

Framework for Enhancing Customer Loyalty of Telecommunication Companies in India: A Case of Reliance Jio Infocomm Ltd.

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Abstract. Enhancing customer loyalty has become a significant concern for several organisations due to the increased competition in the industries. The Indian Telecommunication Industry has experienced a major shift after the launch of Reliance JIO. Many customers have been attracted to Reliance JIO, but it is important for this company to transform the existing customers into loyal customers. The objective of the research is to identify the factors that may increase the brand loyalty of the customer in this industry. To reach this objective the following tasks were set: (1) to research scientific literature on customer loyalty, in general, and in the sphere of telecommunications, in particular; (2) to work out research methodology; (3) to carry out empirical research and discuss results. The research question: What are the factors that can enhance the customer loyalty in the telecommunication industry? Data is collected via customer survey (n=250) and processed by SPSS. The main result of the research lies in the developed customer loyalty framework for telecommunication companies. Practical significance of results lies in recommendations how to enhance customer loyalty towards Reliance Jio Infocomm, Ltd.

Keywords: Customer loyalty, Indian Telecommunication Industry, Brand image, Customer Satisfaction.

I. INTRODUCTION

The telecommunication industry is one of the leading industries in the recent era. Therefore, the competition in the organisations in this industry is also significantly high in the global market for increasing the production of goods and services as well as obtaining customers [1]. Increased dependency on telecommunication companies due to the Covid-19 pandemic also has increased the competition for the organisations in this industry. Many telecommunicating companies have embraced several new services, applications as well as networks. Adopting services such as 5G, satellite services, artificial intelligence and many more can provide the customers with better services, which increases customer satisfaction. This has created problems

for several companies. For example, companies, which cannot provide advanced technologies reduce the engagement of the customers with the company. Evidence also suggests that poor speed of internet and data connectivity also reduces customer loyalty to the telecommunication organisation [2]. Thus, the company need to invest in innovation so that customer can be engaged with the organisation. Moreover, to increase customer loyalty, the company also need to provide them protection to mitigate the risk of cybersecurity. The hacking of data has become one of the major issues, which reduces the trust of the customers. The telecommunication services also have become expensive, which reduces the satisfaction of the customers. Moreover, the individual perception of the customers about the telecommunication services is also essential because customer satisfaction depends on the perspective of the customer. Therefore, several telecommunication organisations cannot satisfy their customers through their services. The telecommunication industry is an important sector in the India because it has helped other industry to develop communication system, driven India's economic growth and also attracted foreign direct investments [3]. This sector has a huge subscriber base with over 1.17 billion consumers as estimated in August, 2022 [4]. This immense growth in this sector has made it world's second largest telecom sector [5]. The advancement in telecommunications has changed the way people used to communicate with each other. The Indian Telecommunication industry has evolved significantly in the past years. The severe competition in the Indian telecom sector is one of the main factors that makes branding vital. Telecom firms must develop a distinctive identity and value proposition that distinguish them from their competitors given the large number of players seeking a piece of the market. A strong brand help businesses in gaining a reputation, foster consumer loyalty, and create a trust [6]. The continually altering market dynamics are another factor that makes branding crucial in the Indian

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telecom sector. Telecom businesses must remain on top of trends and swiftly adjust to shifting consumer preferences as a result of the introduction of new technologies like 5G and the rising demand for digital services. In this changing market, it is critical for businesses to demonstrate their creativity, agility, and dedication to satisfying client needs. Finally, branding is crucial to the Indian telecom sector because it enables businesses to engage with customers on a level that goes beyond the services they provide. A powerful brand may establish an emotional bond with consumers, foster trust, and eventually increase advocacy and customer loyalty [7]. Thus, branding is an essential element of any effective telecom strategy in India. In this changing market, it is critical for businesses to demonstrate their creativity, agility, and dedication to satisfying customer needs [8].

The objective of the current research is to identify the factors that may increase the brand loyalty of the customer in this industry. To reach this objective the following tasks were set: (1) to research scientific literature on customer loyalty, in general, and in the sphere of telecommunications, in particular; (2) to work out research methodology; (3) to carry out empirical research and discuss results.

II. MATERIALS AND METHODS

The drastic transformation in the Indian telecommunication industry over the last two decades has been caused due to changes in government policies, technological advancements, and the emergence of new organisations in the market [9]. The Indian telecommunication industry is one of the largest industries in the world. It has over 340 million mobile phone users and a rapidly growing number of internet subscribers as of 2017, which is expected to become more than 1.5 billion users in 2040 [10]. The telecommunication sector introduced mobile telecom service in the 1990s and since then, the industry has grown immensely. Presently, the Indian telecom industry offers a wide range of services, to the service users such as voice and data services, broadband internet, and digital television, among others.

The industry's growth has been driven by various factors, including the increasing affordability of smartphones, low data tariffs, and the government's initiative for digitalization. The sector has witnessed significant consolidation in recent years, with the emergence of new players and mergers and acquisitions among existing players. The telecom industry of India has evolved largely in the past decades and it has contribution to India's economy [11]. As information technology has developed over the years, the telecom services have also expanded and improved in India. Before Reliance Jio entered the telecommunication market of India, there were several companies competing in this sector such as Vodafone, Airtel, Idea, BSNL, Tata Docomo, MTNL, Aircel, and Reliance Communications [12]. However, due to changing market conditions many companies have discontinued their services and presently few companies are operating in the Indian telecom sector but competition among them is high [13].

Reliance Communications entered the Indian telecom industry with the former name Reliance Infocomm. When Reliance Communications began offering its services in

2002, it was one of the pioneers in the Indian telecom sector to introduce the idea of branding [14]. Reliance Communications produced a number of creative marketing initiatives to promote its services after quickly realising the value of branding and marketing. The "Kar lo Duniya Mutthi Mein" campaign was one of the most important branding initiatives undertaken by Reliance Communications [15]. The company's CDMA mobile services were the focus of the ad, which was a resounding success. The advertising campaign included well-known Bollywood actors and actresses, and the slogan "Kar lo Duniya Mutthi Mein" quickly gained popularity among Indian audiences.

In the early 21st century, Bharti Airtel became a successful company in the Indian telecom sector. Bharti Airtel first began operations in 1995, when it was a small regional company. Nevertheless, it swiftly grew to become a national powerhouse. In order to promote its services, Bharti Airtel quickly recognised the value of branding and marketing and developed a number of creative marketing campaigns. The "Har ek friend zaroori hota hai" campaign was one of Bharti Airtel's most important branding initiatives [16]. The campaign has successfully promoted the business's free international calling services. The company created effective marketing strategies to innovatively promote its services. This campaign demonstrated the value of friendships and relationships so that consumers can be emotionally appealed to. The advertisements included well-known Bollywood actors and actresses. The importance of branding for telecom players has increased in response to the increased competition. In 2016, Reliance Jio got introduced in the Indian Telecom market by Mukesh Ambani. Reliance Jio has the vision of enabling 'digital life' in India and thus; it developed 'Jio Digital Life' for offering people with better mobile services. The hashtag of Jio Digital Life have been started using by consumers and many other companies which makes Jio more popular on digital platforms. This company has notably disrupted the market with its affordable data plans and satisfying network quality. According to Talukdar & Chowdhury [17], the branding strategies of 'Jio Digital Life' has successfully fulfilled its aim of promoting the company's 4G services. Moreover, Mukherjee [18] highlighted that Reliance Jio has invested in cell towers, fibre optics network and spectrum for promoting the apps of Reliance Jio such as JioMoney, JioTV and JioChat. This infrastructural investments have been made by this company also for promoting its e-commerce platform. This company has also focused on traditional marketing strategies for making people aware of the offers through posters and billboards. Apart from traditional campaigns, telecom companies in India are also taking advantages of digital media to promote their services [19]. As smartphone usage and internet consumption has increased in India, digital marketing has become an essential part of the telecom industry's branding strategy. Furthermore, Reliance Jio company also provided Jio smartphones at cheaper prices so that more people in India can become mobile users. Mehta [20] also asserted that telecom companies in India collaborates with Bollywood actors for featuring them in their brand promotions.

The Indian market of mobile applications has grown rapidly recently. This market became the fastest growing in

the first quarter of 2018. In 2018-19, Bharti Airtel was about to introduce its new 6000 sites and optical fibre of 2000 km in Gujarat [21]. Bharat Sanchar Nigam Limited (BSNL) also planned to introduce 5G services in the market by 2020. Vodafone India merged with Idea Cellular to become the largest telecom company in India named 'Vodafone Idea' (VI) [22]. The dynamics of the telecommunication industry have been completely changed after the introduction of Reliance Jio on 5th September 2016 for the people of India. Mukesh Ambani introduced the telecom services of Reliance Jio Infocomm Limited [23]. Reliance Jio created tough competition in the telecommunication industry as it provided many alternative options to customers at low prices. The company also provided customers with 4G Handsets at low prices and it triggered a price war in the Indian Telecommunication industry. In the last few years after Reliance Jio's launch in India, the company has made records in the telecom sector. It is the first company in the Indian Telecommunication Industry to secure pan India Unified Licence

Brand equity is the perception of the customer about the brand image of the organisation, which is created through brand association. It can be derived from tangible as well as intangible attributes, which can help to develop brand equity. As suggested by Syed Alwi et al. [24], brand equity can be measured by marketing performance, which can be expressed through behavioural, attitudinal as well as financial outcomes. Therefore, the brand equity of the organisation can help in the financial development organisation. On the other hand, a study by Lin [25] has suggested that brand equity can help to enhance the satisfaction of the customer with the brand. This also can help to enhance the brand loyalty of the organisation. Therefore, their repetitive purchasing behaviour enhances due to brand loyalty. Therefore, this can help to enhance the revenue of the organisation.

Ahmed and Moosavi [26] asserted that customer loyalty is an important achievement of an organisation. Customer loyalty refers to the commitment of customers to make repurchase products and services of the same brands as they prefer to continue using the same brand's goods. There are some factors which can be directly controlled by the organisations such as product and service quality, and also product prices. On the other hand, there are some other sets of factors which cannot be directly controlled by the organisation but countermeasures can be taken to reduce the negative impact of those factors on the telecommunication industry. These factors include competition in the telecom industry, dynamic market trends, and changing consumer needs and preferences. At the same time, there are loyalty factors that can be controlled by the organization. (1) Service quality. In the past decades, several researchers have extensively focused on studying the impact of service quality on customer loyalty because it is highly associated with an increase in customer satisfaction as well as business performance. Service quality is one of the most important factors which can affect customer loyalty. Nsiah & A Mensah [27] have also found that service quality is highly responsible for increasing the rate of customer retention. Service quality is the factor which influences consumers' brand perception. Based on service quality, customers assess a brand by comparing it with other competitive brands [28] [29]. The

perceived service quality of a brand refers to the consumer's assessment regarding the distinction of the goods which are provided by a brand. However, the service quality model demonstrates that customer perceptions and expectations can be different. On the other hand, Kumar et al. [30] found five dimensions through which service quality can be measured, which are 'responsiveness', 'empathy', 'reliability', 'tangible' and 'assurance'. (2) Customer service. Customers can interact with the customer service team to report complaints regarding network issues or any other problem. At that time, the customer service team need to behave properly with the customers and quickly resolve the problems. It is important to act on the issues promptly in order to satisfy the customers and retain them from switching brands. Romdonny & Rosmadi [31] highlighted that satisfying customers can result in enhancing customer loyalty. Research has also found that the telecommunication industry experiences tough competition which forces organisations to implement effective customer service techniques. (3) Brand image. The experience of a consumer while interacting with a brand largely depends on the brand image. Therefore, whenever consumers would seek to purchase the required products or services, the name of the brand would appear into their mind. In this way, organisations can increase customer loyalty by strengthening their position in the customer mind. Consumer's perception of every interaction with brand has important role in shaping the brand image in consumer's mind [32]. (4) Price. Price is one of the most significant factors that affect customer brand loyalty. Price is the cost of the products/services which have to be paid by the customers for purchasing the products. Price competition has increased in the telecom sector and it determines the willingness of consumers to remain loyal to a particular mobile service provider [33]. (5) Trends. Trends are another notable factors which can affect customer brand loyalty. Trends refer to the changes that occur in society, consumer preferences and behaviour. In recent trends, the influence of the internet and technology is noteworthy. As technology continues to advance, customers may have new preferences for the types of products they want to purchase. Companies that adopt new technologies and incorporate them into their products may be more likely to gain loyal customers [34]. Moreover, it can be added that trends also include group actions which means that a change becomes a trend when it is followed by many people. Consumers also tend to take recommendations from other people such as friends and family members. Reference groups are also a vital contributor to the formation of trends. Therefore, telecommunication organisations are required to observe the social changes and adapt their services and marketing strategy accordingly. Telecommunication companies that make investments in research and development to create innovative and high-quality services, along with providing excellent customer service are likely to gain a reputation. This can help the companies to build a strong brand image and consequently increase the rate of customer retention.

In the marketing literature, various authors have provided various definitions of customer loyalty. However, Kiran and Diljit [35] highlighted that the definitions of customer loyalty are broadly categorized into two approaches: the stochastic approach and the deterministic loyalty approach. The stochastic approach views customer

loyalty from a behavioural perspective, where customer behaviour provides insight into the structure of customer loyalty. This includes measures such as purchase share, frequency of purchase, and other operational measures [36]. In contrast, the deterministic approach views customer loyalty as an attitude demonstrated by customers, with the belief that customer behaviour alone is not sufficient in accurately describing the underlying structure of customer loyalty. In order to do so, it is necessary to understand customer attitudes, which can be evaluated through measures such as intention to purchase, customer preferences, customer's desire to recommend the goods to others, and prioritization of supplier [37]. Budianto [38] combined both approaches to defining customer loyalty and identified six parameters where both approaches are explained in terms of their parameters. Therefore, it can be comprehended that the decision of customers to repurchase products of a particular brand and not switch brands depends on their biased and behavioural approaches. Customer loyalty towards the brand can be determined through both the physical and psychological approaches of customers.

A study by Ikramuddin et al. [39] has identified three determinants that can influence customer loyalty in the telecommunication industry. It is a service-providing industry that has rapidly grown over the past few years due to the use of mobile phones. The competition has enhanced in this industry therefore, companies and focusing on attracting customers and retaining them. The service quality provided by the telecommunication organisation is essential for attracting more customers. Diversity of customer needs can be perceived. Therefore, the company need to maintain high-quality service for every kind of customer. Providing high-quality service to telecommunication service users also can help to enhance user satisfaction. It is one of the main influencers of their repetitive purchasing behaviour. This also can help to enhance their trust towards the organisation. Therefore, they can feel more attached towards the organisation and feel secure using their services. It is essential for maintaining the brand loyalty of telecom organisations. On the other hand, a study by Amin et al. [40] also identified four factors related to customer loyalty towards telecommunication service providers. These are service quality, corporate image, trust as well as switching costs.

To gather empirical data the present study employs the method of customer survey using 7-point Likert scale questionnaire divided in 11 blocks according to different aspects of loyalty in the sphere of telecommunications, such as overall service satisfaction, customer service satisfaction, switching propensity, trust in reliance Jio, customized service, company communication, reward programs, brand image, technological innovation, service availability, customer loyalty. The questionnaire was constructed using *Google forms* and distributed via social media. Internal consistency (Cronbach's alpha) test was performed. The result was 0,7853, that certifies good internal consistency..

The present study has identified various inclusion as well as exclusion criteria based on which the sample will be selected from the identified population. Various inclusion, as well as exclusion criteria, have been set for this present study. The quantitative data have been

collected from the customer of Jio. Therefore, a set of inclusion criteria have been set for the survey. Firstly, in order to be included in the survey, the individual needs to be a resident of India. In addition, the individual also needs to be a user of Jio for at least five years. Therefore, the individual who has not constantly using Jio for five years or has shifted to other networks has been excluded from the study. Moreover, individuals who are currently not a resident of India are also been excluded from the study. Snowball sampling has been used to collect data from the survey until data saturation has been observed. The total number of respondents reached 250.

III. RESULTS AND DISCUSSION

The results obtained by the means of online questionnaire were processed by the means of SPSS program, first, to determine the central tendency measures. After that the factor analysis was performed. Table 1 depicts results of descriptive analysis (central tendency measures). The factors (components) are: (1) overall service satisfaction, (2) customer service satisfaction, (3) switching propensity, (4) trust in Jio Reliance, (5) customized services, (6) company communication, (7) reward programs, (8) brand image, (9) technological innovation, (10) service availability, (11) customer loyalty.

TABLE 1 DESCRIPTIVE STATISTICS

Factors	Central Tendency Measures						
	Mean	Median	Mode	Standard Deviation	Variance	Skewness	Kurtosis
1	6.02	6	7	.841	.707	-.038	-1.589
2	4.92	5	5	.813	.660	.149	-1.469
3	4.16	4	5	1.448	2.095	-.571	-.459
4	4.92	5	5	.813	.660	.149	-1.469
5	4.92	5	5	.813	.660	.149	-1.469
6	4.92	5	5	.813	.660	.149	-1.469
7	4.92	5	5	.813	.660	.149	-1.469
8	4.92	5	5	.813	.660	.149	-1.469
9	4.92	5	5	.813	.660	.149	-1.469
10	4.92	5	5	.813	.660	.149	-1.469
11	5.92	6	4	.813	.660	.149	-1.469

The central tendency of the replies is shown by the average value for each variable, which is displayed in the "Mean" column. For instance, with a mean rating of 6.02 out of 10, clients seem pleased with the service provided. Similar inferences may be drawn from the means of other variables, such as customer service satisfaction, switching tendency, and faith in Reliance Jio. The median represents the midpoint between the two extremes of a data set, and is therefore shown in the "Median" column. The medians provide an alternative way of looking at the central tendency. For instance, if half of respondents rank their satisfaction at or above 6.00, we know that they are generally pleased with the service they received. The "Mode" column shows what the most common value is for each variable. It reveals what people often choose as the best appropriate answer to a given circumstance. For instance, a large proportion of clients provided an overall satisfaction rating of 7 for the service they received. Spread

is shown numerically in the "Std. Deviation" column. If the variation or standard deviation of the replies is considerable, it suggests that the consumers have a broad variety of perspectives or experiences. Columns for skewness and kurtosis are supplied. Positive skewness numbers indicate a more skewed distribution toward the right, whereas negative values indicate a more skewed distribution toward the left. A higher kurtosis value indicates a more skewed distribution, whereas a lower kurtosis value indicates a more normal distribution. These statistics provide light on the nature and features of the variable's distribution.

Table 2, in its turn, presents the percentage of variation of the factors: (1) overall service satisfaction, (2) customer service satisfaction, (3) switching propensity, (4) trust in Jio Reliance, (5) customized services, (6) company communication, (7) reward programs, (8) brand image, (9) technological innovation, (10) service availability, (11) customer loyalty.

TABLE 2 PERCENTAGE OF VARIATION OF FACTORS

Factors	Total Variance					
	Initial Eigenvalues			Extraction sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.977	90.697	90.697	9.977	90.697	90.697
2	.865	7.860	98.556	-	-	-
3	.159	1.444	100	-	-	-
4	2.011E-15	1.828E-14	100	-	-	-
5	1.659E-16	1.508E-15	100	-	-	-
6	1.267E-17	1.152E-16	100	-	-	-
7	3.058E-32	2.780E-31	100	-	-	-
8	1.325E-35	1.204E-34	100	-	-	-
9	-	-	100	-	-	-
10	1.172E-23	1.066E-22	100	-	-	-
11	1.230E-18	1.118E-17	100	-	-	-
	9.038E-17	8.217E-16	100	-	-	-

The table shows the percentage of total variation explained by each factor. The amount of variation explained by each component is shown in the "Initial Eigenvalues" column. The variation explained after factor extraction is shown as the sums of squared loadings in the "Extraction Sums of Squared Loadings" column. The first eigenvalue of 9.977 in this study represents 90.697% of the variation explained by the first component. As a result, it may be concluded that the first component accounts for a significant fraction of the overall variation. After the first component, the total percentage of variance reaches 90.697%. With an initial eigenvalue of 0.865, the second component may account for an extra 7.860% of the total variance. The sum of the percentages of variance for the

first and second components, however, stays unchanged at 98.556%. An initial eigenvalue of 0.159 assigns 1.444% of the variance to the third component. After the third component, the total percentage of variance hits 100%, indicating that these three components account for all of the volatility in the data.

The statistical data have enabled this study to propose a framework for enhancing customer loyalty in Reliance Jio Infocomm Limited (see figure 1).

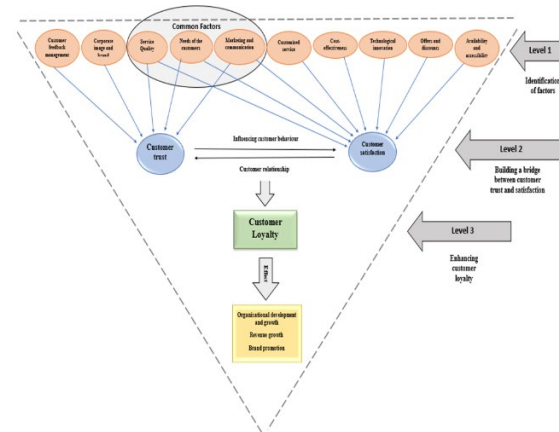


Fig. 1. Conceptual model of customer loyalty in telecommunication industry (Source: Authors')

The framework that has been developed for enhancing the loyalty of the customers in Indian telecommunication is a triangular-shaped model that includes 3 levels. The first stage has focused on identifying the factors that can be associated with customer loyalty and providing an overall view of the theoretical framework. Identification of such factors or variables can help to understand the relationship of several factors with customer brand loyalty. These factors can facilitate customer loyalty. However, the first level of the framework has been divided into three levels. The first level has identified 10 different factors, such as brand image, cost-effectiveness, availability of service, marketing and many more. All of these factors are indirectly related to the customer loyalty of the organisation. The second level of the framework has identified the factors or variables that are directly influenced by the factors that have been identified in the first level. The study has found two variables, which are customer trust and customer satisfaction. These two factors are also directly associated with customer loyalty to the organisation. The primary quantitative data has found a positive correlation of customer satisfaction with customer loyalty. This also has identified a strong positive correlation of customer loyalty with the trust of the customers. In addition, the qualitative data also have suggested that enhancing the trust and satisfaction of the customer through using different strategies can help to develop customer loyalty in the organisation. The third level of the framework also has suggested the necessity of customer loyalty for the telecommunication organisation. This framework has identified the benefits of customer loyalty and has suggested that enhancing customer loyalty can help to enhance their engagement within the organisation. This also can help in increasing the revenue of the organisation. The framework also has suggested that loyalty can help to ensure the development of the organisation.

This framework can also be applied to other companies in the Indian Telecommunication Industry. Customer satisfaction and customer trust both collaboratively play a vital role in enhancing customer loyalty. Based on the research results, the authors have come to the following conclusions.

IV. CONCLUSION

In sum, it can be concluded that customer loyalty is an important aspect of business success because customers are extremely valuable assets of an organisation. Reliance JIO has a huge subscriber base and the company has the concern of retaining the customers.

The statistical data has shown that some customers of Reliance Jio have rated the brand image as average so it is important for the company to monitor what the customers are feeling about the brand and what they perceive. This can enable the management to take proper actions to identify risks to the brand image and maintain a positive brand image. This further attracts new customers and helps to retain existing customers.

Customised services were also found to be a positive connection with customer loyalty. The statistical results have shown that "Customized Services" has a perfect positive connection with customer loyalty (Beta = 1.000). From the qualitative research findings, it can be interpreted that customised services have the scope of satisfying customers because customer needs and preferences are valued by the organisation. Therefore, it can be inferred that Reliance JIO can satisfy its existing customers with customised services and marketing communication.

Customer satisfaction has been found to be impactful on customer loyalty through quantitative and qualitative research. The statistical results have shown a positive correlation between customers' "overall service satisfaction" and "customer loyalty" in Reliance Jio company, shown by the standardized coefficient of 0.890, t-value of 19.288 and p-value of .001. This result inferred that customer satisfaction is an important factor that has an impact on customer loyalty. Customers prefer to repurchase from a brand and recommend the brand to others when they are satisfied with the services.

Customer trust in a telecom company has a vital role in building customer loyalty. The statistical result has found a perfect connection between "Trust in Reliance Jio" and "Customer Loyalty" (R = 1.000) with a standard error of 0.000. Thus, the main concern of a telecom company in India is to gain customer trust in the brands. This finding has aligned with the existing literature that has shown a significant impact of customer trust on customer loyalty. Customer trust is important to influence customer buying behaviour. Customers prefer to purchase from brands which are perceived to be reliable. But the main concern of telecom companies is to make customers repurchase for the long-term and also to make customer brand advocates. The developed framework for customer loyalty in the telecom industry of India depicts the important factors that affect customer loyalty via customer trust and customer satisfaction.

The organization can use this framework for effective relationship management. The frame can help to

understand companies understand the importance of enhancing brand loyalty. This also has shown how relationship management effective marketing communication and many more can help to enhance the loyalty of the customers towards the brand. The company can use this framework for enhancing the trust of the customer who already is satisfied with the services of the organization and also for enhancing the satisfaction of the customers who already trust the brand. Therefore, using this theory for enhancing both satisfaction as well as trust within the customer, can help them to enhance customer loyalty more effectively.

The marketing agencies can use this framework to evaluate the current customer brand loyalty of the companies, which can help to understand the effectiveness of the organization. This also can help them to analyze the strategies that they have implemented for enhancing their customer brand loyalty. This also can help them to evaluate what challenges they are facing regarding their brand loyalty.

The consultancy firms can use this framework to rank the brand loyalty of the companies in the present markets. This will also can help them to develop effective strategies for the companies.

The researchers can use this framework for understanding the factors that influence customer loyalty in an Indian Telecommunication company. In this study, the factors mentioned in the framework have been found to be positively associated with customer loyalty. Thus, researchers can use this information to further develop research objectives.

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