

Identifying Customer Perceived Value in Mobile Cellular Telecommunication Market

A Four Dimensional Approach based on Concept Maps

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Abstract

Creating value for customers is the ultimate goal of an organization which can lead to an increase the profit, acquire new customers and improve customers' retention. But all these can happen only if customers are able to perceive the created value. In order to simplify achieving this ultimate, we introduce our four dimension approach as a guide for identifying customer perceived value due to services provided by different operators in mobile cellular telecommunication market. We have applied concept maps based on ZMET technique as a tool to penetrate customers' unconscious mind. Findings of this research reveal that value perceived by customers includes four dimensions of Satisfying communication need, Cost effectiveness, Value generated from characteristics of offered services, and Value generated from company's identity in cellular market. These four dimensions can provide a new approach for managers, marketers, and researches in the field of marketing and customer relationship management. Moreover, mentioning components of these four dimensions in this study would aid managers and researches to get to know what goes on in customers' minds as well as their needs and wants. On the other hand, applying these findings consciously and intelligently would bring more stable competitive advantages for organizations.

Introduction

For establishing a business, regardless of the notions "product-oriented and service-oriented", it is vital that the focus of attention be the mechanism of creating value for the customers and analyzing its level rather than the amount of profit [1]. The created value is not perceived thoroughly by the customer; rather, each customer perceives a part depending on the needs and conditions of hers. Therefore, it can be said that there is a distinct difference between "created value" and "perceived value"[2].

Mobile Cellular Telecommunication Market is service centered. The distinguishing factor in the marketing management of services is in close connection with the intangible nature of services [3]. In fact, Intangibility of services causes each customer to perceive the value of the offered service in accordance with her own perception, beliefs and expectation in the existing condition. Mobile telecommunication market requires a great deal of research and

investigation on customers' perceived value in order to keep customers satisfied in long terms. The base of this research on perceived value on behalf of customers is the services received from mobile telecom operators. It was observed in literature review that lots of researches have been done in the field of Customer Satisfaction, Loyalty and Retention in the industry of mobile telecom, most of which considered the relation between these concepts and value [4-9]. But little attention has been paid to different dimensions of value.

Although using tools and common techniques for researches in market, realizing customer needs and observing their perceived value is influential and effective, more precise penetration into customers' minds is something that cannot be reached by the regular tools and techniques [10]. The main motivation of this research is a deeper understanding of different dimensions of perceived value by customers in mobile telecom industry. In order to achieve this goal, ZMET technique is applied having two facts: (1) 80% of human communication is non-verbal and (2) 98% of our thoughts exist in our unconscious mind [10].

This article has five main sections. The first section contains literature review of perceived value and related studies in mobile telecom industry. In the second section there will be a quick review of the history of mobile telecom industry in Iran. In the third section, research method is argued. In the fourth section, the four dimensional value-centered consensus map will be introduced. At the end, research discussion and conclusion will be stated.

Review of the related literature

Literature review is divided into three parts. First, concept of value and its different approaches used are stated. The second part dedicates to a literature review on perceived value in mobile industry. The third part entails concept map technique and its applications.

Perceived value

Concept of perceived value has been given importance to since around the 90's and followed in the way that Marketing Science Institute in 2006 put it on its priority list of the desired fields of research [2, 12]. Researchers have presented different definitions for "perceived value" concept. Among which Fernández and Bonillo (2007) presented a classification on the researches done on concept of perceived value within which exists two main approaches for value: one-dimensional and multi-dimensional approach. In the first approach, perceived value is a general construct which is measured based on one or more items. In the second approach, perceived value is a construct that includes different dimensions which has been studied less than one-dimensional approach.

Advantage of one-dimensional approach lies in its simplicity that is general value is measured as a one-dimensional approach based on one or more cases [12]. One of the main tendencies in this approach is in defining perceived value based on the connection between price and quality [13-14]. The other tendency is towards the definition suggested by Zeithmal (1988) that perceived value is a tradeoff between what is sacrificed and what is earned.

One-dimensional approach is limited and short sighted in some researchers' opinions despite its simplicity. This group believes that different thoughts, perceptions, and dimensions are embedded in "perceived value" [2, 16-19]. Moreover, perceived value can be shown by hierarchical structure whose different levels include a vaster view of products' characteristics [19-20]. Woodruff and Gardial (1996) mentioned three levels for value hierarchy in their research: Attributes, Consequences and Consumption goals, which in higher levels are more abstract. Another group of researchers have given importance to two dimensions of ration and emotion in customers which by itself falls in two categories of intrinsic and extrinsic values. While intrinsic values refer to emotional, hedonic, and person-oriented values due to their

consuming, extrinsic values refer to the value caused by Utilitarian or Instrumental values of product/service which are usually rational. [16-19, 21]

Among the researches on multi-dimensional value approach, consumption value tendency implies factors which affect customer decisions to buy a product or use a service [22-23]. They classified customers' perceived value into five groups: Functional value refers to performance capability of product/service compared with the money spent, Social value refers to desirable social image of one person, Emotional value refers to a person's feeling as the result of using a product/service, Epistemic value refers to customers' interest in experiencing innovations and acquiring knowledge, and Conditional value refers to dynamic dimension of customers' decisions for using a product/service based on different situations.

According to the research done by Sheth et al. (1991), customers' choice is a function of many separate values that can have different values in different selection situation. Also, there are more researches on consumption value theory with focuses in different dimensions. Williams and Soutar (2000) in their research on perceived value in tourism industry conclude that conditional value is not of great importance for customers in this industry. Epistemicity and condition dimensions have been unseen in Sweeney et al. (2001) in retailing industry. Also, independency of value dimensions is under question. Pura and Gummerus (2007) divided functional dimension of value into monetary and convenience value in their research on perceived value in mobile service industry. Findings of this research are in great agreement with consumption value tendency in multidimensional value approach introduced by Sheth et al. (1991), although independency of value dimensions is rejected.

Researches related to Perceived Value in Telecommunication Industry

Researches on mobile telecommunication industry can be grouped as the following: (1) Researches about active operators in mobile telecommunication and services provided by them which focus on reasons for choosing an operator, customers' satisfaction, loyalty, and retention, and (2) Researches about services and facilities in a cell phone provided by manufacturers which focus on cell phones' functionality provided by manufacturing companies or services offered by them. The goal of this study is recognizing different dimensions of customers' perceived value in relation with the ones in the first group.

In Table 1, the summary of the studied researches in this field is presented. The research done by Pura and Gummerus (2003) is the only one that has presented a six dimensional value framework applying Critical Incident Technique (CIT). In this research, customers were asked to explain about a special situation in which a cell phone's service is of superior value. CIT is a good technique for observing special situations [24] although it does not have the potential to penetrate into individual's unconscious mind.

Concept Map Technique

Concept Map is a graphical demonstration of a concept and its relations with other concepts. In this map, concepts are shown by nodes while relations among them are presented by the use of labeled arrows. We use concept map presuming that the arrangement of the information in the page describes the main relations in one's mind. [25]

There have been different studies in marketing issues since the 90's such as determining international differences in product perception [26], facilitating decision making in order to find product sources and collecting information for early processes of designing a product [27]. The reason why concept map is used in this research refers to the freedom of act these maps provide researchers with to mix emotional and functional dimensions of value.

Concept map can be created by customers' cooperation. Also, relations present in concept maps available in previous researches on customers can be used in analytic methods (cf. [28]). In this research our focus is on the technique in the first group which includes three

main stages: Elicitation, Mapping and Aggregation. Two common qualitative techniques used in the first group, that is consumer mapping, includes ZMET and BCM. In BCM, data gathered from previous researches can be used in elicitation stage. Also, the mapping stage is more structured. Another good point is that aggregation stage follows clear decision making principles. In BMC, there is less emphasis on unconscious mind because of its more structured nature. Authors in this research have chosen ZMET because there is not proper and sufficient data or information about customers in Iran Mobile industry and there is a lack of qualitative researches on perceived value emphasizing on customers' unconscious in telecom.

Table 1: Categorizing different researches in Mobile Telecommunication Market based on Perceived Value perspective

Authors	Research Focus	Data Gathering Technique	Research Results	Area	Research Strength	Research Weakness
Pura and Gummerus (2007)	Identifying dimensions of customers' perceived value of mobile services	Individual interviews based on CIT (31 samples)	Identifying six dimensions for perceived value Dividing them to context-related (conditional and epistemic) and content-related groups (emotional, social, monetary and convenience).	Sweden	-Determining different dimensions of value from mobile users' perspective -Using individual interviews based on CIT	- Although applying CIT is one of the advantages of this research, CIT focuses on user's conscious mind so their deep desires would still remain hidden.
Turel and Serenko (2006)	Surveying factors affecting customer satisfaction with mobile services	Questionnaire (210 samples) (Young age range)	Studying adaption of ACSM model in Canada Telecommunication market	Canada	Adaption of ACSM model to Canada Telecommunication market	-Mentioning factors generally based on ACSM model -Preparing questionnaire based on researchers' assumptions and experiences, not on market research
Turkyilmaz and Özkan (2007)	Developing a customer satisfaction index model for mobile sector	Questionnaire (700 samples) (Pilot test with 50 users)	Proposing a customer satisfaction index model for Turkey mobile industry (CSI-TMPS), adding "Corporate image" factor	Turkey	-Adding "Corporate Image" to ACSM model in order to adapt it to Turkey circumstances and improve the relations among factors.	-Mentioning perceived value generally -Preparing questionnaire based on researchers' assumptions and experience, not on market research
Chang and Chou (2007)	Surveying factors affect customer satisfaction in mobile industry	Questionnaire (274 samples)	Improving ACSM model by adding "Perceived Usefulness" and "Perceived Ease of Usage" factors.	Japan	Extending ACSM model and adopt it to Japan mobile market	-The same as Turel and Serenko (2006)
Lai et al. (2008)	Surveying how quality, value, image, and satisfaction affect loyalty at Chinese telecom	Questionnaire (118 samples) (Pilot test with 20 users)	Identifying direct and indirect relations among quality, perceived value, image and customer satisfaction	China	Mentioning the direct link between corporate image and customer perceived value	-The same as Turkeyilmaz and Özkan (2007)

ZMET is based on different branches of science such as cognitive neurology, literature, cognitive psychology and psycholinguistics which emphasizes on customers' unconscious using metaphors [29]. Metaphor can include all analogies, resemblances and proverbs in order to express an understanding of one concept in terms of another one. In a more technical way, metaphor means mapping conceptual domains [30].

There are three levels for metaphor: Surface metaphors used in daily conversations, Metaphor themes which are common regular dimensions hidden in surface metaphors, and Deep metaphors which helps to perceive customers' unconscious behavior [31]. According to Olson Zaltman group (2002), there are seven deep metaphors which have the most frequent in

all people with different demographic and psychographic characteristics in diverse markets: Balance metaphor, Transformation metaphor, Journey metaphor, Container metaphor, Connection metaphor, Resource metaphors, and Control metaphor. Findings of this research show how outstanding communication metaphor is in mobile telecom industry.

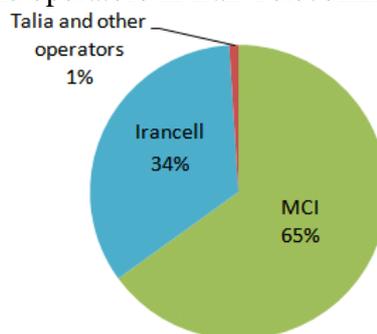
Profile of telecommunication industry in Iran

Mobile telecom market is a relatively recent one in the world and the fast growth in the number of customers and recent exchanged service categories are proper evidences [5]. The first phase of providing mobile services in Iran started in August, 1994 with 10 000 phone numbers in Tehran under the supervision of Iran Telecommunication Company which was a governmental organization monopolized the whole communication market [32].

Mobile Company of Iran (MCI) as one of the dependant company of Iran Telecom Company up to 2005 was in charge of offering mobile phone services. In the same year, article 44 of the Constitution was approved by the Parliament in order to enable private sector in Iran [33]. According to this article, governmental organizations could not grow any longer and were to reduce their activities by 20% annually and transfer to private sector.

After enactment of article 44, private companies, Talia and Irancell were two competitors entering mobile telecommunication industry. MCI remained in competition stage labeled as the first operator and still offers its services under the supervision of the government. But it is going to change into a private company as well in 2011. Interestingly, Talia could win a little market share, although it had entered telecom industry sooner than Irancell. Irancell could win people's hearts by exciting advertisements bombarding and offering various services. Today, statistically speaking, MCI wins 65% of the market while the percentage is 34 for Irancell and less than 1% for Talia in 1384 as illustrated in Figure 1 [34]. In this research, MCI and Irancell are centers of attention because of their dominance.

Figure 1: Market share of Mobile operators in Iran Telecommunication industry



Research Method

In this study, Grounded theory is applied as a systematic qualitative research methodology due to complexity of concepts, multi-dimensional perspective of research field and lack of proper data about customers' perceptions in mobile market emphasizing on unconscious mind. Grounded theory is a general approach which discovers hidden concepts of phenomenon and offers a pattern of concepts and the relations among them [35-36]. ZMET technique has been used in order to collect data as well as to code and develop a theory. This way, customers would accompany researchers in applying grounded theory.

Based on ZMET technique, 20 to 25 customers are invited to be interviewed. Then a set of instructions about the subject of research would be offered to them. One week before the interview, each interviewee is asked to find 8-10 pictures or images with the best

representation of research concept. Actually each picture is a metaphor representing important concepts of research. Then, ZMET professionals would interview customers individually which would be last for about 1.5-2 hours. Interviews are scheduled in 7-10 day duration. [37]

The main point in this research is that what researchers had studied only general definitions of perceived value and how to perform ZMET technique. In other words, researches had no presumptions different approaches of value and its related issues. The four dimensions of value were identified due to the combination of spontaneous nature of grounded theory and focusing on customers' unconscious mind in Iran telecom market.

Sample Selection

This research is done based on ZMET technique which specifies sample size as 20 to 25 individual interviews. Following this rule, this research started with presumption of 25 interviews at most but 20 ones seemed adequate due to repeated results after the 10th interview. Interviewees of this research use only Irancell SIM card or both Irancell and MCI SIM cards. This decision was made because MCI could not challenge customers to choose a SIM card and evaluate perceived value in comparison with Irancell. In fact, being the pioneer leads MCI to acquire most of its subscribers. Ones who have only the MCI SIM card usually use only basic mobile services meaning Call and SMS. Interviewees were selected according to the following trends: 1) Ones who have clearer understanding of perceived benefits and value offered by a service provider, 2) Youths and teenagers who form most Irancell users and 3) Ones who have enough time to take part in the two stages of interview.

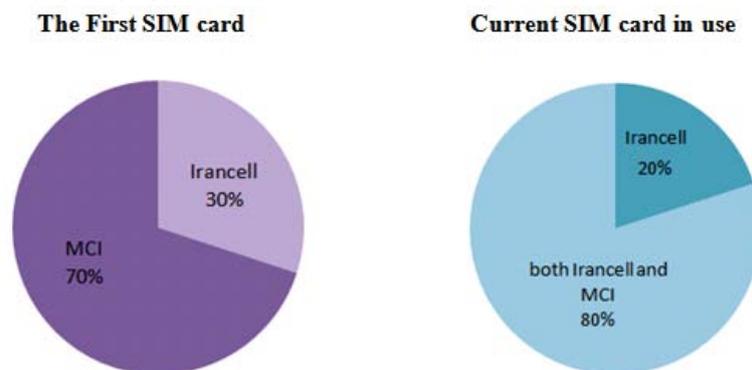
Sample Characteristics

Table 2 illustrates general demographic characteristics of interviews including their age, gender, and marital status. According to Figure 2, 80% of interviewees use both SIM cards and 70% of them use MCI SIM card as their first SIM card for communicating.

Table 2: General demographic characteristics of samples

Average Age	Gender (in percent)		Marital status (in percent)	
	Female	Male	Single	Married
25	65%	35%	70%	30%

Figure 2: Interviewees' first SIM card and the current one in use



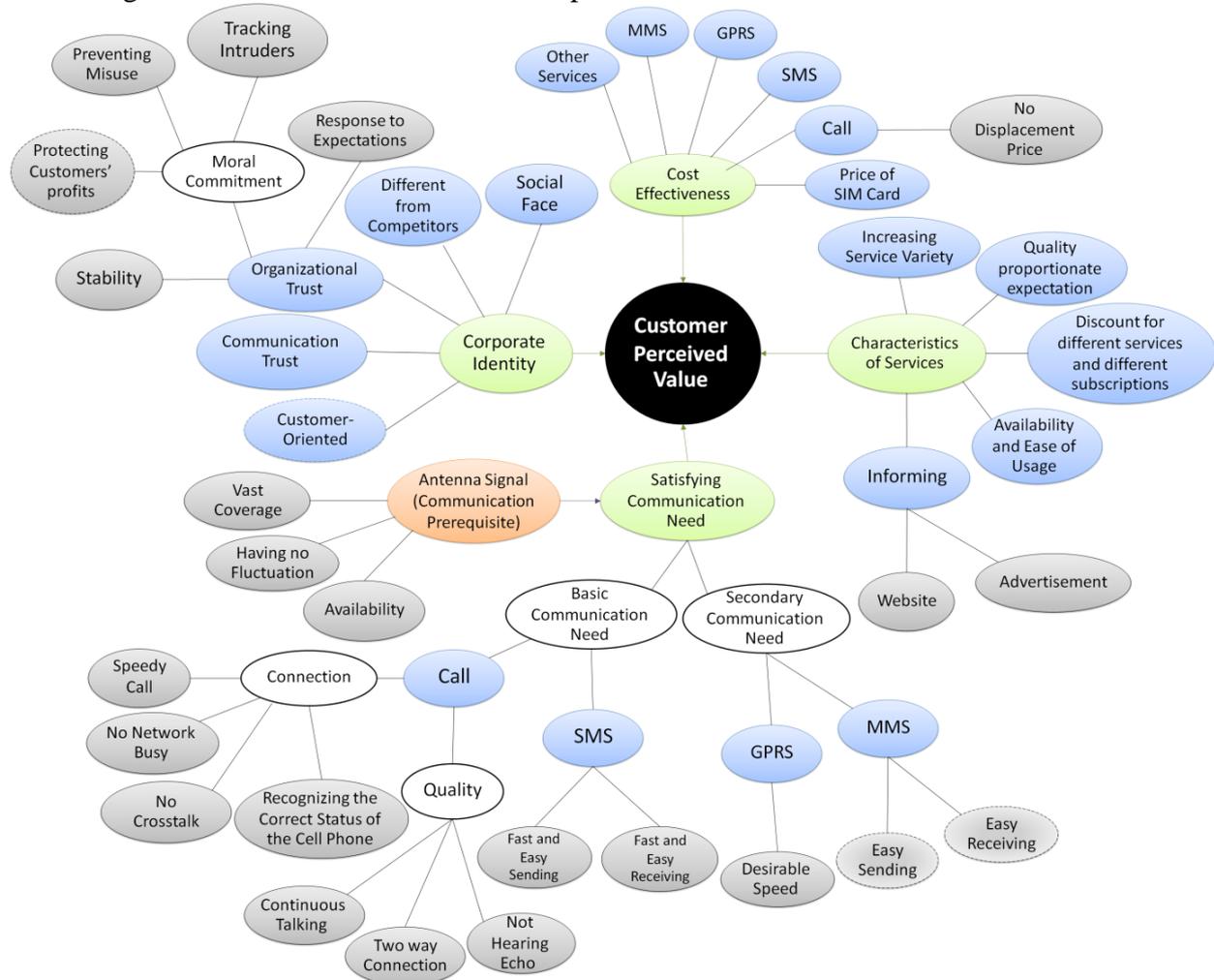
Interview Method

Interviews enjoy open structure based on ZMET technique. Every interviewee was asked to find 8 to 10 pictures during a 7-10 day period. Pictures should express their strong feeling about services offered by their SIM card operator as well as reasons of using that SIM card. If one used both MCI and Irancell SIM cards, he had to prepare two sets of pictures.

Pictures could be gathered from the Internet, books, magazines, etc. Some of interviewees preferred to take pictures themselves while others just sketched them.

Interviews were performed according to ZMET guidelines mentioned in literature review [10, 28, 37] with two differences. The first difference is deleting summary image stage which has no use in this research. Based on ZMET technique, consensus map can be developed from concept maps derived from all interviews and it should contain constructs which has been referred to by 70 percents of the interviewees in their concept maps. But authors of this research ignored constructs mentioned less than 5 times and kept the others due to the fact that customers' benefits and the value they are concerned with are different.

Figure 3: Value driven Consensus Map in Iran mobile telecommunication market



Method of analyzing interviews and developing the consensus map

Consensus map presents a general image of survey subject which includes all major concepts and constructs of each interviewee's concept map. Identifying consensus map derived from interviews based on perceived value of offered services by Iran Mobile Telecom operators is the ultimate goal of this research. In order to reach this goal, we should develop concept map of each interviewee. First, pivotal concept of each image, its relation to a certain function or property and feeling resulted from it plus descriptive sentences used by interviewee should be highlighted. After determining symbols and metaphors in descriptive sentences, constructs should be determined. Each construct is a label assigned to main concepts and metaphors. Identified concepts and constructs can be categorized with the help

of the customer. Concept maps derived from early interviews are outspread without any certain order. Performing more interviews determines main labels and early categories.

Analysis and Results

The value driven consensus map resulted from the interviews is shown in Figure 3. Based on the interviews, customer value includes four dimensions in Iran mobile telecommunication market highlighted in black: (1) Satisfying communication needs, (2) Cost effectiveness, (3) Value generated from characteristics of offered services, and (4) Value generated from company's Identity. It is worth mentioning that satisfying the need for communication as the basic role of a SIM card is the most important of all.

These four dimensions can also explain about the benefits of using operators' services. Benefits or dimensions of value in this map are general constructs which are the results of a group of characteristics, advantages or functions. Concepts in blue are characteristics, advantages or functions in more details. Concepts shown in grey are characteristics that elaborate on the concepts in blue in much greater detail. When one concept is deep and clear enough for customers, its components are highlighted in more detail and in a more thorough manner. Concepts in white were not in interviewees' concept maps that they are applied as label to determine some of the characteristics or function so that concept map is more meaningful. In the following, components of value driven consensus map will be introduced.

Satisfying communication needs

During interviews, it has been revealed that communication need is divided into basic and secondary communication needs due to the Internet penetration, e-Commerce emergence, introduction of new technologies and standards: basic communication need includes call and SMS while secondary communication need includes GPRS and MMS services. Moreover, antenna signal has been identified as prerequisite in order to fulfill communication need

- *Antenna signal as communication prerequisite*

In this research it was known that having proper antenna signal falls in the category of threshold factors in mobile telecommunication industry. Threshold factors are the lowest level of satisfying the needs by offering products and services without which no company can survive in the competition [38]. Users of various SIM cards act indifferently when signal status is fine. On the other hand, when signal is poor than expected, users may feel lonely, angry and confused. Customers under supervision believe that antenna signal has three components: vast coverage, having no fluctuation and availability. Signal coverage and fluctuation can be seen by the user so that any kind of disturbance causes anger and fruitiness. The third component is something a user notices about others or others notice about him, availability. This one can be regarded as antenna coverage at first glance, but it is different because feedback from/to others would increase its negative effects greatly.

- *Satisfying basic communication needs*

Satisfying basic communication needs is the main reason why users use their cell phones. During the interviews it was known that talking on the phone and sending text messages are the two main basic communication channels for users.

Effective factors on customers' satisfaction with making calls are divided into two constructs according to research conclusions: *Connecting* construct and *Connection Quality* construct. *Connecting* construct refers to effective key characteristics that are related to customers' satisfaction while dialing, including no network busy and no crosstalk. Also duration of attempting is determined with *Call Speedy* factor. Recognizing the correct status of the cell phone was added to *Connecting* sub constructs which happen

when people encounter messages that are not true. In the *Connection Quality*, three issues are concerned: Nonstop/continuous talking on the phone, having a two way connection (with no break up), and not hearing echo of one's own voice.

This research showed that lots of interviewees especially adolescent and the young use SMS as the first way to satisfy communication need because of high cost of making phone calls and excitement in constant sending and receiving text messages. Generally speaking, fast and easy sending and receiving are two valuable characteristics for SMS in consensus map.

- *Satisfying secondary communication need*

This research showed that secondary communication need for Iranian users is a superficial need and almost amusing. A little number of interviewees uses the Internet for a need or interest in new technology and none of them have ever used MMS. As is clear in Figure 3, characteristics and functions expected by users regarding their secondary communication need are expressed vaguely. From among characteristics related to the internet only a desirable speed is highlighted while MMS characteristic part is blank.

Cost effectiveness

Interview results show that the price is not meaningful itself and is not separable in mobile communication industry by the customer herself rather it is interconnected with other elements as well in the customers' minds. In fact, what customers consider is the cost not the price. The label *Cost Effectiveness* is derived from interviews. Being economical in customers' minds can be divided to purchasing cost, call cost, SMS cost, connecting to the Internet cost and MMS cost. Other expenses include tax, greeting melody and etc. Displacement cost that is the extra money that has to be paid when a phone call is made from a SIM card from an area/city to a SIM card or fixed phone with a different area/city code.

Value generated from characteristics of offered services

The third dimension of perceived value on behalf of customers refers to service characteristic based value. *Increasing service variety* refers to offering various services constantly. *Quality proportionate expectation* refers to this fact that quality is evaluated depending on the existing expectation of customers. If there is a mismatch between quality and expectation, customers' perception of value can be even less than when there was no such expectation. *Ease of availability and usage* consists of fast and easy charging, offering service packages or different facilities and services. *Informing* refers to information about new or old services, even disturbance in the network, etc on TV, radio, newspapers or via websites.

Value generated from company's Identity

The fourth dimension of value refers to advantages and benefits that are directly related to company identity and business brand of the company. *Communication trust* refers to trust and faith of customers in the fact that their communication need is satisfied by service providers in urgent and critical situation such as need to call for aid. Such trust is goes from one subscriber to another by means of word of mouth. *Social face* refers to reputation and acceptability of the brand of service provider among people. It was revealed in the interviews that people have a lower opinion of Irancell comparing to the MCI social-wise. *Different from competitors* includes characteristics or qualities such as break with tradition, perfectionism, youth and will to growth. *Organizational trust* refers to trust and faith of users in the company providing services and is summarized in responding to expectations, stability, lasting and moral commitment. Moral commitment is a label that refers to being responsible in some occasions such as tracking intruders, preventing any misuse via SIM cards of the mentioned company and protecting customers' profit. *Customer-oriented*- It is interesting that this notion

was not elaborated on interviewee's minds and it was referred to as a general issue. In this characteristic, concepts such as after-sale services and paying attention to customers exist.

Discussion and Conclusion

The goal of this research is to observe how a customer perceives the value offered by the two operators, Irancell and MCI, in Iran mobile telecommunication industry with the emphasis on customer's unconscious mind and using grounded theory as research method. Conclusions of this research are shown in value-driven consensus map in Figure 3. Based on this map, Iranian customers' perceived value of offered services by the two operators can be recognized using a four dimensional approach: (1) Satisfying communication need dimension, (2) Economical dimension, (3) Value dimension related to service characteristics, and (4) Value dimension resulted from company identity. In fact customers' perceived value is under the influence of all recognized dimensions in mobile telecommunication industry that is all the four dimensions are dependent on each other. This research shows that deep metaphor communication in mobile telecommunication industry in an obvious manner.

Multidimensional Perceived value approach is an issue emphasized in this research. Findings is in great accordance with researches on consumption value theory [12, 19, 22-23, 39, 40] but labeling these dimensions is done using customers' help especially when it is more meaningful and comprehensible from their point of view. In fact, it is possible to relate communication need satisfying dimension to functional value, being Cost effective to financial dimension recognized in the research done by Pura and Gummerus (2007), Value due to service characteristics dimension to epistemic dimension and value generated from company identity to conditional value. It can be claimed that identified dimensions of value have different weights for different operators in Iran. Also, these dimensions take different values in different conditions and situations which confirm conditional value. This research shows that different dimensions of value are not independent rather they lead to creating value together and can be related to each other. The evidence for this claim is concept map nature. The components in concept map are fixed but classifying method is different depending on researcher's opinion and its usage. On the other hand, in this research recognized monetary dimension in literature review has changed into cost effectiveness dimension because customers consider a combination of spent money and spent time and effort.

Researchers in this article believe that the four recognized dimensions in this research are universal in mobile telecommunication industry with changes only in depth and subcategories. As an example, GPRS and MMS constructs of secondary communication need is deeper and clearer in modern countries compared with Iran. Also, recognized subcomponents have been fixed for these four dimensions in Iran and there will be a change if there exist tremendous evolution in technological, social, political and legal context. In other words, there will be a change if there is a leap in variables of macro environment. It is worth mentioning that this research was done in the beginning of spring, 2010. Slight changes are expected in subcomponents of recognized dimensions happen due to changes in Iran macro environment although most of the parts of value consensus map are fixed.

Moreover, as was mentioned in literature review, perceived value can be displayed in a hierarchical structure within which there are different levels including a vaster view of product characteristics and higher levels of abstract [15]. Based on this definition, the introduced value-driven consensus map has three levels. First level which is the most abstract including the four dimensions shown in green refers to value dimensions and benefits of applying operators' services. Second level with lower level of abstraction referring to characteristics, advantages and functions is shown in blue. Third level shown in gray includes

characteristics elaborating on the concepts shown in blue. This way, in the introduced four dimensional approach, this can be realized which concepts affect different dimensions.

The four-dimensional approach introduced in this research helps changing the view point of managers, marketers and researchers regarding how to think of mobile telecom service as well as customers. The four dimensions of perceived value can have the role of stimulus and preventer in mobile telecom industry. Also the introduced consensus map can be more than its simple status be used for different goals with different values in different ways like determining customers' satisfaction, market segmentation and customer life cycle.

Because of using ZMET technique and the emphasis on unconscious mind of the customers, this can be claimed that if the highest level of recognized consensus map is stable, in the sense that the four dimensions of Satisfying communication need, Cost effectiveness, Value related to service features, Value yielded from company identity, other notions and components in the lower levels are relatively fixed with no eye catching change given from macro environment. As an example, with the advent of the third operator to Iran telecom market, customers' expectations and perception of presented value by previous operators may change and levels of consensus map will get vaster and developed.

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