EVALUATING CUSTOMER SATISFACTION IN THE SPHERE OF TELECOMUNICATION SERVICES IN SLOVAKIA

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ABSTRACT

Purpose: The contribution is a treatise on the issue of quality of the telecommunication services, assessing services of mobile phone operators active in the Slovak market. Based on a survey, it presents evaluation of customer satisfaction with the services provided by the Telefónica Slovakia, Ltd. operating under the trademark of O2.

Methodology: In this article, we have shown the possibilities for evaluating customer satisfaction in the telecommunications field. For assessing satisfaction of hundred respondents included in this study, we used a questionnaire in accordance with the Likert’s format.

Findings: The results shows, although O2 is the shortest time in the Slovak market compared to other providers, that the customers are globally satisfied with the services provided. The questionnaire-based survey has clearly also shown the areas where the Telefónica Slovakia, Ltd. still has to improve and focus its marketing strategy.

Value of paper: The main contribution of the article is pointing out to the ways to approach the evaluation of customer satisfaction in the field of customer services, which may yield innovative marketing strategies of a companies.

Keywords: telecommunication services; satisfaction; mobile operator; questionnaire; satisfaction index
1 INTRODUCTION

Development of mobile phone telecommunication networks has brought about increase in the quality of data transfer. Thanks to the ongoing development, mobile phones have turned into multi-functional devices capable of getting connected to the Internet, checking mailboxes, making use of the GPS and various functions. Without them, a modern mobile phone is simply unimaginable. In the Slovak market there are three mobile phone operators, two of which, the Slovak Telekom and Orange, with the longest period of operation and the Telefónica Slovakia as the youngest sharer. Information about companies and their characteristics shown below were taken from the published annual reports of Slovak Telecom, Orange Slovakia and O2 Slovakia.

1.1 Slovak Telekom, a.s.

The history of the Slovak Telekom, a.s. can be traced back to the year 1992, when the state-owned Administration of Posts and Telecommunication ceased to exist leaving behind three state-owned successors: The Slovak Post, Postal Newspapers Services and the Slovak Telecommunications. The first millions of customers of the Slovak Telecommunications were recorded already in 1994, as they were holding the monopolistic position in providing telecommunication services for the Slovak market.

As the first provider of fixed telephone lines in Slovakia, it had also to adapt to the increasing competition in the field, as mobile phone operators started providing fixed line services as well. In 2003 the Slovak Telecommunications, a.s. has started a commercial operation of the high-speed link to the Internet via the ADSL technology and besides fixed lines, they started providing services offering connectivity to the Internet and later to digital television networks. In January 2004 the Slovak Telecommunication company changed its name to Slovak Telecom, a.s., also adopting a corporate identity, logo, vision, mission and culture. Starting with the 8th of March 2006 it changed its commercial name for Slovak Telekom, a.s. introducing the brand-name of T-Com. In December the company has launched the operation of a unique Triple Play service thanks to which customers are capable of making calls, joining the internet in via the DSL to watch digital TV. The service adopted the name Magio.

In October 2009, the Slovak Telekom, a.s. and the T-Mobile Slovakia, a.s. have announced fusion into a single company scheduled for 2010. T-Mobile Slovakia entered the Slovak market as the mobile phone operator in Slovakia on 12th of September 1991 under the commercial name of EuroTel. In 1996 it was licensed for the operation of GSM network. The first prepaid program was launched in 1998 called as Doctor Mobil. In 1999 another prepaid program was introduced called as EASY, which is still in use and one of the best –known pre-paid programs.
In 2000, as the first one in Slovakia it started commercial operation of the Mobil Internet service, which enabled access to the internet via a mobile phone. It also introduced the service called Mobil Banking to enable operation with bank accounts also from the mobile phone. Beginning 2001, Eurotel introduced its seconds-based charging for each of its customer segment, which is a matter of course today. The number of active clients exceeded the limit of 500,000 users in 2001. Starting with 2nd May 2005, the EuroTel Bratislava, a.s. has definitely turned into T-Mobile Slovakia, a.s. and the Slovak market saw the arrival of a new brand-name, the T-Mobile.

On 1st July 2010, the Slovak Telekom and T-Mobile Slovakia were joined to form a new company, the Slovak Telekom, which has thus become the biggest Slovak multi-media operator.

The Slovak Telekom, a.s. is the owner of a vast fixed and mobile-phone network covering almost the entire territory of the Slovak republic offering a comprehensive portfolio of data- and voice-services. In the field of fixed-link network, the company is consistent in investing into the latest optical infrastructure to operate a Network of New Generation (NGN) thus becoming the largest provider of wide-band internet in the nation. The Slovak Telekom, a.s. forms part of the multinational Deutsche Telekom Group with the Deutsche Telekom AG as a major shareholder of 51% stocks. Slovakia is represented by the Slovak Ministry of economics by its 34% stocks and the Fund of National Property of the Slovak republic owning 15% of stocks. The position of the company is based mostly on providing: data services, digital television and the internet.

1.2 Orange Slovakia, a.s.

In the beginning of its career, the company was called the Globtel GSM entering the Slovak market on 15 January 1997. Accessing the GSM network, it opened and started operating a mobile phone network built in a digital system of GSM enabling use of mobile phones by everybody. This was when the history of the mobile phone communication in Slovakia started. Only ten weeks after the Globtel GSM acquired 10,000 clients as a competitor. By the end of the first half-year, the same company has acquired twice as many customers as its competitors, having provided services already for 7 years.

As a matter of course, the Globtel GSM had something new to offer in the telecommunication market that has won attracted its clients. Those times buying a mobile phone was not an inexpensive matter. Substantial growth in the number of Globtel GSM clients was achieved as a result of the first subsidized sales of mobile phones ventured by Globtel towards the end of year 1997. After 4 years in the market, Globtel has surpassed, in October 2001, the limit of 1 millionth active users. On 27th of March 2002, the Globtel has taken on the name of
Orange, a world-wide-known trade mark and brand-name representing it since then on.

Orange is the leader in the Slovak telecommunication market, maintaining this priority while remaining open to continuous improvements. It was the Orange that came up with a mobile-phone for a Slovak Crown, introducing the seconds-based charging and the so-called endless rate.

1.3 Telefónica Slovakia, Ltd.

Within the international group of Telefónica, the Telefónica Slovakia belongs to the group of Telefónica Europe. For all its commercial activities run in the Slovak republic, it is known under the brand-name of O2. The Slovak market of mobile operators turned open for them on 2nd February 2007 by the decision of the tender selection committee of the Slovak Telecommunication Authorities as of 25 August 2006. In 2008 the company presented its “O2 Fair” program and in 2010 the “My firm” setting out the principles of mobile phoning such as fairness, simplicity and transparency.

Fairness has resulted in cancelling mandatory monthly payments at invoiced services, i.e. the customers pay only for what they really use.

Transparency and simplicity mean equal prices for calling either by day or night, during working days or weekends, to all contacts numbers into all networks in Slovakia and to further six countries (Hungary, Czech Republic, Poland, Austria, Great Britain and Ireland). The same advantages can be enjoyed also by clients for services based on credits or invoices.

Another change introduced by Telefónica in the Slovak market is transferring telephone numbers among all the three operators and cancelling binding agreements, i.e. the purchase of a telephone is not bound to the use of the O2 services. The popularity of this type of service is best proven by the fact that in the year of 2010 the network of the O2 was joined by users of other numbers, bringing in 141,716 telephone numbers. And in the year of 2011 the number grew 141,970 and in 2012 it was still at 117,884. From the beginning of the telephone number transfer program to December 2012, O2 clients transferred a total number of 503 243 SIM-cards into the O2 network.

Compared to the rest of the operators, the major handicap of the company was in the poor coverage of the territory and in the company’s lack of its own 3G network, a source of problems when using the internet. In July 2011, already owning a 3G network, the O2 was providing coverage for 33% of Slovakia’s population. By the end of 2013, the total O2 coverage in Slovakia was expected to achieve as high as 56.4% of population.

The main reason why we’ve decided to deal with customer satisfaction and methods of measuring is to investigate the customer satisfaction in telecommunication field. Maximizing satisfaction is one of the elementary
functions of every modern quality management system (Ilieska, 2013) and it’s
cannot be done without knowing the rates of satisfaction (Bolton, 1998).
Telefónica is a relatively new at the Slovak market yet introducing both new
methods of acquiring clients and some other products compared to the
competition. Within the four-year period of its presence in Slovakia, it has
managed to acquire over one million of active customers and according to their
website they have been earning the highest rate of long-term customer
satisfaction. It is for this reason that our research was focused on customer
satisfaction with the services of this operator.

2 METHODS
Customer satisfaction can be defined as a sum of feelings generated by the
difference between the requirements and the sensed reality in the market (Rattray
and Jones, 2007; Mosahab, Mahamad and Ramayah, 2010). Customer
requirements are a combination of their own needs and expectations. There are
three known states of customer satisfaction:

- Pleasure of the customer characterized by the fact that the sensed reality
  and the provided value are exceeding his or her original ideas and
  expectations. The client is more than satisfied with what he or she has
  obtained when expectations were surpassed by reality.
- Full or total customer satisfaction is given by the complete conformity
  between the needs and the sensed reality. The client feels that all his
  requirements between the purchase and the use of product have been
  satisfied.
- Limited satisfaction is when the sensed reality does not meet the original
  requirements of the customer. The customer is satisfied to a certain
  degree, but his satisfaction is at a lower level than at the previous
  situations.

The idea that none or a rather low number of complaints is the mark of high
quality of the product or services, i.e. customers’ requirements are fully met is
not quite right. The reasons behind a lower number of complaints might be such as:

- customers’ cushiness,
- their being overly tactful, modest and discreet,
- too short periods of claims,
- costs related to claims being actually higher than the price of the new
  product,
- service life of the product,
- age of the customer (those mostly keen on complaints fall between 25
  and 45 years of age) (Mateides and Ďaďo, 2000).
Lots of dissatisfied customers do not complain officially, only commenting the low level of products or service quality, mostly to their members of the family, colleagues or the competitors thereby spreading the wrong name of the company. This is the reason why one cannot accept the theory considering zero level of complaints as a mark of high customer satisfaction (Nenadál, 2004; Vykydal, et al., 2006; Horváth and Michalkova, 2012).

Another related issue is assessment, quantification of satisfaction. The general expression of the rate of customer satisfaction can point to the difference between the requirements and the real status (Angelova, 2011). This can be described by the following formula.

\[ MSZ = f(X) \]  

Where \( MSZ \) denotes the rate of customer satisfaction and \( X \) defines the difference between the requirements and real values. For a customer, such value is perceived and influenced by the level of quality obtained in the market for a reasonable price.

### 2.1 Methods of measuring customer satisfaction

Prior to measurements of customer satisfaction, any company should take the following steps:

- defining the customers of the company,
- define their requirements and marks of satisfaction
- suggesting and designing questionnaires measuring customer satisfaction,
- stating the size of survey sample,
- selecting the appropriate method of data collection,
- outlining procedures of assessing the information,
- using the results for further improvement.

Modern management of quality defines customers as anybody to whom the company is handing over its products. Consequentially, there are two groups of customers: internal and external ones. Internal customers are the employees of the company whereas those external ones can be either suppliers and end-users of products and services (Mosahab, Mahamad and Ramayah, 2010; Giese and Cote, 2002).

Before starting with measurements, the company is to decide which customer group or segment of customers to focus on. Defining one’s own customers will thus affect not only the costs but all the activities associated with the measurements of customer satisfaction (Iacobucci, Ostrom, and Grayson, 1995).

The notion of “customer requirement” will be understood as transformation of customer’s voice when formulating its message readable for the supplier, containing all the needs and expectations.
Elements of customer satisfaction are measurable and non-measurable. They both affect the extent to which customer requirements are met and directly influence how the given product or service is perceived (Giese and Cote, 2002). Knowing the marks of satisfaction is of high importance, as it is to them that we are able to convert customer feelings into the language of numbers.

Measurement of customer satisfaction can involve various methods, such as the discussion in focus groups made up of 6 as much as 12 real or potential customers, when a panel discussion is aimed to find the traits of satisfaction. An interview made with individual participants will involve asking questions by a questionnaire or making a questionnaire-based survey (Rattray and Jones 2007; Giese and Cote, 2002).

2.2 Questionnaire-based methodology

Our customer satisfaction survey made among the customers of the Telefonica Slovakia was based on a questionnaire. Let us have a closer look at this methodology, which is typical for indirect contact, having its advantages and disadvantages. The sample of customers is receiving a questionnaire, designed so as to enable defining customer requirements. Stages of developing questionnaires should involve:

- formulating questions,
- choosing an appropriate questionnaire format,
- providing initial information for the customer,
- deciding on the final outline of the questionnaire.

The questionnaire is to present questions, which enable the customer to describe with sufficient precision their feelings related to their experiences. Questions should be formulated simply, unambiguously, concretely and comprehensibly so as to ensure understanding, while remaining modest in numbers (Mosahab, Mahamad and Ramayah, 2010). They should enable measuring the rate to which customers are satisfied with the services provided.

Should there is a great number of customers, it is impossible to interview or complete questionnaires with all of them. It is more appropriate to conduct research on a small share of respondents representing the entire market population. The reason to selecting the sample is to ensure choosing a representative part of the population subjected to research. In doing so, precision is inevitable for championing the results that will form a basis for important and often costly decisions of the management. Most of the samples will include 100 – 200 respondents. Increasing the number could increase precision, though at a rather high costs of survey.

The formal aspects as well as design (Lietz, 2010) of questionnaires is also of high importance (Fanning, 2005). There are two basic formats: the check-list format and the Likert’s format (Rattray and Jones 2007). Check-lists bring forth
statements to be reacted upon by answers such as “Yes”, “No”, “Agree” or “Disagree”. The answers provide an unambiguous picture of the respondents’ opinion. It has its pros and cons as well. A definitely positive aspect is in the simplicity of evaluating such a questionnaire, whereas it offers a rough estimate of the rate of customer satisfaction. On the other hand, the Likert’s format is more practical in that it provides the customer a wide scale of graded answers (Rattray and Jones 2007; Barua, 2013). A five-grade scale is the most frequently used way of assessment. Compared to the Check-list, Likert’s format enables respondents to be more selective in choosing the best answer thereby increasing the assessment in terms of precision and reliability (Rattray and Jones 2007).

The most important thing is to correctly assess the questionnaire. Proper way of processing is a prerequisite to the efficient use of the data obtained from customer satisfaction monitoring. Data evaluation can be realized by way of standard statistical methods to be selected at the organization’s discretion. Any way of assessment makes it necessary to be aware of the facts as follows:

- various marks of satisfaction can carry different weights of importance on the part of the customers,
- identifying trends in the development of rate of customer satisfaction is of decisive value,
- not only the top management but all the employees of the organization are to be informed of the results of the assessment.

When processing and evaluating the data from the questionnaire, several techniques, tools and methods can be applied:

- graphics (column diagrams, pie-charts, comprehensive tables),
- decision-making methods (method of pair-based comparison, customer window, Pareto’s analysis),
- methods of statistical analysis (basic statistical characteristics, index of customer satisfaction).

When evaluating the individual answers simple statistical characteristics were used such as the average, median and modus. The mathematical average or mean is expressing the level of assessment of a given mark of quality, or set of marks (Rattray and Jones 2007; Mosahab, Mahamad and Ramayah, 2010).

The Results of the customer satisfaction monitoring must be the substantial means of evaluating and decision-making on the part of the managers. All the negative trends in the development of dissatisfaction should be understood and taken as a warning. Using them as inputs for taking effective measures in the process of continuous improvements is however, of higher importance.

The questionnaire on customer satisfaction about the services provided by Telefónica had ten questions. The number of the respondents participating in the survey was 100 of which 53% were men and 47% women. Being of the Likert’s
(Rattray and Jones 2007) format, the questionnaire offered client a wider scale of graded answers. It was developed in an electronic form enabling distribution for a great number of respondents and making available for public at various social networks. The average age of the respondents was 25.6, revealing the fact that the majority of respondents were from the younger generation. Thus, satisfaction assessment focuses on one age group, which can improve the accuracy of the questionnaire investigation (Mittal and Kamakura, 2001).

2.3 Index of satisfaction

Index of customer satisfaction ($I_{sz}$) is a value representing the overall rate of satisfaction, also marked as the Index of customer satisfaction, the $I_{sz}$.

The comprehensive form of the Index of Satisfaction can be expressed as:

$$I_{sz} = \frac{(I_{ss} + kI_{sv})}{k + 1} \quad (2)$$

Where $I_{ss}$ is partial index of customer satisfaction with the marks of services, $I_{sv}$ is partial index of satisfaction with the marks of the products and $k$ is a constant expressing the proportion of product satisfaction to the overall customer satisfaction.

Partial index $I_{ss}$ is given by the expression:

$$I_{ss} = \sum_{i=1}^{N} w_{is} S_{i} \quad (3)$$

Where $N$ is number of marks of customer satisfaction with services, $w_{is}$ is weight of the $i$-th mark of satisfaction with services and $S_{i}$ represents assessment of the rate of satisfaction with the $i$-th mark of services on the part of the selected customers. It must hold that:

$$1 = \sum_{i=1}^{N} w_{is} \quad (4)$$

$$S_{i} = \frac{\sum_{i=1}^{N} S_{is}}{n} \quad (5)$$

Where $S_{is}$ represents evaluation of the $i$-th mark of the satisfaction with the services on the part of the $x$-th customer, $n$ is extent of selection sample, i.e. the total number of customers at which measurement was realized.

For the partial index of customer satisfaction with the marks of the product, it holds that:

$$I_{sv} = \sum_{j=1}^{M} w_{js} V_{j} \quad (6)$$
Where $M$ represents total number of marks of customer satisfaction with the product, $w_{jv}$ is weight of the $j$-th mark of the satisfaction with the product, for which it holds that:

$$1 = \sum_{j=1}^{M} w_{jv}$$  \hspace{1cm} (7)

Where $V_j$ is assessment of the rate of satisfaction with the $j$-th product mark at the customer selection and $V_{jx}$ represents evaluation of the $j$-th mark of satisfaction with the product by the $x$-th customer when selecting from $n$ number of customers. Advantage to this model consists in its quantifying the rate of satisfaction also with the individual marks of satisfaction, but mainly because of the fact that the calculated indices can be statistically evaluated.

3 RESULTS

The first question in the proposed questionnaire was formulated as: “What do you consider to be the most important when opting for a mobile phone operator?” At this question, the respondent had 10 answer available, each of them were assigned values from 1 to 10, whereas the lowest number was indicating the lowest weight attributed to the argument while 10 was meant to show the most serious argument when choosing a mobile phone operator. None of the values between 1-10 were allowed to repeat itself. Consequently, the scores were to reflect the level of importance perceived by the respondent. This way, we have developed a picture showing the most important aspect of clients when deciding for a mobile phone operator. Based on the assessment of the respondents’ answers, a list of importance or priorities was compiled as seen in Table 1 and Fig. 1.

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Points-based evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overall satisfaction with the services</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Price per call</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>Signal from the network</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Availability of information on services</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Professional and personal approach of the staff</td>
<td>6</td>
</tr>
</tbody>
</table>
As it follows from Table 1 and Fig. 1, the least important criterion for choosing a mobile phone operator is the way of paying for the invoices, price of the Internet, or offer of mobile phones. The most important criteria for selecting an operator are overall satisfaction with the services, price per call and signal coverage.

**Table 2 – Questions of the questionnaire**

<table>
<thead>
<tr>
<th>No.</th>
<th>Wording of the questions</th>
<th>Average score of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>How do you evaluate the quality of services provided by the O2?</td>
<td>3.77</td>
</tr>
<tr>
<td>3.</td>
<td>How are you satisfied with the personal approach of the O2 staff?</td>
<td>3.76</td>
</tr>
<tr>
<td>4.</td>
<td>How are you satisfied with the signal coverage of the O2 network?</td>
<td>3.535</td>
</tr>
<tr>
<td>5.</td>
<td>How do you evaluate the professional level of the O2 staff?</td>
<td>3.615</td>
</tr>
<tr>
<td>6.</td>
<td>How do you evaluate the availability and transparency of the O2 website?</td>
<td>3.57</td>
</tr>
<tr>
<td>7.</td>
<td>How are you satisfied with the system of payment for the invoices of the O2?</td>
<td>3.62</td>
</tr>
</tbody>
</table>
Questions 2 as much as 10 were added a five-grade scope of evaluation between 1–5, with the value of 1 expressing the lowest value of assessment and the value of 5 as the maximum level of satisfaction. Value of 3 was expressing neutral standpoint, when the respondent did not give and unambiguous answer. The values of 2 and for 4 indicating inclination either to a positive answer (value of 4) or to a negative one (value of 2). Question No. 10 was separated into 4 parts, namely those satisfied with the price per call, price per the SMS, price per the mobile phone and the internet services (Table 2).

<table>
<thead>
<tr>
<th>No.</th>
<th>Wording of the questions</th>
<th>Average score of answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>Do you make use of the extra packets offered by the O2?</td>
<td>2.67</td>
</tr>
<tr>
<td>9.</td>
<td>Do you consider the scope of mobile phones and accessories offered by O2 selling posts as suitable?</td>
<td>3.035</td>
</tr>
<tr>
<td>10.</td>
<td>Are you satisfied with the pricelist of the O2?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Price per call</td>
<td>3.69</td>
</tr>
<tr>
<td></td>
<td>Price per SMS</td>
<td>3.69</td>
</tr>
<tr>
<td></td>
<td>Prices of mobile phones</td>
<td>2.94</td>
</tr>
<tr>
<td></td>
<td>Price of the Internet</td>
<td>3.22</td>
</tr>
</tbody>
</table>

Figure 2 – Customers satisfaction with the O2 Pricelist. HD - Highly dissatisfied; MDS - More dissatisfied than satisfied; N – Neutral, MSD - More satisfied than dissatisfied; HS - Highly satisfied
All answers of the respondents were statistically processed and expressed by an average value for the individual answers (Table 2, Fig.3). As it follows from the questionnaire-based survey, customers of the Telefónica Slovakia are mostly satisfied. The lowest level of satisfaction was recorded at the extra packets, the rate of utilization 2.67 of 5. It might indicate that the clients of the company are either insufficiently informed or are unable to make decisions on the offered options. Another problem can be in the offer of mobile phones and the accessories, where a relatively low rate of satisfaction was recorded (3.035). Even if questions 2 a 3 asking the respondents to evaluate the quality of services provided by the O2 and the approaches of the O2 staff to the clients averaged at about 3.75 units, the indicate reserves still existing within the company and areas of further improvement in the quality of the services rendered. None of the questions has managed to surpass the value of 4 units, a fact well proving the aforementioned statement.

### 3.1 Index of customer satisfaction of the O2 clients

The data obtained via the questionnaire survey were used to define the index of customer satisfaction for the services provided by the O2.

**Table 3 – Calculating the customer satisfaction index for the O2**

<table>
<thead>
<tr>
<th>Service Characteristics</th>
<th>Weight (-)</th>
<th>VF (%)</th>
<th>VS (-)</th>
<th>Level of satisfaction (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction</td>
<td>10</td>
<td>18.18</td>
<td>1.37</td>
<td>7.54</td>
</tr>
<tr>
<td>Price per call</td>
<td>9</td>
<td>16.36</td>
<td>1.21</td>
<td>7.38</td>
</tr>
</tbody>
</table>
Index of Satisfaction of selected sample of O2 customers is 71.46% (Table 3). Fig 4 illustrates the proportion between the level of customer satisfaction and the weight of the given characteristics to the given attribute assigned by the customers. Satisfaction is the highest at the overall satisfaction with the services earning the highest weight from the customers. Balanced values are seen at the attribute for information availability.

*Figure 4 – Comparing the level of satisfaction and weights of the given characteristics*
4 DISCUSSION

The questionnaire-based survey on customer satisfaction with the services provided by Telefónica Slovakia, Ltd. (O2) was attended by 100 respondents at average age of 26.5. The lowest rate of satisfaction on the part of the respondents was expressed when evaluating the extra packets offered by the O2. Apparently, customers are relatively passive in making use of the extra packets which are to reduce prices per calls or SMS messages. Obtaining an extra packet is the function of the volume of prepaid calls or SMS messages are to be spent within a period of 30 days. This might be one of the causes of the low level of utilizing this type of services. A solution might be in the possibility of transferring the unused units into the next month or converting them either into a form of credit to be added for the customer or extracting the adequate sum from the invoice. Developing packets tailored to customer needs could mean another solution.

Further area the respondents were expressing certain measure of satisfaction, even if below 3.5 units was the one of offering mobile phones and accessories. In order to increase the rate of customer satisfaction, it would be necessary to extend e.g. the scope of the offer in mobile phones and particularly their accessories.

The last attribute at which the rate of satisfaction did not exceed the value of 3.5 units is the pricelist for the mobile phones and the Internet. In this regard, the O2 is different from the rest of the two operators in Slovakia in terms of mobile phone subsidization.

As the O2 does not subsidizes mobile phones within various sales events they can be bought at standard market prices or in instalments. Company strategy is focused on offering advantageous prices for calls without binding, whereas obtaining a mobile is not so simple and remains one of shortcomings of the firm. For this reason, clients are forced to look for other forms of acquiring the right type of mobile phone except for the O2.

Price for the Internet has increased due to the building and using a 3G network. In the time of using the 2G network it was possible to buy an extra packet of unlimited Internet. However with the introduction of the high-speed 3G Internet the product already disappeared from the list of O2 offer. To some of the customers, it was a good step, as speed and functionality of the yet more expensive Internet was accepted positively. But some customers were still satisfied with the slower speed and increase in the price resulted in them stopping use of the internet. It remains an open question as to what course of price strategy will the O2 follow in the foreseeable future.

On the other hand, customers are more satisfied with the prices per calls and per SMS messages than not. Consequently, these are the strengths of the O2 with the prices of mobile phones and the Internet attributed as its weaknesses.
5 CONCLUSIONS

The questionnaire-based survey has clearly shown the areas where the Telefónica Slovakia, Ltd. still has to improve and focus its marketing strategy. Improving quality and responsibility for the offered services is one of the prerequisites of successful operation in the market (Luo and Bhattacharya, 2006).

Although this work dealt with the direct assessment of customer satisfaction, a more comprehensive approach is needed in the case of an overall evaluation of the company-customer relationship. This may involve, for example, an analysis of consumer confidence (Szabo, Ferencz and Pucihar, 2013), duration of the relationship between customer and organization (Bolton, 1998), and so on. These facts can also be considered as limitation of the study.

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