

## Factors Influencing the Behavior of the Mobile Phone Users to Switch Their Mobile Telecommunication Operators in Bangladesh

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### Abstract

The study seeks to explore the reasons that influence the brand switching behavior of the consumers in the mobile telecommunication sector of Bangladesh. The data has been collected from Comilla city area through a structured self-administered questionnaire survey on 50 respondents and frequency distribution, Pearson correlation and multiple regression models have been used to analysis the data. The empirical results reveal that tariff package, internet facility and promotional activity have significant influence on consumers' brand switching behavior. The study shows call charges and tariff plan plays the most important role in switching the service providers and it was followed by network coverage, quality, internet package, advertising, promotion, value added services and customer care services. Thus, telecommunication operators should provide more focus on consumers' choice criteria for reducing switching rate.

**Key words:** Brand switching behavior, consumer behavior, customer service, mobile telecommunication industry of Bangladesh.

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## **1. INTRODUCTION**

Telecommunication industry of Bangladesh shows the high growth from last decade as compared to other sectors in the country. The study was conducted in Bangladesh, a country of high growing telecommunication services in Asia. According to Bangladesh Telecommunication Regulatory Commission (BTRC) the total number of mobile phone subscribers in Bangladesh has reached 105.051 million in June, 2013. Faster development of telecommunications network coupled with improved quality of service in line with the national development which is a must for the fulfillment of the aspiration of digital Bangladesh (Rahman, 2010). Local and international companies started their operations and created a high competition in the mobile telecom sector in Bangladesh. This intense competition has caused brand conscious consumers as well as consumers moving from one service provider to another.

The main purpose of mobile telecommunication is to connect people through voice transfer and most of the consumers use their mobile phones for making calls, messaging, surfing the internet, etc. Now a day, telecommunication has already started introducing some diversified areas with the help of its mobile phone network. The mobile telecommunication industry comprised of six major players which are Citycell, Grameenphone, Robi, Banglalink, Teletalk and Airtel. They are investing heavily to increase the consumer expectations and are devising their strategies to delight the consumers.

In today's competitive business market, it has been seen that organizations are increasingly focusing on the retention of their existing consumers. Thus, Gaining knowledge about consumers switching behavior is substantively essential for the sustainability of any business. Brand switching is the process in which consumer switches from the usage of one product or brand to another product or brand but of same category (Kumar and Chaarlas, 2011). Lack of satisfaction or dissatisfaction leads consumers through the switching of the brand. Hence brand switching is a complex and complicating challenge for the sustainable development of the service providers.

Because of the stiff competition companies are trying to increase the market share and reducing the switching rate to protecting their consumers. Peters (1987) shows that it can cost five times more to acquire a new consumer than to retain and satisfying an old consumer. Consequently, retaining the current consumer base is much more attractive and viable than searching for new consumers. As competition has escalated among the operators, so it is necessary for them to learn about the brand switching behavior of consumers. It is always influenced by a number of attributes. In this study, five attributes were considered as important cues, which lead consumer to switch the brand. This study examines the brand switching behavior of consumers towards the mobile telecommunication sector in Bangladesh due to the various attributes.

## **2. OBJECTIVES OF THE STUDY**

The study is undertaken with the prime objective of analyzing factors that may influence the behavior of the mobile phone users to switch their mobile telecommunication operators in Bangladesh.

The specific objectives are as follows:

- To understand the relationship between brand switching behavior and the offers of the telecommunication operators such as, tariff package, network coverage, internet facilities, promotional activities, customer services and so on;

- To determine the possible reasons to switch users from one telecommunication operator to another.

### **3. LITERATURE REVIEW**

**3.1. The Telecommunication Industry of Bangladesh:** The telecommunication industry, specially the mobile phone sector in Bangladesh is one of the fastest growing business sectors of the country which provide a lot of value addition to the society with its service and creation of employment opportunities. The sector is very much competitive and this competitive trend is increasing. The intensified competition in the marketplace sheds light on retaining current consumers to keep market share intact (Lee and Feick, 2001). Therefore, to maintain the position in the market, mobile operators have to identify the factors related to consumers' retention and brand switching behavior.

At present Bangladesh have six operators in mobile telecommunication industry. Citycell (Pacific Bangladesh Telecom Limited) was the first mobile phone operator of Bangladesh. Citycell started its commercial operation from 1993. On November 28, 1996, Ministry of Posts and Telecommunications of Bangladesh gave license to Grameenphone and in March 26, 1997 Grameenphone launched its service. Grameenphone has built the largest mobile phone network in the country. Telecom Malaysia International (Bangladesh) started its operation in 1997 under the brand name Aktel. The company changed its brand name Aktel with the brand name Robi on March 28, 2008. Under the Companies Act, 1994, as a public limited company, Teletalk Bangladesh Limited was incorporated on December 26, 2004. Bangladesh Government sponsored the company. In February 2005, Banglalink entered the telecommunication sector of Bangladesh. In July 2007, a joint venture between Abu Dhabi Group & SingTel Group named as Warid Telecom started its operation. Now it is providing service with the name Airtel. All of these mobile phone operators are competing with each other to capture the market share of telecommunication industry in Bangladesh.

**3.2. Consumer Switching Behavior:** Consumer behavior is the psychological processes that consumers carry out in recognizing needs, identifies the means to resolve these needs, making purchase decisions, etc. Consumer switching behavior is the process showed by a consumer, behaving differently to a particular brand and alteration in the preference of the existing product or service. According to Bass (1974), Brand switching behavior has long been of interest to marketing researchers at modeling brand switching behavior and providing a useful representation of the influence past purchase on current purchase.

Brand switching occurs when a consumers switches their allegiance from one brand of a certain type of product to another brand. In general, consumer satisfaction is found to be the most common factor responsible for the consumer's switching action or behavior (Fernandes and Santos, 2007). It was clearly concluded by the Wen-Hua, Wu and Jing (2010) that, if the customer complement's then it would affect the switching behavior negatively. When any company loses a consumer they are not only losing future earnings but incurring the cost of finding new consumers as well.

**3.3. Tariff Package:** Tariff is a cost of acquiring a service that means price. According to Kotler and Armstrong (2010) price is one the important factor which plays a vital role in brand switching. Price is that amount which consumer pays for any product or services for purchasing or using of that product or services. Price in mobile phone includes the cost of purchasing a SIM

card, charge for a call per minute, cost of sending messages, internet charges, etc. All of these costs play a role in switching of the telecommunication brand. Competitors apply almost all strategies to make consumers believe that they will get extra benefits if they switch brand. The useful method is to compare the tariff package and call charges. Subscribers compare the charges made during a call, the rates affect they staying decision (Fraccastoro & Karani, 2010).

If service provider charges sensible price and give better service than competitors, very few consumers will switch to another brand (Martin et al., 2007). So, price has a positive impact on brand switching. If service provider charge high price than more consumers will switch to another brand (Herrmann et al., 2007). Consumers are satisfied if they perceive the charges as being equivalent/below the benefits they receive from the service. For this reason Keaveney (1995) stated the price as the most prominent factor behind switching of brand. When competitor offers more or better package than what the subscriber is getting currently, this can trigger to brand switching.

**3.4. Network Coverage:** Network coverage is how far in terms of places is the network accessible. Subscribers need to be able to still have network access in the rural areas, highway roads and villages. If subscriber has no network coverage in their locality, they are likely to switch to a competing provider if it has coverage in those locations.

In Bangladesh, there are some particular areas where a particular operator has the majority of subscribers. In Chittagong, Robi gain the largest largest of consumers. In hill tracks area, Teletalk gain competitive advantage because of building mobile network for the first time by them. Hence consumers consider these facts. If network converge area, quality of network, connection time and sound clarity of current operator do not matches with the customer's expectation, it create conflicts in satisfaction which lead to switching of brand in mobile telecommunication sector of Bangladesh.

**3.5. Internet Facility:** Every mobile operator provides internet services, but the internet package of operators is not same. Mini pack internet is very popular to the mobile internet users. Some operator charges more than competitors for their internet packages. There is a strong 2G (second generation) internet network facility in all over the county, which ensures GPRS and/or EDGE connection. But now a days, consumers, specially, the educated young generation demands more fast data processing speed when they surfing on the internet.

Teletalk introduced 3G (third generation) network in major cities of the country and other operators are introducing this network in limited areas only. By using 3G network, a consumer can make video call, high speed internet browsing and able to watch TV by their multimedia mobile phone. Hence subscribers may switch from to another brand for the advanced network services and having 3G internet facility.

**3.6. Promotional Activity:** Marketing Efforts of the competitors, especially, the advertising and sales promotions have been the areas of interest to researchers because of its influence on brand switching behavior of consumers. Much of the advertising process is aimed at encouraging brand switching among consumers. Lavidge & Steiner, (1961) investigated the purpose of advertising relating it to the switching behavior of consumer that shows the purpose can be classified into either short term- attract more consumers and boost sales or long term- provide information and distinguish brands. Henderson et al., (1994) had found a significant relationship between

advertising and brand switching. It indicates a higher switching rate existed if a consumer had more chances of seeing an advertisement of alternative brands.

Sales promotions have a positive influence on consumers brand switching behavior. Shi, Cheung, & Prendergast (2005) indicated that majority of sales promotion elasticity is linked to brand switching behavior of consumers. The promotional activities of one mobile network operator affect other operators. Subscribers are drawn to special offers and seek offers that are better and match them most.

**3.7. Customer Service:** Customer service quality is an approach which can be known as the services received by consumers as compared to expectations regarding it (Parasuraman et al., 1988). As Guatam and Chandhok (2011) suggest that consumers expectations and perceived performance having the direct relationship for the better experience of the perceived service quality. The standard of quality and performance of customer care service can be influential in brand switching; subscribers need to be able to call customer lines and get adequate help. Customer's assistance helplines need to provide subscribers swift assistance, they need to be guaranteed that should solve problems arise with their accounts. A service provided should to meet consumers' needs and expectations in order to lead to satisfaction. If a service falls below consumer expectations this is deemed to be a failure, which involves mistakes, billing errors and services misfortunes- network failures and signal interruptions. Lee R, (2011) attributed brand switching behavior to technical service quality and functionality of service quality.

#### 4. DEVELOPMENT OF HYPOTHESES

For the convenience of the study, the following hypotheses are developed which are to be tested.

**H<sub>1</sub>**: Tariff package has significant influence on consumers' brand switching behavior.

**H<sub>2</sub>**: Network coverage has significant influence on consumers' brand switching behavior.

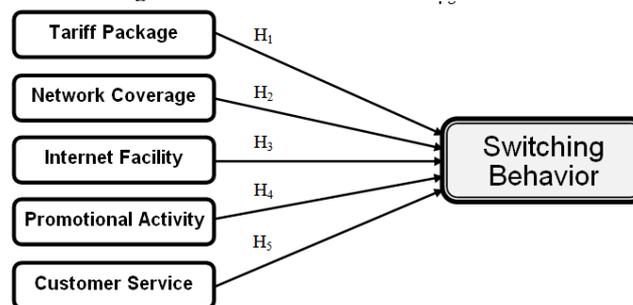
**H<sub>3</sub>**: Internet facility has significant influence on consumers' brand switching behavior.

**H<sub>4</sub>**: Promotional activity has significant influence on consumers' brand switching behavior.

**H<sub>5</sub>**: Customer service has significant influence on consumers' brand switching behavior.

#### 5. CONCEPTUAL FRAMEWORK OF THE STUDY

The conceptual model of this paper emphasizes on the following variables like tariff package, network coverage, internet facilities, promotional activities, and customers service that would possibly affect the brand switching behavior of consumers' towards the mobile telecommunication sector in Bangladesh.



The above diagram of the conceptual framework was used to show the relationship between the dependent and independent variables. Consumers' brand switching behavior was treated as dependent variable in this research. The dependent variable was analyzed in order to find out the answers to the problem i.e., which attributes influences the brand switching behavior of consumers towards the mobile telecommunication sector in Bangladesh. In this situation, the study will test five independent variables i.e., tariff package, network coverage, internet facility, promotional activity and customer service. These variables were believed to have some influences towards the dependent variable (switching behavior) either in positive or negative way.

## 6. METHODOLOGY OF THE STUDY

A conclusive research design has been used to test the hypotheses, proposed for examining the influence of attributes to the brand switching behavior of consumers in the telecommunication sector of Bangladesh. The study is characterized as a descriptive study.

**6.1. Sources of Data:** The study has based on both primary and secondary sources of data. Secondary research was conducted first. Most of the data required for the study were collected from primary source through structured questionnaire and personal interview. The secondary data were collected from different international and local publications; include internet articles, publications of similar studies and newspaper articles.

**6.2. Measurement & Scaling:** The survey was conducted through using non-comparative scaling techniques. A five-point Likert scale statements were used to measure the variables where 1 stands for strongly disagreed and 5 stand for strongly agreed effect on the statements (Luthans, 2002).

**6.3. Questionnaire Design:** The questionnaire includes two sections. The first part was intended to understand the demographic information of respondents using nominal scale. The second part represents the opinion of respondents regarding the switching behavior by using scales.

**6.4. Sampling Design:** The total sample size is 50 and the respondents were from Comilla City area. Convenience sampling technique was adopted for selecting the sample and it is one of the non-probability sampling procedures.

**6.5. Data Analysis Techniques:** Data on demographic variables- gender, age and academic qualifications were processed and analyzed through descriptive analysis. The opinion of the respondents regarding the switching behavior was analyzed using the Statistical Package for Social Sciences (SPSS) version 16.0. The associative and predictive analyses were used to present the result in a manner that meets the purpose of the study.

Multiple regression analysis has been employed to examine the associative relationships between the metric dependent variable and the five independent variables. The following regression equation has been fitted to estimate the influence on brand switching behavior of consumers towards the mobile telecommunication sector in Bangladesh.

$$\hat{y} = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where,  $\hat{y}$  = Switching Behavior,  $a$  = Intercept Value (Slope),  $\beta$ 's = Regression Coefficients,  $X_1$  = Tariff Package,  $X_2$  = Network Coverage,  $X_3$  = Internet Facility,  $X_4$  = Promotional Activity,  $X_5$  = Customer Service.

## 7. FINDINGS AND ANALYSIS

The study basically intended to find out the present scenario of brand switching behavior of consumers towards the mobile telecommunication sector in Bangladesh. It also gives an insight on how tariff package, network coverage, internet facility, promotional activity and customer service affect the consumers' brand switching intention in general.

The analysis and findings of the respondents' demographics are shown in table- 01 through the frequency distribution method.

**Table- 01: Respondents demographic information.**

CHARACTERISTICS	FREQUENCY	PERCENT
<i>GENDER</i>		
MALE	33	66
FEMALE	17	34
TOTAL	50	100
<i>AGE</i>		
15 - 25	19	38
26 - 35	15	30
36 - 45	10	20
46 OR OLDER	06	12
TOTAL	50	100
<i>EDUCATION LEVEL</i>		
S.S.C	04	08
H.S.C	11	22
GRADUATE	21	42
POST GRADUATE	14	28
TOTAL	50	100

Source: Field Investigation

Out of 50 respondents of the study, majority of the respondents (66 percent) were male, where as only 34 percent were female. About 38 percent respondents were aged in 15 - 25 years and 30 percent were aged in 26 - 35 years old. 20 and 12 percent respondents were 36 - 45 and 46 or older aged respectively. The education level shows that 42 and 28 percent respondents were in graduate and post graduate level respectively. 22 percent were in H.S.C. level and only 8 percent were in S.S.C level of education.

The opinion of respondents regarding the brand switching behavior in mobile telecommunication sector was analyzed using associative and predictive analysis to present the result that meets the purpose of the study.

**7.1. Associative Analysis:** In associative analysis, multiple correlation analysis was used to check the relationship between the dependent variable and independent variables. Measurement of association reveals the degree of correlation between tariff package, network coverage, internet facility, promotional activity and customer service, and dependent variable (switching behavior). The Pearson correlation practice was subject to a two tailed statistical significance at  $p < 0.01$ .

**Table- 02: Summary of correlation between variables**

	SWITCHING_BEHAVIOR	TARIFF_PACKAGE	NETWORK_COVERAGE	INTERNET_FACILITY	PROMOTIONAL_ACTIVITY	CUSTOMER_SERVICE
SWITCHING_BEHAVIOR	1	.509**	.194	.672**	.363**	-.102
TARIFF_PACKAGE		1	.087	.320*	-.119	.055
NETWORK_COVERAGE			1	.154	.052	.155
INTERNET_FACILITY				1	.128	-.201
PROMOTIONAL_ACTIVITY					1	.126
CUSTOMER_SERVICE						1
** . CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED).						
* . CORRELATION IS SIGNIFICANT AT THE 0.05 LEVEL (2-TAILED).						

Source: Calculation through SPSS: 16.0

Here, table-02 represents the summary of correlation analysis, which illustrates the association between tariff packages and switching behavior was significant at 0.01 level with the correlation coefficient ' $r = 0.509$  ( $\rho=0.000$ )'. The analysis indicates that the tariff packages have a positive relationship with the brand switching behavior of consumers'. So, according to the hypothesis 1, tariff package has significant influence on consumers' brand switching behavior. The hypothesis was accepted. It means that the people who prefer lower call charge, SMS charge, more F&F numbers and better pulse facility, they were intended to switch another mobile telecommunication brand.

The result of correlation illustrates the relationship between network coverage and switching behavior was not significant at 0.01 level. Here the correlation coefficient was ' $r = 0.194$ ', which shows that the network coverage of telecom brands has no significant influence on consumers' brand switching behavior in mobile telecommunication sector of Bangladesh. The result did not support the hypothesis 2 that network coverage has significant influence on consumers' brand switching behavior.

Referring to table, the third hypothesis tested the relationship between internet facilities and consumers' brand switching behavior. The correlation coefficient ' $r = 0.672$ ', which indicates that the association between internet facilities and consumers' brand switching behavior was statistically significant at 0.01 level ( $\rho=0.000$ ). Hence, the hypothesis 3, internet facility has significant influence on consumers' brand switching behavior, was accepted. Thus, the consumers who prefer better internet speed, lower internet charges and better data packages; they were lead to switch the brand.

The correlation represents the association between promotional activities and brand switching behavior of consumers, which was significant at 0.01 level with the correlation coefficient ' $r = 0.363$ '. The analysis indicates that the association between the two variables was statistically significant. So, according to the hypothesis 4, promotional activity has significant influence on consumers' brand switching behavior. The hypothesis was accepted. Hence the direction of the associations was positive and the people who prefer competitor's advertisement, promotional activities, bonus offerings and campaigns; they will be more likely to switch towards the competitor brands in mobile telecommunication sector.

Finally, the result of correlation analysis illustrates the association between customer services and brand switching was not significant at 0.01 level. Here the correlation coefficient 'r = -0.102'. The direction of the associations was negative; the relationship between the two variables was not statistically significant and not supporting to the hypothesis. Thus, the hypothesis 5 cannot be accepted. That means customer service has no significant influence on consumers' brand switching behavior in mobile telecommunication sector of Bangladesh.

**7.2. Predictive Analysis:** In predictive analysis, regression model was used to examine the associative relationships between the dependent variable and the five independent variables. Here multiple regression analyses model was employed.

**Table- 03: Model summary**

MODEL SUMMARY				
MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATE
1	.820 <sup>A</sup>	.672	.635	.43006
A. PREDICTORS: (CONSTANT), CUSTOMER_SERVICE, TARIFF_PACKAGE, NETWORK_COVERAGE, PROMOTIONAL_ACTIVITY, INTERNET_FACILITY				

Source: Calculation through SPSS: 16.0

The model summary tells about the model fitness with study. Model summary of regression illustrates R= .802, R<sup>2</sup>= .672 and adjusted R<sup>2</sup>= .635. Here the value of R is nearest to 1 and R<sup>2</sup> value indicates the overall influence of the independent variables on the dependent variable. So, the independent variables i.e., tariff package, network coverage, internet facility, promotional activity and customer service have 67.2 percent influences on the brand switching behavior of consumers. Hence the test is significant.

**Table- 04: Analysis of ANOVA model**

ANOVA						
MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	REGRESSION	16.682	5	3.336	18.039	.000 <sup>A</sup>
	RESIDUAL	8.138	44	.185		
	TOTAL	24.820	49			
A. PREDICTORS: (CONSTANT), CUSTOMER_SERVICE, TARIFF_PACKAGE, NETWORK_COVERAGE, PROMOTIONAL_ACTIVITY, INTERNET_FACILITY						
B. DEPENDENT VARIABLE: SWITCHING_BEHAVIOR						

Source: Calculation through SPSS: 16.0

Here the ANOVA table determines that the relationship was statistically significant which was below .05 at 5 percent significant level (.000 < 0.05). So the factors strongly influence to the brand switching behavior of mobile telecom consumers in Bangladesh. Again, the F value calculation indicates that F - calculated value was 18.039 and the F - critical value was 2.41 (5 of 49 degree of

freedom). Here the calculated value was greater than critical value which leads the acceptance of alternative hypotheses of the study.

**Table- 05: Multiple regression analysis of variables**

COEFFICIENTS						
MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
		B	STD. ERROR	BETA		
1	(CONSTANT)	.190	.509		.372	.712
	TARIFF_PACKAGE	.364	.085	.400	4.269	.000
	NETWORK_COVERAGE	.068	.074	.082	.921	.362
	INTERNET_FACILITY	.334	.070	.467	4.802	.000
	PROMOTIONAL_ACTIVITY	.261	.066	.357	3.978	.000
	CUSTOMER_SERVICE	-.071	.074	-.088	-.961	.342
A. DEPENDENT VARIABLE: SWITCHING_BEHAVIOR						

Source: Calculation through SPSS: 16.0

In multiple regression analysis, the data were analyzed using confidence level of 95 percent. The significant level of 5% or 0.05 was set as the basis for accepting or rejecting hypotheses. The analysis shows the standardized coefficient 0.400 for tariff package, 0.082 for network coverage, 0.467 for internet facility, 0.357 for promotional activity and -0.088 for customer service of mobile telecom brand. The significance level of tariff package, internet facility and promotional activity were same, i.e. 0.000 for each variable; which were less than 0.05 or  $p < 0.05$ . Again, the t value calculation indicates that t - calculated values of tariff package, internet facility and promotional activity were 4.269, 4.802 and 3.978 respectively, whereas the t - critical value was 1.6766 at 0.05 significance level in 49 degree of freedom. Here the calculated values were greater than critical value which leads the acceptance of alternative hypotheses 1, 3 and 4 of the study. So, the analysis indicates the significant influential relationship of tariff package, internet facility and promotional activity with the brand switching behavior of consumers in mobile telecommunication sector of Bangladesh.

The significant level of another two variables, network coverage and customer service were 0.362 and 0.342 respectively, which are more than 0.05 or  $p > 0.05$ . Again, the t value calculation indicates that the t - calculated values of network coverage and customer service were 0.921 and -0.961 respectively, whereas the t - critical value was 1.6766 at 0.05 significance level in 49 degree of freedom. Here the calculated values were less than critical value which leads the rejection of alternative hypotheses 2 and 5 of the study. So, there was no significant influence of network coverage and customer services on consumers' brand switching behavior in mobile telecommunication sector of Bangladesh.

Hence, the regression equation for this study was,

Brand Switching = 0.190 + 0.364 (Tariff Package) + 0.068 (Network Coverage) + 0.334 (Internet facility) + 0.261 (Promotional Activity) + (-0.071) (Customer Service)

## **8. RECOMMENDATIONS**

Considering the above analysis and discussion, the present study attempts to outline some suggestions to reduce the brand switching rate of consumers of mobile telecom service providers in Bangladesh, which are given below:

- a. Mobile phone operators need to reduce the higher customer cost and provide increased value. They may offer attractive bundle packages with low price;
- b. Operators should have quick expansion in network development with the latest technology. They should have to upgrade the 3G network with video calling facility as early as possible;
- c. Survey results show subscribers expect more internet offers and packages. As the numbers of mobile phone internet users are increasing rapidly, the operators should provide latest internet facilities and ensure fast data transferring facility through mobile phone;
- d. Operators should create trustworthy and rational appeal in their advertisements. They should introduce innovative promotional campaign and connect consumers' with the promotional activity;
- e. Improving the performance of customer services by establishing more customer care centers, providing pertinent advice regarding different essential features of mobile phone and its operations and services and
- f. Providing the services that are expected by the consumers' as early as possible.

## **9. CONCLUSION**

Conclusively, the study explains the important attributes that play an important and crucial role in influencing the brand switching behavior of consumers in mobile telecom sector. The empirical result of the study finds that the tariff packages, internet facilities and promotional activities significantly influenced on brand switching behavior of consumers'. On the other hand, empirical results did not find any significant direct impact of network coverage and customer services on consumers' brand switching behavior. If any company wants to dominate the market and retain their consumers, they must have to consider the switching behavior of consumers. They should introduce such an offer or package as the consumer demands, improve network quality, provide fast internet connectivity, arrange innovative advertising and promotional campaign, and ensure satisfactory customer services; otherwise it will not be possible to survive in the competitive market of mobile telecommunication in Bangladesh.

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