SERVICE QUALITY AND CUSTOMER EXPERIENCE FOR MOBILE SERVICE PROVIDERS IN NAIROBI, KENYA

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Abstract

As services account for a huge proportion of the economies of countries especially in developing countries, it has been contended that goods are becoming commoditized and that service is able to provide for differentiation. It is therefore imperative to provide customer experience that is unforgettable in order to remain or acquire competitive grounds. The greatest changes in customer experience did not occur until mobile phone became common elements of life. This has caused an increase in demand for high quality services by buyers. Mobile service providers have come to a realization that for them to survive in the competitive environment they are in, they must deliver quality products and services.

Keywords: Service Quality, Customer Experience, Mobile Service

Introduction

Competition has pushed many organizations to consider their organizational strategies especially with regards to consumer experience. A general consensus that quality is an abstract concept, hard to define, and measure exists (Hsu & Su, 2002; Terziovski & Samson, 1999). However, quality itself may be considered as a direction or degree of discrepancy between the perception or experience of and the expectations in terms of the various but relatively significant dimension of quality which can alter or impact the future behavior of the consumer (Zehir, Ertosun, Zehir, & Müceldilli, 2012). Firms can either consider a proactive or reactive approach in ensuring that quality is attained and sustained. Whereas the conventional approach to quality would imply that firms intending to rectify or try and restore the services after an outage, the current and contemporary approach in quality seeks to forestall outages from occurring. It seeks to ensure that firms give quality from the first time that they offer their services (Karani & Bichanga, 2012). The Telecom industry comprises of various products and services, but of key focus and concern, even in this study, is the mobile phone service providers, which has been the most buoyant with regards to growth and development (Barton, 2015). Services have become the most effervescent among the service sectors all over the world.

Service quality is an important aspect of competitive advantage because it brings about loyalty as well as customer satisfaction. Companies that have a high service quality create a challenge to other companies since service quality is a crucial tool when it comes to the struggle of a company differentiating itself from the other companies in competition with (Landari, 2008). There is increase in demand for high quality services by customers however its understood differently by different people and is therefore not easily perceived because it is an intangible item (Jaskulska, 2013). It is no longer enough to satisfy customers, so firms must also delight them to be successful. Offering a customer experience that is good is critical since it has an effect on customer loyalty and satisfaction (Liljander & Strandvik, 1997; Yu & Dean, 2001) instils confidence and has an influence on what is expected by the customer (Flanagan, 2005; Johnson & Mathews, 1997), it promotes the brand as well as leads to creation of emotional bonds with customers or results to emotional scarring (Berry & Carbone, 2007; Pullman & Gross, 2004).

According to Communication Authority's statistics report for the financial year 2017/2018, Kenya has a mobile penetration of 95.1%, this translates to 42.8 million subscribers. The mobile service industry in Kenya is going through profound changes resulting in new markets players and challenges. Currently there are five main mobiles service providers in Kenya namely Safaricom, Airtel, Orange Telkom, Equitel and Sema Mobile Services. There is high mobile usage in Kenya and it also includes the people at the lower end of the economic spectrum. Of Kenyan citizens making a living of less than $2.5 US dollars per day, 60.5 percent of them owned a mobile phone (RIA, 2012). There's a steady decrease in the cost of mobile phones, in the past they were seen as luxury goods but are currently viewed as a necessity by a majority of the people in Kenya (Otieno, 2012). Monitoring consumer experience and understanding service quality in the communication service industry is key, yet, not much has been done to ascertain the consumer experience, especially in developing countries such as Kenya (Phillip & Ochieng, 2015). The current study therefore is seeking to elucidate the association between the service quality delivered and consumer experience by answering the following research questions; what is the level of service quality delivered by the mobile service providers in Nairobi, Kenya? Is there a relationship between service quality delivered and customer experience in Mobile service providers in Nairobi, Kenya?

This study's main objective is to investigate the link between service quality delivered and customer experience in mobile service providers in Kenya by analyzing the specific objectives as follows:

i. To establish the level of service quality delivered by the mobile service providers in Nairobi, Kenya

ii. To establish the relationship of the service quality delivered and customer experience in Mobile service providers in Nairobi, Kenya

Literature Review

Theoretical Foundation

Gronroos in 1982 came up with the technical and functional quality model where there's conceptualization of service quality as a three-dimension construct, notably: technical quality, functional quality and image. Gronroos (1982) determined two dimensions of service quality; technical quality as well as functional quality. Technical quality is the thing which is delivered while functional quality refers to how it is delivered. The technical quality represents the primary need of the customer. It comprises the technical solutions, machines, knowhow and computerized systems. Customers are however influenced how the technical quality is delivered to them hence the need to also focus on the functional quality (Pine & Gilmore, 1998).The functional quality comprises of internal relations, accessibility, service-mindedness, behavior, appearance and customer contacts. Gronroos also incorporated the concept of corporate image, he argued that the customer perceived image is important to the service organizations since it determines the way the customer perceives of the firm. The corporate image is derived from the technical and functional quality. Cotts (2008) argues that organizations that are able to create a good customer experience keep the customers coming back have a competitive advantage. It is therefore important for service firms to build up on the technical and functional quality for instance public relations, ideology, tradition, pricing and word of mouth as it directly affects the customer's experience (Obambo, 2013)

Additionally, in 1985, Parasuraman, Zeithaml and Berry came up with service quality model that is called GAP model. The gap model defines service quality as a function of the difference between the expectation and performance along dimensions of quality. GAP model. This GAP service quality model was developed using focus group interviews (Yarimoglu, 2014). The model was used to conceptualize and measure quality (Gorji, 2011). According to this model, customer quality is based on customer expectations and perceptions. The SERQUAL model was developed with five dimensions namely; tangible representing physical facility, personnel appearance, and equipment, reliability that represented the ability to execute the service promised in a dependable and accurate manner, responsiveness representing the willingness to assist a customer and offer service promptly, assurance that represented the employees' knowledge and courtesy and ability for inspiring confidence as well as trust, and empathy representing the act of caring, and the personalized attention the customers get from the firm (Gorji, 2011). The model explains that for customer needs of a firm to be met, the five service quality gaps must be overcome.

These five GAPs included; customer expectations and management perception or the knowledge gap, management perception and service quality specifications or the quality gap, specifications of service quality and service delivery or the delivery gap, delivery and external communications and perceived service or the communications gap and expected service or the service delivery gap (Kulašin & Fortuny-Santos, 2005; Yarimoglu, 2014); and sixth gap that came later known as the service delivery and perceived gap or the perceived gap (Kulašin et al., 2005; Yarimoglu, 2014). The above formed the SERVQUAL model with the five dimensions that has twenty two service quality questions that are measured and presented in seven-point Likert scale based on studies done (Sultan & Yarimoglu, 2014).

Service Quality

Service quality refers to the perception of the customer on how well a service meets or exceeds his or her expectation (Parasuraman, Berry & Zeithmal, 1985). It is usually the customers who judge it but not the organizations themselves (Abbasi, 2010). The ability of a company to offer quality service and attract and retain consumers determines whether it will succeed or fail in the business environment that is competitive of the next generation of service providers (IBM, 2007). Sidi (2016) states that, it is a measure of the clients' general impression of the organizations administration as it endeavors to meet the customers' wants. Service quality is therefore a comparison between the customers' pre-expected service and the actual perception once the service is received. This also means that it is a subjective judgement of affairs as opposed to being a quantitative measurement of property or description of the same (Liu & Wang, 2017). Service quality also defined simply as performance offered by one person to another and is a measure of

how good the level of the service in view of customer expectations and it therefore realized by meeting customer needs; in essence, it denotes the gap between customer expectations and perceived service (Kotler & Keller, 2009; Kulašin & Fortuny-Santos, 2005).

From the six gaps came the description of the ten dimensions that affected service quality namely; knowing the customer and tangibles, responsiveness, security, competence, credibility, access, communication, courtesy and reliability (Yarimoglu, 2014). The above elements were then collapsed into five elements to include; assurance, responsiveness, reliability, empathy as well as tangibility (Kulašin & Fortuny-Santos, 2005). This is what formed what was called the SERVQUAL model which has the five dimensions that has twenty two items that are measured and presented in seven-point Likert scale based on studies done (Sultan & Yarimoglu, 2014).

Reliability refers to the firm's ability to deliver on the promise, how dependable it is, and precision in delivery (Kulašin & Fortuny-Santos, 2005). This has to occur amidst the challenge that service delivery is challenging and complex, because of its unique characteristics as influenced by the high level of customer integration, e-commerce competition, high demand from customers (Alzaydi, Al-Hajla, Nguyen & Jayawardhena, 2017). The reliability must translate in the end to customer satisfaction which is just perception, psychological reaction, and evaluation to the Service quality and these means that the customers trust the organization which depicts, and consistency and reliability shown (Omar, Saadan, & Seman, 2015).

Kulašin and Fortuny-Santos (2005), define responsiveness as a company's willingness to assist customers as well as to offer timely services. It is a human factor aspect that includes; people behavior and conviviality: speed, timeliness, communication, warmth, neatness, attitude, dress, tone of voice, anticipation, solving problems, friendliness, handling complaints, and politeness (Yarimoglu, 2014). In a study on ATMS service, Iberahim, Taufik, Adzmir and Saharuddin (2016) established that three of the four dimensions of service quality elements that included timeliness, dependability and consistency, were found to be important in the maximization of customer satisfaction. According to El Saghier (2015) responsiveness impacted highly on satisfaction of customers in the hotel industry in Egypt.

Empathy refers to the act of caring, and involves understanding their needs, learning their specific requirements, offering personalized attention, as well as ensuring the regular customers are recognized.

Assurance is all about the employees' knowledge and courtesy and them being able to portray trust as well as confidence so that the customers can know that they are free from risk, doubt and danger, ensure they are physically safe as well as financially secure, and ascertain their matters will be kept confidential (Kulašin, 2005). These include aspects of appearance like physical facilities, layout, decor, facility, size, location, reliability, processes and procedures: range of services, capacity balance, process flow and flexibility as well as control of flow (Yarimoglu, 2014).

Customer Experience

Nordli (2014) defines an experience as a process of doing, seeing and of having things happen to you, therefore its an event or occurrence, that leaves an impression on individual who confronts or gets feels some sensation or emotion. Customer experience is therefore the perception of a customer of a brand established by each interaction they have with an organization (Smith, 2006). In view of this one would say experience is a takeaway from the service encounter and it's the emotion that arises when the experience using the service is remembered (Nordli, 2014). This therefore means that any time an individual comes across a service, which happens daily, that person experiences something and this is usually, the perceived value of the service offered or received (Nordli, 2014). Customer experience is, therefore, a customer specific perception of a company's overall market (Prahalad & Ramaswamy, 2004). It's the product of an interaction between a customer and an organization over the period of their association. Experiences are as varied as are individual perceptions as affected by a person's interpretation, of the encounter on one's culture, prior to experience as well as mood, economy, the market, technology and human needs. Author define successful service as that which the customer find as unique, memorable, and sustainable over time and therefore consistency leads to great experiences Additionally, the experience is normally an overall

impression and not a single moment, however, it is noted that what tends to last longer is the last moment or impression (Nordli, 2014).

Customer experience has to be integrated within and across the whole organization to achieve positive results (Saba, 2014). To facilitate this, six customer experience attributes been identified. These include brand performance, service performance, multichannel interaction, social environment, physical environment and price or promotions (Saba, 2014).The brand attributes and performance influence the customer's attitude which has an effect on their behavior and future interactions with the organization. Multichannel interactions facilitates customer acquisition, development and retention. These are the channels through which the company and its customers interact. Availing alternative channels for interaction results in high customer equity (Schmitt, 2003).

Service performance has a big impact on the experience that results to perceptions that entirely shape attitude towards a brand. When a service fails, customers experience negative emotion and their perception determines their reaction. The behavioral outcome related with the service recovery is thus dependent in a direct manner on the negative emotion but on their perception in an indirect manner (Harrison, 2012). Positive service encounters improves the overall quality and customer satisfaction hence companies try to incorporate such elements in the service design. Swanson and Davis (2003) analyzed the physical environment and pointed out that the contact center employees are responsible for what is delivered and the management is responsible for how the service is delivered. Perceived shared responsibility between the contact employees and management plays a major role in delivering positive experience flow (Zeithaml et al., 2006).

Social environment facilitates content sharing and is inclusive of interaction of customers in different settings such as retail stores, online platforms and social media networks (Miller et al., 2009). Customers normally depend on an interaction that is peer to peer to obtain company information as this is seen as the most trusted source. Moore and Capella (2005) carried out a research on customer to customer interaction and concluded that it influenced customer satisfaction and loyalty. Pricing has a direct relation to customer experience, however it should not be the only focus of customer experience (Berry, 2002). Sensory experience such as long waiting lines and disorganized store should also be addressed.

Conceptual Framework

The conceptual framework is depicting the association between the independent variables and dependent variables of this study. Customer experience being good or bad depends on the service quality dimensions that include; reliability, responsiveness, empathy, assurance as well as tangibles. In this study, customer experience is approached from brand experience and price perspective.

Service Quality (Independent Variable)	→	**Customer Experience** (Dependent Variable)
• Reliability • Responsiveness • Empathy • Assurance • Tangibles		• Brand Performance • Price
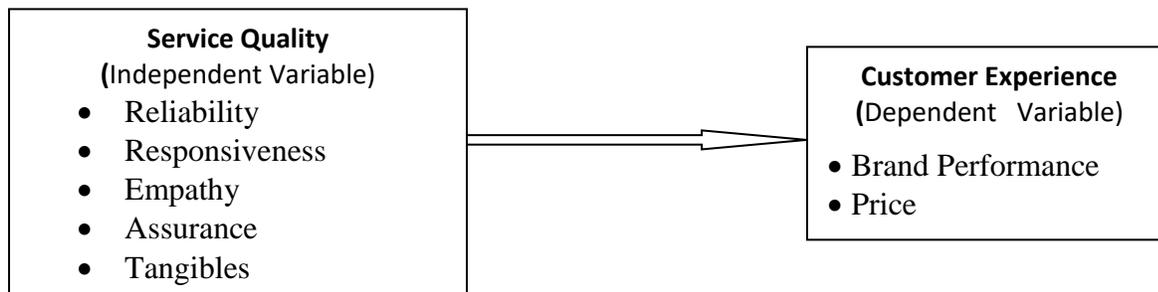
Descriptive research design was adopted which enabled the researcher to collect quantitative data to achieve the research objectives (Williams, 2011). The study was carried out in Nairobi, Kenya and targeted all mobile service subscribers of the 5 mobile service providers; Safaricom PLC, Orange Telkom, Fineserve

Africa Limited (Equitel), Airtel Kenya and Sema Mobile as per the communications Authority. Nairobi constitutes more than 70% of mobile telephone subscribers in Kenya and respondents represented all social backgrounds, thus developed a heterogeneous sample needed for this nature of the survey.

A systematic random sample of 385 respondents was chosen for this study by use of Fisher's formula for determination of appropriate sample sizes for populations more than 10,000 , as follows: $n = \frac{z^2 pq}{e^2}$ .Where, n=desired sample size, z=standard normal deviate for α at 95% confidence level (1.96), p= is the estimated proportion of an attribute that is present in the population, q= 1-p = 0.5 and e=level of precision (0.05). The respondents were 77 mobile service subscribers from each of the 5 mobile service providers. Collection of data was by means of questionnaire. The data analysis employed was both descriptive statistics and regression analysis.

Data Analysis, Results and Discussion

Out of 385 questionnaires administered, 308 responded which gave a response rate of 80% from 4 mobile service providers; Safaricom, airtel, Telkom and Equitel. There were no respondents from Sema Mobile service provider. As per Mugenda and Mugenda (2003), the statistical significance response rate for undertaking analysis must be at least 50%.

Table 1 below presents the level of service quality delivered by the mobile service providers. Each attribute of the service quality dimension had a maximum ranking of 5 and a minimum rank of 1 on the likert scale.

Table 1: Reliability

Reliability	N	Mean	Standard Deviation
The company keeps its promise	308	4.029	1.186
The company is dependable	308	4.052	1.176
perform services right the first time	308	4.192	0.961
Service is delivered timely	308	4.033	1.215
Average		4.077	1.135

Source: Research data (2018)

The customer responses indicated that the mobile service providers rarely keep their promise as it had the lowest mean of 4.029. This is consistent with the research findings in the telecommunication industry in India where the reliability had the biggest gap between the customer's perception and expectation of reliability dimension (Sharma & Jhamb, 2017) Consistency in service delivery is key, findings from IKEA indicating that the service delivered should be standardized (Gerdt & Korkiakoski, 2016). The mobile service providers need to invest more in improving reliability of the service delivered, this is consistent with findings from the research done on service quality and customer satisfaction among Mobile subscribers (Obambo, 2013).

Table 2: Responsiveness

Responsiveness	N	Mean	Standard Deviation
prompt response and attend to customer needs	308	3.990	1.136
Employees are approachable, easy to contact	308	4.169	1.092
staff communicate clearly to customers	308	4.088	1.251
employees willing to assist emergency cases	308	4.182	1.120
Average		4.107	1.150

Source: Research data (2018)

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The responsiveness dimension had the second lowest mean score indicating that the mobile service providers are not prompt in attending to their needs and the employees do not communicate clearly. Research done in the telecom companies in Yemen indicated that the customer were highly unsatisfied by the responsiveness during service delivery (Hussein & Abkar, 2017). Sharma (2017) recommended having a program containing documentation on frequently asked questions to facilitate prompt and accurate response to customer issues in order to improve responsiveness in service delivery.

Table 3: Assurance

Assurance	N	Mean	Standard Deviation
Employees have needed skills and knowledge	308	4.166	1.076
Employees' behavior instills confidence	308	4.352	0.957
Employees are courteous/polite to customers	308	4.270	1.070
Feel safe in transaction with the company.	308	4.225	1.031
Average		4.253	1.034

Source: Research data (2018)

Assurance is conceptualized as the ability to inspire confidence. From the research findings, the customers felt that the employees' knowledge and skill was adequate to resolve their issues and they were polite when interacting with the customers. This is depicted by the mean of 4.376 making the assurance dimension to rank as the third among the service quality dimensions. Mathei (2013) in the study on service quality delivery in mobile telephone industry in Kenya confirms the results where customers expected the service provider to be the expert of the service delivered. Arlen (2008) recommended that assurance can be improved by raising the customer awareness of the organization's expertise and competency.

Table 4: Tangibility

Tangibility	N	Mean	Standard Deviation
The company has modern equipment	308	4.215	0.980
visually attractive offices and equipment	308	4.208	0.983
The employees are well dressed and neat	308	4.427	0.827
The service points is clean and comfortable	308	4.485	0.777
Average		4.334	0.892

Source: Research data (2018)

The highest ranked dimension of service quality delivered by the Mobile service providers in Kenya was tangibility. This indicates that the mobile service providers have modern equipment, visually attractive offices, well-dressed employees and the service points are clean and comfortable. However, customer seem to have less emphasis on tangibility which is the physical aspect of the provided by the mobile service providers. This is supported by the research findings on Telecommunication service providers in Malaysia where reliable service was seen to be more vital than the physical aspect (Siew-Phaik & Taiwo, 2011)

Table 5: Empathy

Empathy	N	Mean	Std Dev
The employees give customers individual attention	308	4.359	0.961
The employees are caring	308	4.280	1.099
The company operating hours are convenient	308	4.300	1.023
The company understand your needs	308	4.326	0.938

Average	4.316	1.005

Source: Research data (2018)

Empathy which focuses on in-depth understanding of customer motivation and lifestyle (Srinivasm & Padma, 2013) was ranked second with an aggregate mean score of 4.316. The customers feel that the mobile service providers are caring and give them personalized attention. The service points are conveniently located and their operating hours are also convenient. This is consistent with research carried out by Mathei in 2013 on Mobile telephony industry in Kenya where customers were keen to feel that the employees of the mobile service provider understood their needs.

The study also sought to determine the customer experience of the mobile service providers in Nairobi, Kenya. The tables below contain the findings from the sampled subscribers who participated in the study.

Table 6: Brand Performance

Brand Performance	N	Mean	Std Dev
Brand reputation has influenced your expectation	308	4.227	1.077
Brand reflects commitment to offering good service	308	4.497	0.837
Average		4.362	0.957

Source: Research data (2018)

On Brand performance, brand perception and brand reputation were the key focus areas. From the results of the study, the customers felt that the company brand reputation influenced their expectations. The performance of the brand also affected their interaction with the company. This coincides with Inmoment telecom report,2017 that outline the influence of brand performance on customer experience indicating the emotional trigger that brand has on customers fostering loyalty.

Table 7: Price

Price	N	mean	Standard Deviation
service pricing has an impact on your experience	308	4.250	1.040
Price discounts influence your experience	308	4.179	1.100
Average		4.215	1.070

Source: Research data (2018)

The customers felt that the service were well priced however the standard deviation was more than 1 indicating the differing opinions among the responds. Price discounts is seen to influence the customer's experience from the results obtained from the study. Reduction in price is usually seen as an incentive for purchase however it also has a direct relation to customer experience (Berry et al, 2002).

Regression analysis was used to determine the relation between service quality delivered and customer experience. The predictor was service quality dimensions while the dependent variable was customer experience. Service Quality and Brand Performance. In order to determine the relation between the independent variable (Service Quality dimensions) and dependent variables (Brand Performance) analysis was done at a 5% significance level. The results are shown in table 8.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 626	. 392	. 260	0.96953

Source: Research data (2018)

The research findings indicate that the service quality dimensions had 39.2% effect on brand performance. This implies that there are other factors that affect 60.8% of the brand performance. This is in line with the research findings by Saidu (2014) on factors affecting brand performance among consumers in Nigeria where other factors like trustworthiness, product involvement and perception of quality were identified to affect brand performance

Table 9 ANOVA

	Df	SS	MS	F	Significance F
Regression	5	13.95335	2.79067	2.968809	0.032766
Residual	303	21.61992	0.939997		
Total	308	35.57328			

Source: Research data (2018)

Analysis of Variance was used to test if there was significant relationship between the independent variables (Service Quality Dimensions) and the dependent variable (Brand Performance). From the analysis the significance level was 0.032766 which is less than 0.05 therefore indicating that the model is statistically significant.

Table 10:   T-test For Regression Coefficient

	B	Standard Error	T	Sig
Intercept	3.025969	0.366519	8.255958	4.75E-15
Reliability	0.060973	0.059654	1.022105	0.307549
Responsiveness	0.057004	0.075292	0.757101	0.449579
Assurance	0.184839	0.07845	2.356131	0.019105
Tangibility	-0.07956	0.081189	-0.97998	0.327881
Empathy	0.100064	0.054191	1.846503	0.065797

Source: Research data (2018)

The coefficients in regression model;

Brand Performance = 3.025969 + 0.184839Assurance

Assurance was identified to be the most significant dimension since its value was 0.019105 which is less than 0.05 therefore met the threshold of significance. This implies that competence, credibility, courtesy and security play a major role in influencing the brand performance. The study findings are consistent with findings from the research done in Thai Open university on service quality and brand performance which identified that there is low relationship of the 4 dimensions of service quality (Thammathirat, 2017); reliability, tangibility, responsiveness and empathy on the brand performance. There was medium relationship for assurance dimension on brand performance.

Additionally, regression analysis was still used in an effort to determine the relation between service quality delivered and price. The predictor was service quality dimensions while the dependent variable was price.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	. 676	. 457	. 314	0.54907

Source: Research data (2018)

The research findings indicate that the five service quality dimensions had 45.7% effect on price. This implies that there are other factors that affect 54.3% of the price. Abbott (2016) in the study on factors influencing pricing identified other factors such as government regulation, competition, production cost and profit maximization that directly affect pricing of services.

Table 4.12: ANOVA

	Df	SS	MS	F	Significance F
Regression	5	4.825355	0.965071	3.201092	0.029066
Residual	303	5.728156	0.301482		
Total	308	10.55351			

Source: Research data (2018)

The relationship between the independent variables (Service Quality Dimensions) and the dependent variable (price) was tested using Analysis of Variance. The significance level was 0.029066 which is less than 0.05 therefore indicating that the model is statistically significant

Table 4.13: T-test For Regression Coefficient

	B	Standard Error	t	Sig
Intercept	3.381455	0.425576	7.945598	3.86E-14
Reliability	-0.04254	0.069266	-0.6141	0.539614
Responsiveness	0.054874	0.062923	0.872083	0.383856
Assurance	-0.01602	0.087424	-0.18329	0.854697
Tangibility	-0.09618	0.09427	-1.0203	0.308405
Empathy	0.305752	0.091091	3.356572	0.00089

Source: Research data (2018)

The coefficients in regression model;

Price = 3.381455 + 0.305752Empathy

Empathy was identified to be the most significant dimension since its value was 0.012037 which is less than 0.05 therefore met the threshold of significance. This implies that focusing on in-depth understanding of customer motivation and lifestyle has a significant effect on pricing. Every customer has their own wants and needs, these factors influence to what extent they are willing to pay for a service (Srinivasm & Padma, 2013). Customers want good service with reasonable prices that they can afford customer (Peng & Wang, 2006). Price reasonability would build a long term positive relation with the customer. Customers switch to service providers who offer fair, this directly affects their experience.

Conclusion and Recommendations

The results of this study revealed that a relation exists between the service quality delivered and customer experience in mobile service providers in Nairobi, Kenya. Responsiveness, reliability, assurance, tangibility and Empathy were identified as the service quality dimensions that have a varying but significant influence

on the antecedents of costumer experience. Assurance was identified as the most significant dimension affecting the brand performance. Empathy was identified to have a significant effect on multichannel interactions. Reliability, responsiveness and assurance had a significant effect on service performance. Tangibility and assurance were noted to have an effect on physical environment. Assurance and reliability were noted to have high significance on the social environment. Empathy was noted to have the most significance on pricing. Mobile service providers should therefore be keen on the service quality delivery as they can a positive or a negative impact on customer experience.

In order to leverage on the benefits of customer experience, mobile service providers should monitor the service quality and obtain feedback on customer experience. The mobile service providers should also ensure that they deliver the right service first time as this is an attribute of reliability which significantly affects customer experience. From the findings of the study, there is also need to improve on the consistency in solving customer's problems. Continuous monitoring of customer experience is recommended to ensure the mobile service providers deliver services that meet their customer's needs.

The mobile service providers should standardize processes to improve on the consistency of the service. Proactive measures on ensuring service availability and mitigating service outage should be put in place to ensure that the service is available to the customer when required. This will boost the reliability of the service. Management should ensure that employees are motivated and willing to assist customers. This will improve the responsiveness during service delivery. The employees should also be trained to equip them with the right skill to be confident to address customer issues as this will improve on the assurance when customers interacts with the mobile service provider. Empathy could be improved by ensuring that the mobile service provider has a database with their customer information, this will aid in understanding their customers better and according them the individual attention and care they need.

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