

THE ROLE OF FACTORS AFFECTING SUBSCRIBERS' DECISION-MAKING PROCESS IN INCREASING THE COMPETITIVENESS OF TELECOM COMPANIES: THE CASE OF ARMENIA.

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Introduction: The telecommunications sector is developing faster and faster: this decade stands out with the application of artificial intelligence, the internet of things, clouds, and ultra-high-speed space networks. The success of telecom companies depends on the application of innovative solutions, which in turn are tightly connected to feasible investments and smart use of human capital.

Telecom companies are the ones hugely being responsible for our world's digital transformation, they form the backbone with their networks and services. These are the companies being in charge of connecting families, friends, businesses, and governments. Various digital collaborations in real-time are only possible thanks to different technological innovations in the telecommunications sector.

Moreover, the telecommunication industry is one of the biggest industries in the world in 2021. Industries were ranked by their market value and the telecommunications industry is in the top 10. This is tightly connected with the measures implemented during and after COVID-19. The rising trends of work-from-home resulted in data traffic increase.¹ According to Brandirectory none of the Armenian telecom companies were included in the rankings but also taking into account the fact that Viva-MTS belongs to the MTS group, which is 64th in the ranking of 150 operators² worldwide.

The provision of only traditional services is not enough nowadays. To make decisions and stay loyal subscribers need more rather than traditional voice and messaging opportunities. The competition between telecommunications companies is high; they compete on both price and quality, for meeting consumers' needs, satisfying them, and creating loyalty. As W. Melody (2001) stated in his book subscribers will prefer various rate structures in various conditions. They are not inclined to pay fixed charges for the traffic and offers they do not use. However, most do not like the uncertainty associated with the fact that they do not know what their phone usage fee will be. In a competitive market, consumers will be given a choice of tariff structure so that they can choose the one that best suits their situation.³ Attention to the demand and needs of subscribers should be timely, since informed and satisfied subscribers

¹ <https://finance.yahoo.com/news/10-biggest-industries-world-2021-150703784.html>

² <https://brandirectory.com/rankings/telecoms/table>

³ Melody, W. H. (2001), Telecom Reform Principles, Policies and Regulatory Practices, by Den Private Ingeniørfond, Technical University of Denmark, Lyngby, p. 175

choose among competing organizations, which contributes to the introduction of innovations in organizations, improving the quality of services provided and regulating the prices offered. A reasonable choice of a telecom operator has a positive impact both for subscribers, acquiring a good combination of price and quality, and for organizations, forcing them to offer the best and most innovative solutions.¹

M. Jadoun (2018) reviews the two main strengths of successful telecom companies across the world in his blog. According to his article, the strengths are:

- **The customers:** By adding more customer-focused services, by putting digital technologies to use to advance the customer journey.
- **The infrastructure:** For meeting all the requirements of millions of subscribers, to create and offer modern solutions telecoms require outstanding infrastructure, resources, and tools.

Customers are now the drivers of telecommunication industry trends.²

The relevance of the article: Companies operating in all sectors try to become more and more customer-oriented as decisions made by customers have a significant role in their growth, competitiveness, and development path. The satisfaction of customers' everyday needs and consideration of their feedback plays an essential role, particularly for telecom operators, reckoning the fact of being public service providers. Hence it becomes relevant to study the factors influencing decisions made by subscribers of the telecommunications sector in Armenia.

The purpose of the article is to identify the factors influencing subscribers' decision-making process, which will contribute to improving the competitiveness of the organization.

The following **objectives** are set to achieve the purpose:

- to discuss the role of customers in the development of the sector,
- identify and classify the main factors affecting,
- propose ways to improve the competitiveness of organizations.

Similar studies were conducted in the framework of dissertations, in the framework of marketing research. The needs of subscribers were studied by many foreign and local authors.

Literature review: In 2019 global operators started the launch of the 5G network³ which will support faster mobile connections and allow to fully using of the innovative capacity of the network. Will this change affect the decision-making process of Armenian telecom operators' subscribers, or not? An attempt to answer this question and to understand the factors affecting decision-making has been made in the article. The power of customers was discussed by M. Porter (1979), he clearly stated the role of customers in a company's growth, and customers can force to decrease the prices,

¹ Enhancing Competition In Telecommunications: Protecting And Empowering Consumers, OECD Ministerial background report 2008, p. 6, available at <https://www.oecd.org/sti/consumer/40679279.pdf>

² Munesh Jadoun, Digital transformation helps telcos move from perish to flourish, 2018, available at <https://www.racknap.com/blog/digital-transformation-helps-telcos-move-from-perish-to-flourish/>

³ <https://www.qualcomm.com/5g/what-is-5g>

demand higher quality, additional services.¹ Intensified competition and change in customers' loyalty and preferences in the telecommunications sector force companies to focus on the quality of provided services to meet the customers' needs, increasing their loyalty and satisfaction. The satisfaction of customers from the quality of services creates loyalty and anticipates the switch to competitors.²

Telecommunication service providers face the challenge of revealing the important scope of service quality for customers.³

The telecommunications market is a competitive market where subscribers can easily change the operator. Thus the telecommunication companies should work on offering specific programs and services to their customers for promoting their fidelity to the company and ensuring their satisfaction.⁴

For meeting customers' requirements companies need to segment the markets and create specific offers for their customers. In a developing country, quality education, sustainable cities and communities, industry, innovation, and infrastructure are provided by the telecommunication industry. It creates more employment in different sectors, ensures standards of living, and develops economic growth.⁵

Researchers Lee and Ahn (2007) studied the main factors having a decisive role in the process of selecting a telecommunication company. They have found out that factors such as finance, bandwidths, and quality of service, ease of use, awareness, and others were the key decision factors for telecommunication service selection. Also that the non-financial focused groups tend to select the high-end telecommunication services to satisfy their strategic purposes.⁶ According to Klein and Jakopin (2014) the basic fee plays a vital role in the decision-making process and packages including the internet and voice bundles are preferred.⁷

Hence, we can consider that price is one of the key factors while making a

¹ Michael E. Porter, How Competitive Forces Shape Strategy article, Harvard Business Review, available at <https://hbr.org/1979/03/how-competitive-forces-shape-strategy>

² Rakesh Belwal, Mohannad Amireh, Service quality and attitudinal loyalty: Consumers' perception of two major telecommunication companies in Oman, Arab Economic and Business Journal Volume 13, Issue 2, December 2018, Pages 197-208, available at <https://www.sciencedirect.com/science/article/pii/S2214462517301640#bib0325>

³ V. Gautam, Service quality perceptions of customers about mobile telecommunication services: A case of India, Journal of Global Marketing, 28 (1) (2015), pp. 19-31, available at <https://www.tandfonline.com/doi/abs/10.1080/08911762.2014.991013>

⁴ Aras Keropyan, Ana Maria Gil-Lafuente, Customer loyalty programs to sustain consumer fidelity in mobile telecommunication market, Expert Systems with Applications, Vol. 39, Issue 12, 15 September 2012, Pages 11269-11275

⁵ Md. Nekmahmud and Shafiqur Rahman, Measuring the Competitiveness Factors in Telecommunication Markets, part of Springer Nature 2018, D. Khajeheian et al. (eds.), Competitiveness in Emerging Markets, Contributions to Management Science, https://doi.org/10.1007/978-3-319-71722-7_18

⁶ Lee, D.-J., & Ahn, J.-K. (2007). Factors affecting companies' telecommunication service selection strategy. Omega, 35(5), 486-493. doi:10.1016/j.omega.2005.09.004

⁷ Andreas Klein, Nejc Jakopin, Consumers' willingness-to-pay for mobile telecommunication service bundles, Telematics and Informatics, Vol. 31, Issue 3, August 2014, Pages 410-421

decision and if look from the angle of non-financial focus it is service quality with the use of high-end telecommunications services.

Methodology: In the context of current research for identifying the role of services offered by telecom operators, the availability of innovative technologies, and problems raised by subscribers, an anonymous sociological survey has been carried out among the population of Armenia. For that purpose, a structured questionnaire with close-ended and open questions has been developed by the author for data collection. For spreading the questionnaire forms.google.com tool was chosen, through which the charts were created.

Analysis and findings: The online form of the questionnaire was chosen as a primary data collection method (forms.google.com). The first section of the questionnaire presents information on age and preferred service operators. The second section includes questions about the factors influencing customers while making a decision, how likely they will move to a competitor operator and what will be the driving factor, the final section consists of an open question for commenting and raising problems faced by the respondents.

Almost 400 subscribers- male and female, aged 16-61 took part in the sociological survey from all over Armenia. The number of respondents who participated in the survey makes it possible to ensure a confidence level of 95% and a maximum error probability of 5%.¹

According to the study of statistical indicators presented on the Public Services Regulatory Commission's website "Viva-MTS" CJSC is leading by the number of active subscribers at the end of reporting period-2021 (2 231 838 subscribers of approx. 62 % of total number), the second is "Telecom Armenia" (Beeline) CJSC (914 141 subscribers which is 25.4%) and "Ucom" CJSC is the third with 453 299 active subscribers which is 12.6%.²

The answer to first question proved that fact that the leader is "Viva-MTS" CJSC (see Pie chart 1), the results are more or less the same:

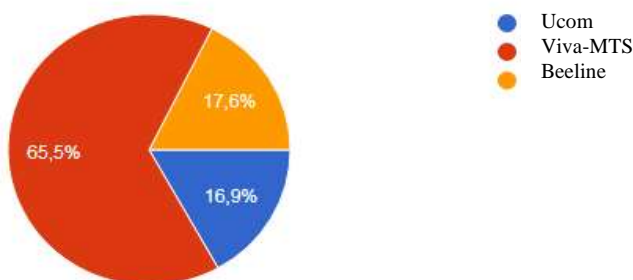


Chart 1: *Share of the Armenian telecom operators.*

¹ <https://www.surveymonkey.com/mp/sample-size-calculator/>

² Public Services Regulatory Commission of the RA, Statistical indicators available at https://psrc.am/contents/fields/communications/com_statistical-indicators

The second block of the questionnaire was related to the reasons for selecting that operator, forces driving to change the selection, each respondent was allowed to choose more than one reason: 34.5% of respondents have chosen the telecom operator based on the factor of a good combination of price and good quality network, 34% have chosen because that operator offers various packages with affordable prices, for 29.2 % the network availability is essential. For 7.2% of respondents, the periodic receipt of new offers is the driver for selecting an operator, for 5.4% ensuring progress in the modern digital world, and 2.3% decide to take into account innovativeness.

For understanding which of the operators was selected the most according to each feature, a calculation of the percentage of each operator has been done (see Table 1, where 1-is Viva-MTS, 2-Beeline, 3-Ucom).

The table shows that despite Viva-MTS being the leader in market share but there are factors where it is losing ground. According to Table 1, Viva-MTS is leading according to answers Q2.2 and Q2.5 accordingly are offering packages with affordable prices and the availability of a network. What is interesting is that Ucom which has the smallest mobile market share is leading in the rest of the answers-Q2.1-flexible packages for both home internet and mobile communication, as well as for mobile Internet, Q2.3-new solutions/services are regularly offered, Q2.4-develops in step with the modern digital world, Q2.5-the network is available, Q2.6-the most innovative operator - always surprises, Q2.7-a good combination of quality and price of communication, Q2.8-quality of customer service, Q2.9-possibility of implementing online transactions: no need to go to the sales office.

Table 1

Calculation by each feature: Question-What is the reason for choosing your main operator?¹

<i>Operators</i>	<i>Q2.1</i>	<i>Q2.2</i>	<i>Q2.3</i>	<i>Q2.4</i>	<i>Q2.5</i>	<i>Q2.6</i>	<i>Q2.7</i>	<i>Q2.8</i>	<i>Q2.9</i>	<i>Q2.10</i>	<i>Total number</i>
<i>1</i>	15.63%	36.72%	5.47%	4.69%	32.03%	1.17%	35.94%	12.89%	3.52%	7.81%	256
<i>2</i>	37.68%	28.99%	7.25%	2.90%	21.74%	0.00%	28.99%	5.80%	2.90%	11.59%	69
<i>3</i>	43.94%	28.79%	13.64%	10.61%	24.24%	10.61%	36.36%	18.18%	6.06%	6.06%	66
<i>Grand Total</i>	24.30%	34.02%	7.16%	5.37%	28.90%	2.56%	34.78%	12.53%	3.84%	8.18%	391

Thus our consideration that price is the most decisive factor was confirmed in the case of Armenian subscribers. And it is not always a fact that owning a large market share means being a leader in the non-financial direction, as in our example Ucom is leading as an operator offering the most innovative and modern solutions.

As this question is the one giving more information about the factors affecting decision-making we have done a Z test hypothesis for the proportion.

We have tested a hypothesis about the population proportion; to check if the proportion of the population selected Viva-MTS with the reason of Q2.2 has been changed compared to the last year:

¹ Calculation is done by the author with MS Excel package.

$$Z = \frac{p' - p}{\sqrt{\frac{p(1-p)}{n}}}$$

Where $p' = \frac{X}{n} = \frac{\text{number of successes in the sample}}{\text{sample size}} = \text{observed proportion of success}$

p =hypothesized proportion of successes.

If the Z value is $[-1,645;1,645]$, then the hypothesis is not rejected, if other than the mentioned area it will be rejected.¹

In our case the sample size is 391, p' is 0.37 for Q2.2 and we take the hypothesized proportion of successes equal to the total of that answer which is 0.34.

$H_0: P \geq 0.34$

We have calculated and received the following result: $Z = -0.0024$

This result means that the initial hypothesis was not rejected there were no changes in the number of users compared to the last reporting period in choosing Viva-MTS as the main operator offering affordable packages. Also, it is visible that 37% selected Viva-MTS as the main operator offering affordable packages, as well as that Viva-MTS is dominant in that category.

We can also consider that the changes carried out in different years -the expansion of the network and the introduction of new technologies contribute to the formation of a circle of loyal customers. This thesis is once again confirmed in the results of the next question: How often did you change the packages and services (Chart 2).

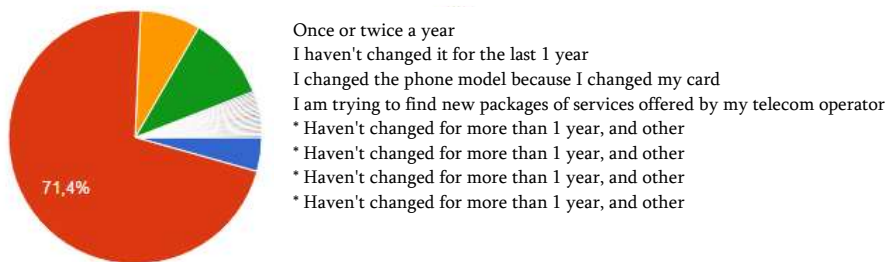


Chart 2: *Frequency of changing the services/packages.*

This chart shows us that 71.4% of respondents have not changed their chosen package and service over the past year, there were even more responses when

¹ Berenson M. L., Levine D. M., Basic Business Statistics, concepts and applications, 7th ed., Prentice-Hall, Upper Saddle River, New Jersey, p. 442-443

subscribers have not changed their chosen package for about 13 years. Only 10.7% of the respondents are trying new solutions, new packages offered by their operator.

Considering that 5G communication is being introduced in the world, we also tried to find out whether respondents will change their chosen telecom operator if a competitor offers ultra-fast 5G communication (Chart 3):

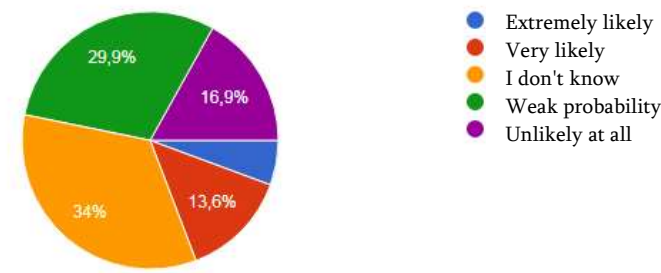


Chart 3: *The possibility of changing the telecom operator in case of provision of the 5G network.*

According to Chart 3, 16.9% of respondents said that it is unlikely at all, 34% find it difficult to answer ("I don't know"), and 29.9% believe that it is unlikely and only 13.6% think that it is very likely to change.

As a result of another research carried out by the author the following was revealed- the expenses of importing non-innovative utensils have a negligible statistical impact on the revenues of telecommunications companies, since the import of new phones does not lead to a significant rise in the use of services offered by operators.¹ The answer to Q4 once again confirmed that thesis (Chart 4):

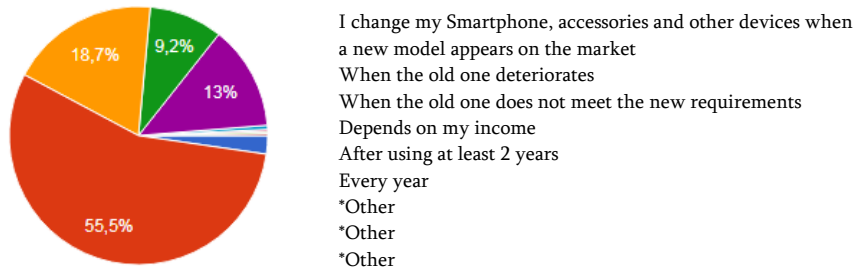


Chart 4: *Frequency of changing mobile phones and conected telephone equipment.*

When asked how often the phone or related equipment is being changed, 55.5% of respondents said that in case of malfunction of the old, 18.75% may change when the

¹ Poghosyan M., Import and telecom sector revenue in explaining the motives to invest in innovative technology by Armenian operators, Regional problems of transforming the economy, № 8 (130), 2021, pp. 72-77

old device does not meet the new requirements. Only 2.3% of respondents will change their equipment if a new model enters the market.

The purpose of the next question (Q5) of the sociological survey was to identify which characteristic is most appreciated by subscribers.

For the majority of respondents-53.2% - access to the network is very important, for 46% - good mobile service, for 45.5% - high-quality Internet service. For 36.3% of respondents, rapid response and flexibility are especially important for the telecom operator, given the challenges of 2020, this attribute is the most important thing that the communications sector needs in order to ensure the smooth operation of the economy. For 23.2% of respondents, it is also important to periodically update the network to introduce a new generation network.

Another calculation has been done for this block of answers(Table 2), where Q5.1- quick response and flexibility in emergency situations, Q5.2-frequently updated services, equipment with innovative solutions, Q5.3-variety of services, Q5.4-network access, Q5.5-good mobile communication services, Q5.6-good internet services, Q5.7-customer-oriented, Q5.8-network upgrade to connect a new generation of 4G, 4G+, Q5.9-there is a new and wide range of mobile phones and accessories:

Table 2:

**Calculation by each function: Question-
Which functions of telecom operators do you value most?¹**

Operators	Count of Q5.1	Count of Q5.2	Count of Q5.3	Count of Q5.4	Count of Q5.5	Count of Q5.6	Count of Q5.7	Count of Q5.8	Count of Q5.9	Total number of respondents
1	37%	16%	24%	56%	48%	42%	14%	22%	2%	256
2	33%	19%	13%	46%	49%	54%	20%	20%	3%	69
3	38%	20%	20%	50%	44%	50%	15%	33%	9%	66
Grand Total	36%	17%	21%	53%	46%	46%	15%	24%	4%	391

As in the case of previous table Operator 1-Viva-MTS is leading by network availability feature (Q5.4, 56% of respondents are the subscribers of Viva-MTS) and diversified services. According to Table 2 operator 2-Beeline is leading in questions Q5.5 and Q5.6 accordingly good mobile service, good internet service. As in the case of Table 1 this time Operator 3-Ucom is being valued as the one upgrading the network for offering high speed connection. For some of the respondents the image of the owner was important.

Since the purpose of the survey was to identify problems noticed by subscribers, the last question was open. 216 respondents answered, indicating both problems and positive aspects. 59 out of 216 respondents suggest improving the quality, and speed of mobile Internet, to revise the price. Subscribers noted that especially recently the quality of communication has deteriorated. Here, of course, the coronavirus that befell

¹ The table was designed based on the calculation done by the author.

the world in 2020 and the war effects, one of the measures to combat this was the transition to remote work and education.

One of the important issues was also the following answer noted by the respondents: each of the operators is leading in various areas of communication-Internet, mobile communication, as a result, if a third operator offers better conditions in one direction, the subscriber is forced to change the phone number.

Thus, summing up the results of an anonymous sociological survey, it can be stated that people are not inclined to change the phones and communication equipment, they are not ready to change the telecom operator, in the case of new technological solutions, the main problem is the quality of Internet communication and poor access in the regions, in addition, even in the case of updating devices, they are not inclined to change their chosen service packages often.

Scientific novelty: To achieve the purpose of this article and solve the tasks, an analysis of the literature was carried out, a sociological survey was conducted by the author, the results of which are the scientific novelty: 1) The factors influencing the decision-making process by subscribers were disclosed as a result of a sociological survey; 2) that factors were classified according to the survey results. The classified list of factors affecting the decision-making of subscribers and the competitiveness of the telecom organization in Armenia are:

1. Cost of services
2. Combination of price and quality
3. Network availability
4. Use of high-quality telecommunication services using modern and innovative technologies
5. The image of the owner.

The analysis of the above-mentioned factors enables the telecom organizations to develop packages and offers for subscribers based on their preferences, which will contribute increase the competitiveness of the telecom organization.

Conclusion and possibilities of application: Studying the factors affecting the decision-making process in the telecom sector enables us to reveal the customers'/subscribers' preferences from another angle. Analyzing the factors mentioned in the literature, the results of an anonymous sociological survey, and comparing the influence of various factors in the telecommunications sector of Armenia, we conclude that the price of a service is the most important factor in decision-making, but there are also non-financial factors that affect the decision-making process. The use of high-quality telecommunications services with the application of modern and innovative technologies creates a permanent customer base for a telecom operator that does not even have a large market share; infrastructure modernization also has a significant impact, as well as the image of the organization's general manager.

Last, but not least, the survey results allowed us to answer the question set at the beginning of this study: "Will the customer prefer to change the operator in case the

competitor introduced a 5G network?” For most of the respondents, there is a weak probability of changing the main operator in the case of installing 5G.

The results of this study can be applied by Armenian telecom operators, in particular, to take into account the interests of subscribers when developing new or modified offers and packages, to offer services that will provide additional benefits (telephone, equipment, taking into account the interests of subscribers).

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**ԲԱԺԱՆՈՐԴՆԵՐԻ ԿՈՂՄԻՑ ՈՐՈՇՈՒՄՆԵՐԻ ԿԱՅԱՑՄԱՆ ԳՈՐԾԸՆԹԱՅԻ
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ԳՈՐԾՈՒՄ (ՀԱՅԱՍՏԱՆԻ ՕՐԻՆԱԿՈՎ)**

Մարիամ Վարդանի Պողոսյան

Համառոտագիր: Հեռահաղորդակցության ոլորտն աճում է սրընթաց արագությամբ: Կապի ոլորտի կազմակերպությունների միջև էլ մրցակցությունը բարձր է. նրանք մրցակցում են ինչպես գնով, այնպես էլ որակով, սպառողների պահանջների բավարարման, բավարարվածության և հավատարմության ձևավորման համար:

Հոդվածի արդիականությունը: Հաճախորդների առօրյա պահանջմունքների բավարարումը, նրանց կարծիքների դիտարկումն էական նշանակություն ունի հատկապես կապի ոլորտի կազմակերպությունների համար՝ հաշվի առնելով նրանց կողմից հանրային ծառայություններ մատուցելը: Հետևաբար, արդիական է դառնում ՀՀ կապի ոլորտի բաժանորդների կողմից կայացվող որոշումների վրա ազդող գործոնների ուսումնասիրությունը:

Հոդվածի նպատակն է բացահայտել բաժանորդների կողմից որոշումների կայացման գործընթացի վրա ազդող գործոնները, որոնք կնպաստեն կազմակերպության մրցունակության բարձրացմանը:

Նպատակին հասնելու համար սահմանվել են հետևյալ **խնդիրները**՝

- վերլուծել հաճախորդների դերը ոլորտի զարգացման գործում,
- բացահայտել և դասակարգել հիմնական ազդող գործոնները,
- առաջարկել ուղիներ կազմակերպությունների մրցունակության բարձրացման համար:

Բաժանորդների կարիքներն ուսումնասիրվել են մի շարք տեղացի և արտասահմանյան հետազոտողների կողմից:

Մեթոդաբանությունը: Ընթացիկ հետազոտության շրջանակներում հեղինակի կողմից մշակվել և իրականացվել է անանուն սոցիոլոգիական հարցում Հայաստանի բնակչության շրջանում: Այդ նպատակով forms.google.com գործիքի օգնությամբ մշակվել է հարցաթերթիկ բաց և փակ հարցերով:

Գիտական նորույթը: Հոդվածում առաջադրված նպատակի իրականացման և խնդիրների լուծման համար կատարվել է գրականության վերլուծություն, հեղինակի կողմից մշակված հարցաթերթիկի միջոցով անցկացվել է անանուն սոցիոլոգիական հարցում, որից ստացած արդյունքները հանդիսանում են հոդվածի գիտական նորույթը՝ 1) բացահայտվել են բաժանորդների կողմից որոշումների կայացման գործընթացի վրա ազդող գործոնները, 2) Բացահայտված գործոնները դասակարգվել են համաձայն հարցման շրջանակներում ստացված արդյունքների: Հայաստանի կապի ոլորտի բաժանորդների կողմից որոշումների կայացման գործընթացի և կազմակերպության մրցունակության վրա ազդող հետևյալ գործոններն են դասկարգվել՝

1. Ծառայությունների գինը
2. Գին-որակ համադրությունը
3. Ցանցի հասանելիությունը
4. Ժամանակակից և նորարարական տեխնոլոգիաների կիրառմամբ բարձրորակ հեռահաղորդակցության ծառայությունների օգտագործումը
5. Ղեկավարի իմիջը:

Եզրակացություններ և կիրառման հնարավորություններ: Հեռահաղորդակցության ոլորտում որոշումների կայացման գործընթացի վրա ազդող գործոնների ուսումնասիրությունը նպաստեց հաճախորդների/բաժանորդների նախասիրությունների բացահայտմանը այլ տեսանկյունից: Հետազոտության արդյունքները հնարավորություն տվեցին հանգելու եզրակացության, որ մեծամասնության համար 5G-ի ներդրման դեպքում հիմնական օպերատորի փոփոխման հավանականությունը ցածր է:

Այս ուսումնասիրության արդյունքները կարող են կիրառվել կապի հայաստանյան օպերատորների կողմից, մասնավորապես՝ հաշվի առնելով բաժանորդների հետաքրքրությունները նոր կամ փոփոխված առաջարկներ և փաթեթներ մշակելու ժամանակ, առաջարկել մշակել ծառայություններ, որոնք կապահովեն լրացուցիչ օգուտ (հեռախոս, սարքավորում, հաշվի առնելով բաժանորդների հետաքրքրությունները):

Բանալի բառեր: հեռահաղորդակցություն, ինովացիա, հավատարմություն, հաճախորդների բավարարվածության գործոններ, որոշումների կայացման գործընթաց, ցանց, գին-որակ, հաղորդակցություն, մրցունակություն

РОЛЬ ФАКТОРОВ, ВЛИЯЮЩИХ НА ПРОЦЕСС ПРИНЯТИЯ РЕШЕНИЙ АБОНЕНТАМИ, В ПОВЫШЕНИИ КОНКУРЕНТОСПОСОБНОСТИ ТЕЛЕКОММУНИКАЦИОННЫХ КОМПАНИЙ: ПРИМЕР АРМЕНИИ

Мариам Вардановна Погосян

Аннотация: Сектор телекоммуникаций растет все быстрее и быстрее. А конкуренция между телекоммуникационными компаниями высока; они конкурируют как по цене, так и по качеству, за удовлетворение потребностей потребителей, их удовлетворение и создание лояльности.

Актуальность статьи: Удовлетворение повседневных потребностей клиентов и учет их отзывов играют важную роль, особенно для операторов связи, учитывая тот факт, что они являются поставщиками государственных услуг. Следовательно, становится актуальным изучение факторов, влияющих на решения, принимаемые абонентами телекоммуникационного сектора Армении.

Основной целью статьи является выявление факторов, влияющих на процесс принятия решений абонентами, что будет способствовать повышению конкурентоспособности организации.

Для достижения этой цели ставятся следующие задачи:

- обсудить роль клиентов в развитии сектора,
- определить и классифицировать основные влияющие факторы,
- предлагать пути повышения конкурентоспособности организаций.

Методология: В контексте текущего исследования был проведен анонимный социологический опрос (разработанный и проведенный автором) среди населения Армении, с этой целью автором была разработана структурированная анкета с закрытыми и открытыми вопросами для сбора данных, был выбран инструмент forms.google.com, с помощью которого были созданы диаграммы.

Научная новизна статьи: Для достижения цели данной статьи и решения поставленных задач был проведен анализ литературы, автором проведен социологический опрос, результаты которого являются научной новизной: 1) В результате социологического опроса были раскрыты факторы, влияющие на процесс принятия решений подписчиками; 2) Эти факторы были классифицированы в соответствии с результатами опроса. Классифицированный список факторов, влияющих на принятие решений абонентами и конкурентоспособность телекоммуникационной организации в Армении, включает:

1. Стоимость услуг
2. Сочетание цены и качества
3. Доступность сети
4. Использование высококачественных телекоммуникационных услуг с использованием современных и инновационных технологий
5. Имидж генерального менеджера.

Анализ вышеупомянутых факторов позволяет телекоммуникационным организациям разрабатывать пакеты и предложения для абонентов на основе их предпочтений, что будет способствовать повышению конкурентоспособности телекоммуникационной организации.

Выводы и возможности применения: Изучение факторов, влияющих на процесс принятия решений в телекоммуникационном секторе, позволяет нам выявить предпочтения клиентов/абонентов с другой точки зрения.

Результаты исследования позволили прийти к выводу, что для большинства вероятность изменения основного оператора при введении 5G невелика. Результаты этого исследования могут быть применены операторами связи Армении, в частности, для учета интересов абонентов при разработке новых или модифицированных предложений и пакетов, для предложения услуг, которые обеспечат дополнительные преимущества (телефон, оборудование с учетом интересов абонентов).

Ключевые слова: телекоммуникации, инновации, лояльность, удовлетворенность клиентов, факторы, процесс принятия решений, сеть, цена и качество, связь, конкурентоспособность

THE ROLE OF FACTORS AFFECTING SUBSCRIBERS' DECISION-MAKING PROCESS IN INCREASING THE COMPETITIVENESS OF TELECOM COMPANIES: THE CASE OF ARMENIA

Mariam Vardan Poghosyan

Abstract: The telecommunication sector is growing faster and faster. The provision of only traditional services is not enough nowadays. The competition between telecommunications companies is high; they compete on both price and quality, for meeting consumers' needs, satisfying them, and creating loyalty.

The relevance of the article: The satisfaction of customers' everyday needs and consideration of their feedback plays an essential role, particularly for telecom operators, reckoning the fact of being public service providers. Hence it becomes relevant to study the factors influencing decisions made by subscribers of the telecommunications sector in Armenia.

The purpose of the article is to identify the factors influencing subscribers' decision making process, which will contribute to improving the competitiveness of the organization.

The following **objectives** are set to achieve the purpose:

- to discuss the role of customers in the development of the sector,
- identify and classify the main factors affecting,
- propose ways to improve the competitiveness of organizations.

The needs of subscribers were studied by a number of foreign and local authors.

Methodology: In the context of current research, an anonymous sociological survey has been carried out (the survey designed and carried out by the author) among the population of Armenia with a structured questionnaire with close-ended and open questions, forms.google.com tool was chosen, through which the charts were created.

Scientific novelty: To achieve the purpose of this article and solve the tasks, an analysis of the literature was carried out, a sociological survey was conducted by the author, the results of which are the scientific novelty: 1) The factors influencing the decision-making process by subscribers were disclosed as a result of a sociological survey; 2) that factors were classified according to the survey results. The classified list of factors affecting the decision-making of subscribers and the competitiveness of the telecom organization in Armenia are:

1. Cost of services
2. Combination of price and quality
3. Network availability
4. Use of using modern and innovative technologies
5. The image of the owner.

Conclusion and possibilities of application: Studying the factors influencing the decision-making process in the telecommunications sector allows us to identify the preferences of customers/subscribers from a different point of view. The survey results allowed us to conclude that most of the respondents are unlikely to change the main operator in case of installing 5G.

The results of this study can be applied by Armenian telecom operators, in particular, to take into account the interests of subscribers when developing new or modified offers and packages, to offer services that will provide additional benefits (telephone, equipment, taking into account the interests of subscribers).

Keywords: telecommunication, innovation, loyalty, customers' satisfaction, factors, decision-making process, network, price and quality, communication, competitiveness