

DEVELOPING AND TESTING A MODEL EXPLAINING CUSTOMER CONATIVE LOYALTY FORMATION IN THE MOBILE TELECOMMUNICATIONS SERVICES

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Abstract

Customer retention and loyalty are concepts gaining more and more attention in today's business when loyal customers are considered as essential components to organizational survival and success. Therefore, organizations strive to identify and apply effective methods to retain their customers. Based on the relevant bibliography and practitioners' perception, customer loyalty is the main driver of company's retention rate improvement, resulting in profitability and market share improvements, since in nowadays the cost to acquire new customers is bigger than the cost to retain at least the most valuable customers.

This study attempts to consider the relationship between customers' perception on product and service quality provided by mobile telecommunication operators and customer perception of service value and customer satisfaction and further explain customer behavioral intentions, identified as conative loyalty, based on the above mentioned constructs plus two additional constructs representing main customers' switching barriers. Partial least square was used to examine the pattern of inter-correlations among the seven proposed constructs and to test related propositions empirically. The research subjects were customers of the three Greek mobile telecommunication services providers. The survey was conducted to a random sample of 985 post-paid and pre-paid residential mobile telecommunication services users, who were asked to respond to an appropriately prepared questionnaire. The results showed that both product and service quality level of service providers affect service's perceived value but only product quality affects customer satisfaction formation. Then product quality, service value perception, customer satisfaction, perceived switching cost and attraction of alternatives determines customers' conative loyalty. Moreover, switching barriers constructs acts as mediators between customer satisfaction and service value perception and customers' behavioral intention adjusting their conative loyalty. Finally, theoretical contributions and practical implications of the findings are discussed and suggestions for future research are presented.

Keywords: *conative loyalty, customer satisfaction, corporate image, product and service quality, switching barriers, mobile services*

1. Introduction

As market growth slows down or as competition becomes fiercer, mobile telecommunication firms are tending to adopt a strategy aiming to protect their market share by focusing on retaining their current customer base at least the most valuable part. The main reason for that is that acquisition cost for attracting new customers is much higher than the retention cost (Turel and Serenko, 2006). The new battle for retention is further powered by switching barriers elimination. Systems' standardization allows customers' switching without change their previous terminals, while the option of mobile number portability allows customers to carry-on their mobile phone number when switching service providers.

The above-mentioned changes in this competitive environment revealed the importance of identifying factors affecting customer loyalty in the mobile service industry. The motivation for understating and improve customer's loyalty is based on the empirically validated links between loyalty, retention and firms'

profitability (Dawkins & Reichheld, 1990; Reichheld & Sasser, 1990). Specifically, several mobile service studies took place around the globe attempting to explore the factors affecting customer's loyalty formation such quality, customer satisfaction, brand image etc. (Kim et al., 2004). These studies assume that the investigation of factors affecting customer retention is vital for firms' business success of every product or service (DeSouza, 1992).

Based on these studies customers tend to keep using current service as the level of the customer satisfaction is high. In other word, customer satisfaction is the first factor for customer retention and is mainly formulated by customers' perception about the quality and value of products and/or services they receive by mobile service providers. In the recent research (Jones et al. 2002) however, the customer retention and the churning rate of them were identified to be different in the same level of the customer satisfaction. This means that there are other factors mediating between customer satisfaction and customers' behavioral intentions. These factors are identified as switching barriers representing the difficulty of customers in changing service provider (Jones et al., 2002). More specifically, the level of the switching barriers affects the customer retention as well as the adjustments of the relationship between customer satisfaction and customer retention.

This paper analyses the effects of service quality, service value, customer satisfaction and switching barriers on customer loyalty, and the structural relationship between these factors in the Greek mobile telecommunication services industry. This study has four objectives: first, to identify variables that constitute perceived quality, perceived service value, customer satisfaction and switching barriers, insofar as they affect customer loyalty; second, to carry out an empirical analysis of the relative effects of quality, service value, customer satisfaction and switching barrier on customer loyalty, and the causal relationships between them; third, to analyse the adjustment effect between customer satisfaction, perceived value and customer loyalty that is produced by switching barriers; and, fourth, to examine the strategic implications for mobile carriers attempting to raise the level of customer loyalty.

2. Proposed Model and Hypotheses

2.1. Model Formulate

Many studies have considered the relationships among, perceived quality, service value, satisfaction and behavioral intentions. From these studies, consumer perceptions of service quality affect service value, customer satisfaction and behavioral intentions. Furthermore, consumer perceptions of service value further affect consumer satisfaction and behavioral intentions, and customer satisfaction level also affects behavioral intentions (Dodds et al., 1985; Zeithaml, 1988; Lee and Cunningham, 2001). However, most of these studies confirmed the causal relationships between these four latent variables, but were not sufficient for understanding customers' behavioral intentions. Cornin, et al. (2000) constructed an integrated causal model for describing the relationships between perceived quality, service value, customer satisfaction and behavioral intentions. However, many similar services exist for mobile telephony services' users to choose from, and if customers wish to change to another service provider, they need to collect information about other services, and pay extra costs for using or adapting to new services. These kinds of switching barrier factors also affect behavioral intentions, but have received little attention in the literature.

Consequently, to construct a suitable model for customers' behavior intentions, this study introduces the integrated causal model from Cornin, et al. (2000), and also subsumed switching barriers into the model in order to explain the relationships between perceived value, customer satisfaction and customer's behavioral intentions. According to the model illustrated in Figure 1:

- Perceived service value is affected by perceived quality comprised of product and service quality
- Customers' satisfaction is affected by perceived quality and service value
- Switching barriers including perceived switching cost and attractiveness of the alternatives are affected by customer satisfaction and perceived service value
- Customer's behavioral intentions are affected by service quality, service value, customer satisfaction and switching barriers.

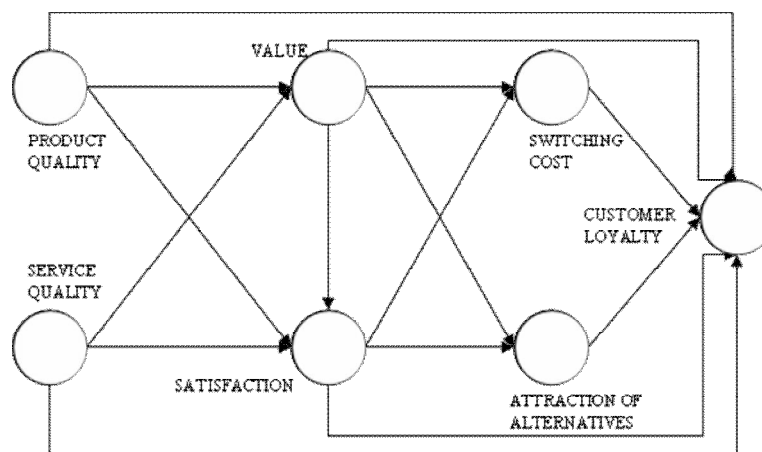


Figure 1: Proposed Model

2.2. Hypotheses

According to the model, this study deduces sixteen testable hypotheses.

First, customer's perception of service value represents the perceived level of quality, comprised of two distinct components identified as product and service quality, relative to the price paid or the "value for money aspect" of customer experience (Dodds & Monroe, 1985; Zeithaml, 1988). Hence, this study deduces the first two hypotheses, as follows.

H1: Customers' perceived product quality is positively and directly related to customers' perceived value.

H2: Customers' perceived service quality is positively and directly related to customers' perceived value.

Second, customer's satisfaction depends on perceptions of perceived quality and service value. When customers are constantly obtaining high quality and value services, they feel satisfied with their service provider (Cronin et al., 2000). From the above, the following hypotheses are tested:

H3: Customer's perceptions of product quality are positively and directly related to customers' satisfaction.

H4: Customer's perceptions of service quality are positively and directly related to customers' satisfaction.

H5: Customers' perceptions of service value are positively and directly related to customers' satisfaction.

Third, many researches have revealed that customer perceptions of service quality, service value, and satisfaction directly and significantly influence customers' behavioral intentions (Sheth et al., 1991; Woodruff et al., 1993; PZB, 1996; Oh, 1999; Cornin et al., 2000). Consequently, if companies wish to gain loyal customers, or customers who are willing to recommend their service to others, they need to offer good quality, high value and satisfactory service. Based on the above, the following hypotheses are tested:

H6: Customers' perceptions of product quality are positively and directly related to customers' behavioral intentions.

H7: Customers' perceptions of service quality are positively and directly related to customers' behavioral intentions.

H8: Customers' perceptions of service value are positively and directly related to customers' behavioral intentions.

H9: Customers' perceived satisfaction is positively and directly related to customers' behavioral intentions.

Despite the pivotal role of customer satisfaction and customer's perceived value on customer's behavioral intentions, many researchers (Jones et al., 2002; Kim et al., 2004) showed that customer retention and the churning rate were identified to be different in the same level of the customer satisfaction according to the level of the switching barriers, which affects the customer retention as well as adjust the relationship between customer satisfaction, service value and customer retention. Besides, the likelihood of customers using a particular service operator should decrease as the perceived costs associated with that service increase. Furthermore, when customers perceive few viable alternatives, the perceived benefits of defecting should be relatively low leading to increased levels of retention. Based on the above, the following hypotheses are tested:

H10: Customer satisfaction is positively and directly related with customers' perceived switching cost.

H11: Customer's perceived value is positively and directly related with customers' perceived switching cost.

H12: Customer satisfaction is negatively and directly related with attractiveness of the alternatives.

H13: Customer's perceived value is negatively and directly related with attractiveness of the alternatives.

H14: Perceived switching costs are positively and directly related to customers' behavioral intentions.

H15: Attractiveness of the alternatives is negatively and directly related to customers' behavioral intentions.

3. Research Methodology

3.1 Measures and Constructs

This study employed 27 manifest variables as multiple indicators for seven model constructs. Likert scales (1–10), with anchors ranging from “strongly disagree” to “strongly agree” were used for all items to ensure statistical variability among survey responses for all items measured. The list of measurement items was developed using input from the review of the literature related to our study. All of the measures translated from English to Greeks using double-back-translation (Malhotra, 1996). The items included into the questionnaire can be seen in Table 1.

To measure conative loyalty (CL), the four-item scale developed by Narayandas (1996) was adopted to the Greeks GSM industry. The operational measures in measuring loyalty are:

- Repurchase intentions (next-use)
- Strong preference on current service provider
- Willingness to recommend preferred operator’s product and services to friends and associates

Customer’s perceived service value represents customers’ services or products evaluations from the perspective of gains and losses of services’ usage. That is, service value is determined by a trade-off between perceived benefits and perceived costs (Dodds and Monroe, 1985; Zeithaml, 1988). Most researchers currently agree that perceived value is determined by comparing perceived benefits and perceived costs (Lovelock, 2000). This study measured service value using three items, selected based on reviewing the related literatures (Bolton and Drew, 1991; Brown et al., 1993).

Regarding the measure of customer satisfaction, a three-item scales developed by Fornell (1992) in the ASCI model, were used. The operational measures used in measuring customer satisfactions are:

- General satisfaction
- Expectancy disconfirmation
- Performance vs. customer’s ideal service provider

Perceived switching barriers, reflecting any factor which increases the difficulty for customers in changing provider, were assessed using two constructs identified as switching costs and attraction of the alternatives respectively (Jones et al., 2000). Perceived switching costs refer to consumer perceptions regarding the time, money, and effort associated with changing service provider, measured by two items (Ping, 1993). Attractiveness of alternatives refers to customers’ perceptions regarding the extent to which competitors offer equal or superior services, measured using three items (Rusbult, 1980; Ping, 1993).

In measuring perceived quality level, two constructs are using representing customers’ perception about the provided product and service quality from their current mobile services operator. In the GSM sector, the base technical services are:

- Coverage and sound clarity of calling area
- Value-added services
- New product development

for which quality, operationability, reliability and flexibility are measured.

Services quality refers to stuff competences in terms of:

- Knowledge adequacy in problem solving
- Time assignment and prompt service delivery
- Personal attention and customers’ needs understanding
- Politeness, and respect against customers
- General evaluation of customer service provided

Product Quality

1. I am not facing coverage problems with my current provider (PQ1)
2. The call quality with my current provider is very high (PQ2)
3. My current provider offers a variety of value-added services which covers my communication needs (PQ3)
4. My current provider offers me flexibility in terms of product adaptation and usage (PQ4)
5. The operationability and reliability of services offered by my current provider are of high level (PQ5)
6. The new products offered by my current provider totally covers my communication needs (PQ6)

Service Quality

1. My current provider’s personnel provide prompt services (SQ1)
2. My current provider’s personnel assigning enough time to help me in problem solving (SQ2)
3. My current provider’s personnel enhance my trust in company (SQ3)

4. My current provider's personnel give personal attention to my needs (SQ4)
5. My current provider's are polite and treats me with respect (SQ5)
6. The level of customer service provided by my current provider is of high level (SQ6)

Perceived Service Value

1. The price I pay for the mobile services with respect to the quality I receive is fare enough (SV1)
2. The quality I received from my current provider with respect to the price I pay is of high level (SV2)
3. The price I pay for the mobile services compared to the prices offered by other operators is very competitive (SV3)

Customer Satisfaction

1. Overall I am very satisfied with my current mobile operator (CS1)
2. My current mobile operator completely covers my communication needs (CS2)
3. My current mobile operator approaches an ideal mobile services provider (CS3)

Switching Cost

1. For me, it would take a lot of costs to switch to another mobile operator (SC1)
2. It would be hassle for me to get information about other mobile operators (SC2)

Attractiveness of Alternatives

1. If I needed to change mobile service provider, there are other good companies or to choose from (AA1)
2. Compared to my current mobile operator, there are other mobile operators with which I would probably be equally or more satisfied (AA2)
3. It is very easy for me to use other suppliers (AA3)

Customer Loyalty

1. I intend to continue to be customer of this mobile operator (CL1)
2. I have strong preference towards my current mobile operator (CL2)
3. I would like to recommend my mobile operator to others (CL3)
4. I would like to encourage my associates to become customers of my current mobile operator (CL4)

Table 1: List of Items by Construct**3.2. Data Collection**

To determine mobile services users' behavioral intentions and their antecedent factors, a survey was conducted during the fourth quarter of 2007. 1030 questionnaires were collected randomly including customers from the three mobile operators of Greece. Participation in the study was voluntary. Out of 1037 questionnaires 52 were eliminated from the analysis by means of examining control questions in the questionnaire form. Finally, 985 usable complete responses were obtained. Detailed descriptive statistics related to the respondents' characteristics are shown in Table 2.

	Values	Frequency (N=985)	Percent (%)
Gender	Male	519	53%
	Female	466	47%
Age	15-20	193	20%
	20-24	339	34%
	25-34	189	19%
	35-44	112	11%
	45-55	104	11%
	55+	45	5%
Education	Up to high School	353	36%
	College	240	24%
	University	373	38%
Connection Type	Post-paid	545	55%
	Pre-paid	440	45%
Mobile Operator	Cosmote	375	38%
	Vodafone	314	32%
	Wind	296	30%

Table 2: Demographic Information of the Respondents

4. Data Analysis and Results

4.1. Measurement Model

The loadings of the total set of all items were estimated by using Partial Least Squares (PLS) (Gefen, Straub and Boudreau 2000). PLS is suitable for this kind of projects because it fits both exploratory and confirmatory research, and places less restriction on the data than the covariance structure models. Table 3 presents the measurement model. The results demonstrate that the loadings of all items exceeded the required threshold of 0.7, and, therefore, explain over 50% of the variance in an observed item. At the same time, the instrument showed high internal reliability since the Cronbach's Alphas were above 0.7 for all scales (see Table 4). In order to test for discriminant validity, a matrix of loadings and cross-loadings was constructed (see Table 5). By using this matrix, the loadings of an item with its associated factor to its cross-loadings were compared. All items had higher loadings with their corresponding factors in comparison to their cross-loadings. Therefore, it was concluded that there is enough confidence in the discriminant validity of the measures and their corresponding constructs. Table 4 presents construct statistics. First, tests for reliability of the measurement items relating to four constructs were conducted by estimating the Cronbach's Alpha. Based on the results, it was concluded that all scales behaved consistently. Secondly, internal consistency and convergent validity measures were calculated. The analysis demonstrated high internal consistency and convergent validity since the scores exceeded 0.7 and 0.5 threshold respectively (Fornell and Larcker 1981). Thirdly, measures of discriminant validity were calculated as the square root of the average variance extracted compared to the construct correlations. All values were greater than those in corresponding rows and columns. Table 6 offers the correlation matrix and discriminant validity assessment.

Construct	Indicator	Mean	Stdev	Loading	Stdev	Weight
Product Quality	PQ1	7,385	0,059	0,788	0,015	0,174
	PQ2	7,309	0,058	0,807	0,015	0,179
	PQ3	7,419	0,051	0,889	0,008	0,199
	PQ4	7,227	0,051	0,857	0,010	0,196
	PQ5	7,315	0,050	0,895	0,007	0,215
	PQ6	7,271	0,053	0,877	0,009	0,207
Service Quality	SQ1	7,554	0,058	0,850	0,017	0,227
	SQ2	7,511	0,059	0,826	0,013	0,185
	SQ3	7,231	0,059	0,883	0,010	0,187
	SQ4	7,080	0,064	0,902	0,010	0,196
	SQ5	6,794	0,063	0,853	0,014	0,188
	SQ6	7,575	0,052	0,853	0,013	0,178
Perceived Value	SV1	6,696	0,048	0,928	0,006	0,371
	SV2	6,917	0,049	0,919	0,007	0,387
	SV3	7,143	0,051	0,864	0,011	0,347
Satisfaction	CS1	7,035	0,049	0,887	0,009	0,360
	CS2	6,718	0,051	0,912	0,006	0,357
	CS3	6,616	0,052	0,915	0,005	0,388
Switching Costs	SC1	5,619	0,081	0,960	0,004	0,674
	SC2	5,405	0,085	0,882	0,016	0,401
Attraction of Alternatives	AA1	5,236	0,092	0,811	0,021	0,479
	AA2	5,788	0,081	0,818	0,021	0,421
	AA3	5,579	0,086	0,775	0,025	0,345
Customer Loyalty	CL1	7,920	0,065	0,833	0,014	0,259
	CL2	7,237	0,071	0,895	0,008	0,294
	CL3	6,711	0,072	0,898	0,008	0,287
	CL4	6,645	0,072	0,905	0,008	0,291

Table 3: Estimated Loadings for the Total Set of Measurement Items

	Product Quality	Service Quality	Perceived Value	Satisfaction	Switching Cost	Attraction of Alternatives	Customer Loyalty
Constructs' Means	7,320	7,304	6,908	6,795	5,519	5,546	7,131
Composite Reliability	0,941	0,945	0,931	0,931	0,918	0,843	0,934
Avg. Variance Extracted	0,728	0,742	0,817	0,819	0,849	0,642	0,780
Cronbach Alpha	0,925	0,930	0,888	0,889	0,833	0,725	0,906

Table 4: Construct Statistics

Indicator	Attraction of Alternatives	Customer Loyalty	Product Quality	Satisfaction	Switching Cost	Service Quality	Perceived Value
PQ1	-0,153	0,494	0,788	0,543	0,146	0,394	0,486
PQ2	-0,167	0,509	0,807	0,565	0,145	0,424	0,497
PQ3	-0,184	0,526	0,889	0,626	0,220	0,506	0,592
PQ4	-0,171	0,511	0,857	0,620	0,208	0,509	0,584
PQ5	-0,231	0,583	0,895	0,681	0,247	0,562	0,619
PQ6	-0,219	0,558	0,877	0,651	0,240	0,539	0,604
SQ1	-0,129	0,411	0,444	0,437	0,145	0,826	0,495
SQ2	-0,180	0,415	0,485	0,444	0,185	0,883	0,498
SQ3	-0,206	0,440	0,531	0,474	0,170	0,902	0,517
SQ4	-0,186	0,401	0,461	0,466	0,173	0,853	0,503
SQ5	-0,164	0,367	0,479	0,430	0,185	0,853	0,497
SQ6	-0,209	0,532	0,564	0,565	0,245	0,850	0,561
SV1	-0,269	0,628	0,592	0,699	0,323	0,530	0,928
SV2	-0,265	0,632	0,648	0,698	0,298	0,615	0,919
SV3	-0,276	0,602	0,557	0,632	0,335	0,466	0,864
CS1	-0,247	0,643	0,682	0,887	0,280	0,488	0,665
CS2	-0,251	0,671	0,632	0,912	0,262	0,484	0,664
CS3	-0,333	0,750	0,648	0,915	0,333	0,518	0,703
AA1	0,811	-0,369	-0,218	-0,286	-0,535	-0,199	-0,268
AA2	0,818	-0,321	-0,157	-0,251	-0,406	-0,155	-0,241
AA3	0,775	-0,275	-0,147	-0,189	-0,375	-0,142	-0,198
SC1	-0,510	0,435	0,276	0,358	0,960	0,234	0,380
SC2	-0,531	0,254	0,132	0,206	0,882	0,146	0,238
CL1	-0,334	0,833	0,505	0,606	0,318	0,408	0,559
CL2	-0,406	0,895	0,560	0,692	0,373	0,475	0,615
CL3	-0,335	0,898	0,561	0,695	0,348	0,439	0,619
CL4	-0,360	0,905	0,571	0,694	0,355	0,447	0,631

Table 5: Matrix of Loadings and Cross-loadings

	Attraction of Alternatives	Customer Loyalty	Product Quality	Satisfaction	Switching Cost	Service Quality	Perceived Value
Attraction of Alternatives	0,801						
Customer Loyalty	-0,407	0,883					
Product Quality	-0,221	0,623	0,853				
Satisfaction	-0,308	0,762	0,723	0,905			
Switching Cost	-0,556	0,395	0,239	0,324	0,921		
Service Quality	-0,209	0,501	0,577	0,549	0,216	0,861	
Perceived Value	-0,298	0,687	0,664	0,749	0,352	0,597	0,904

Table 6: Correlation Matrix of the Constructs and Discriminant Validity Assessment**4.2. Structural Model**

Bootstrapping was performed, using Visual-PLS software, with 2000 replications to derive t-statistics, assess the significance level of the model's coefficients and test the proposed hypotheses. Table 7 present the structural model paths as well as their significance measures. As such, thirteen out of fifteen hypotheses were supported and two hypotheses were rejected (H4 and H7). In order to further confirm the insignificance of the rejected hypothesis, the linkages corresponding to that hypothesis was dropped, and the PLS model was re-estimated. The analysis revealed that the beta coefficients and t-values of the remaining model were strong and significant. In addition, none of the R-squared values changed that manifests the statistical validity of the remaining linkages.

Path	Entire Sample Estimate	Mean of Subsamples	t-statistic	Hypothesis	Hypothesis Validity Test
Product Quality → Perceived Value	0,479	0,480	14,649	H1	Supported
Service Quality → Perceived Value	0,320	0,319	9,873	H2	Supported
Product quality → Satisfaction	0,387	0,387	11,488	H3	Supported
Service Quality → Satisfaction	0,051	0,052	1,880	H4	Not supported
Perceived Value → Satisfaction	0,462	0,462	14,563	H5	Supported
Product Quality → Loyalty	0,090	0,091	2,905	H6	Supported
Service Quality → Loyalty	0,034	0,037	1,437	H7	Not supported
Perceived Value → Loyalty	0,186	0,187	4,922	H8	Supported
Satisfaction → Loyalty	0,473	0,472	13,036	H9	Supported
Satisfaction → Switching Cost	0,137	0,137	2,900	H10	Supported
Perceived Value → Switching Cost	0,249	0,250	5,138	H11	Supported
Satisfaction → Attraction of Alternatives	-0,192	-0,193	4,031	H12	Supported
Perceived Value → Attraction of Alternatives	-0,154	-0,155	3,264	H13	Supported
Switching Cost → Loyalty	0,070	0,070	2,863	H14	Supported
Attraction of Alternatives → Loyalty	-0,140	-0,140	5,489	H15	Supported

Table 7: Structural Model Path Coefficients and Bootstrap Results

Altogether, the proposed model accounted for 64,6% of the variance in customer loyalty, 65,3% of the variance in customer satisfaction, 50,9% of the variance in perceived service value, 13,2% of the variance in switching costs and 10,5% of the variance in attraction of alternatives. Customer satisfaction and perceived service value exhibit the stronger direct effect on customer loyalty, however their significance are adjusted by switching barriers. Product quality level directly affects both customer satisfaction and loyalty whereas service quality level impact is a matter of its perceived value by the customer since it does directly affect either customer satisfaction or loyalty.

5. Conclusions and Managerial Implications

This paper aimed to expand the integrated service quality measurement causal model of Cronin et al. (2000) by adding the notion of switching barriers in order to explain the relationships between customers perceived value, customer satisfaction and customer's conative loyalty. The role of switching barrier on customer retention is identified by analyzing the relationship between customers' satisfaction, perceived service value and switching barrier in the mobile communication service industry. First, we focused on the analysis of switching cost, and attractiveness of the alternatives, which are mentioned in the precedent studies. The partial least square methodology was used to analyze the main and the adjustment effect of Cronin et al. model constructs and the above mentioned switching barrier factors on customer's retention decision mechanism.

The contribution of this paper is as twofold: First, from the theoretical point of view, the contribution is that this paper review theoretically and verifies empirically the relationship and mechanism between the pivotal concepts of relationship marketing such as perceived quality level, perceived service value, customer satisfaction and switching barrier on customer retention. Especially, this is the first try to study the main and adjustment effect of specific factors composing the switching barrier in Greece.

From the empirical point of view, this paper suggests the practical strategy in terms of switching barriers for the domestic mobile communication service providers which are trying to maintain current growth and profitability in the mature market. Based on the analysis outcome it is obvious that it is not enough the achievement of high level of customer satisfaction without considering the competitors' actions and the customer's position on the lifecycle curve. Customers who declare that they have no problem for the moment with their current mobile operator should not be considered as loyal customers. Depending on customers' lifecycle position (e.g. contractual obligations, upcoming or current benefits) and the future benefits that the customer may receive from the competitors, will probably adjust the impact of customer's evaluation about their current mobile operator. For that reason it is proposed the continuous customers' surveillance though business intelligence methods and classical marketing research methodologies in order to predict customers' behavioral intention and decide the type of customers need to be retained.

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