BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTERS IN BUSINESS LEADERSHIP

THE IMPACT OF RAPID PRODUCT INNOVATION ON CUSTOMER SERVICE EXPERIENCE IN THE ZIMBABWE TELECOMMUNICATION SECTOR: CASE OF ECONET WIRELESS ZIMBABWE.

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SUPERVISOR: DR J. MWENJE

A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE EDUCATION (BUSE) IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE MASTERS IN BUSINESS LEADERSHIP (MBL) DEGREE QUALIFICATION.

BINDURA, ZIMBABWE

FEBRUARY, 2019
BINDURA UNIVERSITY OF SCIENCE EDUCATION

APPROVAL FORM

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DATE

PROGRAMME COORDINATOR

FACULTY CHAIRPERSON

EXTERNAL EXAMINER

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DECLARATION

I declare that “The impact of rapid product innovation on customer service experience in the telecommunications sector: Case of Econet Wireless Zimbabwe (EWZ)” is my own work; that it has not been submitted before any Degree or examination in any other university; and that all the sources used or quoted in this document have been indicated and acknowledged as complete references.

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DEDICATION

I dedicate my dissertation work to my family. A special feeling of gratitude to my loving parents, George and Epiphania Karasa, whose words of encouragement, push for success and their wise counsel through my studies have brought me this far. My sister Nyasha Karasa for being a pillar of motivation. To my loving husband, Renco Renco whose support throughout my studies was very crucial. To my grandmother, Gogo Kazangarare who has prayed and encouraged me through the journey.
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ABSTRACT

The study investigated the impact of rapid product innovation on customer service experience in the telecommunications sector particularly a case of Econet Wireless Zimbabwe. The increase in technology and innovation globally has led to most companies to quickly adapt to changes so as to survive and make a profit, however these changes made an impact on customer service experience which also result in the survival of the business. Customers of different levels of social, economic, environmental and academic segments are having different product experiences regarding new product innovations. The main objective of the study was to investigate the impact of rapid product innovation on customer service experience in Econet Wireless Zimbabwe. Despite the accelerating pace at which technology-based service systems are permeating telecommunications, scholarly research on the impact of such systems on customers’ experiences is still at a nascent stage. The study used a mixed method approach consisting of inductive and deductive approach. It followed a pragmatic philosophy. Data was collected from Econet Wireless Zimbabwe customers and a few selected departmental representatives directly involved in product innovation in the company. Random probability sampling was used in selecting customers and purposive sampling was used in selecting departmental representatives directly involved in product innovation. Questionnaires were distributed for customers and telephone interviews were conducted with the selected departmental representatives. To analyse quantitative data Statistical Package for the Social Sciences (SPSS) tool was used and to analyse qualitative data NVIVO tool was utilised. Conclusions were drawn by the researcher based on the outcomes of the software tools used. The study revealed that adequate customer education was lacking, the price of most Econet Wireless Zimbabwe products are high, and the products are of good quality, efficient and convenient. It was also revealed that most customers where unemployed and had low income levels which attributed to the perception that the products are expensive. Although most customers were learned, product education was key because the rate at which products are being introduced is too high as opposed to the level of technological advancement of Zimbabwe. It was revealed that most males are users of Econet products than females concluding that men are risk takers than women in terms of new product adoption even at their cost. However, there was pressure from the international market that contribute companies to rapidly innovate and introduce new products. The other factors contributing to rapid product innovation included the size and age of the firm, the firm’s market position, and scarcity of innovative start-ups, type of ownership, and the business environment. It was revealed that there was a product knowledge gap between customers and the Econet product owners as to the new product innovations and functionality. It was concluded that the impact of rapid product innovation towards customer service experience is on dissatisfaction, bad word of mouth, inactive customers on the network, few loyal customers, and to top the list was inadequate product education. It was recommended that new product innovations should also be rolled out in satellite town for awareness, a bridge between company technology level and country technology level, and the company should segment its marketing promotions and also do a thorough market testing before fully commercializing the products.
TABLE OF CONTENTS

APPROVAL FORM ........................................................................................................ i
RELEASE FORM .......................................................................................................... ii
DECLARATION ........................................................................................................... iii
DEDICATION .............................................................................................................. iv
ACKNOWLEDGEMENTS ............................................................................................ v

ABSTRACT .................................................................................................................. vi

1.1 Introduction ............................................................................................................. 1
1.1.2 Background of the study ..................................................................................... 1
1.1.3 Historical Background of Telecoms Industry in Zimbabwe (EWZ 2018 Annual report) ......................................................................................................................... 1
1.1.4 History of innovation in business ......................................................................... 2
1.2 Statement of the research problem ......................................................................... 3
1.3 Research objectives ............................................................................................... 3
1.4 Research questions ............................................................................................... 3
1.5 Research assumptions .......................................................................................... 4
1.6 Justification of the research .................................................................................. 4
1.7 Purpose of the study ............................................................................................ 4
1.8 Significance of the study ..................................................................................... 4
1.9 Organization of the Study ..................................................................................... 5
2.1 Introduction ............................................................................................................ 6
2.2 Nature of Zimbabwe telecommunication industry ............................................... 6
2.3 Theoretical perspectives on innovation ............................................................... 8
2.3.1 Overview of innovation ...................................................................................... 8
2.3.2 Levels of Innovation .......................................................................................... 9
2.3.3 Types of Innovation ......................................................................................... 10
2.3.4 A Framework for Understanding Organizational Innovation ....................... 12
2.3.4.1 Drivers of Innovation .................................................................................. 12
2.3.4.2 Enablers and Obstacles to Innovation .......................................................... 13
2.3.4.3 Key Drivers of Organization’s Product Innovation Capability .................. 14
2.3.4.4 New Product Development (NPD) Process ................................................. 14
2.4 Theoretical framework ....................................................................................... 17
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.1 Diffusion of Innovation Model</td>
<td>17</td>
</tr>
<tr>
<td>2.5 Customer service experience overview</td>
<td>20</td>
</tr>
<tr>
<td>2.5.2 Determinants of customer service experience</td>
<td>21</td>
</tr>
<tr>
<td>2.5.3 Customer approach on Innovation</td>
<td>22</td>
</tr>
<tr>
<td>2.6 Conceptual framework</td>
<td>27</td>
</tr>
<tr>
<td>2.7 Summary</td>
<td>28</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>29</td>
</tr>
<tr>
<td>3.2 Research Methods used</td>
<td>30</td>
</tr>
<tr>
<td>3.2.1 Research Philosophy</td>
<td>31</td>
</tr>
<tr>
<td>3.2.2 Research approach</td>
<td>31</td>
</tr>
<tr>
<td>3.2.3 Research Design</td>
<td>32</td>
</tr>
<tr>
<td>3.2.4 Research strategy</td>
<td>33</td>
</tr>
<tr>
<td>3.2 Population</td>
<td>35</td>
</tr>
<tr>
<td>3.2.1 Sampling</td>
<td>35</td>
</tr>
<tr>
<td>3.2.1.1 Probability sampling</td>
<td>35</td>
</tr>
<tr>
<td>3.2.1.2 Non-probability sampling</td>
<td>37</td>
</tr>
<tr>
<td>3.2.2 Sampling frame</td>
<td>38</td>
</tr>
<tr>
<td>3.2.3 Unit of analysis</td>
<td>39</td>
</tr>
<tr>
<td>3.2.3 Sample size</td>
<td>39</td>
</tr>
<tr>
<td>3.2.4 Data collection</td>
<td>40</td>
</tr>
<tr>
<td>3.2.5 Questionnaires</td>
<td>40</td>
</tr>
<tr>
<td>3.2.5.1 Advantages and disadvantages of questionnaire</td>
<td>40</td>
</tr>
<tr>
<td>3.2.5.2 Pretesting questionnaire</td>
<td>42</td>
</tr>
<tr>
<td>3.2.6 Interviews</td>
<td>43</td>
</tr>
<tr>
<td>3.2.6.1 Advantages of telephone interviews</td>
<td>43</td>
</tr>
<tr>
<td>3.2.6.2 Disadvantages of telephone interviews</td>
<td>44</td>
</tr>
<tr>
<td>3.3 Documentation</td>
<td>44</td>
</tr>
<tr>
<td>3.3.1 The Advantages of Document Analysis</td>
<td>45</td>
</tr>
<tr>
<td>3.3.2 Disadvantages of document Analysis</td>
<td>46</td>
</tr>
<tr>
<td>3.4 Data Analysis</td>
<td>47</td>
</tr>
<tr>
<td>3.5. Limitations</td>
<td>48</td>
</tr>
<tr>
<td>3.6. Delimitations</td>
<td>48</td>
</tr>
<tr>
<td>3.6 Ethical Considerations</td>
<td>48</td>
</tr>
</tbody>
</table>
3.5. Validity of findings ................................................................. 49
3.5.1 Reliability of findings .......................................................... 49
3.6 Chapter Summary ................................................................. 50
4.1 Introduction ........................................................................... 51
4.2 Research objectives revisited ................................................ 51
4.3 Data findings ........................................................................ 51
4.3.1 Response Rate ................................................................. 52
4.3.2 Demographic Information .................................................. 52
4.3.3 Research Question: What is the impact of rapid product innovation on customer service experience in EWZ? ................................................................. 58
4.3.3.4 Perceived impact of convenience on customer service experience ........ 62
4.3.3.5 Perceived impact of quality on customer service experience .......... 62
4.3.3.6 Customer expectations .................................................. 63
4.3.4 Research Question: What factors contribute to customer service experience in EWZ? ................................................................. 64
4.3.5 Research Question: What factors lead to rapid product innovation at EWZ? ............................................................................. 64
4.3.5.1 Firm level drivers of rapid product innovation ......................... 65
4.3.5.1.1 Size and age of firms ................................................. 65
4.3.5.1.2 Scarcity of innovative start-ups ........................................ 65
4.3.5.1.3 Type of ownership .................................................. 65
4.3.5.1.4 Competition in international markets ......................... 65
4.3.5.1.5 Human capital .......................................................... 66
4.3.5.1.6 The business environment as a driver of innovation ............. 66
4.3.6 Research Question: Is there a relationship between rapid product innovation and customer service experience in EWZ? ................................................................. 66
4.5 Summary ............................................................................. 66
5.1 Introduction ......................................................................... 68
5.2 Summary of the major findings ............................................. 68
5.3 Conclusions ......................................................................... 69
5.3.1 Inadequate product education affect customer service experience ............ 69
5.3.2 Rapid product innovation has consequences ............................. 69
5.3.3 Customer service is the backbone of any company .................... 70
5.3.4 Customer feedback not fully taken into consideration .................. 70
5.3.5 There is lack of customer satisfaction and loyalty on Econet products ............... 70
5.3.6 Econet is suffering from big company syndrome .............................................. 70
5.4 Recommendations.................................................................................................. 70
  5.4.1 Inclusion of customers in new product innovation processes ...................... 70
  5.4.2 Adequate product education ....................................................................... 71
  5.4.3 Rolling out new services in satellite towns ................................................... 71
  5.4.4 Thorough market testing .............................................................................. 71
5.7 Summary................................................................................................................ 72

APPENDIX A: INTRODUCTORY LETTER................................................................. 87
APPENDIX B: CUSTOMER QUESTIONNAIRE ............................................................ 89
APPENDIX C: INTERVIEW GUIDE FOR CUSTOMER SERVICE MANAGER.... 92
APPENDIX D: INTERVIEW GUIDE FOR MARKETING MANAGER..................... 94
APPENDIX E: INTERVIEW GUIDE FOR PRODUCT DEVELOPMENT MANAGER. 95
APPENDIX F: INTERVIEW GUIDE FOR SALES MANAGER................................. 96
PRODUCT CATALOGUE......................................................................................... 97
LIST OF TABLES

Table 4.1: Response rate……………………………………………………………………53
LIST OF FIGURES

Figure 2.1: Sirewu (2011), Telecommunications Status in Zimbabwe ..7
Figure 2.3.4: Roger, (1962) Diffusion of innovation bell 18
Figure 4.2: Ages of the respondents 53
Figure 4.3: Pie Chart showing gender of the respondents 54
Figure 4.4: Graph showing Monthly income of respondents 55
Figure 4.5: Graph showing the level of education attained 56
Figure 4.6: Graph showing the Occupation status of respondents 57
Figure 4.7: Graph showing the rate of product awareness 57
Figure 4.8: Customer views on the quality of Econet products 63
## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPENDIX A: Introductory letter</td>
<td>87</td>
</tr>
<tr>
<td>APPENDIX B: Customer Questionnaire</td>
<td>88</td>
</tr>
<tr>
<td>APPENDIX C: Interview guide for customer service departmental representative</td>
<td>92</td>
</tr>
<tr>
<td>APPENDIX D: Interview guide for marketing departmental representative</td>
<td>93</td>
</tr>
<tr>
<td>APPENDIX E: Interview guide for product development departmental representative</td>
<td>94</td>
</tr>
<tr>
<td>APPENDIX F: Interview guide for sales departmental representative</td>
<td>95</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>EWZ</td>
<td>Econet Wireless Zimbabwe</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>POTRAZ</td>
<td>Postal and Telecommunications Regulatory Authority of Zimbabwe</td>
</tr>
<tr>
<td>TMT model</td>
<td>Telecommunication, Media, and Telephony model</td>
</tr>
<tr>
<td>CEM</td>
<td>Customer Experience Management</td>
</tr>
</tbody>
</table>
CHAPTER ONE: INTRODUCTION

1.1 Introduction
The study will aim at assessing the impact of rapid product innovation on customer service experience at a selected telecommunication company, Econet Wireless Zimbabwe (EWZ). This chapter provides the background of the study, statement of the problem, research questions and objectives of the study, purpose of the study, significance of the research and organization of report.

1.1.2 Background of the study
Telecommunications industry is one of the most important service industries which touch the lives of millions of people. During the past years, the industry in Zimbabwe had witnessed great change in product offering. Such transformations may be as a result of global technological changes, and variations in customer demands. Many profit oriented organisation believe that success depends on innovation; hence a danger might exist of introducing new products too fast than what the customers can uphold at a time. In this study, Econet Wireless Zimbabwe (EWZ) was selected as one of the telecoms that has been introducing several innovations and has footprint visibility in Zimbabwe as a whole and Harare in particular. EWZ has archived the TMT model (Telecommunication, Media, and Telephony) in terms of innovation which means that it provides telecommunication solutions, media solutions and telephony solutions in Zimbabwe amongst other countries in which it operates in. Porter (1980) said that in any industry, the nature of competition is embodied in threat of new entrant, threat of substitute products, bargaining power of suppliers/buyers and competitive rivalry. The importance of introducing innovative products for telecommunication emanates from its potential to impact all these factors. However, the study wants to find out the impact of rapid product innovation on customer service experience such that customers are at the same level with new products.

1.1.3 Historical Background of Telecoms Industry in Zimbabwe (EWZ 2018 Annual report)
On 31 December 1997, EWZ was awarded an operating license and in 1998 it became the first telecommunications company in Zimbabwe to list barely three months after launch. It started off with 0.03 million subscribers in 1997. In 1999-2001, EWZ made investments in network infrastructure covering major towns and cities in Zimbabwe adding up to 60 base stations. In 2002-2003, it became the first to introduce Cable News Network briefs in Africa to local
consumers, first to introduce the dual sim cards in Africa and first to introduce News on Demand in a joint venture with SABC giving them a subscriber growth to 0.14 million. In 2004-2006, EWZ received the NEPAD/African Union Support Award for its contribution to sustainable socio-economic development. It signed the biggest expansion deal with Ericson and ZTE of China in preparation for accelerated growth. From 2007-2008, EWZ increased its network capacity to 1.2 million subscribers. EWZ successfully launched GPRS and 3G between 2009-2011. This increased its switching capacity and installed a significant number of base stations. EWZ successfully launched the biggest mobile money service in the country named Ecocash in those same years. In 2012, EWZ acquired 45% shareholding in Steward Bank (formerly TN Bank) growing its subscribers to 6.41 million. EWZ built and opened the best call centre in Zimbabwe in 2013-2015. It then successfully launched 4G and extended its product portfolio to include e-commerce, media and enterprise. In 2016-2017, Kwese TV a media arm of the business was launched with a Direct to Home (DTH) offering of satellite television. In 2018, subscribers grew to 11.44 million with the introduction of kwese iflix a video on demand service that enables customers to view TV on their mobile phones.

1.1.4 History of innovation in business

According to Blackwell and Eilon (1991), while innovation has existed as long as the species has, early innovations penetrated society and became established more slowly. For example, printing technology, various transportation innovations, and the use of gunpowder took centuries to reach most levels of society and become part of everyday life (Blackwell and Eilon, 1991). The penetration and acceptance of various innovations began to accelerate with the gradual collaboration and cooperation of science and assorted crafts and industries, especially in the 19th century. Nelson (2006) asserts that the alliance that exists between science and industry allowed scientists to create realistic, reproducible technologies, which are affordable to businesses. Because of this collaboration, innovation grew quickly. Despite the partnership, however, science and businesses still remained separate entities. Researchers worked either independently or as members of companies that specialized in developing, producing, and marketing innovations during this period. Consequently, many of these innovations failed to make it to the market (Nelson, 2006). Companies, however especially power, chemical, and communications companies began creating in-house research and development divisions early in the 20th century. In addition, they enhanced and marketed the innovations of others, breaking down the barrier between innovator and company. As a result, companies, not individuals,
began controlling the patents to new inventions. Furthermore, teams of company researchers, not lone inventors, became the primary innovators (Kuhn, 1988).

1.2 Statement of the research problem
EWZ is an innovative company that frequently introduces new products in the market but not all of its customers are catching up on the fast innovation. As many services are being introduced to the market there is an increase in queries associated with the new services due to problems of completeness, consistency, accuracy, timeliness, believability, added value, interpretability and accessibility of the information of a product (Kabanda, 2014). This can be articulated to long queue in Econet shops, and huge traffic on its call centre incoming calls. Most of the technological innovations involve less interaction between the service provider and the customers. However, personal interactions are inevitable at some point and care must be taken to ensure customer experience is optimum whether they are served personally or through the use of technology. This study will aim at investigating the impact of rapid product innovation on the customer service experience that customers are facing daily with regards to Econet services.

1.3 Research objectives
Main Objective
To investigate the impact of rapid product innovation on customer service experience in EWZ

Sub Objectives
- To determine the factors contributing to customer service experience in EWZ.
- To identify the factors leading to rapid product innovation on EWZ products.
- To find out the relationship between rapid product innovation and customer service experience in EWZ.

1.4 Research questions
Main Question
What is the impact of rapid product innovation on customer service experience in EWZ?

Sub questions
- What factors contribute to customer service experience in EWZ?
- What are the factors that lead to rapid product innovation at EWZ?
• Is there a relationship between rapid product innovation and customer service experience in EWZ?

1.5 Research assumptions
Participants have a sincere interest in participating in the research and do not have any other motives, such as making the researcher happy and impressed. Results from the chosen sample will also be assumed to be representative of the views of the population under study.

1.6 Justification of the research
Innovation has been talked about as crucial and beneficial to the customer service experience. Researchers have widely investigated innovation as creating profitability and companies which lag behind die including EWZ. There is a competition against time so fast innovation is required. However, although the rapid introduction of new products may be seen as having added benefits, the overall impacts of these rapid innovations on customer service experience have not been properly documented. In some cases where research on customer satisfaction has been done, further research is recommended or deduced to establish impact on customer service experience. According to Thomke (2003) some companies are too fast when introducing new products, some new products may be incomplete whilst some are limited to resources such that customers may fail to use them. As more and more EWZ products are being introduced in the market, it is of paramount importance to look at the impact of rapid product innovations on customer service experience so as to enhance customer service experience and all the benefits that comes along with it.

1.7 Purpose of the study
The purpose of this research is to understand and interpret customers’ perspectives on the impact of rapid product innovation on their customer service experience with regards to EWZ products.

1.8 Significance of the study
1.8.1 Customers
This research will help customers enjoy the value of new product innovation regardless of the speed at which products are being introduced in the market. Customers no longer have to lag behind innovation due to lack of adequate product education, lack of resources to access the products or services and other effects.

1.8.2 Telecommunication Companies
Telecommunication companies including EWZ can make use of this study to enhance their customer service experience with regards to rapid product innovation. This will ultimately give value to Zimbabwe’s telecommunication sector considering the digital transformation direction in which the world is heading to, which is promoting real-time, online, accessible, do-it-yourself and socially accessible products.

1.8.3 Academic Institutions

Academic institutions will benefit from the study through learning the different dynamics of the variables under study and how they can affect one another given different scenarios.

1.8.4 The researcher

Lastly, the research will help the researcher to increase her knowledge and be able to apply and compare theoretical aspects with practices done in EWZ and other telecommunication companies.

1.9 Organization of the Study

This study mainly consists of five parts which are presented in three chapters. The first chapter introduces the research with the background of the research problem. Then the purpose of the proposed research is presented with the research question and significance of the research. Chapter two is literature review of work already done in the areas of rapid product innovation and customer service experience. In chapter three the research methodology that will be used in carrying out the study is presented and contains the research philosophy, research strategy, research design, methods of data collection and data processing and analysis.
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction
This chapter reviews the existing literature that is related to the study variables. The study focuses on the impact of rapid product innovation on customer service experience of Econet Wireless Zimbabwe a telecommunications company.

2.2 Nature of Zimbabwe telecommunication industry
The telecommunications industry is currently going through a major transformation which creates both opportunities and challenges for fixed operators, mobile operators as well as Internet service providers (Grover and Saeed 2003; Picot 2006; Plunkett 2014). New and innovative players are entering the telecommunications market, and this has led to a restructuring of the whole telecommunications industry (Pousttchi and Hufenbach 2011; Wulf and Zarnekow 2011a). Through the fast technological development, increasing market dynamics and deregulation in many countries, the complexity in the telecommunications industry is constantly increasing (Plunkett, 2014). Telecommunication basically is the transmission of signals over a distance for the purpose of communication, though the technology involved in communicating has changed significantly over the years. Like telecommunications itself, the telecommunications industry is broader than it was in the past. Telecommunication has a significant social, cultural and economic impact on the modern society. In 2008, estimates placed the global telecommunication industry's revenue at $3.85 trillion or just under 3 percent of the gross world product (Plunkett Research Limited, 2010).

In Zimbabwe, the telecommunication status has been estimated at having a population of 12.6 million (Sirewu, 2011). According to Sirewu (2011), telecommunication service usage in Zimbabwe is mainly in urban areas. In Zimbabwe, there is one fixed public operator named TelOne that offers local, regional and international voice telephone services. TelOne has 337,881 subscribers or connected lines with a fixed teledensity of 2.68%. 61 % of which were in the capital Harare, 53% residential lines, 84 % of the lines are connected to the digital exchange, and 17 % of the lines are in rural areas (Sirewu, 2011). On mobile operators, Zimbabwe has three major operators namely Econet, Net One and Telecel.
The subscriber base as at 30 June 2011 for these operators were Econet 5,521,000, Telecel 1,297,000 and Net One 1,349,000. Mobile teledensity was at 64.85%. All mobile operators are 100% digitalized. All the three operators offer 2G, GPRS, EDGE, and 3G services and the public mobile internet subscribers were 1.5 million (Sirewu, 2011). Sirewu, (2011) estimated Internet users to be 1.6 million with a penetration rate of 12.7%.

The telecommunications industry, in every respect, has grown vastly over the past two decades. Advances in fiber optics, wireless and other signal-processing technologies have created new markets and made new network infrastructure far more affordable, increasing competition. Changes in technology, government regulation, and market conditions continue to transform the telecommunications industry. Those changes and challenges of the telecommunications industry are the topic of various publications and studies with different focus, including overall market research (Plunkett 2014), value creation and market players (Grover and Saeed 2003; Peppard and Rylander 2006; Picot 2006; Pousstchi and Hufenbach 2011; Tardiff 2007; Wulf and Zarnekow 2011a), deregulation and competition (Gentzoglouis and Henten 2010), standardization, structures and processes as well as various functional or technical specifics (Czarnecki and Spiliopoulou 2012; Grishunin and Suloeva 2015; Lewis 2001)

Telecommunications operators are confronted with various challenges that influence their transformational needs. Those challenges are summarized along the dimensions market, products/services, and value chain. The market conditions have changed due to convergence that leads to increased competition (Plunkett 2014, pp. 7–22; Wulf and Zarnekow 2011a, pp. 290–292). It is also related to the requirement of continuous innovations (Picot 2006) and shorter product development cycles. Those challenges are an important factor for the

<table>
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<tr>
<th>Location</th>
<th>Southern Africa</th>
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</thead>
<tbody>
<tr>
<td>Area</td>
<td>390 590 square Km</td>
</tr>
<tr>
<td>Population</td>
<td>12.6 Million</td>
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<tr>
<td>Population Distribution</td>
<td>38% Urban: 62% Rural</td>
</tr>
</tbody>
</table>

Fig 2.1 Sirewu (2011), Telecommunications Status In Zimbabwe
transformation of telecommunications operators. Furthermore, due to deregulated markets and increased competition, committed focus on the customer is essential.

Customers of telecommunications operators do have increasing expectations in terms of product functionality, ease of product usage, efficiency of processes, and the skills and knowledge of staff working in the different sales channels. A solid Customer Experience Management (CEM) can be a major differentiator for telecommunications operators and leads to higher customer satisfaction and loyalty. In the past, monopolistic telecommunications operators had a more administrative view on customer demands such as NetOne. Nowadays telecommunications operators have to accept the typical rules of highly competitive markets: customers are willing to pay more if a good service quality is ensured, whereas weak service experience leads to complaints and customer churn. Some reasons for customer churn can be the interaction with unmotivated employees, unexpected charges, or products and services with a poor quality. It is important that telecommunications operators understand that negative customer experience pushes customers away. At the same time, it is human nature to pass on negative experience more intensively to others than positive experience. Hence, a primary objective of telecommunications operators should be to introduce enhanced processes and solutions which will minimize the probability of negative customer service.

2.3 Theoretical perspectives on innovation

2.3.1 Overview of innovation

Innovation has received a great deal of attention. Most of the early studies focused on product innovation in a manufacturing context (Brown and Eisenhardt, 1995) but recently studies cover a range of products, services, processes and organisations and encompass a broad range of innovation types including technological (Pratali, 2003), strategic (Turock, 2001), organisational (Salavou et al., 2004) and administrative (Tarry, 2000). Innovation has consistently been defined as the creation or adoption of an idea or behaviour new to the organisation (Daft, 1978: 197). Kanter (1983: 20) further developed this definition and defined innovation as the process of bringing any new problem solving idea into use. Similarly, Thompson (1967: 2) defined innovation as the generation, acceptance and implementation of new ideas, processes, products and services. Here the emphasis is that innovation has only occurred if new knowledge has been implemented or commercialised in some way, which is similar to Schumpeter’s (1942) essential feature of innovation as the one being carried out in practice (Schumpeter, 1942). Innovation is the specific tool of entrepreneurs, the means by
which they exploit change as an opportunity for a different business or a different service (Drucker, 2014). Schumpeter was one of the first to lay out a clear concept of innovation. He considered innovation as an essential driver of competitiveness and economic dynamics.

Technology is being used by businesses today to enhance growth and competitiveness (Anyasi and Otubu, 2009). Firms are developing new and innovative products to be able to maintain existing customers and to attract new markets. The early research on innovation tended to address the organization’s ability to respond and adapt to external and/or internal changes (Burns and Stalker 1961; Hull and Hage 1982). Subsequent work on innovation stressed more pro-active innovation and distinguished between types of innovation. Emphasis was on the organization’s ability to promote both process and product innovation, regardless of an immediate need for change (Kanter 1988). The concept of innovation has become more complicated in other ways as well. It is no longer restricted to the process of creating something new from beginning to end but can include the capacity to quickly adopt externally created innovations that may be of benefit to the organization. According to Hausman (1995) the market of telecommunication is in the middle of severe changings like broadband spread along with hot headed growth of mobile telecom and arrival of new technologies. Innovation is the generation of products that are totally new, new production techniques, new market openings, use of the supply chain resources in a new way and generation of new markets in a specific industry (Nemati, et al. 2010). But it does not mean that innovation is always treated as a totally new thing that is introduced in a market but it is also innovation to enter in a new market with new features.

2.3.2 Levels of Innovation
As the term broadened, innovations were seen as ranging from incremental to radical. This distinction primarily focused on the extent of newness. An innovation can be new within a particular context or new in terms of the overall marketplace of ideas. Similarly, it can be a new twist on an old theme or a radically novel idea. This distinction did not, however, clearly differentiate between newness and impact. In terms of impact, the effect of an innovation can range from contributing to fairly small improvements to products or to the way things are done, causing a fundamental transformation in the resulting products or services and/or the process technology of an entire industry, or transforming the market place and/or the economy as a whole.
Christensen (1997) advanced the concept of innovation by disentangling the attributes of newness and impact. Because radically new innovations do not always have a significant impact, he differentiates between sustaining versus discontinuous innovations. Sustaining innovations improve the performance of established products or services. Discontinuous innovations bring to market very different products or services that typically undermine established products and services in the particular market sector. An example of a discontinuous innovation is steel minimills, while the product was not significantly changed, a change in the production process led to a drastic change in prices, firms, and markets. A discontinuous innovation does not always have greater utility; it may, in fact, result in a product that underperforms established products.

According to Zaltman et al. (1973), a radical innovation is always to some extent disruptive of the status quo and involves changes in the organization’s subsystems, values, incentives and power. Radical innovations involve new knowledge that is used to make fundamental changes in a product or process technology, whereas an incremental innovation uses existing knowledge to create minor improvements in a product or process technology. Radical innovations represent a clear departure from existing practice whereas incremental innovations are more routine and support existing practice.

2.3.3 Types of Innovation

According to Barker (2002), there are three main types of innovation which are process, product/service, and strategy, each of which can vary in the degree of newness that is incremental to radical innovation and impact that is sustaining versus discontinuous innovation. On the other hand, OECD Oslo Manual (2005), stated that there are four different innovation types. These are product innovation, process innovation, marketing innovation and organizational innovation.

Process innovation became an important topic with the rise of the quality and continuous improvement movements and, then again, with the more recent attention directed at change management, organizational learning and knowledge management. Corporations today, at least in the developed world, are reaching the limits of incremental process improvement. Some have argued that what is needed today is radical process innovation.

Product/service innovation is a process of identifying, creating and delivering new-product or service values that did not exist before in the marketplace (Kotler, et al 2001). Product innovation is based on successful exploration of new ideas to providing solution
to a problem or process (Brown and Eisenhardt 1995, 343-378), which is therefore measured through product development speed, cost and performance delivery (Alegre, et al. 2006, 335). Incremental product/service innovation is oriented toward improving the features and functionality of existing products and services. Radical product/service innovation is oriented toward creating wholly new products and/or services. Product life cycles, in particular, have become shorter and shorter, causing business survival to depend on new product development and, increasingly, on the speed of innovation in order to develop and bring new products to market faster than the competition (Jonash and Sommerlatte 1999). Organizations must direct greater attention to new product development, while maintaining and improving their existing products.

**Marketing innovation** is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing (OECD Oslo Manual, 2005). Marketing innovations target at addressing customer needs better, opening up new markets, or newly positioning a firm’s product on the market with the intention of increasing firm’s sales. Marketing innovations are strongly related to pricing strategies, product package design properties, product placement and promotion activities along the lines of four P’s of marketing (Kotler, et al. 1991). Similarly Han, et al (1998) also cite the restrictive definition of Innovation in marketing literature to mean largely product innovation. He went on to state that marketing innovation, includes product innovation. This may imply some radical innovations or it may mean a series of well-orchestrated changes in marketing plans consisting of the marketing mix elements which are Product, Price, Promotion and Place. The existing constructs of market orientation, though they measure the elements of customer orientation and competitor orientation fairly well, fall short on the specific areas of responses in terms of changes in marketing strategy in particular, innovative handling of the marketing mix elements.

**Strategy or Business Concept Innovation** is, of course, possible to incrementally improve one’s business strategy but Hamel and Prahalad (1996); Hamel and Ruben (2000) contends that radical business concept innovation is now paramount.

Schumpeter, (1981) stated that the types of innovation are product, process, business model, source of supply and mergers & divestments. The organization’s ability to promote process and product innovation has been argued to be no longer sufficient and a third type of innovation has been introduced in the literature called strategy innovation by some and business concept
innovation by others. This type of innovation stresses the growing need for today’s organizations to proactively address challenges of the future by undertaking radical innovation that will transform their environments and the marketplace (Hamel and Prahalad 1994; Hamel 1996). Organizations can no longer remain successful by merely adapting to external change and innovating in terms of products/services.

According to Damanpour (1991), innovations can be classified into two basic types which are administrative and technical. The distinction between technical and administrative innovations is fundamental since it reveals essential differences in the nature of innovation in organizations. The technical innovation is directed outward to the client and relates to new services and the technology used to produce these services. In contrast, the administrative innovation is directed inward and relates to administrative processes, budget control, and human resource

2.3.4 A Framework for Understanding Organizational Innovation

2.3.4.1 Drivers of Innovation

The primary drivers of innovation include financial pressures to decrease costs, increase efficiency, increased competition, shorter product life cycles, value migration, stricter regulations, industry and community needs for sustainable development, increased demand for accountability, community and social expectations and pressures, demographic, social, and
market changes, rising customer expectations regarding service and quality, greater availability of potentially useful new technologies coupled with the need to keep up or exceed the competition in applying these new technologies and the changing economy.

Although cost reduction has been a major driver of innovation, other drivers are also important. Regulatory drivers have become more important in the last several decades. In addition, companies increasingly feel they must promote their image and this has become a major driver of environmental and sustainable development innovations. A good image can help promote both customer loyalty and a company’s growth strategy. As noted above, Hamel (1996, 2000) sees important recent change in both the drivers of innovation and the importance of radical business concept innovation for organization survival. Basically, he argues that a dramatic change in the overall economy has occurred and that this economic environment no longer protects established mainstream businesses. He further argues that organizations must develop an innovation competency if they are to survive, radical business concept innovation must become a core component of this competency.

2.3.4.2 Enablers and Obstacles to Innovation
An innovation enabler is defined within this review to be comprised of factors facilitating an innovation team in conducting innovation work within an organization. This definition builds on the definitions of innovation, innovation work and innovation teams. From an organizational perspective seven enablers were identified, i.e. collaboration (Aagard & Gertsen, 2011; Ross et al., 2012; West et al., 2014, culture (Aagard & Gertsen, 2011; Denti and Hemlin, 2012; education (Aagard & Gertsen, 2011; West et al., 2014), knowledge (Aagard & Gertsen, 2011), management (Aagard & Gertsen, 2011; Denti and Hemlin, 2012; Gambatese and Hallowell (2011)), strategy Aagard & Gertsen, 2011, Manley et al, 2006) and structure (Denti and Hemlin, 2012; Gambatese and Hallowell (2011).

Companies perceive several obstacles which may discourage them from undertaking innovative activities or make it more difficult for them to achieve expected results from their engagement in R&D activities. During innovation development it could happen that financial resources are not enough to cover the high level of investment required by innovation projects. Further hampering effects are related to the lack of information about technology and market that are relevant to address innovative activities but whose collection is time-consuming, expensive and difficult to use. Other impediments are linked to organizational rigidities within
the enterprise and institutional constraints. Thus, four sets of barriers are identified and usually studied: cost factors, knowledge factors, market factors and regulation factors.

2.3.4.3 Key Drivers of Organization’s Product Innovation Capability
Creativity has its significance in contributing to successful product innovation if an organization is to create niche performance to enhance positioning and market growth. It is the process that can be acquired and improved through instruction and practice. The expert sees it to be a firm’s intangible capability as first step required in innovation. The marketing literature views it as actions, processes and programs that are meaningfully novel relative to existing practice (Bharadwaj and Menon, 2000, 425). Firm perceive innovation as a functional combination of individual and institutional mechanisms to speed up creativity. By individual mechanisms, it is simply those activities that the individual employee carries out to avail him/her to bring up a new idea or something new to workplace. While the organization mechanism basically entails formal approaches, tools and resources available to motivate staff and cultivate new behavioural attributes within the organization.

2.3.4.4 New Product Development (NPD) Process
It is researched that there cannot be product innovation without new products following development process. This process is important in deciding the probability of success or failure of new products outcome (Iwu 2010, 2662). The process is a concept called new product development (NPD) model, and it is therefore a process by which the concept of developing new products is implemented in stages from idea generation to products launch (Voss 1994, 461).

In the last few decades, the number of new product introductions increased dramatically as the industry became more aware of the importance of new products to business. Correspondingly, managing the NPD process has become a challenge for firms as it requires extensive financial and human resources and is time sensitive. The harsh realities are that the majority of new products never make it to market and those that do face a failure rate somewhere in order of 25 to 45 percent (Cooper, 2001). For every seven new product ideas, about four enter development, one and a half are launched, and only one succeeds (Booz, Allen & Hamilton, 1982). Many researchers have tried to develop a model that captures the relevant stages of the NPD process (Cooper, 2001; Scheuing, 1974). A number of detailed NPD models have been developed over the years, the best known of which is the Booz, Allen and Hamilton (1982) model also known as the BAH model, which underlies most other NPD systems that have been
put forward. As a result, there are 8 phases involved in products development process, and these are represented using NPD model theory as explained below:

- **Idea Generation**

  This is the act of gathering different visualized open ideas together from creative thinkers both within and outside the organization. It goes beyond personal perspective because it requires market research techniques and analyses, collection of market data on competitive product development sources, customer’s feedback based on the existing or desires for another trendy product (Kotler and Armstrong 2009, 283).

  The company marketing team also plays a significant role in this area through R&D. According to creativity concept, about 99% of ideas is obtained through perspiration but only takes 1% of inspiration in new product development. However, idea generation is a continuous exercise in any organization as there will be need to create competitive advantage in the market environment through provision for unique product development.

- **Idea Screening**

  This is consequent on the various ideas obtained. In this case, the ideas are evaluated and carefully selected to specification based on the feasibility overview by the top designing or product oriented managers. They try to figure out a forecast about the product potential sales, production cost, price matrix and its profitability ratio, including its competitive edge over competitors’ products and their reactions (Kotler and Armstrong 2009, 286).

- **Concept Testing**

  It is carried out amidst marketers, sales representatives, distributors and even part of prospective customers to determine how the demands and supply can be, the level of price and volumes of sales in the target market. The most important thing is that, the company is able to know what is good and bad about the proposed product before being launched to the market through customer’s feedback. As a result of this, it is at this point that the company 33 would know if the idea is worth selling to the market or not (Kotler and Armstrong 2009, 286).

- **Business Testing**

  Once the managers hold on to a proposed idea, the company itself also try to take into account the significance of the product with reference to company mission, vision and goal. This is to measure viability of the product idea to the company’s strategy, best line of production,
purchasing personnel and some other external analyses of distributors and customer groups (Kotler and Armstrong 2009, 288).

- **Product Development**

The idea being validated is therefore considered worth developing by instructing their R&D teams to make initial prototype or design and more so, drawing of marketing plan by the marketers. The customers thus have the opportunity to contribute their inputs by having a feel of the real product and its marketing mix (price, advertising and sales outlets). The customer’s comments about this help the company and the marketers to make good decisions towards product usage and price offers (Kotler and Armstrong 2009, 288).

- **Test Marketing**

This stage involves launching the product in a small city or market centre whereby the product made is displayed in a shop by agreement with a distributor for customers’ patronage. Since the product is new, it takes extra efforts for the marketer to convince and initiate purchase in that regard. However, in some cases, it is found out that distributor’s acceptance is subjected to being paid to, before granting space in his/her outlets (Kotler and Armstrong 2009, 291). This kind of testing may be done at certain strategic market segments so as to know where there are huge demands for such product, though this is dependent upon product types either as tangible goods or services.

- **Commercialization**

The moment the test marketing is carried out, marketers would then become aware of those concentrated areas that are experiencing huge demands for their product. What will follow is that the concern company would therefore deem it fit to roll out or launch this product in large volume to those places to meet the needs of the customers (Kotler and Armstrong 2009, 292).

- **Monitoring and Evaluation**

As soon as the new products gained market interest and share, it is considered imperative that companies are able to follow up the product performance, monitor sales and generate customers’ feedback in order to continually meet the desires of their customers (Kotler and Armstrong 2009, 292) by newer product development. However, new products introduced to the market would still need some time to undergo adoptions at large scale in the markets.
Booz, Allen and Hamilton (1982) found that companies that have successfully launched new products are more likely to have some kind of formal NPD process and that they generally pass through all of the above stages.

2.4 Theoretical framework

2.4.1 Diffusion of Innovation Model

The process of adopting new innovations has been studied for over 30 years, and one of the most popular adoption models is described by Rogers in his book, Diffusion of Innovations (Sherry & Gibson, 2002). Much research from a broad variety of disciplines has used the model as a framework. Dooley (1999) and Stuart (2000) mentioned several of these disciplines as political science, public health, communications, history, economics, technology, and education, and defined Rogers’ theory as a widely used theoretical framework in the area of technology diffusion and adoption. The Diffusion of Innovation (DOI) Theory developed by Rogers (1962) explains how a product gains momentum and diffuses through a specific population. The theory suggests that new innovations are more easily adopted and implemented if they have a clear, unambiguous advantage over the previous innovations that have been made. Robinson (2009) explains that diffusion of innovations seeks to explain how innovations are taken up in a population. According to Greenhalgh et al., (2004) the more compatible the innovation is to customer understanding levels, the greater the likelihood of adoption. EWZ introduced different innovations to its customers such as Mobile money, Satellite broadcasting media platform, video streaming services, insurance products, solar energy products and banking among others. However, the adoption of these products came with numerous customer service experiences.
Diffusion was divided into a bell-shaped curve to characterize five categories of innovativeness, where innovativeness is defined as the degree to which an individual is relatively earlier in adopting new ideas than other members of a system. These categories are innovators, early adopters, early majority, late majority, and laggards. The most striking feature of diffusion theory is that, for most members of a social system, the innovation decision depends heavily on the innovation decisions of the other members of the system relating to their experiences. Early adopters use the data provided by the innovators’ implementation and confirmation of the innovation to make their own adoption decisions. If the opinion leaders observe that the innovation has been effective for the innovators, then they will be encouraged to adopt. This group earns respect for its judicious, well-informed decision-making, and hence this group is where most opinion leaders in a social system reside.

The late adopters, laggards, can be very traditional. If they are traditional, they are suspicious of innovations and often interact with others who also have traditional values and their lack of social interaction decreases their awareness of an innovation’s demonstrated benefits. It takes much longer than average for laggards to adopt innovations. In relation to the variables under study, customer experience is affected by the rate of adoption of the innovation. If innovation is too fast such that customer experience is affected then the rate of adoption will be low.
According to Roger (1962), customers need to relate to the product in time for them to quickly adopt and have great customer service experience.

However, other researchers suggest innovation speed exerts a substantial positive impact on new product performance outcomes. Cooper and Kleinschmidt (1994) indicated that getting products to market on or ahead of schedule has a positive connection with financial performance of a new product. Ali et al. (1995) reported that faster product development leads to shorter break-even time. According to Pearce (2002), the excellent revenues enjoyed by Hewlett-Packard in the laser printing technology, digital photography, wireless information distribution, and e-commerce imaging fields can be attributed to the company’s emphasis on speed. Thus, they proposed that innovation speed has a positive effect on new product performance.

Medlin (2001) used Rogers’ (1995) diffusion of innovations theory to examine the selected factors that might influence a faculty member’s motivation and decision to adopt new electronic technologies in classroom instruction. Medlin organized the findings into three groups: social, organizational, and personal motivational factors. As social factors, friends, mentors, peer support, and students were found to be the significant predictors that may influence a faculty member’s decision to adopt electronic technologies in the classroom. However, Medlin did not find a significant difference among the self-identified adopter behaviour categories based on Rogers’ theory in terms of social, organizational, and personal motivational factors.

Less’ (2003) quantitative research study used Rogers’ (1995) diffusion of innovations theory to investigate faculty adoption of computer technology for instruction in the North Carolina Community College System. She classified the faculty members based on Rogers’ five categories of innovation adoption and compared them on the demographic variables of age, gender, race/ethnicity, teaching experience, and highest degree attained. While a significant relationship emerged between Rogers’ adopter categories and their years of teaching experience and highest degree attained, the results did not show an important difference between faculty adopter categories and age, gender, and race/ethnicity. Less (2003) further classified the faculty as users in any of Rogers’ five categories and non-users of computer technology in instruction. No significant difference existed between users and non-users in demographic characteristics of age, gender, race/ethnicity, teaching experience and highest degree attained. Hence, Roger’s diffusion of innovation model can be used to understand the
effects of rapid product innovation on customer service experience by using the different responses obtained from customers who adopt Econet products on different rates.

2.5 Customer service experience overview

Customer service experience is an individual interface of the service process that influence him or her feelings (Johnston and Clark, 2008). With the world becoming a global village in this age of technology customers have become more demanding as they become more aware of available services (Reese, 2009). However, to provide a positive customer experience a company also need updated technologies. The degree of customer satisfaction and dissatisfaction is centred majorly on their experience of new products. Thus product performance is perceived by customers to relate to product satisfaction, companies should try to be at par with customers’ experiences with regards to product innovation (Raza Nemati et al. 2010, 300). It is critical to recognize that a customer experience is not limited to the customer’s interaction in the store alone. Rather it is impacted by a combination of experiences which evolve over time, including search, purchase, consumption and after-sales phases of the experience (Neslin et al. 2006).

Customer experience is the personal interpretation and involvement of the service process in each service encounter to represent how those things make customers feel. Helkkula (2012) noted that the experience can be real and physical, or virtual and observed, or perhaps a holistic phenomenon that combines both real and virtual elements including a single event or a process of events. Tumbat (2011) mentioned that the display and control of customer emotions are considered as an attribute of the service experience in service contexts. Well customer emotion management is essential in understanding customer performance for customer service experience. Meyer and Schwager (2007) addressed that customer experience as the internal and subjective response customers have to interact with a service provider. Zomerdijk and Voss (2009) proposed that customer experience is a holistic concept that encompasses every aspect of a service provider’s offering. Teixeira et al. (2012) described that there are several service elements including physical environment, people (such as customers and employees), and service delivery process to help customers co-create desired experiences.

Superior innovation capability is a key contributor to firm performance. The capacity to innovate can assist firms in the process of developing superior products to meet their customers’ changing needs and demands (Verhees and Meulenberg, 2004; Rosenbusch et al., 2011) which is a requirement to succeed in the marketplace. Furthermore, firms must also
possess superior marketing capability to bring their products to the marketplace faster and serve the customers better than their rivals (Vorhies and Morgan, 2005; O’Dwyer et al., 2009). However, in addition to innovation and marketing capabilities, firms must also possess superior learning capability to analyze their successful and unsuccessful activities in developing and launching the products as well as to acquire new knowledge so that improvement can be made and new ways of working more closely with customers are identified (Prieto and Revilla, 2006)

2.5.2 Determinants of customer service experience

Employee- Employees are the main role to interact with customers during customer service experience delivery. Verhoef et al. (2009) noted that front-line staff is one of sensory stimuli to create quality customer experience. Zomerdijk and Voss (2009) proposed that both the front stage and backstage employees can create the contextual elements of customer experience by understanding their roles and the core of customer experience. Meyer and Schwager (2007) stated that customer experiences result from service activities and interactions with several factors and the front-line employees play an important role therein.

Customer- Providing proper customer service experience not only takes the perspective of service providers into account but also has to listen to the viewpoint of customers. Gentile et al. (2007) outlined that successful customer service experience should be taken customers' senses, emotions, thoughts, acts, values and relations into account for service providers. Brocato et al. (2012) specified that when service providers understand their customers’ viewpoints, a better chance of successful service experience can be achieved.

Environment- Besides, service environment is a place where customers perceive their service experience. Service providers should pay attention to build an atmospheric service space to affect customers’ positive emotions. Wong (2013) mentioned the service environment also plays an experiential role and service providers have to prioritize their effort in crafting the service environment for quality customer service experience. Walls (2013) proposed that service providers have to focus on providing the right setting in order to enhance customer service experience. Siu et al. (2012) advanced that improving service contexts (including functionality, signs, symbols and cleanliness) can enhance customers' consumption experience.

Technology- Furthermore, information technology nowadays plays an essential actor within customer service experience. Neuhofer et al. (2012) emphasized that the advanced technology can enable service providers to enhance the quality of customer service experience and co-create value with customers.
Knowledge - Creating both service providers and customers’ knowledge should enhance customer perception of service experience. Service providers can design and plan the meaningful and valuable service activities including enhancing social relationships, intellectual development, self-discovery, and overcoming physical challenges in order to achieve memorable customer service experience (Tung and Ritchie, 2011). Alba and Williams (2012) described that specialized knowledge can reveal aspects of service that can benefit from customer involvement to have pleasure experience.

2.5.3 Customer approach on Innovation

New products should have cutting edge features in addition to its advantages to fit the expected needs of consumers in the market, especially those ones developed based on customer’s perception of price, quality, features and service succeed better than those without customer preference (Thomas et al. 2006, 14-15). For example, adding 3G & 4G to the Econet network capacity over the years was a noticeable feature of new product from a consumer approach which is associated to fast internet speeds. Hence the product appealed to the needs of the market and resulted to high volume of data sales in the market. Other telecommunication companies joined and were confident that all great outcomes of innovative products came from appropriately responding to consumer needs when relationship is built with them. For this reason, customers are prompted to involve in the process of developing new products (Pohl 2006, 1-3) because firms collects important information from buyers through the use of main customers known as opinion leaders, the innovators and other users in the marketplace. The good ideas, information, views and recommendations from customers serve as helpful hints and thus considered as strategies for developing new products.

The roles of an innovator are very paramount to new products development. A good innovator is referred to somebody who often makes use of newest products before others’ adoption in the market (Roger, 1962). It is considered that firm’s expected results for a new product produced using information coming from innovators was larger than those of new products developed through information from common customers, in terms of financial return (Blecker et al. 2006, 454). It was due to the fact that ordinary customers did not have enough knowledge or expertise to provide useful information for development. Thus innovators were more acquainted with new items. It is because it enables them to tailor and follows new products to meet their exact needs in the nearest future. It is more notable that consumer choices or tastes are changing over time. But firms must be aware at this stage, since difficulty to follow changing consumption
pattern, tastes and behaviours by firm could lead to costly development of products that were outdated prior to being introduced into the market. Despite this fact, speedy changes in consumer choices or tastes could have adverse effects on products development team in making new products that are sufficient to meet the needs of the consumers, needless to say it will satisfy them.

In recent market development, products whose formation and innovation is created by combining technology and customer feedback or perspectives are bound to have the newest technology, and hence tends to introduce new quality and advantages to meet customer’s desires (Cooper and Edgett 2009, 132). It was similarly confined that new technology within new product creation provides some profits and features that the customers perceive to satisfy their desires (Atuahene-Gima 2005, 75-93).

The customer approach on innovation is concerned with the offering of new goods or services by firms to please or satisfy their customers. It is meeting customer’s expectation through new goods or services purchased and or experienced, which may also provide extra benefits beyond the customers’ imagination. The consumer’s involvement levels are thus triggered by historical or past good record of firms products. The research finding show that customers perceives product superiority and uniqueness on some technical product functionality and reliability, as contributing factors to their level of satisfactions and sales for the firm (Nemati et al. 2010, 299). The new products launched into market must be differentiated based on its new feature/usage value, and once the new products appealed to the customers they become happy, inspired and willing to buy and re-buy (Raza Nemati et al. 2010, 300). Thus product performance is perceived by customers to relate to product satisfaction. Similarly, it helps firms to measure their business performance too, since customers always find a safety net in whatever products they buy. It is also found to play a role between price increases and repurchase intentions (Nemati et al. 2010, 300). A firm is however expected to innovate because of the varied changes in taste and choice, as it underpins customer’s satisfaction. According to Nemati et al (2010, 300), it is argued that business strategies must be flexible to changes, so that it can be developed, altered and reshaped to meet customer’s expectation in order to guarantee more customers’ satisfactions and generate higher market returns.

A research done by Qorro, (2015), was to establish the effect of innovation on customer satisfaction in CRDB a bank in Tanzania. The researcher used descriptive method in data
analysis. After analysing the data, it was established that the bank’s innovation had strong impact on the customer satisfaction. The banks which are able to continually invest in new innovations that are reliable, easily accessible, compatible, easy to use, and affordable and with relative lower risk have greater positive effect on customer satisfaction. The use of IT innovations such as ATM, internet banking, EFT and agent banking promotes development and improvement of services. The innovations have contributed to the availability and accessibility of service, there by having a major impact on customer satisfaction. Satisfied customers tend to be loyal and can easily be retained through improved services.

Most of the technological innovations involve less interaction between the service provider and the customers. However, personal interactions are inevitable at some point and care must be taken to ensure customers are satisfied whether they are served personally or through the use of technology. The respondents indicated their concerns about long queues in the bank, complaint handling, the procedures in opening an account and accessing loans and reliability of network when accessing the services. These factors also have an effect towards customer satisfaction and could reflect dissatisfaction if they cannot be properly and timely addressed.

Based on the analysis and findings by Oladepo and Abimbola, (2014), recommendations were that telecommunication firms should offer more quality products and services that will communicate the merits of their products and services in the minds of consumers and influence their attitudes towards them. Complaint and Suggestion Box System help a customer-oriented organization to serve its customers better. Telecommunication firms’ employees should be well trained on how to handle customers’ complaints and provide solutions to them immediately. Customers should be treated like ‘kings’ and ‘queens’. Telecommunication firms should carry out the customer satisfaction survey periodically to investigate customers’ expectations and to elicit suggestions on how they can serve their customers better. Many customers will not complain but at the right time switch brand. Therefore, responsive and proactive organizations measure customer satisfaction directly by conducting periodic surveys either through house research personnel or through contracted third party agencies. This could be done by sending questionnaire or phone calls to recent customers randomly to solicit information on their experiences with their offers. Telecommunication service providers should remain absolutely focused in customer acquisition and retention.

Oladepo and Abimbola, (2014) also stated that telecommunication service providers should have clear and established procedures for analysing customer needs and expectation, as
meeting such needs and fulfilment of those expectations are few of the greatest hallmarks of customer services. Of paramount importance is customer care. Telecommunication service providers should continue to work smarter on customer care to make sure that customers are delighted at every opportunity that is available to interact with them. Finally, telecommunication service providers must be fully committed to quality service so as to ensure optimal quality service delivery.

The study by Ojo (2010) investigated the relationship between service quality and customer satisfaction in the telecommunication industry with a focus on mobile telecommunication network (MTN) Nigeria. The study revealed that service quality has effect on customer satisfaction and that there is a positive relationship between service quality and customer satisfaction. It was also revealed that it costs to attract new customers than to retain existing ones. However, Goel (2014) found that service quality is positively related to perceived value, customer satisfaction, and post-purchase intention. The positive relationships among service quality, perceived value, customer satisfaction, and post-purchase intention in mobile added-value services offered a great scope to the mobile value-added service providers. The study by Rahman (2012) found that most of the telecom customers in Bangladesh are highly concerned about service quality followed by corporate image. It also discovered that mobile phone service providers in Bangladesh compete not only for networking quality by a large amount of investment in network quality, network extension and upgrading but also for the acquisition of new customers and retention of old customers by direct and indirect price reduction.

Meanwhile, in their study on factors affecting customer satisfaction, Hanif, et al (2010) found that price fairness and customer services contribute to customer satisfaction but comparatively price fairness has a larger impact on customer satisfaction than customer service. The study by Paulrajan and Harish (2011) showed that communication and price were most influential and most preferential factors in selecting telecommunication service provider. Price also plays a significant role in the purchase decision of the telecommunication sector. However, product quality and availability has a significant impact on consumer perception and choice in selecting cellular mobile service provider. Recommendations for MTN were to improve its care line, since it is the most preferred form of customer service. MTN should also ensure that staffs are knowledgeable of customers’ requests and problems. MTN staff should always listen to what your customer wants because customers don't buy products or services, they sometimes buy solutions to problems. MTN staff should encourage and welcome suggestions on improving
customer satisfaction. Many programs should be designed to measure service quality and customer satisfaction, and also to improve customer service.

Lachenmaier and Wößmann (2006), have researched on the effects of innovation on exports and have concluded that technological adoption and advancement are so rapid in many industries that this year’s innovation will have been imitated in other parts of the world or will even be obsolete in the following year, innovative activity may affect this year’s export performance, but not necessarily next year’s. They went on to analyse the effects of any kind of innovation, be it product or process innovation. It has long been recognized that innovations are not necessarily homogeneous, and that in particular, there may be qualitative differences between product and process innovations (Lunn, 1986). Therefore, the export effects of these two types of innovation may also differ. In their sample, 38.7% of all firms had introduced a product innovation over the preceding year, and 30.1% had introduced a process innovation, with the two not being mutually exclusive. Results from their export regression entering product and process innovations jointly were reported in specification. In both cases, the effects are less pronounced. When entering product and process innovations separately, both types of innovation are individually statistically significant at the 1% level and the results do not allow for an assessment of whether one type of innovation is more important than the other one in their effect on exports.

Gunday et al, (2011) studied the Turkish manufacturing industry, drawing on a sample of 184 manufacturing firms. A theoretical framework was empirically tested identifying the relationships amid innovations and firm performance. The study not only discloses how four innovation types (product, process, organisational and service) affect diverse firm performance aspects, but it also points out that innovative performance exerts a mediator role between innovation types and performance aspects. The findings support the claim that innovations performed in manufacturing firms have positive and significant impacts on innovative performance. On the other hand, when objective firm data is considered, they observed that innovative firms have higher market share, total sales and exports. For these market and financial criteria, all four innovation types play significant positive role. Their findings support the fact that innovation strategy is an important major driver of firm performance and should be developed and executed as an integral part of the business strategy. Managers should recognize and manage the innovations in order to boost their operational performance. Having a clear understanding of the exact nature of innovations will help firms to prioritize their
market, production and technology strategies, to be followed by appropriate subsequent action plan.

2.5.4 Relationship between rapid product innovation and customer service experience

Despite the accelerating pace at which technology-based service systems are permeating telecommunications, scholarly research on the impact of such systems on customers’ experiences is still at a nascent stage. And, much of that research to date has focused on determinants of customers’ intentions to adopt and use self-service technologies. Key studies in that genre include Dabholkar and Bagozzi (2002), Montoya-Weiss, et al. (2003), Meuter et al. (2005). Tseng, et al. (1992) argued that several facets of the extent to which and how technology-based service systems influence customers’ overall shopping service experience require additional research. For instance, some technology-based systems may be “passive” in that they provide appropriate information to customers without their having to interact with the technology for example, a shopping-cart mounted electronic device that automatically senses the price of each product put into the cart by a customer and displays the total cost of the products in the cart on a small monitor.

Other systems such as a self-service check-out require the customer’s active participation. Mitchell Tseng, et al. (1992) went on to probe themselves questions like do passive and active technology-based systems have different impacts on the customer’s experience? If so, how do the impacts differ? And, does the impact vary for different types of customers. This may have meant that customer segments vary in terms of technology readiness such that companies need to assess customer segments before introducing new products on them. Hausman (1995) argued telecommunications are in the midst of a drastic change as broadband technology becomes widespread along with the explosive growth of mobile telecommunications and the advent of new technologies.

2.6 Conceptual framework

In Zimbabwe, few studies have been done to assess the effects of rapid product innovation on customer service experience in the telecommunication sector. Most studies have looked on customer satisfaction in the telecommunications sector on variables such as service quality, service delivery, innovation and innovation types. Thus the need for this research to be done, which will bring out the impact of rapid product innovation on customer service experience. Some authors such as Qorro, 2015 mentioned in passing that there is need to align with customer wants so as to satisfy them. Through this gap the researcher looked to explore the
study by looking at the customers in the telecommunication sector and managers responsible for product development, marketing, selling and customer services of EWZ.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependant Variable</th>
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<tr>
<td>Understanding of the product</td>
<td>Customer Service Experience</td>
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<tr>
<td>Accessibility of the product</td>
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<td>Cost of the product</td>
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<td>Ease of Use</td>
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<td>Quality of the product</td>
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### 2.7 Summary

This chapter sought to review literature relating to product innovation and customer service experience in the Zimbabwean telecommunication sector context particularly Econet Wireless Zimbabwe. Previous studies in other countries have been cited which are critical to this research as their findings opened many areas that need to be considered for product innovation to reinforce customer service experience. The New product development process has been considered so as to know what companies should follow on product development according to Kotler and Caslione (2009). Two theoretical frameworks have been discussed which underpin this study and these are the Diffusion of innovation and Technology Acceptance Model. The chapter ends with a conceptual framework which has significant variables used to explore and guide this study.
CHAPTER 3: METHODOLOGY

3.1 Introduction
Methodology is the study of the way that methods are used (Dunne, et al; 2005). Long (2007) defined methodology as different styles of research in similar circumstances that use personality, profiling, observations, interviews and video diaries or more than one of these might be combined with single study to gather different kinds. The research methodology revealed the research philosophy, research design, the sample, the research instruments, the population, data collection procedures, and data analysis. The chapter highlighted and justified
the research methods and instruments selected and used. The chapter also discussed the data collection procedure which led to data analysis tools as well as the methods used.

The aim of the study was to find out the impact of rapid product innovation on customer service experience in the telecommunication sector specifically to Econet Wireless Zimbabwe (EWZ). In order to gain the understanding, Econet customers was selected for the study. Some of the questions asked to the customers related to the experience that they have had with regards to Econet products, their take on the rate at which Econet products are being brought to the market and the impact on their experience. Departmental representatives who are directly involved in product development, customer service, marketing and the sales of the products from Econet were also interviewed to get their insight into the rapid product innovation and how impactful it is on the service that is being experienced by the customers.

3.2 Research Methods used
The research method is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Myers, 2009). For the purposes of this study the diagram below was be adopted to critically review the research methods.
3.2.1 Research Philosophy
A research philosophy is a belief about the way in which data about a phenomenon should be
gathered, analysed and used (Galliers, 1991). The research philosophy to be used for the
purposes of this study was pragmatism which constituted both qualitative and quantitative
interpretations for the purposes of this research. A pragmatic research philosophy embraces
mixed-method approaches to applied research questions. In this study the pragmatism was
necessary because the research problem needed both the quantitative data that came through
the use of a questionnaires administered to Econet customers and qualitative data from
interviews done with Econet departmental representatives. The qualitative data sources
comprised a few individuals amongst the departmental representatives in Econet, for
departments directly involved with product innovation and customer service experience only
representatives was interviewed. The questions asked were only relevant to each respective
departmental representative who had in depth information about the variables under study.

The questionnaire that was used contained both objective and subjective questions. The
qualitative research follows an inductive process and the quantitative research follows the
deductive process. The main difference between inductive and deductive approaches to
research is that whilst a deductive approach is aimed at testing theory, an inductive approach
is concerned with the generation of new theory emerging from the data. According to Saunders
(2009), a deductive approach attempts a search to explain causal relationships between
variables and in this study it was help explore customer service experience and product
innovation thus the need of a hypothesis to assess the relationship.

3.2.2 Research approach
Saunders et al. (2009) classifies research approaches into two broad groups namely deductive
and inductive. According to Saunders et al. (2009), deduction possesses several important
characteristics. It first seeks to explain the causal relationships between variables. A hypothesis
is then developed and then tested. However, it is not mandatory that all deductive researches
should have a hypothesis. Deductive approach dictates that the researcher be independent of
what is being observed (Saunders et al., 2009). Deductive approach involves the development
of a theory which is subjected to a rigorous test (Saunders et al., 2009). Another critical aspect
of deductive approach as pointed out by Saunders et al. (2009) is that there is need for concepts
to be operationalized in a manner that quantitatively measure of fact. However, the deductive
approach has been criticised for its inclination towards the construction of a rigid methodology which does not permit alternative explanations of what is going on (Saunders et al., 2009).

The second approach as described by Saunders et al. (2009) is the inductive approach. This approach is theory building in nature. According to Flach and Kakas (2000), it is the results of the analysis that would formulate theory after beginning with observations that was specific and limited in scope. Saunders et al. (2009) concur with Flach and Kakas (2000) and state that inductive approach generates data and analyses it to get a reflection upon what theoretical themes the data may be suggesting. Unlike the deductive approach, inductive approach is particularly concerned with the context in which events take place and is more appropriate for a small sample of subjects than the deductive approach which suits well for a larger sample. Researchers applying this approach are therefore more inclined to working with qualitative data (Saunders et al., 2009).

Bryman (2016) states that a third approach is called abductive approach, which involves the interplay of observation and theory during the research process and is an approach to research involving inference to the best explanation response to an observed anomaly (Rose et al., 2015). For the purposes of this research a mixed approach was used where both deductive and inductive approaches were used. This is because the researcher collected both qualitative and quantitative data due to the nature of the study and the objectives of the study. Most qualitative data came from the departmental representatives and most of the quantitative data from customers.

### 3.2.3 Research Design
Research design is defined as a blueprint for the research dealing with at least four problems such as what questions to study, what data is relevant, what data to collect and how to analyze results (Yin, 1994). Pride and Ferrell (2002) also define a research design as an overall plan for obtaining the information needed to address a research problem. For the purposes of this study a descriptive research design was adopted. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass & Hopkins, 1984). Descriptive research design was adopted as the study’s guide and this was done for three reasons. First, it is capable of obtaining information from large samples of the population by measuring facts, attitudes, perceptions and opinions of respondents towards the study in an attempt to answer the research questions pertaining to the case study of EWZ.
Second, it was well suited in gathering demographic data that described the composition of the sample (McIntyre, 2014). Third, it was inclusive of the types and number of variables that can be studied; while it required minimal investment to develop and administer, and was relatively easy for making generalizations (Bell, 1996)

3.2.4 Research strategy

A research strategy is the general plan of how the researcher went about answering the research questions. (Saunders et al. 2009; p. 90). For the purposes of this research a case study was adopted since the research was focused on EWZ and in-depth information was required to understand the variables under study. A case study involved empirical investigation to study contemporary phenomenon using multiple sources of evidence (Robson, 2002).

3.2.4.1 Advantages of case study

Flyvbjerg (2006) states that the advantage of the case study was that it can close in on real life situations and test views directly in relation to phenomena as they unfold in practice (p.235). Lindvall (2007) agrees and states that the most obvious advantage is that the case study provides a detailed analysis in the individual case. This research was based on Econet Wireless Zimbabwe so a case study was solely bringing out in depth information on the research variables regarding the company under study.

Jacobsen (2002) argues that intensive study methods have their strength in obtaining detailed and relevant data. The internal validity is therefore high, which makes these studies very valuable. Obtaining information on the whole telecommunication industry for Zimbabwe was not feasible but a case study helped the researcher to get useful information that was relevant to the company and the variables under study.

One of the advantages of studying individual cases in-depth was that the research could find information which was not anticipated to be found from the start which can make the findings more valuable for example other areas of innovation within Econet wireless Zimbabwe that might be affecting its customer service delivery. Because of this, case study research was a very good method for creating hypotheses (Jacobsen, 2002). These hypotheses help structure future research, and case studies therefore plays an important part in advancing a field’s knowledge base (Merriam, 2009).

Case studies can also offer important evidence to complement experiments. They are very well suited to help explain the how and why questions by investigating and they are also highly
useable when the investigator has little control over events (Yin, 2009; Schell, 1992). Case studies are preferable when investigating current or contemporary events when it’s not possible to manipulate relevant variables (Merriam, 1994). Yin (2009) argues that in all of the fields, the need for case studies comes from the desire of understanding complex social phenomena.

3.2.4.2 Disadvantages of a case study

Murphy (2014) concludes that the findings and recommendations that case studies provide can be neither be confirmed or denied in terms of utility and veracity, because of the nature of the case study. He therefore questions if the case study might not just be able to provide a story to tell and little else.

Case studies are prone to possible biases in data collection and interpretation since only the researcher gathers and analyses the information. It is very difficult to validate such information.

One of the biggest disadvantages to using the case study method has to do with external vs. internal validity. Using the case study method, the researcher often does not have control over certain variables and events and, therefore, cannot control them as the researcher could in a lab experiment. Consequently, the researcher using the case study method must be content that his/her findings may only be applicable to similar cases. What the case study gains in internal validity, it loses in external validity. Flyvbjerg (2006) argues that one cannot generalize from a single case, for example the results to be obtained from Econet wireless Zimbabwe cannot be concluded for all other players in the same market. The question that arises is if it is possible to generalize from the result, to say that what applies to the few also apply to all others (Jacobsen, 2002; Yin, 2009)

Miles (1979) also critique case research because collecting and analysing the data is a highly labour-intensive activity, often causing much stress, even for skilled research staff. Merriam (2009) agree that although rich, thick description and analysis of a phenomenon may be desired, a researcher may not have the time or money to devote to such an undertaking.

Theoretical knowledge is more valuable than practical knowledge. The case study is most useful for generating hypotheses, whereas other methods are more suitable for hypotheses testing and theory building. The case study contains a bias toward verification.
3.3 Population

Malhotra and Dash (2010) defined target population as the collection of elements or objects that possess the information sought by the researchers and about which inferences are to be made. Wegner (2001) defines population as the collection of all observations of a random variable under study and about which one is trying to draw conclusions in practice. The population under study are EWZ customers which are 7,998,657 million active subscribers (POTRAZ Q2 report 2018).

3.3.1 Sampling

According to Fowler (1984), it is not always practical to get data on every observation in the population and as a result a subset of all observations (sample) is gathered on the random variable. A sample must be drawn in such a way that it is representative of the population. There are two types of sampling techniques which are probability sampling that gives each element of the population an equal chance of being selected for the study and non-probability sampling which does not give each element an equal chance of being selected to the sample (Wegner 2001). The researcher utilised both probability and non-probability sampling techniques.

3.3.1.1 Probability sampling

Probability Sampling is a sampling technique in which sample from a larger population are chosen using a method based on the theory of probability. Probability sampling includes, random sampling, stratified sampling and cluster sampling (Saunders et al 2003). For a participant to be considered as a probability sample, he/she must be selected using a random selection. The most important requirement of probability sampling is that everyone in the population has a known and an equal chance of getting selected.

3.3.1.1.1 Simple Random Sampling.

Simple random sampling is a completely random method of selecting a sample in which each element and each combination of elements in the population have an equal probability of being selected as a part of the sample. Being one of the simplest forms of random sampling, this method is a fair way to select a sample. As each member of the population has an equal probability of being selected, simple random sampling is the best-known probability sample. Even though it may not be considered an ideal method of choosing the sample, still result obtained through this method has high external validity or generalizability as compared to some other method of sample selection. Simple random sampling can be done by using a number of
techniques such as: (a) Tossing a coin. (b) Throwing a dice. (c) Lottery method. (d) Blindfolded method. On probability sampling the researcher utilized simple random sampling method where each Econet customer out of the population had an equal chance of being selected.

Random sampling can be conducted in two ways; with and without replacement. In case, a certain element is selected and has the chance to be selected again after the required variables are measured is called sampling with replacement. On the other side, in random sampling without replacement method, an element once obtained cannot be selected again. Random sampling requires a sampling frame, that is, a list of all the elements in the population. For the purposes of this research simple random sampling was used because the researcher wanted respondents to have an equal chance of being selected.

3.3.1.2 Systematic Sampling

Systematic sampling is an improvement over the simple random sampling. A sample constructed by selecting every kth element in the sampling frame. Systematic sampling is more practical in that it is less work and thus provides more information per dollar. It also may reduce error. This method requires the complete information about the population. In this sampling method, selection of one unit from the sampling frame is done and then calculations to draw following units are done on the basis of the interval size. Even though each element has an equal probability of selection, but unlike as in simple random sampling, a combination of elements has different probabilities in systematic random sampling.

3.3.1.3 Stratified Random Sampling

Stratified Random Sampling is an improvement over systematic sampling. In this method, the population elements are divided into strata on the basis of some characteristics and from each of these smaller homogeneous groups draws at random a predetermined number of units. Is obtained by separating the population elements into overlapping groups, called strata, and then selecting a simple random sample from within each stratum. Example: Rank order: full professor, associate professor, etc. After this is done a random or systematic sample is drawn within each group.

3.3.1.4 Cluster Sampling

Cluster sampling is one of the efficient methods of random sampling in which the population is first divided into clusters, and then a sample is selected from the clusters randomly. In
contrary to stratified sampling, there should be heterogeneity within the clusters and homogeneity between the clusters. The more homogeneity among the clusters, lesser was the margin of error or vice-versa. The method is mostly feasible in case of diverse population spread over different areas. For example, an investigator wishing to study students might first sample groups or clusters of students such as classes or dormitories, and then select the final sample of students from among clusters. Also called area sampling.

3.3.1.2 Non-probability sampling

Unlike probability sampling method, non-probability sampling technique uses non-randomized methods to draw the sample. Non-probability sampling method mostly involves judgment. Instead of randomization, participants are selected because they are easy to access. For example classmates and friends have a better chance to be part of the sample. Even though in certain cases, non-probability sampling is a useful and convenient method of selecting a sample, the method is appropriate and the only method available in certain cases. One of the major shortcomings of the non-probability sampling is that the findings established through this method lack generalizability. Even though findings obtained through this method apply mostly to the group studied, it may be wrong to extend these findings beyond that particular sample. The non-probability sample is used to study existing theoretical insights or developing new ones. This method of sampling is considered less expensive, less complicated and easy to apply as compared to its counterpart. Saunders, (2003) mentioned that non-probability sampling methods include judgemental sampling, snowball sampling, quota sampling and convenience sampling amongst others.

3.3.1.2.1 Convenience Sampling

Convenience sampling (also known as Haphazard Sampling or Accidental Sampling) is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dörnyei, 2007). So due to time constraints and large numbers of Econet customers the researcher decided to use this method. For the purpose of this study, convenience sample includes the respondents who are readily available and agree to participate in a study (Latham, 2007).

3.3.1.2.2 Quota Sampling

Equivalent to a stratified sample with the added requirement that each stratum is generally represented in the sample in the same proportion as in the entire population.
3.3.1.2.3 Purposive Sampling

In this type of sampling, the researcher chooses the participants as per his/her own judgment, keeping back in mind the purpose of the study. It uses the judgment of an expert in selecting cases or it selects cases with a specific purpose in mind. This type of sampling is used in exploratory research or in field research. With purposive sampling, the researcher hardly knows whether the cases selected do represent the population or not. As mostly sampling problem is being addressed with a specific plan in mind, most of the sampling methods may be considered purposive in nature. Purposes sampling is somewhat less costly, more readily accessible, more convenient and select only those individual that are relevant to research design. Besides this, there is no way to ensure that the sample is truly representative of the population, and more emphasis is placed on the ability of the researcher to assess the elements of the population. For example: For studying attitude toward any national issue, a sample of journalists, teachers and legislators may be selected for the study. They qualify to be part of purposive sampling as they can more reasonably be expected to represent the correct attitude than other class of people. The researcher uses his or her own judgment about which respondents to choose, and picks those who best meets the purposes of the study. For the purposes of this research, this sampling method was utilised because the opinions of experts were sought for the purposes of answering the research questions.

3.3.1.2.4 Snowball Sampling.

Also called “chain referral sampling,” in this method, the sample is actually collected in various stages. Snowball sampling which is a non-probability sampling method is basically socio-metric in nature. Although snowball sampling is considered to be a form of accidental sampling by some, this method is appropriate when the members of a special population are difficult to locate for example homeless people, migrant workers and others. It begins by the collection of data from one or more contacts usually known to the person collecting the data. At the end of the data collection process (questionnaire, survey, or interview), the data collector asks the respondent to provide contact information for other potential respondents. These potential respondents are contacted, interviewed and further asked to provide more contacts. This process goes on till the purpose of the researcher is achieved.

3.3.2 Sampling frame

A sampling frame is defined as the listing of the accessible population from which the researcher drew her sample (Trochim 2006). In this study, the sampling frame was Harare.
3.3.3 Unit of analysis

The unit of analysis is the major entity that is being analyzed in a study. It is the 'what' or 'who' that is being studied. In social science research, typical units of analysis include individuals (most common), groups, social organizations and social artifacts. In this study the unit of analysis was defined by the researcher as "The Econet Wireless Stakeholders". The first step in deciding how to analyze the data is to define a unit of analysis (Trochim, 2006). Due to the multi-faceted nature of the Econet Wireless Zimbabwe stakeholders, it was necessary to identify the subunits of analysis which Easterby-Smith et al. (2002) refer to as embedded cases. In an embedded design, subunits reside within the main unit (Yin, 2009). In this study two of these was chosen namely the Econet wireless customers and top managers. These two formed the basis of the sample about which data was collected and analyzed (Collis & Hussey 2009).

3.3.3 Sample size

On probability sampling Yamane (1967:886) provides a simplified formula to calculate the minimum sample sizes when the population is known, assuming a 95% confidence interval where the error level is 0.05. The total population of Econet Wireless Zimbabwe customers was 7,998,657 million (POTRAZ Q2 report 2018) so according to Yamane (1967) the formula for calculating a small sample size for large population was as follows

\[ n_{\text{Yamane}} = \frac{N}{1 + Ne^2} \]

where;

\( n = \) corrected sample size
\( N = \) population size
\( e = \) Margin of error (MoE).

The calculation follows:

\[ = \frac{7,998,657}{1 + 7,998,657(0.0025)} \]
\[ = 7,998,657 / 1 + 19,996.6425 \]
\[ = 7,998,657 / 19,997.6425 \]
\[ = 399.979997642221 \]
The required sample size is about 400 customers rounded.

On departmental representatives the researcher decided to use Marketing, Sales, and Customer Service and product development managers since they are directly involved in the process of a product life cycle and have direct influence on the 4 Ps of the marketing mix of the products. From the managers only departmental representatives participated to represent the whole group totalling to 4 and convenience sampling used in sample selection.

3.3.4 Data collection

Brooking (1999), Armstrong (2001) and Ackoff (1989), define data as raw facts. Ackoff (1989) went on further to explain that data have no significance beyond their existence and that they can exist in any form. This means that data is meaningless unless it is processed. Data collection refers to the methods that the researcher used to gather raw facts about the research problem. Research instruments are tools used for gathering data both primary and secondary (Birmingham and Wilkinson, 2003). There are many methods of collecting primary data (qualitative or quantitative) and these include questionnaires, interviews, focus group interviews, observation, case studies, documentation and diaries but however the researcher used questionnaires, telephone interviews and documentation.

3.3.5 Questionnaires

Bush et al, (2003) defined a questionnaire as a framework consisting of a set of questions and scales designed to generate primary data. Questionnaires are a relatively cheap and easy way to administer data collection. A choice of the questionnaire as a data collection tool was done because it is very relevant to the case study research design. The use of the questionnaire brings with it a number of advantages such as ease of administration. It is the common instrument for collection of primary data. The questionnaire can be used to solicit for data from a large number of people and organisations at once. It affords the respondent time to think through their responses while maintaining possible anonymity of the respondent.

3.3.5.1 Advantages and disadvantages of questionnaire

According to Milne (2002) there are benefits that the researcher gains from the use of questionnaire as a form of collecting data. These benefits also accrued to this research and the questionnaire method was used to gather data and information. The following are the advantages of using a questionnaire;

- Generally questionnaire enables quick collection of information.
The method seems to be objective and precise as responses are gathered in a standard way. Thus only information required is solicited and unnecessary data left out.

The questionnaire as a research instruments enabled the researcher to achieve the maximum coverage with the least cost.

There is increase in the validity; responses provided in a questionnaire are generally more considered than those provided in interview.

However, questionnaires have a number of **disadvantages** that the researcher needs to know before choosing this data collection method.

- They are characterised by a low response rate, responses may be delayed, assumes no literacy problems, the researcher does not have control over who actually completes it and incomplete questionnaires may be returned to the researcher. The questionnaire has to be designed in such a way that questions are simple to improve on the response rate.
- The questionnaire had drawbacks when it was used, which include: Firstly, questionnaire like any evaluation methods occur after the event, so participants may forget important issues. Open-ended questions can generate large amount of data that can take a long time to process and analyze.

Questionnaires afford the respondents to express their own individual feelings without fear of being probed. In this study a covering letter was attached to the questionnaire that explained the purpose of the research and also gave an assurance to the respondents that their answers would be treated in strict confidence. A structured questionnaire for customers in EWZ was used. Questionnaires were comprised of open and close ended questions so as to gather much information as possible. According to the sample size calculation done, 400 questionnaires were distributed to the sample so that they give the respondent an opportunity to express their own views about the subject being investigated without being controlled as is the case with closed ended questions.

The need for privacy was catered for in the construction of questionnaire as respondents were asked not to write their name on the questionnaire. The questionnaire as a research instruments was carefully scrutinized to ensure that it would provide data that was valid, reliable and precise. The researcher used questionnaires as they ensured confidentiality and anonymity of
respondents hence gave them the willingness to respond to the questions without fear of victimization. Using questionnaires also assisted the researcher to avoid interviewer bias that comes with face to face interviews. Respondents could answer some of the questions that touch on personal and controversial subjects. Questionnaires are also easy to administer as the researcher could administer all the respondents. The research techniques also provided the researcher with more accurate information and provided standard answers. Questionnaires were used also used because they cover a larger area, this gave the researcher more information as managed to get information from all customers. Answers that came from analysis of questionnaires were easy to compare and present as compared to statistical form. People had more time to respond than when an interviewer is present, so more accurate answers was obtained. Although the technique was accurate the method consumed a lot of resource as it required skill in preparing them and also typing and printing costs.

In light of the questionnaire drawbacks, the problem on non-returns of questionnaires minimised by the fact that the researcher personally distributed more than half of the questionnaires and made sure they was answered before leaving. However, the problem of misinterpretation of the questionnaire was still noticed although the researcher tried to be clear and unambiguous as possible.

3.3.5.2 Pretesting questionnaire

As a way to producing an improved questionnaire, 5 adhesive users drawn from the target population answered the questionnaire as a pilot test which was 1.25% of the sample size. After each respondent completed the questionnaire, the researcher then asked for suggestions pertaining to the questionnaire structure, wording and any other comments. Basing on the comments by the participants, the researcher effected some minor adjustments such as re-arrangement of questions.

The questionnaire was of appropriate length as excessive size would reduce the response rate. Thus the researcher had to ensure that all vague questions was eliminated so as to keep the questionnaire within reasonable limits. For example at first there was question 9 reading as, “Of the challenges below, which ones do you consider more likely to affect you from fully utilizing EWZ products? Indicate by ticking in box below”, it was rephrased to, “Which challenges do you consider more likely to affect you from fully utilizing EWZ products? Indicate by ticking in box below”, which was more simple and easy to understand.
3.3.6 Interviews

Interviewing is a technique that is used to gain an understanding of the underlying reasons and motivations for people’s attitudes, preferences or behaviour (Brinkmann, 2008). They can be conducted face to face one on one, via telephone or in a group set up. Personal interviews usually result in accurate information, high response rate, immediate responses, the interviewer has control over the respondents and can clarify problem areas, motives and feelings can be investigated and affords the interviewer the opportunity to assess the characteristics of the respondent, through assessing tone of voice, facial expression and hesitation.

However, interviewing poses challenges to the researcher in that it is time consuming, can be very expensive, low geographical coverage, respondent bias (tendency by respondent to impress or create false personal image). The respondent can feel embarrassed if asked personal questions and that data analysis may pose some serious challenges as well. Interviewers have to undergo intensive training to ensure they ask questions in the same manner which may be very costly.

Interviews can be structured, semi-structured and unstructured. Structured interviews are based on carefully worded interview schedule and frequently require short answers. However, semi-structured interviews ask predetermined questions but with limited scope for the respondent to express their own views. Unstructured interviews involve the interviewer asking a general question and then encourage the interviewee to speak freely while probes for elaboration and controls the direction of the interview. However in this research structured interviews were used via telephone this was because the departmental representatives are extremely busy people and time to have a face to face and unstructured interviews during work hours are close to none. Their contacts were obtained from the company directory that is accessible by all Econet Wireless Zimbabwe employees including the researcher. On interviews, a guide was used which is in sync with the research questions and objectives distributed to facilitate information gathering. 4 departmental representatives were interviewed meaning one manager or departmental representative per commercial department in EWZ. This was because they were convenient to the location of the research and also that they are directly involved in the product development process and product life cycle process.

3.3.6.1 Advantages of telephone interviews

Telephone interviews cover a wider geographical area so the researcher does not have to travel. There are fewer interviewer effects that is, the personal characteristics of the researcher will be
less obvious than in face-to-face situations and is therefore less intrusive. The physical safety of the interviewer is not an issue because some of the questions asked may trigger a physical reaction differing with people.

### 3.3.6.2 Disadvantages of telephone interviews

Questions have to be simple and interviews need to be kept short because they tend to have higher break-off rates where people refuse to continue than face-to-face interviews. The length of a telephone interview is also limited, although this will vary with subject area and motivation. Nevertheless it is possible to make prior appointments for a telephone interview and send stimulus material for the respondent to look at in advance of the interview. A prior appointment and covering letter may enhance the response rate and length of interview. In case of this research the researcher sent an interview guide prior to the interview so that the interviewee familiarises with the study. It can be difficult to ask sensitive questions on the telephone. There is no opportunity to use visual aids or to pick up so easily on the non-verbal responses of interviewees. There are some groups that are underrepresented in telephone surveys. These include people without phones (often due to poverty), older people and people who are disabled or sick.

### 3.4 Documentation

Document analysis is a social research method and is an important research tool in its own right, and is an invaluable part of most schemes of triangulation, the combination of methodologies in the study of the same phenomenon (Bowen, 2009). Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009). Analyzing documents incorporates coding content into themes similar to how focus group or interview transcripts are analyzed (Bowen, 2009). A rubric can also be used to grade or score documents. There are three primary types of documents (O’Leary, 2014):

- **Public Records**: The official, ongoing records of an organization’s activities. Examples to this research include Econet Wireless Zimbabwe Annual reports, POTRAZ annual reports.

- **Personal Documents**: First-person accounts of an individual’s actions, experiences, and beliefs. Examples include calendars, e-mails, scrapbooks, blogs, Facebook posts, duty logs, incident reports, reflections/journals, and newspapers.
Physical Evidence: Physical objects found within the study setting often called artifacts. Examples include flyers, posters, agendas, handbooks, and training materials.

Documentation in research is critical because it allows people reading a finished work to trace points and information back to their original sources and to discern what ideas belong solely to the author. This is particularly important for individuals active in similar fields, both for their future research and for engagement in constructive mutual criticism. In addition to creating a map for fellow researchers to follow, documentation is also the primary method through which writers acknowledge their borrowing or citing the works of others. Scholarly and scientific traditions are built upon the open sharing of information, concepts and insights, making it imperative that intellectual debts are properly identified. This is why methods for documentation are always rigidly formalized, though characteristics and requirements may vary depending on the specific citation style.

In legal terms, proper documentation also helps writers avoid such transgressions as plagiarism and theft of intellectual property. The dangers of committing these acts has unfortunately grown larger, particularly due to the Internet, where ever more information seems freely available, often with little to no attribution. Ultimately, in facing these challenges, writers must become increasingly efficient at digesting information, keeping careful notes identifying sources, and in expressing borrowed concepts in their own words, not just cut and pasted quotations.

Bowen adds that documents should be assessed for their completeness; in other words, how selective or comprehensive their data is (2009). Also of paramount importance when evaluating documents is not to consider the data as “necessarily precise, accurate, or complete recordings of events that have occurred” (Bowen, 2009, p. 33)

3.4.1 The Advantages of Document Analysis

There are many reasons why researchers choose to use document analysis. Firstly, document analysis is an efficient and effective way of gathering data because documents are manageable and practical resources. Documents are commonplace and come in a variety of forms, making documents a very accessible and reliable source of data. Obtaining and analysing documents is often far more cost efficient and time efficient than conducting your own research or experiments (Bowen, 2009). Also, documents are stable, non-reactive data sources, meaning
that they can be read and reviewed multiple times and remain unchanged by the researcher’s influence or research process (Bowen, 2009, p. 31).

Documents can provide supplementary research data, making document analysis a useful and beneficial method for most research. Documents can provide background information and broad coverage of data, and are therefore helpful in contextualizing one’s research within its subject or field (Bowen, 2009). Documents can also contain data that no longer can be observed, provide details that informants have forgotten, and can track change and development. Document analysis can also point to questions that need to be asked or to situations that need to be observed, making the use of document analysis a way to ensure your research is critical and comprehensive (Bowen, 2009).

3.4.2 Disadvantages of document Analysis

The disadvantages of using document analysis are not so much limitations as they are potential concerns to be aware of before choosing the method or when using it. An initial concern to consider is that documents are not created with data research agendas and therefore require some investigative skills. A document will not perfectly provide all of the necessary information required to answer research questions. Some documents may only provide a small amount of useful data or sometimes none at all. Other documents may be incomplete, or their data may be inaccurate or inconsistent. Sometimes there are gaps or sparseness of documents, leading to more searching or reliance on additional documents then planned (Bowen, 2009). Also, some documents may not be available or easily accessible. For these reasons, it is important to evaluate the quality of documents and to be prepared to encounter some challenges or gaps when employing document analysis. In utilising the document, the researcher was cognisant of the need to evaluate the credibility, authenticity and meaning of the documents accessed (Mwenje, 2015).

Both Bowen and O’Leary state that it is important to thoroughly evaluate and investigate the subjectivity of documents and understanding of their data in order to preserve the credibility of the research (2009; 2014). The reason that the issues surrounding document analysis are concerns and not disadvantages is that they can be easily avoided by having a clear process that incorporates evaluative steps and measures, as previously mentioned above and exemplified by O’Leary’s (2014) two eight-step processes. As long as a researcher begins document analysis knowing what the method entails and has a clear process planned, the advantages of document analysis are likely to far outweigh the amount of issues that may arise.
3.5 Data Analysis

Marshall and Rossman (1999:150) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data. It is described as messy, ambiguous and time-consuming, but also as a creative and fascinating process. Broadly speaking while it does not proceed in linear fashion it is the activity of making sense of, interpreting and theorizing data that signifies a search for general statements among categories of data (Schwandt, 2007:6). Therefore one could infer that data analysis requires some sort or form of logic applied to research. In this regard, Best and Khan (2006:354) clearly posit that the analysis and interpretation of data represent the application of deductive and inductive logic to the research.

Verma and Mallick (1999:29) and Morrison (2012:22,24) on the other hand, state that the interpretive approach, which involves deduction from the data obtained, relies more on what it feels like to be a participant in the action under study, which is part of the qualitative research. Ghauri & Gronhaug, (2005) stated that the analytical procedure consists of techniques to conceptualize and analyse the data to result in theories and findings.

Statistical Package for the Social Sciences (SPSS) data analysis tool was used for data analysis for the researchers’ conclusions on qualitative data regarding the study. The purpose of conducting a quantitative study, is to produce findings used to construct a framework for communicating the essence of what the data reveal, procedures and techniques are used to analyse data numerically, called quantitative methods (Sesay, 2011:74). Quantitative researchers manipulate numbers in order to test a hypothesis with variable constructs. On quantitative analysis, data analysis does not begin until all data have been collected and condensed into numbers.

NVIVO qualitative analysis tool was also utilized for qualitative data. Qualitative data analysis can be described as the process of making sense from research participants views and opinions of situations, corresponding patterns, themes, categories and regular similarities (Cohen et al., 2007:461). Nieuwenhuis (2007:99-100) states that qualitative data analysis tends to be an ongoing and iterative process, implying that data collection, processing, analysis and reporting are intertwined, and not necessarily a successive process. In short, as Gibbs (2007:vol. 6: 1) so aptly points out, qualitative data analysis is a process of transformation of collected qualitative data, done by means of analytic procedures, into a clear, understandable, insightful, trustworthy and even original analysis.
3.6 Limitations

- **Access**

The organisation under study refused to have their name on an academic research without their approval as a result it was not easy to obtain some information from the company for competitive reasons. So the researcher went through the approval process from the company to carry on the research.

- **Limited previous studies in the research area.**

Previous researchers had dwelled much on the research variables in other sectors of other countries. Some focused on other types of innovation and how they affect customer satisfaction. As a developing country, rapid product innovation is a recent phenomenon and the country is still considered as lagging, very few companies can withstand the heat of fast technological developments. Because of this, the study area has not been explored by many researchers hence literature was not be readily available. However, effort was made to get as much of the available literature through public documents, library usage, internet and journal searches and other relevant articles.

3.7 Delimitations

This research focused on Econet Wireless Zimbabwe only. This is a limitation in that case studies may be suggestive of what may be found in similar telecommunication firms but additional research would be needed to verify whether findings from this study would generalize the industry. The research is also limited to Harare due to lack of time and resources to cover more than 7 million customers according to the POTRAZ first quarter report for 2018.

3.8 Ethical Considerations

The Belmont Report (1974) was utilized by the researcher as part of the ethical considerations as it summarizes three basic ethical principles relevant to research involving human subjects. Which are respect for persons, beneficence and justice.

3.8.1 Respect for Persons

Individuals should be treated as autonomous agents. The investigator ensured that the subject has received a full disclosure of the nature of the study, the risks, benefits and alternatives, with an extended opportunity to ask questions through researcher contacts. Approval of the research was obtained from the organisation under study.
Persons with diminished autonomy are entitled to protection. Persons with diminished autonomy (e.g. Prisoners, students, children, etc.) was not coerced to participate in a research but rather consent was asked.

3.8.2 Beneficence

Maximize possible benefits and minimize possible harms. The investigator made forethought to the maximization of benefits and the reduction of risk that might occur from the research. This was through environmental checks when distributing questionnaires to minimize harms.

3.8.3 Justice

There was fairness in distribution of questionnaires and there was also equitable selection of participants.

3.9 Validity of findings

According to Rubin and Babbie (1993), validity is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. Validity may be questionable somewhat since some of the customers and managers might have been reluctant to report anything negative about the organization. The researcher assured all respondents that the purpose of the exercise does not personally affect them in any way. The researcher also sought consent from all participants outlining the purpose of the research, nature of the research and gave each participant a right to choose whether to or not participate in the case study on the questionnaire as well as verbally. Anonymity and confidentiality was also assured.

3.9.1 Reliability of findings

Those being interviewed were told that they were under an academic research. The advantage of this method was that participants were open and honest and were given a chance to put their views to the researcher without fear of being misrepresented. However the disadvantage is that those being studied may have become uneasy and modified what they said. This was observed particularly with the departmental heads. An attempt was made to control the reliability by asking similar questions to customers and then compare the answers and from the results the system proved to be reliable.
3.10 Chapter Summary

The chapter outlined in detail the research methodology that was used for this research, this was shown by the research onion from Saunders (2008). Justification for the chosen research design was explained in this chapter. The researcher utilized the pragmatism philosophy to the study and the case study research approach. The chapter went further to define and explain the population and the sampling methods used to gather data. Data gathering procedures was also considered in this chapter. Questionnaires, interviews and documents were utilized on data collection, were questionnaires were for Econet wireless Zimbabwe customers and interviews were for the departmental representatives directly associated with product innovation and customer services of the company. The chapter also presented how data would be analysed and highlighted that quantitative data will be analysed using Statistical Package for the Social Sciences (SPSS) which enabled descriptive statistics in the form tables, bar graphs and pie charts while inferential statics would be used to test the hypotheses. Qualitative data was analysed using the NVIVO software for analysing qualitative data. The following chapter will discuss and analyse the research findings from the case study and conclude data presentation and analysis.

CHAPTER 4: DATA ANALYSIS

50
4.1 Introduction
This chapter presents the findings, analysis and interpretation of data gathered through questionnaires and interviews whose main objective is to investigate the effects of rapid product innovation on customer service experience in Econet Wireless Zimbabwe. Referring to the detailed methodology chapter, a sample of Econet Wireless Zimbabwe customers responded to questionnaires and a few selected by the researcher departmental managers directly involved with product innovation were interviewed via telephone. Questionnaires and interviews gave birth to quantitative and qualitative data that is going to be discussed and analysed in this chapter including the relationship between the two sets of data were relevant. The research questions, objectives and instruments will guide how the study will be analysed and discussed in this chapter.

4.2 Research objectives revisited
The main objective of this study was to investigate the impact of rapid product innovation on customer service experience in Econet wireless Zimbabwe. The results were presented in line with the research objectives and corresponding research questions which are as follows:

**Objective 1**: To determine the factors contributing to customer service experience in EWZ.
*Research Question: What factors contribute to customer service experience in EWZ?*

**Objective 2**: To identify the factors leading to rapid product innovation on EWZ products.
*Research question: What are the factors that lead to rapid product innovation at EWZ?*

**Objective 3**: To find out the relationship between rapid product innovation and customer service experience in EWZ.
*Research question: Is there a relationship between rapid product innovation and customer service experience in EWZ?*

4.3 Data findings
The data findings are pinned on the research questions highlighted above. In answering the research questions, both the qualitative and quantitative data are merged in order to give a holistic understanding of the findings. The initial section shall highlight the response rate as well as the demographic information of the respondents who participated in the study followed by interrogation of the four research questions.
4.3.1 Response Rate
This section analysed and discussed the response rate achieved in this study. It analysed the number of successfully conducted or collected interviews or questionnaires related to the number of interviews or questionnaires which had been planned or distributed respectively. The results are illustrated in the table 4.1 below. It shows that the researcher managed to successfully collect (74%) questionnaires of the planned as well as carry out all the telephone interviews (100%) as planned.

<table>
<thead>
<tr>
<th></th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews</td>
<td>100%</td>
</tr>
<tr>
<td>Questionnaires</td>
<td>74%</td>
</tr>
</tbody>
</table>

Table 4.1: Response rate

4.3.2 Demographic Information
This section analysed and discussed the demographic information of the customers who participated in this study through the questionnaire. Some of the demographic information discussed in this study were the age, gender, monthly income, level of education and occupation. These results are illustrated in the tables and figures below.

4.3.2.2 Age of the Respondents
Participants were asked to tick the age category appropriate to them. Figure 4.2 below shows the age of respondents. The majority of the respondents were aged 26 to 35 years (42%), followed by those between 36-45 years (28%), whilst 14% of the respondents were aged 46 to 55 years, 13% were between 15-25 years old, the least (2%) representation were those aged above 56 years and 1% of the respondents was aged below 15 years. Henceforth, these outcomes demonstrate that the researcher looked for the perspectives of respondents of different ages which adjusted the examination and expelled inclination from certain distant measurements exuding from perspectives of a particular age gathering. The majority of respondents were between the age of 26-35 years which may mean that the age group is highly involved in technology and new products such that they want to experience products as they come. It also means that, they are part of the age group that has had different customer experiences that can be voiced out. This is in line with what Curtin (2002), who said that, the generation of young people that have been raised in the Information Age is unique. Their capabilities and knowledge with respect to technology is extraordinary. The drive young people
have is to not only use new technologies, but to create it and experiment with it has managed to position them as leaders in the field of innovation. So this study will mainly be concluded based on this group given that they are the majority of the respondents.

![Ages of respondents](image)

**Figure 4.2: Ages of the respondents**

### 4.3.2.3 Gender of respondents

Figure 4.3 below shows that 62% of the respondents were male whilst 38% were females. The questionnaire was administered to Econet Wireless Zimbabwe customers only. These results could entail that the majority of Econet customers are male. This support the findings of Comber et al. (1997), Durndell et al. (1995), Nelson and Cooper (1997), and Young (2000) that state that several males indicate they were better at using technology related products than females. However, Morris (1999) concern has been expressed in his findings that gender may play an important role in influencing technology adoption decisions. Since both males and females partook in this investigation this means that there was a portrayal of perspectives in this research from both genders.

On the other hand, the role of gender differences is very important in the adoption and usage process of a technological innovation (Venkatesh and Davis, 2000). So the researcher attended to both gender groups so as to gain more conclusive results and insights. Majority of males responded to the questionnaires which shows that they have a bigger chunk in decision making than women. Although Econet Wireless Zimbabwe products do not discriminate on gender since its products are beneficial to all, results in this study have shown that most men use Econet...
Wireless Zimbabwe products. It can also imply that most men are confident to try new products even if it means spending more money.

![Gender of respondents](image)

*Figure 4.3: Pie Chart showing gender of the respondents*

### 4.3.2.4 Monthly income

The majority of respondents earn $500-$1000 which is (42%), those who earn below $500 were (34%), those who earn $1000-$2000 were (18%) and those above $2000 were (6%) as shown in table below. According to World Bank Group (2012) classification monthly per citizen states that low income countries are $1,035 or less, lower middle income economies are ($1,036 to $4,085) and upper middle income economies are $4,086 to $12,615. This implies that most Econet Wireless Zimbabwe customers are low income earners dwelling below $1000. According to the Postal and Telecommunication Regulatory Authority of Zimbabwe (POTRAZ) third quarter report (2018), Econet has 65.9% subscribers, Netone has 24.3% subscribers and Telecel has 9.8% of the total subscribers on mobile network in Zimbabwe which implies that the majority of Zimbabweans are low income earners. Basically low income earners do not have a variety of choices with regards to new products since they may not afford. Rapid product innovation may affect this group of respondents negatively on its customer experience because they lack power to quickly change from an old product to a new product due to low income. Those above $2000 are 6% only, this may be attributed to Zimbabwe’s economic state where the high income earners are few. This group of respondents has a choice when it comes to new product adoption and can afford to switch whenever need arises. New products and innovations is what they will be waiting for so that they experience the products.
first for prestigious reasons. Similarly, past research by Gatignon and Robertson, (1985) reviewed that higher income consumers tend to accept market innovations more quickly.

![Monthly income of respondents](image.png)

Figure 4.4: Graph showing Monthly income of respondents

### 4.3.2.5 Level of Education

According to Figure 4.5 below, the majority of the respondents had a degree (32%) as their highest level of education, followed by 18% who own a diploma, respondents with certifications were (14%), followed by those with Advanced Level (11%), masters level (11%), those with Ordinary Level were (6%), PhD had 3% and finally those with other levels of education were 5% most of them stating none. From the statistics derived from the respondents, most Econet Wireless Zimbabwe are educated and it implies that adopting and learning new technologies is not a challenge to them. This is because the literacy and education level of Zimbabwe as a country is generally in world standards. Respondents who are not highly educated can be Ordinary levels, and the other group of none educated individuals. This group may have challenges articulating new products and are most likely to complain about the functionality of the products differing from the educated lot. According to (Gatignon and Robertson, 1985) higher income indicates greater financial ability to afford new products, while higher levels of education are suggestive of open-mindedness and ability to process new information. Age, on the other hand, can be indicative of risk-avoidance and conservativeness, and thus can be negatively associated with innovativeness. In the case of respondents in this study the majority are educated, low income earners and young. This implies that understating new product innovations is not a problem but the costs associated with it can be risky given the age majority and level of income. However, even though majority of respondents are highly
educated high tech products need a manual on how to operate them especially when they are being introduced at a faster rate.

![Graph showing the level of education attained](image)

**Figure 4.5: Graph showing the level of education attained**

### 4.3.2.6 Occupation

As depicted from the graph above, 40% of the respondents are unemployed, 25% are employed and 35% fall in the other category which many people termed as self-employed. This implies that when it comes to customer experience and rapid product innovation, the majority of respondents are negatively affected if product innovation is so rapid that they cannot afford to keep up since they are unemployed.
4.3.2.7 Customers who know any products that were introduced in 2018

The graph below shows the proportion of consumers who have a general idea of any products that were introduced this year. This shows that Econet customers are aware of the product innovations because most of them mentioned most recent products such as Vaya and Kwese Play.

Figure 4.6: Graph showing the Occupation status of respondents

Figure 4.7: Graph showing the rate of product awareness
4.3.3 Research Question: What is the impact of rapid product innovation on customer service experience in EWZ?

Customers brought about the insights on the impact of rapid product innovation on customer service experience. This was dependent on what they go through on a day to day basis. Management directly involved in product innovation were also interviewed such that they give their perspectives on how they intend to impact customer service experience with the new product innovations that they bring about. Various questions were asked that directly sought to clearly understand how each departmental manager works towards the customer experience of customers. Customers gave their views on the rate at which products are being introduced and these were analyzed with regards to the demographic factors and also from the insights obtained from selected departmental heads.

The perceived impact of rapid product innovation on customer service experience and perceived relationship between product innovation and customer service experience were also analyzed. Customers were also asked about their brief idea about Econet products so as to analyze the rate of product innovation and to draw conclusions. It was also sought to understand what customers think of the Econet products with regards to efficiency, quality, price, accessibility and product education. This was to drill down and explore the experiences of the customers which gave insights.

It was found that most customers view price of the product as affecting their customer service experience such that the rate at which Econet products are being introduced to the market gives birth to further expenses. For an example, they mentioned that Econet introduced Kwese Tv and they bought it, a few months down the line they deactivated most channels bring about the new Kwese Play Roku box as a replacement meaning the decoders customers had bought initially are of no use anymore. With the level of income most of the customers have it is very likely to be an expense to them such that they lose trust in the company thinking that it will happen again in future.

It was also found that rapid product innovation has improved that customer service experience in that it gave birth to some loyal customers for the company who see Econet as the first to introduce new products in the market always. This group of respondents perceived that the reason for such innovations by Econet is to improved customer experience. One customer gave an example of data where 3G was introduced for customers to be able to surf on the internet, 4G/LTE was then introduced as the fastest internet speed so far. Econet customers were the
first to enjoy such products which help in many areas. Areas such as Educational institutions, companies that rely on internet, improvement of ecommerce and reduced country disparities amongst others.

4.3.3.1 The price of the products in Econet Wireless Zimbabwe.

Customers were asked to respond to Question 8 & 9 in the questionnaire that addressed price of the products and how customers viewed them. Majority of the customers stated that they had challenges in fully utilizing Econet products due to their high prices and cost in continued use. Customers felt that in order to continue to use Econet products they was need for more funding required. Some customers highlighted giving examples such as buying another Econet line. They stated that the line comes along with use of data, value added services and some other complimentary services that ride on the company line such as Ecocash, Ecosure, Ecomoovah, Ecohealth among others. Customers raised their concerns on data charges that they are too expensive such that if one is not getting alternatives it is very unlikely that they will afford to read one small newspaper online with a 100MB of data. Some customers went on to highlight the levels of earnings and how hurt they felt about their airtime that vanished in so called out of data bundle browsing, some mentioned that $10 worth of airtime can vanish in less than 10 minutes.

Some customers highlighted that they is a cost associated with switching to other competitor networks such as NetOne and Telecel. Customers stated that Econet lines are made in such a way that a customer is locked in since their line is linked to their banks, Ecocash wallet, businesses, Ecosure funeral policy and other products that the customer might need. Customers see it as an expense to leave Econet and see it also as an expense to use the products which implies bad customer service experience. Given that there were better options in the country’s mobile telecommunication sector, customers would switch and enjoy value for their money.

4.3.3.2 Perceived impact of price on customer service experience

Customers felt that if Econet gave them value for their money, their products would be enjoyable to use. This was when they answered Question 10, most customers strongly agreed to the statement that if they were given value for money they would enjoy the products. This can be implied that if there was a better option in Zimbabwe which can be less expensive customers would switch to other networks so as to enjoy their experience.
It was also found that the prices of Econet products sometimes result in unsatisfied customers. Satisfaction and trust are the two important factors for increasing the commitment level of a customer. (Afsar et al., 2010). One customer pointed out on Question 15 that one of the effects of rapid product innovation on customer experience is price with regards to Econet products, giving an example of the broadband journey when it advanced to 4G. Data was fast but the cost increased when customers were not notified about it which resulted in unsatisfied customers. Customers also mention that Econet sometimes gives free or discounted services on its products which is a good gesture but they stated that there is nothing free with regards to Econet products. Giving examples of the introduction of Swipe into Ecocash, that the service is free but their systems can just take money out of the Ecocash wallet after sometime and they give unfruitful explanations as to why a customer was treated that way. Another customer also experienced the same with the new Kashagi (small loan) service where money was deducted from the wallet even after the customer had repaid the loan.

So customers in general highlighted that the cost associated with using Econet products gives a negative customer service experience. However, some customers perceived the high prices as associated with the good quality of the products being offered as improved and new to the market. One customer highlighted that if it was not for Econet, Zimbabwe would be years behind with technology so the rapid product innovation enhances their customer experience if customers are really educated on product functionality.

4.3.3.3 Perceived impact of product education on customer service experience

There are considerable advantages that result from improving customers’ service knowledge. Customer learning is central to the co-creation of value (Payne, Storbacka, Frow, & Knox, 2009). In this research it was found that respondents know the names of some Econet products off head but cannot be concluded that the functionality of the product is also known. Customers need to learn skills and behaviours relevant to purchasing, production, and use of goods and services to effectively participate in and contribute towards value creation (Bitner, et al, 1997). Customers in this study highlighted that product education is minimal in Econet such that products are thrown to the market for customers to consume without full know how. One customer pointed out that most of the reasons why Econet customers complain is because of experiences associated with their misuse of the product. As quoted from customer questionnaires below answering different questions,
**Question 16**, “Reduce hurried introduction of products before adequate product education has been done. The organisation is moving faster than the pace at which its customers are comprehending their products.”

**Question 12**, “there is lack of product existence and knowledge”

**Question 16**, “Provide as much information as possible to the customers so that less challenges are faced in trying to adapt to the products; Take into account customer feedback and try to effect it as well as updating the customers so that they know their feedback is valued.”

**Question 16**, “There is need to provide sufficient information on products and the rate of introduction should align with technological pace of the country.”

This implies that efforts to enhance customers’ service knowledge has a positive and strong impact on customer trust in Econet products. Furthermore, a company’s effort to enhance customers’ service knowledge will be perceived differently based on the starting levels of expertise of individual customers. Econet has to address different groups of customers in different manners taking into consideration their level of education. Some customers need fliers, some need one on one education and some can listen on the radio. Customer education can be delivered through a variety of educational programs: professional advice, seminars, advertising, booklets, blogs, and forums. It is not effective for Econet to distribute fliers only about a new product when it can only target a certain segment. It was found that on customer education one size does not fit all if Econet is to create dependable customer relationships. This is supported by Macintosh & Lockshin, (1997) who concluded that service providers can also offer technical support that can create dependent relationships, which in turn may enhance customer loyalty.

Expert customers (referring to their level of education) also appeared to be less concerned with product education than others with less education. The findings suggest that service companies should become more transparent with customers and avoid the tendency to protect “black box” methodologies and processes. In turn, this will allow these companies to trade upon their levels of customer service quality to develop and nurture trust-based relationships.
It was also found that Marketing team at Econet wireless is moving towards digital marketing rather than traditional way of marketing such that customers are forced to go along with it even if some cannot access digital platforms easily.

4.3.3.4 Perceived impact of convenience on customer service experience
Convenience will increase customer satisfaction and consumption frequency will positively affect customer relationship inertia. (Cheng et al., 2011). Most respondents highlighted that Econet products are very convenient to them, this was indicated on Question 8 when they ticked yes as an indication of agreeing to the statement that the products are convenient. This implies that if a product is convenient it is easily accessible without difficulty, it can be attributed to an effortless way of accessing the products. This can also be reflected on Question 10 were the researcher posed a statement that Econet is concerned about pushing new products to the market, they do not care about customer service experience. Most respondents agreed to this statement. This implies that Econet products are readily available for the customer whenever need arises but the after sales experience is largely for the customer only.

On Question 12, one customer highlighted that, “after sales service need to be improved and allow the product to reach its decline stage before another product.”

4.3.3.5 Perceived impact of quality on customer service experience
Parasuraman et al. (1985) defined service quality as the global evaluation or attitude of overall excellence of services. So in general terms it is the difference between customer expectations and perceptions of services delivered by service firms. Majority of respondents responded to Question 8 by indicating that Econet products are of good quality. The good quality can imply that the products exceed the customer expectations. This means that customer satisfaction is more likely to be met, however some factors such as product education, price and convenience have to be considered by Econet wireless as well.
Figure 4.8: Customer views on the quality of Econet products

4.3.3.5.1 Customer expectations

Davidow and Uttal (1989) proposed that customers’ expectation is formed by many uncontrollable factors which include previous experience with other companies, and their advertising, customers’ psychological condition at the time of service delivery, customer background and values and the images of the purchased product. Zeithaml et al. (1990) stated that customer service expectation is built on complex considerations, including their own pre-purchase beliefs and other people’s opinions. Similarly, Miller also stated that customers’ expectation related to different levels of satisfaction. It may be based on previous product experiences, learning from advertisements and word-of-mouth communication. The diversity of expectation definitions can be concluded that expectation is uncontrollable factors which including past experience, advertising, and customers’ perception at the time of purchase, background, attitude and product’s image. Furthermore, the influence of customers’ expectation is pre-purchase beliefs, word of mouth communications, individual needs, customers’ experiences, and other personal attitudes. Different customers have different expectation based on the customers’ knowledge of a product or service.
4.3.4 Research Question: What factors contribute to customer service experience in EWZ?
This research question was answered by customers and the customer service departmental head. This was to get both views from the customers and from the service provider since a one-sided view may be biased.

4.3.4.1 Importance of customer service
Any company serious about making considerable headway in business needs to understand why customer service is so important. The way customers are treated indicate the focus of the company. Customer service is important in dealing with complaints, maintaining brand reputation, spreading positive word of mouth, increases a company’s customer conversion rate, customer retention, problem solving, and opens doors for new partnerships and other opportunities.

One of the best things Econet can do is value negative feedback by leveraging on negative comments and feedback to improve products and services. Maintaining the brand reputation is essential for businesses and brands of all natures. The overall conversion rate of a business is effected by the type of service offered to the customers. Great customer service will result in maximum customer retention. Growing the existing customer base is as important as retaining the customers. Customer service exists so that brands can engage with their customers in case of a problem. The purpose of customer service teams are to make sure customers are well educated about a product or service and are not facing any problems in the use of that particular product or service. This is one of the biggest complaints found from the respondents that Econet is not adequately educating its customers such that the service experience is compromised.

4.3.5 Research Question: What are the factors that lead to rapid product innovation at EWZ?
This question was addressed to customers and the chosen departmental heads at Econet. The researcher wanted to get insights on why products are introduced and what triggers such behaviour in Econet.
4.3.5.1 Firm level drivers of rapid product innovation

4.3.5.1.1 Size and age of firms.
Econet is a big company that has funding to open new avenues at any given time, so due to its size and age it triggers new product innovations. As indicated by some of the departmental heads, customers expect more from Econet such that it continuously bring new innovative products to the market to meet customer expectations.

4.3.5.1.2 Scarcity of innovative start-ups.
Small firms may tend to innovate less compared to big companies, but start-ups still represent a very important class of innovators. Econet Wireless fits within the big companies. They are the firms that are most likely to come up with innovations that are new to the global market. In the case of Econet, most products have grown to be stand-alone companies such that innovation is inevitable. For example Cumii and Ecocash such that these companies are still young and need to grow further through innovation.

4.3.5.1.3 Type of ownership
The product development representative mentioned that one of the factors leading to rapid product innovation is the type of firm ownership. In general, foreign ownership and the integration of local firms into global supply chains are expected to lead to increased innovations. The respondent went on to state that Econet is privately owned such that the quest for innovation is high. Competition is intensified especially by the fact that Econet is a global company. The respondent mentioned that few public companies are innovative in Zimbabwe especially government owned because there is job security so employees are relaxed, differing from private companies were those who add significant visible value to the company will survive.

4.3.5.1.3 Competition in international markets
In addition to firm-level characteristics such as a firm’s age, size and ownership structure, various decisions made by firms are related to their incentives and ability to innovate. One such decision is whether to compete in international markets. Firms that export their goods are able to spread the fixed costs of innovation over a larger customer base, so exports can support innovation. By the same token, firms in larger economies with larger domestic markets may find it easier to innovate on account of higher levels of domestic demand for new products.
4.3.5.1.4 Human capital
A suitably skilled workforce (including strong management skills) is one of the key prerequisites for successful innovation both innovation at the technological frontier and the adoption of existing technology as workers are required to develop and learn new production techniques.

4.3.5.1.5 Information and communication technology
This attests to the importance of both modern organisational practices and supporting information and communication technology (ICT) infrastructure in facilitating innovation. ICT’s largest impact is on the probability of introducing product

4.3.5.2 The business environment as a driver of innovation
Firms’ ability to innovate also depends on external factors such as business environment, corruption, rule of law, and red tape, amongst others. These environmental factors can lead or derail Econet from rapid product innovation. Competition in the business environment leads companies such as Econet to be fast on product innovation. It was found that Econet wants to maintain its status as the first to introduce new products to the market, so it is for prestigious reasons that contributes to rapid product innovation.

4.3.6 Research Question: Is there a relationship between rapid product innovation and customer service experience in EWZ?
It was found that there is a relationship between rapid product innovation and customer service experience. This was derived from the effects of rapid product innovation mentioned in the study such as product education, price, quality of the products and convenience of the products amongst others.

4.5 Summary
This chapter has discussed the results, interpreting them and outlining the major findings of the study using various presentation methods. It has also been instrumental in answering the research objectives and research questions. The researcher used qualitative data analysis procedures in order to analyse data collected through interviews. Quantitative data obtained through questionnaire administration was analysed using SPSS statistics 25.0 trial version. The data was presented using tables, graphs and charts. Qualitative data was analysed using the NVIVO trial version 11, were the nodes on each question uploaded on the software in the
questionnaire were compared to draw possible conclusions. Both qualitative and quantitative analyses were done concurrently to provide meaning to the data and answer the research questions. Literature review was used to confirm or deny findings based on previous studies and the research drew conclusions based on that.
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This study sought to investigate the effects of rapid product innovation on customer service experience on the case of Econet Wireless Zimbabwe. The study was brought about by the fact that customer service experience has been a major concern for many service firms including Econet Wireless Zimbabwe such that the rate at which new products are being introduced to the market may have an effect on the experience be it positively or negatively. There was therefore need to obtain data and analyze it to get the various viewpoints of customers and management directly involved in new product innovations within Econet Wireless Zimbabwe. This chapter focuses on three areas namely the summary of the major findings, the research conclusions and the recommendations.

5.2 Summary of the major findings
The findings confirmed that the price, quality, convenience, and product education had a direct effect on customer service experience. The findings also confirmed that there was indeed rapid product innovation in Econet wireless Zimbabwe such that customers were facing challenges catching up with the new products being introduced to the market at a faster rate. From the findings, the major concern from customers was adequate product education so as to catch up with the fast product innovations. It was also found that most Econet products’ life cycle are cut short especially when a new product innovation has been introduced. Particular examples would be the death of EcoSchool with the emergence of EcoEducation which includes Ruzivo digital learning, the most anticipated death of Kwese TV DTH and emergence of Kwese Play Roku Box.

The research findings confirmed that price of Econet products are expensive for the majority of its customers such that most customers are not satisfied with the valuation of their money. It was found that the cost of switching from Econet to other networks was also high for the majority customers who are low income earners. It was also found that Econet locks up customers within its products by making them complimentary in nature and the continuous innovation is a quest to enhance the customer lockage in products being offered. Some of the findings object to the expensive price of Econet products as some customers stated that the price attests to the good quality of the products. This group of customers were those that earn $2000 and above constituting to 6% of the respondents.
However, it was confirmed that Econet is mostly pushing products to the market without much consideration of what customers might feel about the products. The company pushes the products to the market so hard customers are left with few choices.

It was also found that customers are willing to change a service provider if a better player comes on board. The findings confirmed that product innovation and introduction in Econet was unstoppable even when customers have not fully saturated the previous product. The findings also stated that Econet goes through a product development process in innovation but sometimes products are sent into the market without major customer involvement in the initial stages. Customers are involved after the product has already been introduced to the market, this was confirmed that Econet sees itself as creating products that their potential customers had not anticipated to need.

It was confirmed that customers who have had a bad customer service experience mostly are those that are low income earners and those that are less educated of which most Zimbabweans at large are low income earners as reinforced by other previous researchers. 42% of the Econet customers are low income earners and only 6% are high income earners who confirmed that Econet products give value for money. This research also confirmed that most Econet customers are between 26-35 years of age, low income earners, unemployed and highly educated.

5.3 Conclusions

5.3.1 Inadequate product education affect customer service experience

The rate at which technology is advancing globally gave birth to the need for Econet to continuously innovate new products. It is therefore a requirement for Econet to provide adequate product education so as to improve the customer service experience.

5.3.2 Rapid product innovation has consequences

There is a risk of lack of demand of the newly introduced products if market testing and research is not thoroughly done. There is need for intense product education on the new products with is an expense to the company, but it helps customers understand. Too early or late entry into the market is a common cause of failure of new products. New product innovation should always be done at the right time. Rapid product innovation can also cause
customers to lose trust in the service provider given that their products that they own will be made useless compared to the new products recently introduced.

5.3.3 Customer service is the backbone of any company
Customer service can be the make or break of a company, and the sole reason why a prospect is retained and therefore becomes a repetitive buyer. Customer retention is the ultimate goal, simply because the prospect is happy with the service they were provided with and therefore spending more money and spreading good word of mouth, without the need for investing in marketing. From the findings in this study it was concluded that for Econet to continue to survive there is need to hold tight on its customer service.

5.3.4 Customer feedback not fully taken into consideration
It is concluded that customer feedback obtained via social media, newspapers, Econet shops, and other media are not being fully considered. This is mainly because for such a big company the decision making process is so long and can take months to be effected such that customer suffer for a long time.

5.3.5 There is lack of customer satisfaction and loyalty on Econet products
There was lack of customer satisfaction and loyalty from most customers. Majority of the customers mentioned that given an option they would leave Econet network. There is a danger in having dissatisfied customers because they might switch, spread negative word of mouth and minimise product use amongst others. It is importance of having happy customers is important even in other sectors

5.3.6 Econet is suffering from big company syndrome
Basically Econet is a monopoly in Zimbabwe which makes decisions even if customers are not happy with them. There is generally little sense of urgency to unhappy customers, it can take time for a customer query to be resolved. From the findings it is concluded that damage control in Econet is done after implementation of a decision. The leadership is internally-focused with a passion for revenues, margins, market share, stock price and continually fixing what is wrong about the business but has no real passion for the business they were in at first.

5.4 Recommendations

5.4.1 Inclusion of customers in new product innovation processes
It is evident that Econet does not do open innovation, but rather uses expertise within their organization which is why they hire highly qualified personnel. It is therefore recommended
that customers are included in the new product innovation process so that they appreciate the products. Other stakeholders also can partake in the processes because they can add valuable information to the final products.

5.4.2 Adequate product education

Of high recommendation is product education on new and existing products. It reduced the bad customer service experience that may happen due to lack of product education. As confirmed in the findings that most customers have a bad product experience due to lack of know-how on the functionality of the product.

5.4.3 Rolling out new services in satellite towns

There is need for Econet to rollout some of its products in satellite towns as these set of customers that they only enjoy certain products when in Harare or Bulawayo mainly. Giving examples of the 4G network and Vaya (fast ride & delivery services). Customers no longer want to travel to other bigger towns to experience some products. They mentioned that some innovations are good but are bombarded in certain geographical areas.

5.4.4 Thorough market testing

The study managed to investigate the new product innovation process that Econet goes through in comparison to what customers think. It is recommended that a thorough market testing should be done before the products are commercialized into the market to reduce bad customer service experiences. This reduces hurried new product innovations and introductions to the market.

5.4.5 Build a bridge between company technology level and country level.

Even though Zimbabwe is a developing country and is behind in technology than other African and European countries, it is recommended that companies who are high tech should find a way of meeting halfway with customers regarding to the technologically advanced products that they bring to the market. If this does not happen, a predicament may be faced where customers view company innovations as too fast.

5.4.6 Segmentation of marketing promotions

It is recommended that promotional efforts are directed to the target market. Some of the products are on above the line marketing in the wrong geographical areas and vice versa. It also helps in product education for it to be effective to the right segment.
5.6 Areas for further study
Investigating how product education can be used as a customer service performance indicator in telecommunication sector has been identified by the researcher as an area of further study. This is because there is need to analyze the key performance indicators of customer service so as to create loyal customers, attract new customers and protect company reputation.

Another area of study would be on the impact of an open market on customer satisfaction in the Zimbabwe telecommunication sector. The reason behind is that Zimbabwe has a few players in the sector due to the stiff regulations, given that other players are open to enter, it would be relevant to find out the customer satisfaction levels and whether it would help other sectors in the country as well.

5.7 Summary
The changes in global technology advancements have resulted in a plethora of product innovations that are running in line with technology. For telecommunication companies to survive in such an environment, there is need to quickly adapt to global changes. This is one of the reasons why Econet has been on the rampage to introduce new product innovations that meets global standards. It was therefore necessary to investigate the impact of the rapid product innovation on their customer service experience in Zimbabwe, particularly considering the country’s level of technological advancement. This chapter showed the major findings which included that the rates at which products are being introduced by Econet is so high and most customers requested for more product education and price segmentation. It was also found that most customers are not satisfied and therefore are stuck with Econet due to lack of options which is not a good sign on the customer services part.

It was concluded that product education, price, quality and convenience of the Econet products play a significant role in the customer service experience and therefore recommendations were made to educate customers, and involve customers in product innovation processes amongst others. The researcher proposed further research on the impact of an open market on customer satisfaction in the telecommunication sector of Zimbabwe. This was in line with trying to find out if the nature of a market can have an effect on customer satisfaction given that the sector is restricted in Zimbabwe. Another area of further research was on investigating how product education can be used as a customer service performance indicator in telecommunication sector. Concentrating more on identifying the key customer service performance indicators so as to enhance it and gain competitive advantage.


Dunne, et al; 2005,


McIntyre, S., (2014). Reducing the digital literacy divide through disruptive innovation. HERDSA review of higher education, 1, pp.84-106.


82


Postal and Telecommunication Regulatory Authority of Zimbabwe Q2 report (2018)

Postal and Telecommunication Regulatory Authority of Zimbabwe Q3 report (2018)


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83


Sesay, 2011


85


Tseng, Y.F., 1992


APPENDIX A: INTRODUCTION LETTER
My name is Ethel Karasa, a Master’s in Business Leadership (MBL) Student with Bindura University of Science Education (B1231627). In partial fulfillment of the requirements of MBL, I am researching on the effects of rapid product innovation on customer service experience in the telecommunication sector: a case of Econet Wireless Zimbabwe (EWZ). This questionnaire will maintain confidentiality of participants and participants can withdraw from participating at any point they deem necessary. For any other details required kindly contact me on 0773692503 or ethelkarasa@gmail.com. Thank you.

Please tick the box to indicate your informed consent to participate in this study. □

APPENDIX B: CUSTOMER QUESTIONNAIRE
Instructions: Indicate your answer by ticking the box

1. Age:
   - Below 15 years
   - 15-25 years
   - 26-35 years
   - 36-45 years
   - 46-55 years
   - 56 years and above

2. Gender:
   - Male
   - Female

3. Monthly Income:
   - Below $500
   - $500-$1000
   - $1000-$2000
   - $2000 and above

4. Level of Education:
   - O’level
   - A’level
   - Diploma
   - Certification
   - Degree
   - Masters
   - PhD
   - Other specify

5. Occupation:
   - Employed
   - Unemployed
   - Other specify

6. Which EWZ products do you know?

7. Do you know any EWZ products introduced this year (2018)?
   - Yes
   - No
8. Of the new products introduced indicate your answer by ticking the statements below;

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>The products are expensive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understanding the products is easy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The products are convenient</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The products are of good quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The products are easily accessible</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. Of the challenges below, which ones do you consider more likely to affect you from fully utilizing EWZ products? *Indicate by ticking in box below*

<table>
<thead>
<tr>
<th>Challenge</th>
<th>High Cost</th>
<th>Lack of adequate product education</th>
<th>Inconvenient</th>
<th>Inaccessible</th>
</tr>
</thead>
</table>

10. Indicate by ticking your answer in the table below;

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>If EWZ provides more information on its new products, customer service experience will be improved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EWZ is so concerned about pushing new products to the market they do not care about customer service experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If EWZ considers customer feedback on product innovation customers would not see their innovation as rapid and it would improve their experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EWZ should give customers value for their money for them to enjoy their experience

11. Kindly indicate below by ticking your answer;

<table>
<thead>
<tr>
<th>Extremely Fast</th>
<th>Fast</th>
<th>Neutral</th>
<th>Slow</th>
<th>Extremely Slow</th>
</tr>
</thead>
</table>

At which rate do you think EWZ are introducing new products to the market?

At what rate do you adopt EWZ new products?

12. What factors would you consider to affect your customer service experience?

________________________________________________________________________

________________________________________________________________________

13. How would you rate your overall experience with Econet Wireless Products that you have used before?

<table>
<thead>
<tr>
<th>Highly satisfactory</th>
<th>Satisfactory</th>
<th>Neutral</th>
<th>Unsatisfactory</th>
<th>Highly Unsatisfactory</th>
</tr>
</thead>
</table>

14. Does rapid product innovation affect customer service experience in EWZ?

Yes [ ]

No [ ]

15. What are the effects of rapid product innovation on customer service experience in EWZ?

________________________________________________________________________

16. What recommendations can you give to Econet Wireless Zimbabwe on their new products?

________________________________________________________________________
Thank you
**Customer Service Manager**

1. What are some of the challenges faced by your customers?

2. Do you think customers fully understand the products with the rate at which you are introducing them?

3. What factors would you consider to affect customer service?

4. Would you see product feedback on EWZ’s new product innovation a benefit to the company and how?

5. Is your company sales oriented more than customer oriented?

6. As a company do you collect customer feedback from customers and act on it?

7. How would you rate your overall product value offering to your customers?

8. What recommendations can you give to customers on new products?

*Thank you*

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**APPENDIX D: INTERVIEW GUIDE FOR MARKETING MANAGER**

94
**Marketing Manager**

1. As a company, would you say EWZ provides customers with adequate product information?
2. Is the product information provided when marketing EWZ products addressing the right market?
3. How do you measure the effectiveness of product information provided to customers?
4. How can the rate at which your company markets its new products affect your customers?

*Thank you*
Product Manager

1. How many products have you introduced this year?
2. What factors lead to the product innovations?
3. Which products have you introduced this year?
4. Before you introduce new products, will your customers have fully utilized the older products? 2
5. At which rate do you think your company is introducing new products to the market?
6. At which rate of adoption do your customers range in (innovators, early adopters, early majority, late majority or laggards)?
7. Are there any effects on rapid product innovation?
8. How do you plan for new product innovation?
9. If customers are involved in new product development would it improve your product offering in terms of quality, cost, education, and convenience?
10. Do you think the rate at which your company introduces new product innovations affect customer service?

Thank you
Sales Manager
1. Of the new products introduced, do you think customers are interested in them?
2. Is your company sales oriented more than customer oriented?
3. Are your products easily accessible?
4. From the feedback your company obtains from customers during the selling process, does the rate of product innovation affect their customer experience?

Thank you