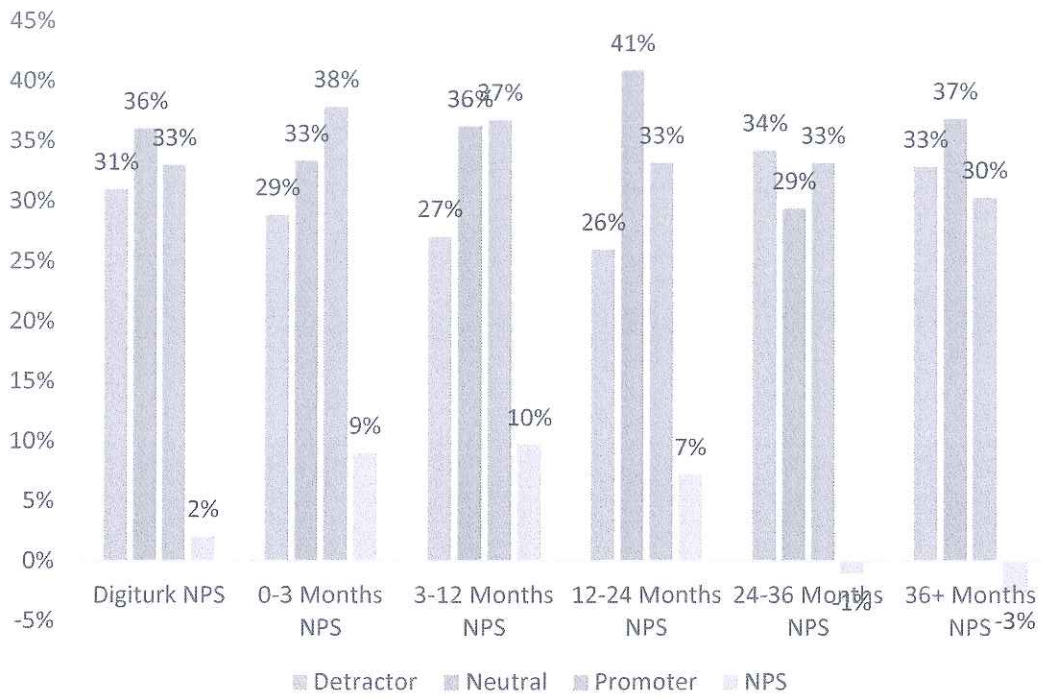


Table 34. Tenure NPS Graph

6.3 DIGITURK CHANNEL NPS

6.3.1 Technical Service NPS

Digiturk Technical Service NPS score is 39 (%20,89 Detractor, %19,11 Neutral, %60,00 Promoter).

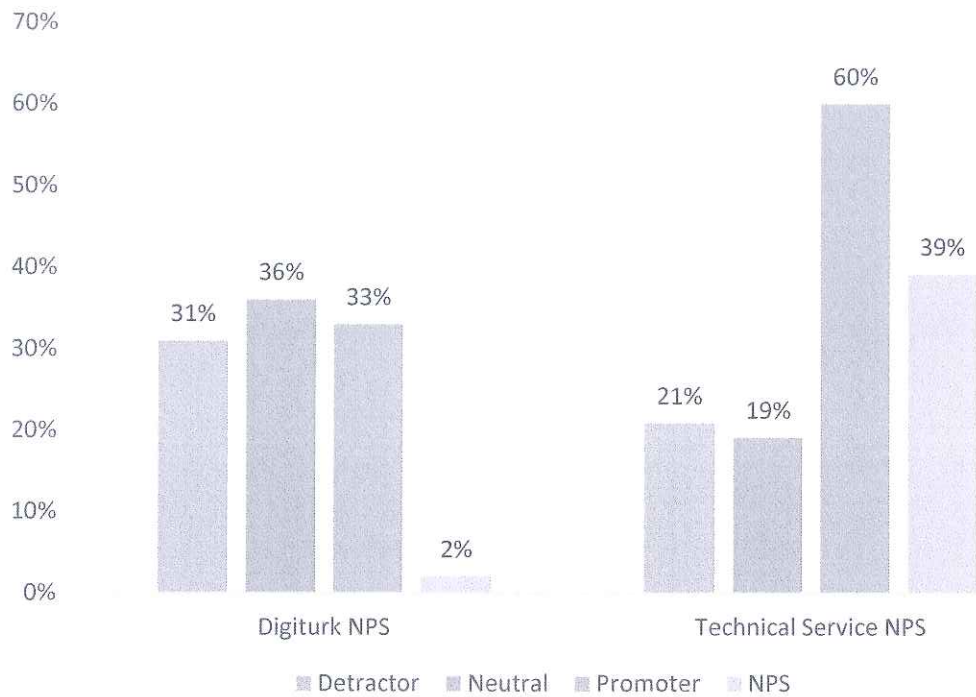


Table 35. Technical Service NPS Graph

Breakdown of Technical Service channel; Technician Quality, Appointment, Problem Solving Time and Fee Policy have respectively NPS score of 60 (%13,33 Detractor, %13,78 Neutral, %72,89 Promoter), 60 (%14,22 Detractor, %11,56 Neutral, %74,22 Promoter), 56 (%16,00 Detractor, %12,44 Neutral, %71,56 Promoter) and -5 (%43,56 Detractor, %18,22 Neutral, %38,22 Promoter).

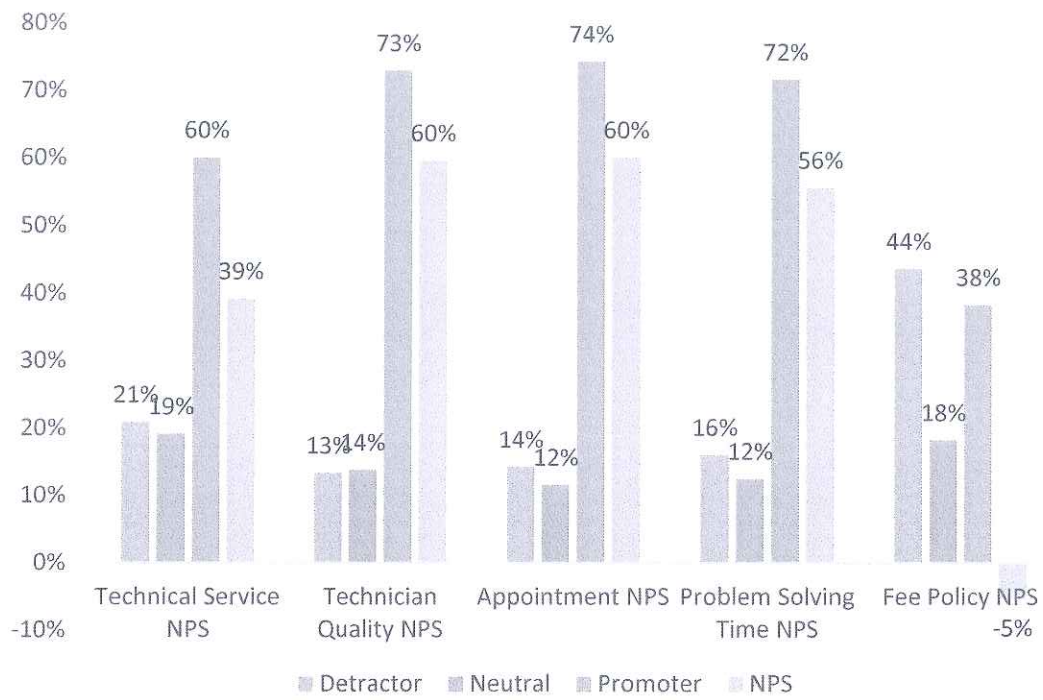


Table 36. Technical Service Breakdown NPS Graph

6.3.2 Call Center NPS

Digiturk Call Center NPS score is 14 (%31,94 Detractor, %21,94 Neutral, %46,13 Promoter).

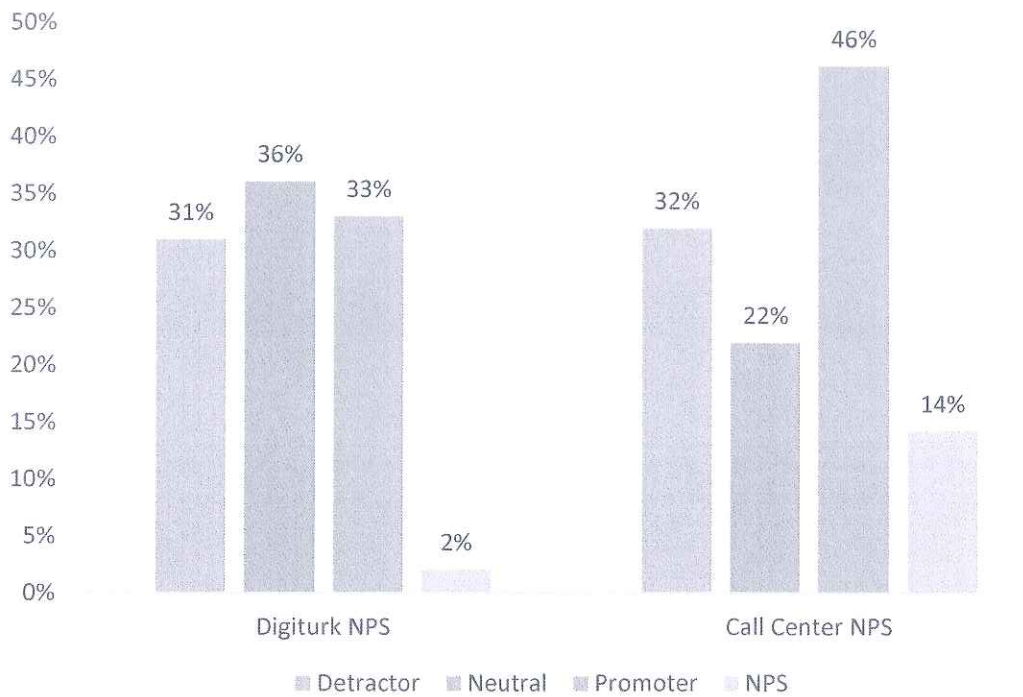


Table 37. Call Center NPS Graph

Breakdown of Call Center channel; Problem Solving Time, First Time Resolution NPS, Get Clear and Understandable Information About the Issue Representative Quality, Time to Connect a Representative, IVR Experience have respectively 25 (%28,39 Detractor, %18,06 Neutral, %53,55 Promoter), 25 (%28,06 Detractor, %19,35 Neutral, %52,58 Promoter), 35 (%21,61 Detractor, %21,29 Neutral, %57,10 Promoter), 61 (%12,26 Detractor, %14,52 Neutral, %73,23 Promoter), -20 (%48,39 Detractor, %23,55 Neutral, %28,06 Promoter) and -22 (%47,10 Detractor, %28,06 Neutral, %24,84 Promoter).

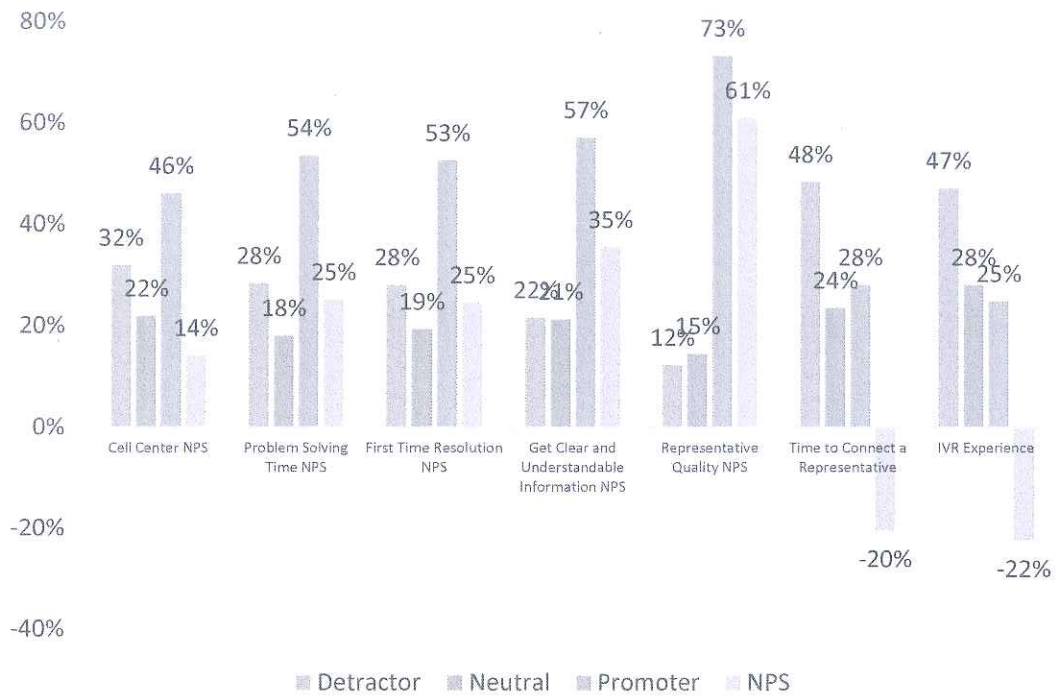


Table 38. Call Center Breakdown NPS

CONCLUSIONS OF RESEARCH

1. General Digiturk NPS score is 2. Turksat subscribers are pulling down NPS score with -3 and Eutelsat subscribers are pulling up NPS score with 4. When it is investigated it is found that Turksat subscribers have less channel then Eutelsat owners both for total number and HD channel number. Also, Turksat subscribers do not have Series Package option to watch. All these factors could be significant for lower score and must be analysed deeply. To prevent that fall Digiturk could try to convert Turksat subscribers to Eutelsat, could increase its channel number or could reduce Turksat price which could cause confliction between subscribers.

- Digiturk NPS: +2
- Turksat NPS: -3
- Eutelsat NPS: +4

2. Tenure is very important and NPS score falls during all life cycle of subscribers. That shows that Digiturk must concentrate on life-cycle projects which aims to create and enhance connection between product and subscribers. Subscribers can lose their interest to the product especially after their commitment time which generally is followed by a price increase. Digiturk could try to promote its content (channels, movies, series, programs, packages), technology (4K, beIN Connect) for that connection. Also controlled use of SMS and E-Mail can help this connection. 12 points of difference between 0-3 Months and 36+ Months are very significant and must be taken into consideration.

- 0-3 Months: +9
- 4-12 Months: +10
- 13-24 Months: +7
- 25-36 Months: +2
- 36+ Months: -3

3. While 0-3 Months NPS is 9, Ailenin Yıldızı package subscribers at the same tenure has -3 NPS score. That shows that new Digiturk subscribers with Ailenin Yıldızı Package don't convince subscribers that it is the product they are looking for. Digiturk could try to convert these

subscribers to the Filmin Yıldızı package which has 18 NPS with free trials or could concentrate more on the favours of the package to convince subscribers.

- 0-3 Months NPS: +9
- 0-3 Months Ailenin Yıldızı Package: -3
- 0-3 Months Filmin Yıldızı Package: +18

4. While 0-3 Months NPS score is +9 for all subscribers, Eutelsat subscribers at the same tenure have +26 NPS score while Turksat subscribers at the same tenure have -3 NPS score. It shows that Eutelsat subscribers have found what they are looking for when they are becoming a Digiturk subscriber while Turksat subscribers is disappointed after becoming a Digiturk subscriber. Digiturk could prepare extra information for Turksat subscribers which concentrate on to create a tie between product and subscriber. Also, Digiturk could offer free conversion to these customers who clarifies dissatisfaction with the product.

- 0-3 Months NPS: +9
- 0-3 Months Eutelsat NPS: +26
- 0-3 Months Turksat NPS: -3

5. beIN Connect is important especially for Turksat subscribers which uplift NPS score by 16 points. For Eutelsat subscribers beIN Connect is not

important as Turksat subscribers and uplift NPS score by 2. As I have mentioned before Turksat NPS score is lower than Eutelsat and beIN Connect could be an opportunity to raise Turksat NPS score. Digiturk could try to connect not connected STB of Turksat subscribers with promotions or communications.

- BeIN Connect NPS: +5
- BeIN Connect Turksat NPS: 9
- Not beIN Connect Turksat: -7
- BeIN Connect Eutelsat: 5
- Not beIN Connect Turksat: 3

6. BeIN Connect uplifts 9 points NPS score for Filmin Yıldızı subscribers while Ailenin Yıldızı package uplifts 2 points, Sporun Yıldızı uplifts for 1 point and Yıldız Dolu Paket drops for 1 point. It is very understandable that Filmin Yıldızı subscribers are using Digiturk mainly for movies and beIN Connect gives these subscribers an opportunity to watch these movies whenever and where ever they want. Digiturk could concentrate on to not connected Filmin Yıldızı subscribers to connect or could try to upgrade Ailenin Yıldızı package connected subscribers to Filmin Yıldızı package.

- BeIN Connected Ailenin Yıldızı: -8
- Not BeIN Connected Ailenin Yıldızı: -10

- BeIN Connected Sporun Yıldızı: -1
- Not BeIN Connected Sporun Yıldızı: -2
- BeIN Connected Filmin Yıldızı: 4
- Not BeIN Connected Filmin Yıldızı: 13
- BeIN Connected Yıldız Dolu Paket: 13
- Not BeIN Connected Yıldız Dolu Paket: 14

7. PIQ broadcasting technology is very important for NPS score with 16 while SD NPS score is -2, HD NPS score is 4 and PVR NPS score is -1. With a PIQ conversion Digiturk could satisfy subscribers and could rise its NPS points. Also, it is important to note that PVR broadcasting technology has nearly same NPS score as SD although it provides a better technology and gives a recording option to subscribers. That situation could be analysed with STB age and malfunction percentages. Because of these factors subscribers could face with problems a lot of times and that could return a dissatisfaction of product and Digiturk.

- SD NPS: -2
- HD NPS: +4
- PVR NPS: -1
- PIQ NPS: 16

8. Technical Service has higher NPS then Digiturk with 39, that is reasonable because technical service is a unit which solves problem of

subscribers and have a direct face to face relationship. That relationship creates a tie with technicians and subscribers which shifts the blame mainly on Digiturk. Also, at the breakdown of technical service, quality of technicians, appointment and problem solving time have all higher scores than technical service, respectively 60, 60 and 56. This shows that Digiturk technical service has a point which creates a dissatisfaction among subscribers. Fee Policy come forward with -5 NPS score which is 44 points lower than general Technical Service NPS score. At service level, technical service is doing a good job but fee policy like service fee or equipment fee is creating dissatisfaction among customers. Digiturk must concentrate on that issue and could start to give free technical service to some loyal customers or could control equipment fees which technicians are gathering.

- Technical Service NPS: 39
- Technician Quality NPS: 60
- Appointment NPS: 60
- Problem Service Time NPS: 56
- Fee Policy NPS: -5

9. Call Center has higher NPS than Digiturk score with 14. That shows that Call Center is giving better experience than the product itself. At the breakdown points problem solving time, first time resolution, get clear and understand able information and representative quality has higher

NPS score, respectively; 25, 25, 35 and 61. Especially Representative Quality is 47 points higher NPS than Call Center and it shows that Digiturk subscribers do not have a problem related to representatives but product itself. Also, these scores show that when a subscriber contacts with Digiturk generally solves its problem and getting a good information about the issue. But as expected Digiturk subscribers have a problem to connect to a subscriber. Both Time to Connect a Representative and IVR experience are related to each other and show that subscribers having a hard time to find related option for their problem and waiting a lot of time to connect a representative. These two breakdowns have a NPS score of -20 and -22. Digiturk could handle that issue with re-organizing IVR menus and work shifts of representatives to have a better experience.

- Call Center NPS: 14
- Problem Solving Time: 25
- First Time Resolution: 25
- Get Clear and Understandable Information: 35
- Representative Quality: 61
- Time to Connect a Representative: -20
- IVR Experience: -22

This paper focuses on generally identification of Customer Experience, Customer Loyalty and NPS and analyse best option for company to direct and manage its product and service. For a further research, researchers could follow

subscribers for a longer time to compare experiences before and after when they moved to a better analysed experience. That research could also show the financial impact of customer experience if researcher follows upgrade or downgrade package movements. For example, researcher could follow enough number of subscribers who change their broadcasting technology to SD to PIQ and analyse their NPS score and financial movements.

REFERENCES

- Accenture (2015), “*Improving Customer Experience Is Top Business Priority for Companies Pursuing Digital Transformation, According to Accenture Study*,” news release, (October 27),
- Arnould, E. J., & Thompson, C. J. (2005). *Consumer Culture Theory (CCT): Twenty Years of Research*. *Journal of Consumer Research*, 31(4), 868–882.
- Bagozzi, R. P. (1992). *The Self-Regulation of Attitudes, Intentions, and Behavior*. *Social Psychology Quarterly*, 55(2, Special Issue: Theoretical Advances in Social Psychology), 178–204.
- Bearden, W. W. O., & Teel, J. E. (1983). *Selected Determinants of Consumer Satisfaction and Complaint Reports*. *Journal of Marketing Research*, XX (3), 21–29.
- Bei, L.-T., & Chiao, Y.-C. (2006). *The determinants of customer loyalty: An analysis of intangible factors in three service industries*. *International Journal of Commerce and Management*, 16(3/4), 162–177.

- Berry, Leonard L., Lewis P. Carbone and Stephan H. Haeckel (2002), "Managing the Total Customer Experience," *Sloan Management Review*, 43 (Spring), 85–9.
- Calisir, N., Basak, E., & Calisir, F. (2016). Key drivers of passenger loyalty: A case of Frankfurt Istanbul flights. *Journal of Air Transport Management*, 53, 211–217.
- Chow, S., & Holden, R. (1997). Toward an understanding of loyalty: The moderating role of trust. *Journal of Managerial Issues*, 9(3), 275–298.
- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193–218.
- Dahlsten, F. (2003). Avoiding the customer satisfaction rut. *MIT Sloan Management Review*, 44, 73–78.
- De Haan, Evert, P.K. Kannan, Peter C. Verhoef, and Thorsten Wiesel (2015), "The Role of Mobile Devices in the Online Customer Journey," *MSI Working Paper No. 15-124*. Cambridge, MA: Marketing Science Institute.
- Duffy, D. L. (1998). Customer loyalty strategies. *Journal of Consumer Marketing*, 15(5), 435–448.
- Fraering, M., & Minor, M. S. (2013), *Beyond loyalty: customer satisfaction, loyalty, and fortitude*. *Journal of Services Marketing*, 27(4), 334–343.
- Gentile, Chiara, Nicola Spiller and Giulano Noci (2007), "How to Sustain the Customer Experience: An Overview of Experience Components that Co-create Value with the Customer," *European Management Journal*, 25 (5), 395–410.

- Gotlieb, J. B., Grewal, D., & Brown, S. W. (1994). *Consumer satisfaction and perceived quality: Complementary or divergent constructs? Journal of Applied Psychology, 79(6)*, 875–885.
- Hansemark, O. C., & Albinsson, M. (2004). *Customer satisfaction and retention: the experiences of individual employees. Managing Service Quality, 14(1)*, 40–57.
- Holbrook, Morris B. and Elizabeth C. Hirschman (1982), "The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun," *Journal of Consumer Research, 9 (September)*, 132–40.
- Jacoby, J., & Kyner, D. B. (1973). *Brand Loyalty Vs. Repeat Purchasing Behaviour Journal of Marketing Research, 10(1)*, 1–9.
- Jones, T., & Taylor, S. F. (2007). *The conceptual domain of service loyalty: how many dimensions? Journal of Services Marketing, 21(1)*, 36–51.
- Keaveney, S. M. (1995). *Customer Switching Behavior in Service Industries: An Exploratory Study. Journal of Marketing, 59 (April)*, 71–82.
- Maheshwari, V., Lodorfos, G., & Jacobsen, S. (2014). *Determinants of brand loyalty: A study of the experience–commitment–loyalty constructs. International Journal of Business Administration, 5(6)*, 13–23.
- Lemon, K., Verhoef, P. (2016). *Understanding Customer Experience Throughout the Customer Journey. Journal of Marketing: AMA/MSI Special Issue, Vol.80, 69-96.*
- Mascarenhas, O. A., Kesavan, R., Bernacchi, M., Bowen, J. T., Chen, S.-L., Johnston, R., & Kong, X. (2006). *Lasting customer loyalty: a total customer experience approach. Journal of Consumer Marketing International Journal of*

Contemporary Hospitality Management Iss An International Journal Iss International Journal of Service Industry Management Iss, 23(21), 397–405.

McMullan, R., & Gilmore, A. (2008). Customer loyalty: an empirical study. *European Journal of Marketing*, 42(9/10), 1084–1094. <http://doi.org/10.1108/03090560810891154>

Meyer, Christopher and Andre Schwager (2007), “*Understanding Customer Experience*,” *Harvard Business Review*, February 117–26.

Ofir, Chezy and Itamar Simonson (2007), “*The Effect of Stating Expectations on Customer Satisfaction and Shopping Experience*,” *Journal of Marketing Research*, 44 (February), 164–74.

Oliver, R. (1999). Whence Consumer Loyalty? *The Journal of Marketing*, 63 (Journal Article), 33–44.

Oliver, R. L. (1997). *Satisfaction: A Behavioural Perspective on the Consumer*. *Journal of Consumer Marketing*, 14, 448.

Performance. *Journal of Management Accounting Research*, 16(1), 183–205.

Ryder, I. (2007). *Customer Experience*. *Journal of Brand Management*, 15(2), 15–30.

Schmitt, B. H. (2003). *Customer Experience Management*. John Wiley & Sons.

Schmitt, Bernd (1999), “*Experiential Marketing*,” *Journal of Marketing Management*, 15 (1–3), 53–67.

Shaw, Colin and John Ivens (2005), “*Building Great Customer Experiences*,” London: Prentice-Hall.

Shoemaker, S., & Lewis, R. C. (1999). *Customer loyalty: the future of hospitality marketing*. *International Journal of Hospitality Management*, 18(4), 345–370.

- Smith, R. E., & Wright, W. F. (2004). *Determinants of Customer Loyalty and Financial*
- Straw, J. (2012). *Honda's Latest Model: Training That Drives Lifetime Customer Loyalty*. *TD Magazine*.
- Tarus, D. K., & Rabach, N. (2013). *Determinants of customer loyalty in Kenya: does corporate image play a moderating role? The TQM Journal, Vol. 25 (Iss 5 pp.)*, pp. 473 – 491.
- Uncles, M. D., Dowling, G. R., & Hammond, K. (2003). *Customer loyalty and customer loyalty programs*. *Journal of Consumer Marketing*, 20(4), 294–316.
- White, C., & Yu, Y.-T. (2005). *Satisfaction emotions and consumer behavioural intentions*. *Journal of Services Marketing*, 19(6), 411–420.
- Wilson, A. J., & Liu, J. (2010). *Shaping the Halal into a brand? Journal of Islamic Marketing*, 1(2), 107-123.
- Yang, Z., & Peterson, R. T. (2004). *Customer perceived value, satisfaction, and loyalty: The role of switching costs*. *Psychology and Marketing*, 21(10), 799–822.

APPENDIX

1. Are you a regular Digiturk user?
 - a. Yes
 - b. No
2. “How likely is it you would recommend Digiturk company to a friend or colleague?” Please answer between 0-10.
 - a. 0
 - b. 1

- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

3. How long have you been a Digiturk subscriber?
 - a. 0-3 Months
 - b. 4-12 Months
 - c. 13-24 Months
 - d. 25-36 Months
 - e. 36+ Months
4. Which satellite are you using for Digiturk broadcast
 - a. Eutelsat
 - b. Turksat
5. Which Digiturk package are you using?
 - a. Ailenin Yıldızı
 - b. Filmin Yıldızı
 - c. Sporun Yıldızı
 - d. Yıldız Dolu Paket
6. What kind of a view technology Digiturk broadcast?

- a. SD
 - b. HD
 - c. PVR (Recording ability)
 - d. PIQ (Recording ability with beIN Connect)
7. Do you use beIN Connect at your television, smartphone or computer?
- a. Yes
 - b. No
8. Do you contact with Digiturk Technical Service in last 3 months?
- a. Yes
 - b. No
9. (If 8 is A) How likely is it you would recommend Digiturk's technical service to a friend or colleague? Please answer between 0-10.
- a. 0
 - b. 1
 - c. 2
 - d. 3
 - e. 4
 - f. 5
 - g. 6
 - h. 7
 - i. 8
 - j. 9
 - k. 10

10. (If 8 is A) How likely is it you would recommend Digiturk's technical service technician quality? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

11. (If 8 is A) How likely is it you would recommend Digiturk's technical service appointment service? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8

j. 9

k. 10

12. (If 8 is A) How likely is it you would recommend Digiturk's technical service problem solving time? Please answer between 0-10.

a. 0

b. 1

c. 2

d. 3

e. 4

f. 5

g. 6

h. 7

i. 8

j. 9

k. 10

13. (If 8 is A) How likely is it you would recommend Digiturk's technical service fee policy? Please answer between 0-10.

a. 0

b. 1

c. 2

d. 3

e. 4

f. 5

g. 6

- h. 7
- i. 8
- j. 9
- k. 10

14. Do you contact with Digiturk Call Center in last 3 months?

- a. Yes
- b. No

15. (If 14 is A) How likely is it you would recommend Digiturk's call center to a friend or colleague? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

16. (If 14 is A) How likely is it you would recommend Digiturk's call center problem solving time? Please answer between 0-10.

- a. 0

- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

17. (If 14 is A) How likely is it you would recommend Digiturk's call center first time resolution? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

18. (If 14 is A) How likely is it you would recommend Digiturk's call center to get clear and understandable information about the issue you mentioned? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

19. (If 14 is A) How likely is it you would recommend Digiturk's call center representative quality? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7

- i. 8
- j. 9
- k. 10

20. (If 14 is A) How likely is it you would recommend Digiturk's call center time to connect a representative? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5
- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

21. (If 14 is A) How likely is it you would recommend Digiturk's call center IVR quality? Please answer between 0-10.

- a. 0
- b. 1
- c. 2
- d. 3
- e. 4
- f. 5

- g. 6
- h. 7
- i. 8
- j. 9
- k. 10

22. Could you please specify your STB model serial number? (eg.HM-9505 or DT-9103) (Open answer question)

In the list below you can find the number of attendants and answers for each question.

1. Are you a regular Digiturk user?
 - a. Yes (3022 attendants)
 - b. No
2. "How likely is it you would recommend Digiturk company to a friend or colleague?" Please answer between 0-10.
 - a. 0 (182 attendants, %6,0)
 - b. 1 (44 attendants, %1,5)
 - c. 2 (40 attendants, %1,3)
 - d. 3 (65 attendants, %2,2)
 - e. 4 (74 attendants, %2,4)
 - f. 5 (335 attendants, %11,1)
 - g. 6 (196 attendants, %6,5)
 - h. 7 (449 attendants, %14,9)
 - i. 8 (640 attendants, %21,2)

- j. 9 (240 attendants, %7,9)
 - k. 10 (757 attendants, %25,0)
3. How long have you been a Digiturk subscriber?
- a. 0-3 Months (333 attendants, %11,0)
 - b. 4-12 Months (577 attendants, %19,1)
 - c. 13-24 Months (208 attendants, %6,9)
 - d. 25-36 Months (228 attendants, %7,5)
 - e. 36+ Months (1656 attendants, %55,5)
4. Which satellite are you using for Digiturk broadcast
- a. Eutelsat (2207 attendants, %73,1)
 - b. Turksat (813 attendants, %26,9)
5. Which Digiturk package are you using?
- a. Ailenin Yıldızı (726 attendants, %24,0)
 - b. Filmin Yıldızı (723 attendants, %23,9)
 - c. Sporun Yıldızı (936 attendants, %31,0)
 - d. Yıldız Dolu Paket (635 attendants, %21,0)
6. What kind of a view technology Digiturk broadcast?
- a. SD (635 attendants, %21,0)
 - b. HD (1666 attendants, %55,2)
 - c. PVR (Recording ability) (313 attendants, %10,4)
 - d. PIQ (Recording ability with beIN Connect) (408 attendants, %13,5)
7. Do you use beIN Connect at your television, smartphone or computer?

- a. Yes (1367 attendants, %45,2)
 - b. No (1655 attendants, %54,8)
8. Do you contact with Digiturk Technical Service in last 3 months?
- a. Yes (225 attendants, %7,4)
 - b. No
9. (If 8 is A) How likely is it you would recommend Digiturk's technical service to a friend or colleague? Please answer between 0-10.
- a. 0 (16 attendants, %7,1)
 - b. 1 (4 attendants, %1,8)
 - c. 2 (2 attendants, %0,9)
 - d. 3 (5 attendants, %2,2)
 - e. 4 (2 attendants, %0,9)
 - f. 5 (12 attendants, %5,3)
 - g. 6 (6 attendants, %2,7)
 - h. 7 (12 attendants, %5,3)
 - i. 8 (31 attendants, %13,8)
 - j. 9 (23 attendants, %10,2)
 - k. 10 (112 attendants, %49,8)
10. (If 8 is A) How likely do you satisfied Digiturk's technical service technician quality? Please answer between 0-10.
- a. 0 (7 attendants, %3,1)
 - b. 1 (1 attendants, %0,4)
 - c. 2 (4 attendants, %1,8)
 - d. 3 (2 attendants, %0,9)

- e. 4 (1 attendants, %0,4)
- f. 5 (9 attendants, %4,0)
- g. 6 (6 attendants, %2,7)
- h. 7 (8 attendants, %3,6)
- i. 8 (23 attendants, %10,2)
- j. 9 (17 attendants, %7,6)
- k. 10 (147 attendants, %65,3)

11. (If 8 is A) How likely do you satisfied Digiturk's technical service appointment service? Please answer between 0-10.

- a. 0 (5 attendants, %2,2)
- b. 1 (3 attendants, %1,3)
- c. 2 (3 attendants, %1,3)
- d. 3 (7 attendants, %3,1)
- e. 4 (1 attendants, %0,4)
- f. 5 (6 attendants, %2,7)
- g. 6 (7 attendants, %3,1)
- h. 7 (10 attendants, %4,4)
- i. 8 (16 attendants, %7,1)
- j. 9 (22 attendants, %9,8)
- k. 10 (145 attendants, %64,4)

12. (If 8 is A) How likely do you satisfied Digiturk's technical service problem solving time? Please answer between 0-10.

- a. 0 (11 attendants, %4,9)
- b. 1 (5 attendants, %2,2)

- c. 2 (5 attendants, %2,2)
- d. 3 (2 attendants, %0,9)
- e. 4 (7 attendants, %3,1)
- f. 5 (6 attendants, %2,7)
- g. 6 (8 attendants, %3,6)
- h. 7 (20 attendants, %8,9)
- i. 8 (28 attendants, %12,4)
- j. 9 (133 attendants, %59,1)
- k. 10 (145 attendants, %64,4)

13. (If 8 is A) How likely do you satisfied Digiturk's technical service fee policy? Please answer between 0-10.

- a. 0 (46 attendants, %20,4)
- b. 1 (6 attendants, %2,7)
- c. 2 (5 attendants, %2,2)
- d. 3 (8 attendants, %3,6)
- e. 4 (4 attendants, %1,8)
- f. 5 (17 attendants, %7,6)
- g. 6 (12 attendants, %5,3)
- h. 7 (16 attendants, %7,1)
- i. 8 (25 attendants, %11,1)
- j. 9 (9 attendants, %4,0)
- k. 10 (77 attendants, %34,2)

14. Do you contact with Digiturk Call Center in last 3 months?

- a. Yes (310 attendants, %10,2)
- b. No

15. (If 14 is A) How likely is it you would recommend Digiturk's call center to a friend or colleague? Please answer between 0-10.

- a. 0 (26 attendants, %8,4)
- b. 1 (2 attendants, %0,6)
- c. 2 (5 attendants, %1,6)
- d. 3 (13 attendants, %4,2)
- e. 4 (7 attendants, %2,3)
- f. 5 (39 attendants, %12,6)
- g. 6 (7 attendants, %2,3)
- h. 7 (16 attendants, %5,2)
- i. 8 (52 attendants, %16,8)
- j. 9 (29 attendants, %9,4)
- k. 10 (114 attendants, %36,8)

16. (If 14 is A) How likely do you satisfied Digiturk's call center problem solving time? Please answer between 0-10.

- a. 0 (25 attendants, %8,1)
- b. 1 (5 attendants, %1,6)
- c. 2 (6 attendants, %1,9)
- d. 3 (12 attendants, %3,9)
- e. 4 (7 attendants, %2,3)
- f. 5 (24 attendants, %7,7)
- g. 6 (29 attendants, %2,9)

- h. 7 (20 attendants, 6,5)
- i. 8 (36 attendants, %11,6)
- j. 9 (36 attendants, %11,6)
- k. 10 (130 attendants, %41,9)

17. (If 14 is A) How likely do you satisfied Digiturk's call center first time resolution? Please answer between 0-10.

- a. 0 (28 attendants, %9,0)
- b. 1 (5 attendants, %1,6)
- c. 2 (3 attendants, %1,0)
- d. 3 (11 attendants, %3,5)
- e. 4 (9 attendants, %2,9)
- f. 5 (24 attendants, %7,7)
- g. 6 (7 attendants, %2,3)
- h. 7 (18 attendants, %5,8)
- i. 8 (42 attendants, %13,5)
- j. 9 (36 attendants, %11,6)
- k. 10 (127 attendants, %41,0)

18. (If 14 is A) How likely do you satisfied Digiturk's call center to get clear and understandable information about the issue you mentioned?
Please answer between 0-10.

- a. 0 (14 attendants, %4,5)
- b. 1 (3 attendants, %1,0)
- c. 2 (7 attendants, %2,3)

- d. 3 (8 attendants, %2,6)
- e. 4 (4 attendants, %1,3)
- f. 5 (23 attendants, %7,4)
- g. 6 (8 attendants, %2,6)
- h. 7 (121 attendants, %6,8)
- i. 8 (45 attendants, %14,5)
- j. 9 (32 attendants, %10,3)
- k. 10 (145 attendants, %46,8)

19. (If 14 is A) How likely do you satisfied Digiturk's call center representative quality? Please answer between 0-10.

- a. 0 (8 attendants, %2,6)
- b. 1 (0 attendant, %0,0)
- c. 2 (4 attendants, %1,3)
- d. 3 (7 attendants, %2,3)
- e. 4 (0 attendants, %0,0)
- f. 5 (14 attendants, %4,5)
- g. 6 (5 attendants, %1,6)
- h. 7 (11 attendants, %3,5)
- i. 8 (34 attendants, %11,0)
- j. 9 (38 attendants, %12,3)
- k. 10 (189 attendants, %61,0)

20. (If 14 is A) How likely do you satisfied Digiturk's call center time to connect a representative? Please answer between 0-10.

- a. 0 (37 attendants, %11,9)

- b. 1 (5 attendants, %1,6)
- c. 2 (13 attendants, %4,2)
- d. 3 (26 attendants, %8,4)
- e. 4 (10 attendants, %3,2)
- f. 5 (37 attendants, %11,9)
- g. 6 (22 attendants, %7,1)
- h. 7 (25 attendants, %8,1)
- i. 8 (48 attendants, %15,5)
- j. 9 (18 attendants, %5,8)
- k. 69 (5 attendants, %22,3)

21. (If 14 is A) How likely do you satisfied Digiturk's call center IVR quality? Please answer between 0-10.

- a. 0 (34 attendants, %11,0)
- b. 1 (6 attendants, %1,9)
- c. 2 (15 attendants, %4,8)
- d. 3 (21 attendants, %6,8)
- e. 4 (8 attendants, %2,6)
- f. 5 (45 attendants, %14,5)
- g. 6 (17 attendants, %5,5)
- h. 7 (45 attendants, %14,5)
- i. 8 (17 attendants, %13,5)
- j. 9 (15 attendants, %4,8)
- k. 10 62 attendants, %20,0)