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"Role OF Corporate Social Responsibility Towards Customer Retention:
Evidence From The Telecommunication Sector In Pakistan"

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Abstract

The influence of corporate social responsibility initiatives on customer retention in Pakistan's telecommunications business is examined in this qualitative study. By highlighting the importance of corporate social responsibility in the service industry and its impact on customer retention—particularly in the telecommunications sector—the study fills a vacuum in the literature. By revealing consumer preferences and expectations, the research seeks to offer a thorough picture of the corporate social responsibility initiatives that consumers find most valuable. Examining the impact of corporate social responsibility on general customer satisfaction, trust levels, perceived service quality, and perceived value of a company's offerings are among the study's goals. The research attempts to identify corporate social responsibility initiatives that support customer retention through in-depth interviews with brand managers. The problem statement emphasizes how unclear it is how corporate social responsibility initiatives would affect consumers' opinions in Pakistan's telecom sector. There is a knowledge gap about the possibilities and problems faced by the telecom industry since prior study has concentrated on other service industries. The study emphasizes the need for qualitative research to capture customer retention related to corporate social responsibility programs, acknowledging the dynamic nature of consumer preferences. The main goal of the research questions is to determine how corporate social responsibility initiatives affect service quality, perceived value, customer satisfaction, and trust. The related study objectives seek to investigate these aspects and how they affect the telecom industry's ability to retain customers. The literature study emphasizes the growing significance of corporate social responsibility in the service sector, with a particular emphasis on the telecommunications sector. It points out that while some study has looked at how corporate social responsibility affects customer retention by looking at the constructs, as little is known about how it affects customer retention in this business. The study's conclusions shed light on Pakistan's telecom sector's existing corporate social responsibility initiatives and how they affect customer retention. Furthermore, this research offers significant insights for marketers seeking to enhance customer retention via diverse corporate social responsibility endeavors.

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<div align="right">Huda Abdus Salam</div>

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Chapter 1

Introduction

1.1 Background of the study

Companies must now be socially responsible to gain a competitive advantage in the market and establish a brand (Michelle Childs, Hongjoo Woo, Seeun Kim, 2019). Corporate social responsibility influences customer perception and behavior since it affects the company's brand image. In terms of corporate social responsibility, the service business has become a target for researchers in recent years; nevertheless, the telecommunications sector has yet to be investigated in this regard. This qualitative research fills the void by investigating the corporate social responsibility of Pakistan's various telecommunications industries.

Customer satisfaction and experience may be the keys to an organization's success, but corporate social responsibility can help these organizations build a loyal client base, resulting in industry retention while differentiating themselves. According to a study conducted 2020, customer retention and corporate image are strongly related to service quality because corporate image acts as a direct link between Corporate social responsibility, client retention, client value, and service excellence (Otto Afiuc, Samuel K. Bonsu, Franklyn Manu, Casey Brett Knight, 2020).

According to recent research, corporate social responsibility efforts can favorably influence brand image perception and generate a competitive advantage for telecommunications firms. In 2019, for example, researchers discovered that corporate social responsibility campaigns had a considerable influence on consumers' views and behavioral intentions towards the organization. Consumers were more likely to have good views and intentions towards a firm when they believed the company's motivations behind its corporate social responsibility program were (Michelle Childs, Hongjoo Woo, Seeun Kim, 2019). Similarly, according to 2019 study, corporate social responsibility initiatives related to social responsibility can improve brand image perception and favorably increase consumer loyalty (Matthew Tingchi Liu, Yongdan Liu, Ziying Mo, Zhidong Zhao, Zhenghao Zhu, 2019). According to the study, corporate social responsibility programs may act as a bridge between the brand's image and its client base. As a result, companies in the telecommunications industry must invest in activities

connected to corporate social responsibility in order to strengthen brand image and consumer loyalty.

The impact of corporate social responsibility on brand perception is determined by the company's specific corporate social initiative. A study conducted in 2020 concluded that customers have a positive response to corporate social responsibility of the environment as well as ethical practices in the telecommunications industry (Otto Afiuc, Samuel K. Bonsu, Franklyn Manu, Casey Brett Knight, 2020). Though their opinion of brand image differs depending on each customer's understanding and awareness (Michelle Childs, Hongjoo Woo, Seeun Kim, 2019). As a result, it is critical to understand the customers' perceptions before developing corporate social responsibility strategies that might assist an organization in making an impact on the brand image.

The primary goal of this research is to explore in depth corporate social responsibility in Pakistan's telecommunications business, how these techniques create value, and how these approaches influence opinion regarding customer retention. The qualitative research approach is used to ensure that in-depth interviews with brand managers are undertaken.

The research has been contributing to our understanding of corporate social responsibility programs, how people perceive brands, and how customers behave in the telecommunications industry. By revealing the specific corporate social responsibility activities that customers in the telecommunications industry value the most, this study can assist telecommunication companies in developing more effective corporate social responsibility strategies that enhance their customer retention and boost their ability to compete in the market.

Companies that participate in corporate social responsibility measures can increase consumer loyalty, increase brand recognition, and gain a competitive advantage in the market, resulting in customer retention (Safeer, Asif Ali; Liu, Hancheng, 2022). This highlights the need for further research into the specific corporate social responsibility programs that are most successful in the service industry, as well as the opportunities and challenges that firms face when implementing corporate social responsibility initiatives.

1.2 Problem statement

This research addresses the gap in understanding the impact of corporate social responsibility (CSR) on customer retention in the telecommunications industry in Pakistan. Despite the growing importance of CSR in business strategy, little research has been conducted on this topic in the local context. This qualitative investigation aims to explore customers' perceptions

and purchasing intentions related to CSR efforts in the telecommunications sector. The study aims to identify specific CSR initiatives that significantly influence customer perception of a brand and contribute to customer retention. The findings have been providing valuable insights for telecommunications companies, guiding them in enhancing their CSR strategies for a positive brand image and a competitive advantage in the market.

1.3 Research questions

Important research question on which the research has been be carried out are as follow:

•   How does a company's corporate social responsibility activities impact the overall satisfaction of its customers?

•   How does a company's commitment to corporate social responsibility influence the trust levels of its customers?

•   How do corporate social responsibility initiatives enhance the perceived value of a company's services in the eyes of its customers?

•   How do a company's corporate social responsibility activities influence its perceived service quality?

1.4 Research objectives

The main objective is to know how corporate social responsibility contribute to customer retention. Following are the objectives based on the questions.

•   To explore the role of a company's corporate social responsibility activities on the overall satisfaction of its customers.

•   To explore the role between a company's commitment to corporate social responsibility and the trust it garners from its customers.

•   To explore the role of corporate social responsibility initiatives on the perceived value of a company's services.

•   To explore the role of a company's corporate social responsibility activities on its perceived service quality.

1.5 Research gap

The exponential increase in the number of corporate social responsibility activities has demonstrated their importance in the service sector and how they influence consumer perception. There are several studies on corporate social responsibility's impact on customer retention in the service sector, such as the hotel and banking industries, but there are very few previous studies focusing on the impact of corporate social responsibility activity on customer retention in the telecommunications industry. Researchers previously evaluated the effects of corporate social responsibility in the telecommunication industries on brand reputation, trust, equity, and loyalty (Otto Afiuc, Samuel K. Bonsu, Franklyn Manu, Casey Brett Knight, 2020).

According to a 2020 study that highlighted important marketing strategies in the telecommunications industry, corporate social responsibility positively moderates the relationship between marketing strategies and financial performance, indicating that corporate social responsibility initiatives can enhance the effectiveness of marketing strategies (Ammar Javed, Zia Khan , 2022)

According to some authors, corporate social responsibility increased perceived brand authenticity, which in turn increased perceived brand loyalty by increasing brand trust and encouraging retention (Safeer, Asif Ali; Liu, Hancheng, 2022). During the retail banking industry's crisis, a research study by Petek Tosun and A. Selçuk Köylüolu investigates how corporate social responsibility initiatives and the brand's origin influence consumer retention, perceptions of corporate social responsibility, customer based brand equity (CBBE), and intent to support communication (Petek Tosun, Selçuk Köylüoğlu, 2023).

1.6 Significance of the Study

There is still a lack of understanding about the most important corporate social responsibility efforts. Although previous research has looked at the relationship between corporate social responsibility initiatives and consumers, as well as how they affect customer retention in the telecommunications industry. Furthermore, there is a lack of qualitative research evaluating customers' experiences and expectations surrounding these activities, despite the fact that qualitative studies have provided some insight into the influence of corporate social responsibility programs on brand image perception.

Customers are increasingly opting to support businesses that prioritize corporate social responsibility activities as they become more conscious of the social and environmental

consequences of their purchases. However, there is still a lack of understanding about the specific corporate social responsibility programmes that customers in the telecommunications industry appreciate the most, as well as how these programmes affect consumers' opinions of a company's brand.

The significance of this study comes in its ability to provide light on the specific corporate social responsibility activities that customers in the telecommunications industry appreciate the most, as well as how these initiatives effect brand perception. Using a qualitative research approach, the purpose of this study is to provide a deeper understanding of consumer experiences and expectations about corporate social responsibility activities and their impact on customer retention in the telecommunications business. According to the study's recommendations, telecommunications companies should adopt corporate social responsibility efforts to improve their brand image and gain a competitive advantage in the market.

This study contributes to the growing body of literature on corporate social responsibility programmes, consumer perceptions of brands, and consumer behavior in the telecommunications industry. By providing insights into the specific corporate social responsibility projects that are most important to customers in the telecommunications industry, this study can help close a knowledge gap and provide a more thorough understanding of the relationship between corporate social responsibility initiatives and brand image perception.

This study's findings have been having real-world implications for the telecommunications industry, particularly those who compete fiercely. The study has been giving recommendations to firms on how to adopt corporate social responsibility programmed in order to improve brand reputation and gain a competitive advantage in the market.

Corporate social responsibility programs can have a substantial impact on the social and environmental performance of businesses, as well as the communities in which they operate. Companies that implement corporate social responsibility programs can help to encourage sustainable development and boost their reputation as socially and environmentally conscious organizations. This research has been providing insights into the corporate social responsibility projects that customers in the telecommunications industry value the most, which has been help firms prioritize their corporate social responsibility activities and maximize their social and environmental impact.

This research has been also increasing understanding of consumer behavior in the telecommunications sector, including how corporate social responsibility activities effect consumer perceptions of and brand choices. Companies may develop more effective marketing strategies and build customer loyalty by understanding the factors that influence consumers' perceptions of brand image.

The findings of this study have been having an impact on Pakistan's domestic and international telecommunications industry. As corporate social responsibility activities become more important for organizations around the world, the findings of this study may provide insights into the precise corporate social responsibility initiatives that customers in various countries and regions appreciate the most.

Finally, the significance of this study rests in its ability to present the corporate social responsibility acts that telecommunications industry customers value the most, as well as how these programs effect brand image.

1.7 Summary of chapter

This study investigates the effects of corporate social responsibility programs in the telecommunications industry, offering recommendations for businesses wishing to improve their brand reputation and gain a competitive edge. The report emphasizes the importance of corporate social responsibility programs in addressing social, environmental, and community challenges. Its purpose is to provide insights into the most popular corporate social responsibility projects among telecom customers, allowing firms to choose activities that optimize their social and environmental contributions. Furthermore, the study explores the impact of corporate social responsibility activities on consumer behavior in the telecoms industry, shedding insight on how these programs alter perceptions and brand preferences. The findings are expected to help firms design more effective marketing approaches and maintain customer loyalty by knowing the components that influence consumer perceptions of brand image. The study's significance extends to its potential impact on Pakistan's domestic and international telecommunications industry. As corporate social responsibility activities gain traction around the world, the research could provide insights on popular corporate social responsibility programs in various countries and areas. Finally, the study attempts to demonstrate the corporate social responsibility activities most valued by telecommunications customers, as well as their effects on brand image, thereby giving critical information for industry practitioners.

Chapter 2

Literature review

2.1 Introduction

This chapter examines the impact of Corporate Social Responsibility on customer retention in Pakistan's telecoms business. It investigates how corporate social responsibility actions, such as good brand impressions and trust, contribute to customer retention using the social exchange theory and Carroll's corporate social responsibility model. In the competitive telecom business, the study underlines the importance of customer retention, stressing characteristics such as satisfaction, trust, quality of service, and perceived value. Companies such as Jazz, Telenor, Zong, and Ufone are deliberately leveraging corporate social responsibility to differentiate themselves in this quickly expanding market, understanding its importance in influencing consumer behavior and fostering long-term brand loyalty.

2.2 Theory employed for this study.

The study intends to explore how corporate social responsibility might contribute to customer retention by employing social exchange theory. According to this hypothesis, people tend to behave in ways that benefit them in order to earn that benefit in return. The concept of reciprocity underpins social connections. Corporate social responsibility activities enable firms to demonstrate their social responsibilities, which can build consumer relationships and increase customer loyalty and purchase intent (Nimmy A. George, Nimitha Aboobaker, Manoj Edward, 2020)

According to the notion of attribution, people frequently blame other people's actions on their own internal motivations or environmental situations. Participating in corporate social responsibility projects allows companies to demonstrate to their customers that they have good intentions and values, which can improve brand perception and increase purchase intent (Du, Shuili, Bhattacharya, C. B. Sen, Sankar, 2010)

When a company engages in socially responsible operations, it communicates its beliefs and goals to customers. Participation in corporate social responsibility activities demonstrates a company's commitment to social responsibility, which can positively influence customers' perceptions of the brand. Customers are more likely to attribute a company's actions to genuine

concern for society and the environment rather than self-serving motives. Customers believe the organization has excellent goals and values, which can help to improve brand perception.

Customers' purchasing intentions are influenced as a result of corporate social responsibility, as it promotes a positive brand perception. Customers have a stronger emotional connection and higher loyalty when they regard a brand to be favorable due of the firm's corporate social responsibility initiatives. As a result, their decision to purchase a product or service may be influenced.

2.3 Corporate Social Responsibility

Initially connected with businessmen's and managers' voluntary social obligation, corporate social responsibility ultimately encompassed management, employees, customers, suppliers, communities, and governments (Mobin Fatma, Imran Khan, 2023). Companies must take on more social responsibility for their actions or risk losing their social rights, according to the "iron law" of corporate social responsibility (Carroll, 2016). Corporate social responsibility activities, according to the Theory of Social Exchange, can increase purchase intent and boost brand image by fostering a sense of reciprocity between firms and consumers (Corporate social responsibility and customer retention: evidence from the telecommunication industry in Ghana, 2021).

From a marketing aspect, corporate social responsibility has a positive impact on financial success, employee unity, competitive advantage, and market performance. Both local and foreign specialists have researched corporate social responsibility from a consumer standpoint, with consequential variables such as purchase intention, brand loyalty, word-of-mouth communication, and customer satisfaction (Ki-Hoon Lee, Dongyoung Shin , 2010).

Multinational corporations must balance their social responsibilities in three critical areas while also handling the needs of numerous stakeholders, including their home country, various host countries, and the global community. MNEs' corporate social responsibility activities benefit not only society, but also the host country's economic success (Zhi Zhang, Zhaoying Yang, Jiang Gu, Moon-Seop Kim, 2023)

2.3.1 Carolls corporate social responsibility Model

According to Carroll (1999), Howard R. Bowen's book "Social Responsibilities of the Businessman," published between 1950 and 1990, marks the beginning of the contemporary era of corporate social responsibility (Carroll, 2016). Davis and Blomstrom emphasized the

importance of enterprises broadening their decision-making scope to include the demands of third parties who may be influenced by their activities (Keith Davis, Robert L. Blomstrom, 1966) . Corporate social responsibility is defined by Davis (1973) as "all considerations and answers that an organization provides beyond economic, technical, and legal requirements in order to achieve social benefits." The discussion over corporate social responsibility heated up in the 1970s (Davis, 1973).

Since 1990, corporate social responsibility has grown in importance around the world, and research has been performed in nations other than the United States. Strategic management and corporate governance have been fully linked with corporate social responsibility, with proactive strategies used to predict management breaches Corporate social responsibility should be incorporated into the company's strategy, with acceptable methods employed to achieve corporate social responsibility objectives (Shalini Srivastava, Nidhi Singh, 2020). Corporate social responsibility, according to research in 2017, can safeguard enterprises against crises and mitigate their harmful effects (Janssen, Marijn, van der Voort, Haiko, Wahyudi, Agung, 2017).

There has been a push for corporations to be more accountable and transparent as new governance structures have emerged. Carroll's corporate social responsibility pyramid was proposed in 1991 and is made up of four components that make up complete corporate social responsibility (Carroll, 2016). The economic component serves as the foundation for the other components, which are legal, ethical, and humanitarian. The other components are useless without economic accountability. The legal dimension is concerned with legal compliance, whereas the ethical dimension is concerned with fair and correct practices and decisions based on moral norms in society. Philanthropic organizations contribute to humanitarian programs that promote community and societal quality of life. Carroll's pyramid provides a more holistic understanding of how organizations and society interact (Annor da Silva Junior, Priscilla de Oliveira Martins-Silva, Vitor Daher Coelho, Anderson Fioresi de Sousa, 2022).

The level of corporate social responsibility disclosure in Pakistani company annual reports was low, according to research conducted in 2020, with the highest level of disclosure observed for the economic responsibility dimension and the lowest level for the philanthropic responsibility dimension (Samreen Hamid ,Zahid Riaz, Syed Muhammad Waqar Azeem, 2020). The study also revealed a positive relationship between a company's size and the quantity of corporate social responsibility disclosure it makes. Furthermore, the findings revealed that organizations

in the financial industry disclosed more about their corporate social responsibility than companies in other industries.

2.3.2 Economic responsibility

The economic obligation is at the base of Carroll's pyramid. In essence, this component denotes that a company's primary responsibility is to be profitable. The ability of a company to engage in other parts of corporate social responsibility is based on its market success. Samreen Hamid, Zahid Riaz, and Syed Mammad Waqar Azeem (2020) examined the telecommunications business in Pakistan and discovered that the economic responsibility dimension had the highest level of disclosure in annual reports, indicating the importance of profitability in this sector (Samreen Hamid ,Zahid Riaz, Syed Muhammad Waqar Azeem, 2020).

2.3.2 Legal responsibility

The legal responsibility comes next. Companies must operate within the confines of the government's laws and regulations. This component emphasizes compliance with all legal norms and ensuring that company actions are legal. Given that enterprises, such as those in the telecommunications industry, have a substantial impact on the environment, legal compliance is critical (Annor da Silva Junior, Priscilla de Oliveira Martins-Silva, Vitor Daher Coelho, Anderson Fioresi de Sousa, 2022)

2.3.3 Ethical responsibility

Aside from legal requirements, organizations are expected to perform what is ethically good and reasonable. The standards and expectations of the society in which the corporation operates are referred to as ethical duty, even if they are not defined in law. This feature motivates firms to make decisions that take into account the broader societal repercussions, ensuring justice and integrity in their operations (Catherine Janssen, Sankar Sen, CB Bhattacharya, 2015)

2.3.4 Philanthropic responsibility

The top of the pyramid represents altruistic obligation. This is a company's voluntary commitment to promote human welfare and good has been. It entails behaviors that, while not necessarily expected by society in a moral or legal sense, are judged good. A telecommunications corporation, for example, may sponsor neighborhood education or health projects. Interestingly, Samreen Hamid and colleagues discovered that the charitable duty dimension had the lowest amount of transparency in Pakistani company annual reports,

indicating that there is still opportunity for growth in this area (Samreen Hamid ,Zahid Riaz, Syed Muhammad Waqar Azeem, 2020).

Incorporating corporate social responsibility, particularly in areas such as telecoms in Pakistan, provides firms with a competitive edge by strengthening their brand image and increasing client retention. With a changing global landscape and rising transparency expectations, understanding and incorporating these four pillars into corporate strategies is critical for sustainable growth.

2.4 Customer retention

Customer retention (CR) is critical to a company's long-term viability (M.Sathish, Kumar K.Santhosh, V.Jeevanantham K.J.Naveen, 2011). A customer's loss can have a significant impact on a company's current and future earnings (Stanley A. Brown, 2001). To avoid such losses, firms must prioritize preserving their existing client base, which is often more cost-effective and less difficult than obtaining new customers, particularly in saturated industries. Customer retention is critical in the service industry, which lives on repeat business. To do this, many businesses stress excellent delivery (Stanley A. Brown, 2001).

Nonetheless, despite increased emphasis on corporate social responsibility, research indicate mixed results regarding its direct influence on consumer behavior, total business success, and, by extension, (Imran Ali, Kashif Ur Rehman, Syed Irshad Ali, Jamil Yousaf, 2010). According to Green and Peloza, one explanation for this is because customers judge a company's corporate social responsibility initiatives based on personal beliefs and cultural circumstances (Todd Green, John Peloza, 2011). The manner in which corporate social responsibility is carried out, rather than the size of the corporate social responsibility investment, is critical in determining its impact on customer impressions. Consumers might not evaluate all corporate social responsibility projects equally. Companies must provide tangible value in exchange for customer support through their corporate social responsibility operations in order to obtain consumer support.

Customer retention is important in Pakistan's telecommunications sector, as it is in other industries. With increased competition among telecom companies, there is a strong emphasis on retaining existing consumers. 2019 study on the hospitality industry and assessment of fine dining restaurants show that customer perceptions and satisfaction are critical for loyalty and retention even in diverse sectors within Pakistan (Sadia Cheema, Nirmal Ahsan, Sadaf Amjad,

Zaira Yasmeen Bukhari, 2019), (Mariam Shahzadi, Shahab Alam Malik, Mansoor Ahmad, Asma Shabbir, 2019).

However, the scene changes slightly in the context of telecommunications. Unlike dining, telecommunication is an everyday necessity, making client loyalty even more important. A 2018 discovered in the banking industry, perceived value, which is influenced by service quality and company image, has a direct impact on customer retention. Given the similarities between banking and telecommunications as service companies, it would not be surprising if comparable ideas applied to the telecom industry (Hashim Zameer, Anam Tara, Uzma Kausar, Aisha Mohsin, 2018).

Finally, Shafei and Tabaa's investigation into the elements influencing consumer loyalty in mobile telecommunications identifies numerous variables that, given the global character of the mobile industry's issues, are likely applicable to Pakistan's setting (Ingy Shafei, Hazem Tabaa, 2016)

To summarize, while the impact of corporate social responsibility in customer retention is still contested, elements such as service quality, corporate image, and ethical positions, which can be traced back to corporate social responsibility, definitely play a part in consumer loyalty in sectors such as telecommunications in Pakistan.

2.4.1 Customer satisfaction

Given its significant impact on long-term consumer behavior, customer satisfaction has steadily emerged as a critical construct for assessing customer retention. Satisfaction is defined as the amount of joy or fulfillment customers gain from their interactions with a brand or service. It is directly related to the level to which customers' desires, expectations, and requirements are realized (Phillip K. Hellier, Gus M. Geursen, Rodney Carr, John A. Rickard, 2003). other studies have shown its critical role in customer retention, indicating that the higher the level of satisfaction, the more likely the client has been retained (Eugene W. Anderson and Mary W. Sullivan, 1993). External variables such as Corporate Social Responsibility contribute to this interdependence. According to current research, corporate social responsibility measures can dramatically increase consumer satisfaction levels. corporate social responsibility may improve a brand's reputation and credibility in the eyes of customers by displaying its commitment to ethical practices and social welfare.

Customers' perceptions of a company's social responsibility can lead to higher trust and, as a result, heightened satisfaction, enabling stronger retention (C.B. Bhattacharya, Sankar Sen, 2004). For example, in the banking industry, customer retention is driven not just by service people but also by external factors such as trust and satisfaction , where corporate social responsibility is becoming increasingly important (Majid Khan, Abdul Majid, Muhammad Yasir, Muhammad Arshad, 2013). Furthermore, in some industries, such as Pakistan's fashion-wear industry, the relationship between brand image and retention is mediated by satisfaction (Bina Nazir, Muhammad Ali, Mahwish Jamil, 2016). In light of this, corporate social responsibility emerges as a strategic weapon for enhancing corporate image, increasing satisfaction, and ultimately strengthening customer retention. when a result, when organizations strive to survive in an increasingly competitive climate, including robust corporate social responsibility programs can be beneficial. As businesses strive to succeed in an increasingly competitive world, implementing strong corporate social responsibility programs can be a powerful tactic to boost consumer satisfaction and retention.

Customer satisfaction is critical in Pakistan's developing telecommunications sector, especially when combined with corporate social responsibility initiatives. Customer satisfaction is tightly intertwined into service quality and business image, as seen by analogies from other industries in the country. Studies in the healthcare sector, for example, underline the importance of achieving patients' expectations in determining satisfaction levels (Saad Ahmed Javed, Fatima Ilya, 2018). Similarly, the banking sector in Pakistan has discovered that service quality, along with a positive corporate image, significantly influences consumers' perceived value (Hashim Zameer, Anam Tara, Uzma Kausar, Aisha Mohsin, 2018). The integrity and trustworthiness of the institution shape both internal and external client satisfaction in the sphere of Islamic banking (Syed Tehseen Jawaid, Aamir Hussain Siddiqui, Rabia Kanwal, Hareem Fatima , 2021).

2.4.2 Trust

Trust, as a critical component for customer retention, has evolved significantly in academic literature over the years. Trust is defined as faith in a partner's dependability and honesty, according to Morgan and Hunt's commitment-trust theory of relationship marketing (Robert M. Morgan, Shelby D. Hunt, 1994). As Rotter (1967) indicates, such trust might appear at the person or corporate level (Rotter, 1947). While satisfaction has generally been regarded as an important factor of customer retention, current research suggests that it may be insufficient

(James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr., Leonard A. Schlesinger, 2008). Instead, trust appears to be a more powerful motivator of long-term client loyalty. This shift toward trust is consistent with corporations' ideas on marketing channels, where the establishment of trust is prioritized. This trend toward trust is consistent with views on marketing channels, where corporations prioritize the establishment of trust to ensure profitable, long-term connections (Robert M. Morgan, Shelby D. Hunt, 1994). Many studies have used trust as a measure of service quality interchangeably (A Parsu Parasuraman, Valarie A. Zeithaml, Leonard L Berry, 1985).

Integrating trust is even more important now, given the role of Corporate Social Responsibility in client retention. As businesses grow more conscious of their social and environmental implications, corporate social responsibility efforts have the potential to increase client trust in a brand or organization. Firms may develop deeper trust and increase client retention by displaying a persistent commitment to ethical and sustainable activities. Sen and Bhattacharya (2001), for example, stated that when corporate social responsibility programs are successfully communicated, they can increase consumer loyalty primarily by increasing trust in the organization. As a result, trust, stimulated by impactful corporate social responsibility initiatives, is likely to emerge as a major driver as firms strive to create and sustain long-term connections with their consumers, particularly in areas such as telecommunications where the relationship is contractual and enduring. Sen and Bhattacharya, for example, stated that when corporate social responsibility programs are successfully communicated, they can increase consumer loyalty primarily by increasing trust in the organization (Sen, S, Bhattacharya, 2001). As a result, trust, catalyzed by impactful corporate social responsibility initiatives, is likely to emerge as a dominant driver for customer retention as businesses strive to build and maintain long-term relationships with their customers, particularly in sectors such as telecommunications where the relationship is contractual and enduring.

Similar dynamics reflecting worldwide trends can be observed in Pakistan's telecommunications business. The industry, which is characterized by fierce competition, relies largely on trust to keep its large and diverse consumer base. Telecommunications providers are at the vanguard of Pakistan's digital transformation, and their responsibilities are shifting from ordinary service providers to essential enablers of connectivity, information, and contemporary services (Kamran Ahmed, Shehla Gul Afridi, Dr Faiza Saleem, 2023). This puts them in the spotlight and increases the scrutiny of their operations and ethical conduct.

Given this context, CS corporate social responsibility R initiatives performed by Pakistani telecommunications companies are more important than ever. In this scenario, trust extends beyond service reliability to the company's societal and environmental responsibilities. Recognizing this, Pakistan's telecommunications behemoths have launched a slew of corporate social responsibility programs, ranging from boosting digital literacy in rural regions to investing in long-term infrastructure. Such proactive corporate social responsibility programs serve two functions: they address societal concerns while also improving the company's image, thereby increasing customer trust.

Insights from studies focusing on the aviation and online retail industries in Pakistan can be applied to the telecommunications sector. The airline industry study by Saleem, Mammad, Zahra, and Yaseen highlighted how service quality and trust play a critical influence in repurchase intentions (Saleem, Muhammad Abid, Zahra, Sadaf, Yaseen, Asif , 2017). Drawing analogies, it can be deduced that if Pakistan's telecommunications businesses continue to improve their service quality through new services and powerful networks, combined with impactful corporate social responsibility programs, the trust quotient with customers is likely to increase.

2.4.3 Customer value

Customer value is defined as the difference between a product's or service's perceived advantages and the expenses associated with getting it (Annika Ravald, Christian Grönroos, 1996). According to Holbrook, this principle provides the cornerstone for all marketing initiatives (Holbrook, 1994). Previous research has identified customer value as a critical influencer of purchasing decisions and customer loyalty (Robin T. Peterson, Zhilin Yang, 2004). This implies that as long as the service provider provides excellent value, customer value has been guiding consumers' loyalty-related behavioral intents.

Customer perceived value is critical to comprehending customer retention, particularly in the context of corporate social responsibility. At its most basic, perceived value refers to a customer's total appraisal of the benefits they obtain from a product or service, taking into account the time, cost, and effort they sacrifice (Valarie A. Zeithaml, Mary Jo Bitner , 2003). This view includes not only the functional utility or economic components of a purchase, but also its comparison to other market products (Valarie A. Zeithaml, Mary Jo Bitner , 2003). Organizations have acknowledged the significance of developing differentiated value to meet growing expectations in an era where technological breakthroughs have swiftly transformed

consumer needs (Lapierre, 2000). This value extends beyond a product's quality or price; it also includes the complete shopping experience and the brand's participation with societal and environmental issues, which is where corporate social responsibility comes in.

corporate social responsibility initiatives can boost perceived value since they demonstrate an organization's commitment to not only profit but also societal well-being. Businesses that incorporate corporate social responsibility programs can provide added value that resonates with the aware consumer, either justifying price premiums or creating deeper brand loyalty. Given the competitive nature of the telecommunications industry, it's no wonder that corporations are seeking for ways to differentiate themselves that go beyond traditional tactics. In recent years, the Pakistani telecom business has acknowledged the importance of corporate social responsibility in increasing customer value and thereby affecting customer retention. Several telecommunications companies, for example, have launched corporate social responsibility projects targeting education, health, and disaster relief, among other issues. Empirical research has shown that perceived value has a direct influence on a customer's propensity to make a purchase and subsequent loyalty to the brand (William B. Dodds, Kent B. Monroe, Dhruv Grewal, 1991). Furthermore, in the retail sector, the perceived value obtained from corporate social responsibility can serve as a compelling rationale for pricing fluctuations, maintaining market competitiveness (Lapierre, 2000). corporate social responsibility may thus become a cornerstone for organizations looking to boost retention rates when combined with an awareness of customer perceived value. Prioritizing corporate social responsibility can result in enhanced customer satisfaction, positive word of mouth, and repurchasing behavior, all of which are critical for long-term success in today's competitive business landscape (Håvard Hansen, B. M. Samuelsen, Pal R. Silseth, 2008).

2.4.4 Service quality

Service quality has a significant impact on customer perception, causing people to perceive a company's service as superior or worse in comparison to competitors (Valarie A. Zeithaml, Mary Jo Bitner , 2003). It has been identified as a significant factor in determining a company's success and profitability (Serkan Aydin, Gökhan Özer, 2005). Service quality increases profitability in two ways, according to Venetis and Ghauri : as a differentiating tool for establishing a competitive edge and acquiring more customers, and by boosting customer retention (CR) (Venetis K A, Ghauri P N, 2004). Customers are more likely to make repeat purchases, investigate additional services, become less price-conscious, and speak positively

for the company when they receive high-quality service (Venetis K A, Ghauri P N, 2004). Furthermore, various studies highlight the impact of service quality on business outcomes, boosting customer satisfaction and influencing behaviors such as endorsing the brand or remaining loyal even when superior alternatives are available (Valarie A. Zeithaml, Mary Jo Bitner , 2003). Finally, top-tier service quality is associated with increased customer value (Robin T. Peterson, Zhilin Yang, 2004), demonstrating its importance in improving CR (Chatura Ranaweera, Andy Neely , 2003).

Service quality, or SQ, is an important factor in determining client retention. Customers are more inclined to return and engage with a business when they perceive excellent quality service. Interestingly, while price is a crucial influence, researchers discovered that when deciding value, service quality perceptions frequently outweigh price, underlining that customers may value the quality of service more than its cost (G. Tomas M. Hult, Michael K. Brady, J. Joseph Cronin. Jr., 2000). It is important to note, however, that this relationship is not always linear. This relationship can be non-linear in areas where transferring brands or services is easy (Thomas O. Jones, W. Earl Sasser, Jr., 1995). That is, there may be a service quality threshold that, once reached, does not significantly improve retention rates.

Specifically, in Pakistan's telecommunications sector, service quality characteristics such as network coverage, customer assistance responsiveness, and billing transparency are essential components determining customers' impressions (Saleem, Muhammad Abid, Zahra, Sadaf, Yaseen, Asif , 2017). A study concentrating on the airline business in Pakistan revealed that service quality and trust were critical in influencing repurchase intentions (Saleem, Muhammad Abid, Zahra, Sadaf, Yaseen, Asif , 2017). While this study focused on airlines, the conclusions are applicable to the telecommunications industry as well. Customers who trust a service provider based on previous experiences with outstanding service are more inclined to continue with the same supplier, making repurchase decisions with less hesitation. A study on Islamic banking in Pakistan highlighted the importance of service quality in obtaining customer satisfaction. Their focus on internal and external customers reflects the nature of the telecom sector, where both regular users and corporate clients expect immaculate service quality (Tehseen Jawaid, Aamir Hussain Siddiqui, Rabia Kanwal, Hareem Fatima, 2021)

2.5 Telecommunication industry of Pakistan

Pakistan's telecommunications business is one of the fastest expanding sectors in the country, with severe competition and continual technological advancement. There are numerous

domestic and foreign businesses in the industry that offer various services such as phone service, Internet access, and line service (PTA, 2022).

Although there are numerous brands in the Pakistan telecommunications business, jazz is one of the most well-known; it has over 63 million customers and is one of the major firms in the country. The company offers a variety of services, including 3G-4G Internet access for mobile phones and financial services. Second, Telenor is a subsidiary of the Telenor Group; it has 47 million users and is the second largest corporation; it offers a variety of services including 3G-4G Internet and financial/banking services. Zong is a subsidiary of China Mobile; it has 40 million members and offers a variety of 3G-4G and financial/banking services. It is the third largest firm in China. Ufone is a subsidiary of Pakistan Telecommunications corporation Limited (PTCL). It is one of the largest communication companies in Pakistan, with 20 million customers and the fourth largest corporation in the country. It offers various services such as 3G-4G and financial services (PTA, 2022).

In a highly competitive market, these organizations compete and try to differentiate themselves through various means such as marketing, product service, and so on. Various firms have investigated corporate social responsibility and made investments that have become a component of their brand image as well as marketing strategy.

Corporate social responsibility has become an essential aspect of the telecommunications business in Pakistan. Companies can improve their image by being a part of a socially responsible firm in order to influence consumers' buying intentions. Some of the companies mentioned have participated in corporate social responsibility, such as education programs, healthcare, and so on.

Furthermore, corporate social responsibility can help a company separate itself from the competition because rivalry is intense, and the products and services offered are comparable; this is vital to influence client buy intentions. Based on a review of the literature, it has been determined that companies that are both socially and environmentally responsible are more likely to be researched by customers who share the same values as the company. This can lower the amount of client defections and have a positive impact on consumer purchase intentions, which enhances customer loyalty and improves a company's profitability.

According to the literature assessment, there is evidence that corporate social responsibility has an impact on purchasing intention in Pakistan's service business. For example, 2021 research, concluded that brand image had a beneficial impact on purchase intention in the industry (Tahir

Islam, Rauf Islam, Abdul Hameed Pitafi, Liang Xiaobei, Mehmood Rehmani, Muhammad Irfan, Muhammad Shujaat Mubarak, 2021). They also concluded that corporate social responsibilities had an impact on customers' purchasing intentions.

Finally, the Pakistani telecommunications business has several chances for growth. Companies that commit to being socially responsible can separate themselves from competitors and gain a sustained competitive advantage.

2.6 Conceptual framework

Corporate Social Responsibility is a constantly changing idea at the heart of modern business. corporate social responsibility was first perceived as a voluntary effort by businesses to give back to society, but it has now been firmly woven into the fabric of how firms operate, bridging the gap between corporate motives and societal well-being (Mobin Fatma, Imran Khan, 2023).According to Carroll's concept, corporate social responsibility includes economic, legal, ethical, and philanthropic responsibilities, making it multidimensional and complete (Carroll, 2016).
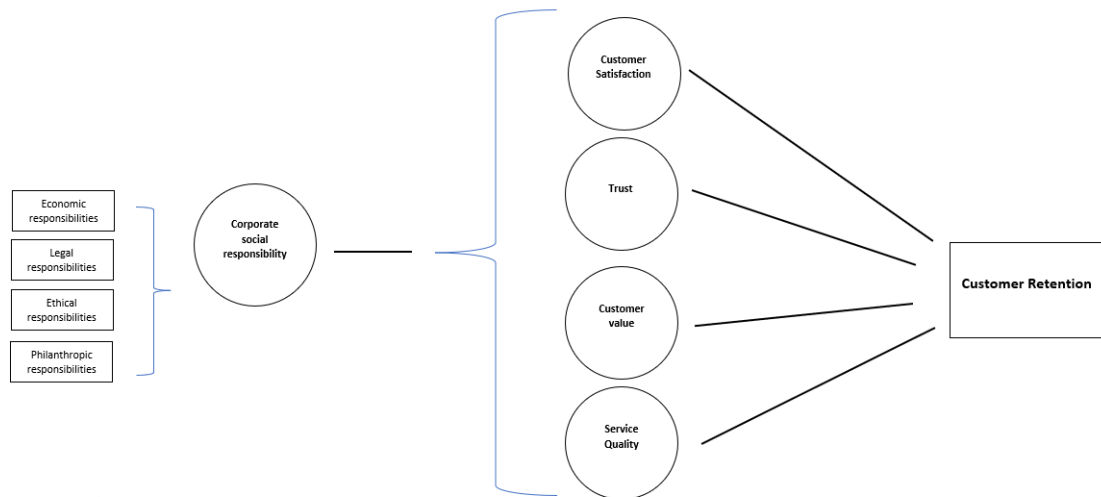
Conceptual Framework

But when we combine corporate social responsibility with customer retention, a whole new field opens up. Maintaining a faithful customer base is the foundation of customer retention, which is essential to the long-term viability and financial success of any firm. Customer retention is contingent upon a number of factors, including perceived value, customer

satisfaction, trust, and service quality (Stanley A. Brown, 2001). Even if these are important on their own, they become even more important when considering corporate social responsibility.

For example, when a corporation actually implements its corporate social responsibility programs, trust in the company might rise. Consumers are more likely to believe in and stick with brands that actively address social and environmental issues in addition to providing excellent goods and services (Du, Shuili, Bhattacharya, C. B. Sen, Sankar, 2010). Customers' loyalty tends to be strengthened when they believe a brand is providing value in terms of both societal influence and product excellence. Furthermore, consumers may view a brand as superior when combined with corporate social responsibility and high-quality service (A Parsu Parasuraman, Valarie A. Zeithaml, Leonard L Berry, 1985).

But the effects of corporate social responsibility go beyond direct action; they also have a significant knock-on effect. corporate social responsibility actions can improve a brand's reputation and boost customer satisfaction by increasing trust and retention. Customers are more emotionally connected to a corporation that adopts an ethical position and shows real care for society issues. These relationships have the potential to last longer than those that are merely transactional and dependent only on the cost or quality of a product.

Improving customer value and service quality is one of the biggest benefits of adopting corporate social responsibility initiatives. Customers frequently consider a company's offerings to be more valuable when they believe it is dedicated to promoting societal and environmental well-being. On the other side, improved service quality results directly from the corporate principles and culture that accompany corporate social responsibility programs. These companies frequently have more engaged and motivated workers, which improves service performance. Enhanced customer value and elevated service quality when combined might result in a more positive corporate image. In the context of the business ecosystem, image refers to stakeholders' perceptions of a company's contributions, values, and operations in addition to branding and aesthetics.

According to Blau's (1964) and Emerson's (1976) and Cropanzano and Mitchell's (2005) discussions, social exchange theory proposes that a sense of obligation is created by exchanges between individuals or entities. This theory's foundational idea is reciprocity (Cook, 2015). When one party extends a helpful gesture, the other is compelled to reciprocate. Within the framework of Corporate Social Responsibility, businesses that positively impact their

communities may be perceived more favorably, maybe as a result of the halo effect that Blau (1964) stated (Cook, 2015).

In conclusion, as businesses navigate an increasingly competitive landscape, corporate social responsibility emerges not just as an ethical imperative but as a strategic tool. By intertwining corporate social responsibility with core customer retention strategies, businesses can foster trust, satisfaction, and loyalty, ultimately ensuring long-term success and sustainable growth.

In conclusion, corporate social responsibility becomes more than just an ethical requirement for firms; it also becomes a tactical instrument as they traverse a more competitive business environment. Businesses can develop trust, contentment, and loyalty by integrating corporate social responsibility with essential customer retention methods. This has been eventually guaranteeing long-term success and sustainable growth.

2.7 Summary

The study investigates how being socially responsible, often known as Corporate Social Responsibility, affects whether customers in Pakistan stick with a telecom provider. It employs concepts such as attribution and reciprocity to demonstrate how corporate social responsibility may improve people's perceptions of a brand and encourage them to purchase from it. The study employs Carroll's corporate social responsibility model to divide corporate social responsibility into various components, such as following the law, being ethical, and engaging in philanthropy. Long-term customer retention is critical for Pakistani telecom businesses. The study discusses how corporate social responsibility may not directly affect customer retention but can influence factors such as how good the service is, how much customers trust the firm, and how valuable they believe it is. Because the telecom sector is so competitive, businesses must employ innovative ways to retain clients. According to the report, making consumers happy is important, and corporate social responsibility may help companies look good and trustworthy. People stay with a firm for a variety of reasons, including trust, and corporate social responsibility may help to establish that trust through meaningful activities. The research also emphasizes the significance of customers believing they are receiving good value from the company. The quality of service, particularly in the telecom industry, influences what clients think and whether they stay with a company. The report concludes by stating that in order to retain customers in Pakistan's competitive telecom industry, businesses must include corporate social responsibility as part of a larger strategy. It implies that by combining corporate social

responsibility with plans for keeping consumers happy and offering outstanding service, businesses may ensure long-term growth and success.

Chapter 3

Methodology

3.1 Introduction

We explore into the methodological framework used in our research in Chapter 3, concentrating on the research paradigm, methodology, design, unit of analysis, time horizon, variables/instrumentation, sampling strategy, sample size, and data collection techniques. The interpretivist research paradigm serves as the basic lens through which we approach our investigation of the impact of Corporate Social Responsibility on customer retention in Pakistan's telecoms industry.

3.2 Research Paradigm

By reflecting their underlying ideas about the world and knowledge base, the research paradigm supports researchers in picking an acceptable strategy. The interpretivist research paradigm was used in this study. The interpretivist method is used to conduct rigorous and qualitative research. The primary purpose is to discover patterns and relationships by collecting empirical data from secondary sources (Yoon Soo Park, Lars Konge, Anthony R Artino Jr, 2020)

3.3 Research Methodology

A qualitative survey technique is judged appropriate given the study's aims of evaluating individual investor activity patterns (Jennifer Grafton, Anne M. Lillis, Habib Mahama, 2011). As a result, interviews have been taking place. Secondary data is gathered in preparation for a literature study.

3.4 Research design

This study takes a qualitative approach, diving deeply into the perceptions of corporate social responsibility managers in Pakistan's telecommunications business. Rather than using quantitative tools such as surveys, this study aims to gain comprehensive insights through in-depth interviews, revealing the subtle relationship between corporate social responsibility efforts and factors of customer retention.

Our methodology is based on semi-structured interviews. These interviews are intended to answer our key research questions while also allowing us to delve further based on the insights of the participants. We intend to interview corporate social responsibility managers and team from the telecommunications industry, specifically for their experience and knowledge of

corporate social responsibility activities. Depending on the participant, these interviews could be conducted in person, over the phone, or through online platforms.

Thematic analysis has been used after gathering the data. This method assists us in sorting through the data, uncovering repeating themes and patterns that answer our research questions. The use of a qualitative methodology grounded by interviews was deliberate. As this study explores the perceptions of corporate social responsibility managers, thematic analysis aligns well with the goal of understanding the depth and complexity of their experiences and perspectives. The telecommunications industry's dynamics, paired with the multiple nature of corporate social responsibility, necessitate an investigation that can capture the depth and complexity of these interactions. This study attempts to provide significant recommendations for the Pakistani business by concentrating on insights from corporate social responsibility managers.

3.5 Unit of analysis

The key unit of analysis for this research is corporate social responsibility managers in the telecommunications industry. We have been prioritizing those with hands-on experience and extensive knowledge of corporate social responsibility efforts. Most of the data has been gathered through interviews. These interviews could be conducted face-to-face, over the phone, or through online communication methods, depending on the convenience of the participants.

3.6 Time Horizon

This study was carried out by gathering and collecting data at various points in time. This is a cross-sectional study in which data was acquired from corporate social responsibility managers via interviews done at various stages within the telecommunications industry.

3.7 Measurement of Variables/Instrumentation

The primary data gathering instrument in this study is an in-depth interview with corporate social responsibility managers. The questions are methodically constructed, incorporating themes generated from a thorough assessment of the subject matter's literature. To begin, the questions collect demographic and background information to contextualize the respondent's observations. To set the stage, it goes into the company's overarching corporate social responsibility concept. Subsequent sections delve deeper into certain issues, such as the relationship between corporate social responsibility and customer satisfaction, corporate social responsibility function in establishing trust, and its impact on perceived value of services and

service quality. Finally, we conclude by addressing difficulties and making recommendations to improve corporate social responsibility impact on customer retention in the industry.

3.8 Sampling Technique and Sample Size

Purposive and snowball sampling were utilized in this study, which involves selecting individuals based on stated criteria relevant to the research subject. Choosing an optimal sample size for qualitative research is a difficult task. Considerations include data saturation, which occurs when data no longer offers fresh insights, the preference for in-depth analysis over generalization, and compatibility with the research paradigm. Finally, there is no predetermined formula, and the sample size should be well-justified based on the specific requirements of the research (Boddy, 2016)

2006 research provides useful insights on calculating the number of interviews for qualitative research. It was established that data saturation, or the absence of fresh material or themes, can occasionally be accomplished with as little as 12 interviews; however, it is vital to note that there is no fixed or universally applicable quantity (Greg Guest, Arwen Bunce, Laura Johnson, 2006). Similarly, a 2010 study proposed 10+3 (10 interviews followed by three more with no new themes) as a method to determine when data saturation has been reached in qualitative research (Jill J. Francis , Marie Johnston , Clare Robertson , Liz Glidewell , Vikki Entwistle , Martin P. Eccles, Jeremy M. Grimshaw , 2010). A sample size of 15 is chosen based on the literature.

3.9 Data Collection Procedures

The study intends to explore into the influence of corporate social responsibility in customer retention, using evidence from Pakistan's telecommunications industry. In-depth interviews with corporate social responsibility managers and their team in the telecommunications industry provided the core data for this qualitative investigation. The purpose of these interviews was to acquire insight into the many constructions of corporate social responsibility, such as economic, legal, ethical, and philanthropic responsibilities, and how they influence customer retention features such as service quality, customer value, trust, and satisfaction. Each interview was organized at a time that was convenient for the participants, assuring their comfort and readiness to disclose thorough information. The conversations were thorough, covering all of the research questions to ensure a complete comprehension of the subject.

3.10 Summary

The research technique is qualitative, with an emphasis on in-depth interviews with corporate social responsibility managers in the telecoms industry. We want to unearth subtle insights into the relationship between corporate social responsibility initiatives and customer retention variables rather than depending on quantitative approaches. The analytical unit has been made up of experienced corporate social responsibility managers, and data has been acquired using purposive and snowball sampling techniques. We justify the sample size based on factors such as data saturation and the need for in-depth research. The time horizon of the study is cross-sectional, comprising data collecting at various stages of the telecommunications sector. Our data collection instrument is a precisely crafted series of questions that investigates corporate social responsibility from several angles and its impact on service quality, customer value, trust, and satisfaction. Thematic analysis has been used to identify patterns and themes in the obtained data, confirming the accuracy of our conclusions. Finally, qualitative research-based methodology tries to provide major recommendations to the Pakistani corporate landscape by offering a thorough grasp of corporate social responsibility dynamics in the telecoms sector. The purposeful selection of interviews with corporate social responsibility managers enables us to capture the complexities of interactions and provide full insights for improving corporate social responsibility's influence on customer retention.

Chapter 4

Data Analysis

4.1 Introduction

This chapter explores the in-depth analysis of the interviews that were done with staff members from Ufone, Zong, Telenor, and Jazz. The conversation develops through a careful examination of the qualitative data that was collected, offering insightful information about the complex ways that corporate social responsibility programs affect customer retention in the particular setting of Pakistan's cellular industry. The present chapter provides a comprehensive examination of the data that emerged from the interviews, thereby illuminating the diverse aspects of corporate social responsibility initiatives and their role on customer retention.

4.2 Corporate philosophy and corporate social responsibility approach

The concept and methodology known as "corporate social responsibility" represents an organization's dedication to striking a balance between its social, environmental, and economic obligations while meeting stakeholder expectations. According to an interviewee, "Ufone's corporate social responsibility philosophy is deeply rooted in a commitment to societal welfare." An interviewee provided additional insight into the interviews, stating "that the organization exhibits a complete approach to making a beneficial impact on society, governed by seven pillars some of which are education, environment, health and safety, and employee voluntarism. Ufone's programs are based on the PTCL-inherited corporate social responsibility philosophy, which demonstrates a commitment to social responsibility". After merging with PTCL in 2015, Ufone—which was then a relatively fledgling company—saw a substantial change. The incorporation of corporate social responsibility principles, which now serve as the cornerstone of their company philosophy, signaled this change. The motto "tum hi to ho," which emphasizes a people-centric approach ingrained in their branding strategy, centers the primary idea.

According to a former employee, Zong's "corporate social responsibility efforts are mostly focused on sustainability and improving the company's reputation, which is in keeping with the overriding corporate objective of profitability". Although Zong may not spend as much on corporate social responsibility as its competitors, the company does emphasize focused spending, especially in the areas of women's empowerment and education. According to a different employee, "Zong views connection as an essential tool for socioeconomic development and prioritizes offering reasonably priced and easily accessible telecoms services

to underprivileged and isolated locations". This pledge supports the company's corporate social responsibility strategy and displays a wider viewpoint that extends beyond profit. According to one interviewee, "Zong considers sustainability, long-term impact, and a wider audience while working on corporate social responsibility". According to staff members, "the three pillars of sustainability, the environment, and digital inclusion are fundamentally utilized to improve the community". Zong incorporates environmental, social, and governance considerations into their ESG framework.

Telenor's corporate social responsibility philosophy is portrayed as having two commitments: one is made to the company's objectives, and the other is made to the nation's community and society. According to the interviews, interviewees highlight "Telenor's sense of duty to give back to the nation and community, which has greatly aided in the company's development". According to another interviewee, "the approach involves careful investment in corporate social responsibility initiatives, ensuring alignment with the company's values and brand image." Employees at Telenor strongly value moral behavior in the workplace, supporting honesty, openness, and adherence to legal requirements. By fostering consumer trust, these approaches help to increase customer satisfaction and retention. According to interviews, Telenor integrates corporate social responsibility with environmental, social, and governance (ESG).

A fundamental component of Jazz's corporate social responsibility strategy is their dedication to improving society. According to the interviewee, the idea is based on matching the needs of the communities serviced with corporate social responsibility initiatives. Jazz focuses on sustainability and takes on projects that advance general well-being and social progress. One interviewee said, "A vital component of Jazz's corporate social responsibility strategy is engaging with local communities." This engagement encompasses collaborations with non-governmental organizations (NGOs), charitable giving, and community development initiatives. According to a variety of Jazz staff members, "attending to neighborhood needs enhances the company's reputation and promotes community loyalty". Jazz highlights the business's dedication to sustainability. According to an interview, "Examples include working with NGOs to address healthcare challenges, flood-related programs, and relief efforts during the COVID-19 pandemic." The collaboration with the non-profit organization "All Handmade" to provide mobile health units to flood-affected areas is noteworthy, as it demonstrates a focused and effective strategy.

4.3 The role of a company's corporate social responsibility activities on the overall satisfaction of its customers

The people-centric approach is effortlessly incorporated into corporate social responsibility activities, according to Ufone reps, "making them essential to customer pleasure". Employees at Ufone claim that the company's branding strategy "strategic positions corporate social responsibility as being 'all about you,'" reinforcing the notion that its initiatives are closely related to the wants and interests of its clientele. The fact that customer care representatives are trained in sign language is a moving example of Ufone's dedication to ensuring client pleasure. "This initiative not only enhances the accessibility for deaf customers but also exemplifies a proactive approach towards inclusivity," according to the interviewers. "Furthermore, the company's prompt and significant donations, offering of free services, and efforts to facilitate communication during international calamities contribute significantly to positive customer experiences during natural disasters," respondents said on the record." This devotion is seen in the incorporation of corporate social responsibility programs into branding and advertising, which enhances consumer satisfaction by highlighting Ufone's commitment to community welfare. An interviewee stated, "The people-centric philosophy resonates with customers, fostering a sense of connection."

Zong interviewees stress the value of communication in corporate social responsibility efforts, noting that the company's investment might not be extensively publicized or highlighted. Respondents said, "because telecom services are mass-market, many consumers might not be aware of Zong's corporate social responsibility initiatives, impacting the perceived value of these initiatives in customer retention." According to Zong employees, the company's commitment to customer satisfaction is closely linked to its corporate social responsibility initiatives. Programs like community health drives and digital literacy emphasize a proactive approach to improving customer satisfaction by improving community well-being. These initiatives directly address changing customer demands. Zong's extensive corporate social responsibility programs target several facets of societal well-being, environmental responsibility, and staff involvement, which greatly increases consumer satisfaction and retention." Corporate social responsibility initiatives, such as tree planting, SOS village support, and breast cancer awareness, directly contribute to customer satisfaction by addressing local community needs" according to a participant in the interview. According to interviewees, instances such as these demonstrate the observable influence of corporate social responsibility

initiatives on augmenting the general contentment of the clientele. According to one of the staff members, "Zong has not yet conducted research on sustainability and client retention".

Although the Jazz representative recognized that corporate social responsibility could have an impact on customer satisfaction, she emphasized "that the main goal of corporate social responsibility is social impact rather than serving as a direct client retention strategy". According to a respondent, "there are awareness campaigns on Jazz's corporate social responsibility initiatives that target the youth demographic, but it is challenging to quantify the link between corporate social responsibility and immediate customer satisfaction." Though some of the employees at Jazz believes that its corporate social responsibility initiatives have a significant impact on overall consumer satisfaction. "The commitment to societal welfare is positioned as a core element of Jazz's brand identity per interview." corporate social responsibility programs, which span the gamut from digital inclusion to education, demonstrate a commitment to improving the lives of consumers by taking into account their needs and ideals. Jazz seems to have a diversified approach to client satisfaction, devoted not just to offering high-quality telecom services but also to using its environmental activities to positively impact society. According to an interviewee, "the company's efforts to empower the youth, contribute to education, and respond to societal challenges demonstrate a broader commitment to community well-being, even though the direct correlation between corporate social responsibility and customer satisfaction may not be explicitly highlighted." The difficulties mentioned by staff members—such as macroeconomic concerns and industry-wide problems—highlight the difficulties telecom operators confront. According to an interviewee "However, Jazz's acknowledgment of these challenges and its continuous investment in upgrading services reflect a proactive stance toward meeting customer expectations."

Telenor admits that consumers in Pakistan are not well-informed on corporate social responsibility, particularly when it comes to choosing products based on sustainability considerations. The interviewee distinguished between educated markets, where consumers are aware of the importance of making ethical purchases, and Pakistan, where fulfilling fundamental requirements frequently comes first. Telenor staff stressed the comprehensive effect of corporate social responsibility, according to interviewee "not just on customers but also on the environment and society at large." In addition to being in line with global environmental goals, the example of lowering carbon footprint and utilizing renewable energy sources may also win over clients. "It has been suggested that corporate social responsibility, at this point, does not directly correlate with customer satisfaction, emphasizing the need for

increased literacy on sustainability matters" stated a participant in the interview. An other staff member remarked "that better communication, teamwork, and raised awareness might have a more immediate influence on customer satisfaction". Various Telenor staff members have said that corporate social responsibility encompasses more than just improving customer satisfaction; it also involves making a positive impact on the community as a whole.

4.4 The role between a company's commitment to corporate social responsibility and the trust it garners from its customers.

One important result of Ufone's corporate social responsibility initiatives is the development of trust, particularly in times of crisis. The business presents itself as a pillar, always leading the way in times of natural calamity. "By opening exchanges during floods, providing mobile health centers, and offering free calls during international calamities, Ufone establishes itself as a socially responsible organization committed to serving the community" according to a participant in the conversation. During times of crisis, the company's corporate social responsibility initiatives not only offer immediate relief to its employees but also help to maintain a positive and enduring reputation. According to an interviewee, "Ufone's proactive involvement during disasters has nurtured a perception of being a socially responsible organization, resulting in heightened trust levels among the public." These programs increase trust, enhancing Ufone's reputation as a people-focused company that actively promotes societal well-being. "The transparent and responsive approach during crises strengthens the bond between the company and its customers," according to the respondent.

An interviewee stated that "Zong's corporate social responsibility initiatives may not have a direct relationship with building trust among customer retention." Some have suggested that whereas corporate social responsibility projects, such as bringing broadband to distant places, may generate good has been and buzz, their total influence on the customer base is limited because of the difficulty in getting the word out to the general public. The interviews have also led to the conclusion that Zong's corporate social responsibility efforts are essential to fostering customer trust. "Activities like community development projects and disaster relief operations have raised trust levels considerably. "During COVID Zong provided free of cost consultation to people, this led to verified feedback," a Zong representative said. By taking these steps, Zong is demonstrating its commitment to the welfare of its clients and the larger community, which builds a strong and long-lasting relationship. "The corporate social responsibility initiatives have significantly contributed to building a positive brand image for Zong."

Customer perceptions of a company's social responsibility can positively position it in a competitive market and increase overall satisfaction and loyalty, as evidenced by customer surveys. "The mere execution of socially responsible projects is insufficient; businesses must adeptly convey these endeavors to their customer base" according to a participant in the interview. Respondents assert that "when consumers are made aware of a business's significant social contributions, they are more likely to become devoted and appreciative, which has been enhance their opinion of the brand". In a single interview, "Over time, customers look at the organization differently once aware of corporate social responsibility per interviews.

"One important result of Jazz's corporate social responsibility initiatives is the development of trust, especially in times of crisis. The company's swift response to natural disasters and substantial contributions creates a positive image" as stated by Jazz representatives according to a participant in the interview. Prominent incidents, like the billion-rupee commitments for COVID-19 and flood aid, foster confidence and strengthen Jazz's image as a socially conscious company. "Jazz's corporate social responsibility commitments are essential to fostering customer trust," an interviewee stated. Jazz actively demonstrates its commitment to societal well-being through projects like community development and catastrophe response. A respondent stated that "this contributes to the trustworthiness and reliability of the Jazz brand, fostering a positive relationship with customers." According to the respondent, "the employees look for better service in order to trust the company rather than corporate social responsibility." Regarding consumer trust, Jazz has a noteworthy dedication to openness, moral behavior, and the welfare of society. "The company's sustained investment in corporate social responsibility initiatives, particularly during critical moments such as the COVID-19 pandemic and natural disasters, contributes significantly to building trust among its customer bases." According to an interviewee. Jazz's emphasis on education and young empowerment not only fits with its positioning as a digital operator, but it also shows a sincere commitment to the advancement of society. "The company's commitment to continuously improve and meet customer expectations is underscored by its proactive approach to addressing challenges, whether in service quality or industry-wide issues," an interviewee said. Jazz's recognition of economic problems, including currency swings, through transparency, reinforces its authenticity in its engagements with stakeholders. "Jazz openly discusses challenges, the company positions itself as a trustworthy partner, fostering a sense of understanding and collaboration with its customers," according to statements made by Jazz executives. Furthermore, Jazz's dedication to educate clients about topics outside of telecom services is demonstrated by its ongoing

awareness-raising programs on a range of social and environmental issues. A respondent stated, "Sharing values and a sense of responsibility towards the community concluded from the interviews is how trust is built, in addition to the dependability of services."

The interviewee describes the effects of corporate social responsibility initiatives both upstream and downstream. An interviewee stated, "The upstream impact addresses the requirements and expectations of investors and regulators, while the downstream impact directly influences customer satisfaction." According to a Telenor official, Telenor's dedication to sustainability "as seen through various corporate social responsibility programs, positions the company as a responsible entity, contributing to trust-building with customers." corporate social responsibility pledges are essential for establishing trust since they show a company's dedication to moral business conduct, openness, and the welfare of society.as said by a respondent "Customers trust companies that operate ethically and contribute positively to society, reflecting in their loyalty to the brand." corporate social responsibility efforts play a major role in enhancing a brand's reputation and influencing consumer loyalty and satisfaction . An interviewee stated that "trust-building is not solely contingent on customer awareness but extends to a holistic approach" The respondent stated that Telenor's corporate social responsibility initiatives, "like the adoption of renewable energy, ethical labor practices, and climate action, contribute to building trust with stakeholders beyond immediate customer awareness."

4.5 The role of corporate social responsibility initiatives on the perceived value of a company's services

Employees at Ufone have stated that "their effective communication plays a crucial role in shaping the overall perception of the company's services," even when corporate social responsibility initiatives may not directly affect the value and quality of services. Projecting a contemporary, socially conscious image while busting stereotypes about being a government-owned or heritage agency is the problem. "The company's commitment to incorporating corporate social responsibility values into business functions, such as creating offers catering to women, has been met with positive responses, indicating that customers appreciate and value socially responsible initiatives," stated an interviewee, "serving as a valuable indicator of the impact of corporate social responsibility on their experience." According to one interviewee, "Ufone believes that corporate social responsibility activities contribute to enhancing the perceived value of its services." Proposals such as providing customer service staff with sign

language instruction show a dedication to the welfare of society. "According to an interviewee, customer feedback suggests that these initiatives enhance the overall service experience and highlight the contribution of corporate social responsibility in generating value that extends beyond communication services."

Customers' perceived value of Jazz is greatly influenced by the company's sustainability policy. One interviewee stated, "The perceived value is closely linked to the positive impact created through sustainability initiatives." Consumers who are aware of Jazz's dedication to advancing society through technology, education, and youth empowerment are likely to view the brand as more than just a telecommunications service provider. "Customers who value businesses that go beyond mere commercial transactions resonate with the long-term programs focusing on education, skills development, and youth empowerment," an interviewee stated. The difficulties Jazz experienced are highlighted by the interview, especially those pertaining to industry dynamics and economic concerns. Nevertheless, a worker said, "the company's continued investment in corporate social responsibility initiatives, even in challenging times, adds a layer of authenticity to its brand." Jazz's perceived worth is enhanced by its authenticity, which aligns it with social values and ethical business practices. According to the interviewee, "it is reasonable to infer that Jazz's commitment to sustainability, coupled with efforts to maintain service quality, contributes positively to the perceived value for customers in the absence of direct data on customer perceptions." Highlighting and sharing these achievements might help the company further enhance the perceived value of the Jazz brand as it negotiates the telecom market.

According to the interview, "Telenor articulates the upstream and downstream impact of corporate social responsibility efforts." Customer satisfaction is directly impacted by the downstream effect, but investor and regulatory obligations and expectations are addressed by the upstream impact. According to several Telenor employees cited in an interview, the business's dedication to sustainability "as seen through various corporate social responsibility programs, positions the company as a responsible entity, contributing to trust-building with customers, which can lead to positive perceived value"

Zong's corporate social responsibility commitments are essential to gaining the trust of its clientele. According to an interviewee, "initiatives like community development projects and disaster relief efforts have significantly elevated trust level." By taking these steps, Zong is demonstrating its commitment to the welfare of its clients and the larger community, which

builds a strong and long-lasting relationship. Moreover, as stated by the interviewee, "the value of service encompasses the intangible aspects shaped by a company's commitment to societal well-being, ultimately influencing customer perceptions and loyalty," which has been reiterated by a number of employees.

4.6 The role of a company's corporate social responsibility activities on its perceived service quality

" Corporate social responsibility activities may not directly impact service quality, but their effective communication plays a crucial role in shaping the overall perception of the company's services," according to interviewers, who also mentioned the value of services. Effective communication of social responsibility initiatives fosters a positive brand image. "Per interview, a limited amount of research is done on consumer preferences for corporate social responsibility efforts. An employee said, "It is difficult to gauge the quality of service at Ufone." One of the challenges is figuring out what kind of corporate social responsibility customers desire without doing extensive research and studies.

The Zong interviewee emphasizes how corporate social responsibility programs, particularly those that connect remote locations, improve customers' perceptions of value and quality. According to him, "customers in those areas express gratitude and good has been towards this specific initiative, potentially influencing their loyalty to Zong." Zong's corporate social responsibility initiatives may raise the perceived worth of its offerings by supporting the welfare of society. Education-focused programs support community growth, align with the ideals of Zong's clientele, and enhance their opinion of the company's offerings. The company's dedication to the well-being of society is evident in the perceived value that clients attach to its offerings. Zong concentrates on coordinating corporate social responsibility initiatives with its dedication to deliver high-quality services, "even though these initiatives may indirectly affect opinions on service quality" per an interview. As to the interviewee, "people are literate and understand what corporate social responsibility is, so there may be a relationship that may happen in a very evolved society." There is no cause-and-effect relationship since the average person cannot comprehend the significance of corporate social responsibility and how it affects quality. However, it might undoubtedly impact loyalty."

"Telenor Pakistan emphasizes providing value beyond traditional service offerings, integrating corporate social responsibility into its business model" according to an interviewee. However, interviews indicate that there is little to no correlation between corporate social responsibility

and the quality of services. An interviewee remarked, " corporate social responsibility commitments might contribute to the quality of service by ensuring ethical business practices, compliance with labor laws, and responsible sourcing." While corporate social responsibility programs might help Telenors reputation generally, the representative points out that raising client awareness is a hurdle. "In order to match the company's corporate social responsibility initiatives with customer preferences and, as a result, increase perceived value, it is imperative that customers are informed about the company's corporate social responsibility endeavors and their influence on the community" per an interviewee.

According to an interviewee, "Jazz's corporate social responsibility initiatives affect how customers view the quality of its services." Initiatives like connectivity in underserved communities show Jazz's commitment to service accessibility, even though they are not immediately related. This enhances the general satisfaction of customers and reaffirms the company's dedication to diversity. "Jazz is adamant that engaging in corporate social responsibility initiatives helps businesses attract and keep consumers" per an employee. Customer shared values are established through programs like partnerships and community engagement projects. "Jazz's commitment to providing quality telecom services is evident in its strategic approach to enhancing the customer experience" stated a participant in the interview. Even though the company's difficulties were discussed, especially in light of the economy and the dynamics of the industry, "Jazz's continuous efforts to upgrade its network and address service-related challenges underscore its dedication to maintaining a high standard of service quality."

4.7 Challenges and recommendations

One of the respondents during Ufone interviews stated that "one of the primary challenges lies in the limited research on customer preferences related to corporate social responsibility initiatives." A major obstacle to successfully coordinating corporate social responsibility plans with customer preferences is the paucity of comprehensive data and research on certain corporate social responsibility projects that have the greatest influence on customer retention.

One important suggestion for resolving these issues is to concentrate on "educating customers about the significance of corporate social responsibility in improving lifestyles." Effectively matching corporate social responsibility projects with customer preferences requires raising awareness of these initiatives and their effects on the community. Ufone cited "understanding changing customer preferences as the main obstacle to coordinating corporate social

responsibility programs with customer retention measures". Recognizing that customer expectations are ever-changing, Ufone stresses the value of ongoing research to customize corporate social responsibility initiatives that connect with consumers and increase retention. According to an interviewee, Ufone recommends continuing efforts to "teach customers about the significance of corporate social responsibility and its impact on societal well-being." Raising awareness is thought to be a crucial tactic for improving the efficiency of corporate social responsibility programs in keeping customers, benefiting not just the profitability of individual businesses but also the industry's reputation overall. According to an interviewee, "ongoing education fosters a deeper connection by acting as a bridge between the company's corporate social responsibility initiatives and customer understanding."

According to an interviewee, Zong notes that "persuading management and shareholders to set aside money for corporate social responsibility can be difficult, especially when the company serves a market that the investors may not feel connected to personally". An employee who participated in an interview also mentioned how difficult it can be to locate appropriate partners for corporate social responsibility projects, particularly in fields in which the company is not well-versed. Alignment between the marketing and corporate social responsibility teams was mentioned as a crucial component of a successful corporate social responsibility implementation. In order to ensure lasting and mutually beneficial undertakings that create value for both shareholders and the community, an interviewee highlights the significance of focusing on the same community for both customer acquisition and corporate social responsibility projects. Zong cited knowing consumer preferences as the main obstacle to coordinating corporate social responsibility initiatives with customer retention measures. Zong recognizes the necessity for comprehensive research and the significance of customizing corporate social responsibility initiatives to connect with consumers and have a long-lasting effect on retention. According to an interviewee, Zong "does not have enough budget or capacity to look at the whole Pakistan."

Zong advises spending money on in-depth research to find out what kinds of corporate social responsibility projects its customers favor. The industry can increase the effect of corporate social responsibility on customer retention by concentrating on projects that are in line with social demands and raising awareness. This suggests developing corporate social responsibility programs that genuinely connect with and keep customers through a planned and data-driven approach. Multiple employees who participated in interviews came to the additional conclusion

that " corporate social responsibility activities must be sustainable and long-lasting as they can increase awareness," as one interviewee put it.

Investing heavily in education, working with government authorities, and catering to price-sensitive customers are just a few of Jazz's obstacles. The respondents stress the difficulty of coordinating corporate social responsibility with customer retention and the need for industry-wide effort to have a significant impact. The conversation focused on the financial difficulties that the telecom sector faces, as stated by employee " exchange rate swings and the discrepancy between earning in rupees and paying license fees in dollars". According to Jazz staff, "understanding and adapting to evolving customer preferences lies the primary challenge in aligning corporate social responsibility initiatives with customer retention strategies in the telecommunications industry." Jazz understands the need of continuous research to customize corporate social responsibility initiatives that appeal to consumers and enhance retention. "The formation of an industry consortium, where telecom companies collectively design and implement corporate social responsibility programs," is the suggestion made by the spokesperson. According to employees, overcoming logistical and strategic hurdles may be necessary in order to coordinate efforts and resources with other organizations in the industry to optimize the impact of corporate social responsibility programs.

As for ongoing attention, Jazz suggests "engaging customers in corporate social responsibility initiatives, emphasizing transparency and communication." Through active customer involvement in these endeavors, Jazz hopes to deepen its relationship with the community and the business. This strategy adapts to changing client preferences and values, which strengthens customer retention and cultivates positive relationships. According to the respondents, Jazz and other industry participants ought to proactively interact with government agencies and regulatory organizations in order to promote policies that uphold economic sustainability and tackle present issues. "Active lobbying has the potential to improve the business climate. This has been having a beneficial effect on society", the interviewee stated.

Telenor has discovered several significant obstacles, such as the business environment, legislative limitations, lower literacy rates, and inefficiencies in the administrative process. An interviewee stated, "Import bans, economic challenges, and the unpredictable business environment pose obstacles to corporate social responsibility implementation." Telenor's capacity to implement corporate social responsibility projects on schedule is further impacted by delayed processes brought on by lower literacy rates and administrative inefficiencies.

The focus of Telenor's advice is on business cooperation to coordinate corporate social responsibility projects. Respondents support a coordinated strategy and recommend setting up a government agency to arbitrate corporate social responsibility events and prevent effort duplication. A worker stated, "it is necessary brands having a mission that is in line with societal demands and advocates for more initiatives to empower underserved communities and bridge digital divides."

4.8 Conclusion

A comprehensive examination of the corporate social responsibility strategies used by the four main telecom providers in Pakistan—Ufone, Zong, Telenor, and Jazz. Every firm has its own corporate social responsibility philosophy, with an emphasis on society welfare and compatibility with corporate goals. Their programs, which include staff volunteerism, education, the environment, inclusivity, health, and safety, are guided by the seven pillars of corporate social responsibility. The chapter emphasizes how crucial corporate social responsibility is to the success of telecom companies in Pakistan by helping to shape the customer experience, foster trust, raise perceived value, and build overall business.

Chapter 5

Discussion

5.1 Introduction

A role of corporate social responsibility on customer retention is revealed by the major telecom companies in Pakistan (Ufone, Zong, Telenor, and Jazz) discussing their Corporate Social Responsibility programs. The chapter explores these organizations' unique approaches to corporate social responsibility, emphasizing their dedication to people-centered values, ethical business practices, and societal welfare. The apparent focus on corporate social responsibility programs begs the question of whether there is a relationship between them and customer retention in the Pakistani telecom industry. The emphasis on community involvement, sustainability, and people points to a strategy alignment with values that may have an impact on consumer satisfaction and retention. While admitting that other factors also play a role in customer retention, the debate suggests more investigation and the gathering of empirical data in order to obtain a more comprehensive knowledge of the connection between corporate social responsibility initiatives and client retention.

5.2 Discussion

The corporate social responsibility strategies of major telecom operators in Pakistan, like Ufone, Zong, Telenor, and Jazz, seem to have a big impact on customer retention. Telenor's simultaneous commitment to corporate aims and community welfare, Zong's targeted spending on important areas, Ufone's all-encompassing dedication to societal welfare, and Jazz's community-centric activities all point to a strategic alignment with values that may have an effect on consumer loyalty. These businesses' emphasis on people-centric values, moral corporate conduct, sustainability, and community involvement suggests a possible link between corporate social responsibility initiatives and client retention. The observed corporate social responsibility tactics in this business show a remarkable association between socially responsible actions and good perceptions that may impact customer retention in the Pakistani telecommunications sector. It is advised to conduct additional research and gather empirical data in order to develop a more thorough grasp of this relationship.

5.2.1 The role of a company's corporate social responsibility activities on the overall satisfaction of its customers.

Big firms like Ufone, Zong, Jazz, and Telenor clearly demonstrate how Corporate Social Responsibility affects customer satisfaction. " As demonstrated by its quick catastrophe response efforts and sign language training for customer care employees, Ufone deliberately incorporates a people-centric approach into its corporate social responsibility programs, framing them as directly connected with consumer demands. Zong highlights that communication plays a crucial role in corporate social responsibility, and that large-scale projects that address a range of societal requirements greatly enhance consumer satisfaction. Jazz views corporate social responsibility primarily as a way to have a societal impact, reflecting a holistic approach to customer satisfaction through digital inclusion and education, even though it acknowledges the potential influence on customer satisfaction. Telenor acknowledges the low level of customer understanding but emphasizes the potential benefits of corporate social responsibility, such as lowering carbon footprint, on customer satisfaction while highlighting the need for more sustainability literacy. By addressing societal well-being and aligning with customer values, telecom providers in Pakistan have the opportunity to enhance customer satisfaction through their targeted and integrated corporate social responsibility operations. But obstacles like low awareness and more general socioeconomic reasons also influence how customers perceive products.

5.2.2 The role of corporate social responsibility and trust

Corporate Social Responsibility is essential to major operators' efforts to build consumer trust in Pakistan's telecom sector. Ufone cultivates a long-lasting favorable image that adds to increased trust levels by proactively positioning itself as a socially responsible firm and actively engaged in crises through programs like sign language instruction and quick crisis responses. Notwithstanding the difficulties in properly conveying programs, Zong's corporate social responsibility commitments greatly enhance trust, especially through community development and disaster relief initiatives, which in turn has a favorable influence on general consumer satisfaction and loyalty. Beyond telecom services, Jazz emphasizes a commitment to societal well-being through its proactive attitude during crises, major donations, and transparency in addressing difficulties, all of which increase customer trust. In a similar vein, Telenor's corporate social responsibility initiatives, which emphasize sustainability and moral corporate conduct, present the corporation as a conscientious one and foster trust among stakeholders and

customers. Overall, the telecom sector in Pakistan has shown that integrated corporate social responsibility initiatives play a significant part in building consumer trust by implementing open, moral, and socially conscious practices.

5.2.3 The role of corporate social responsibility on the perceived value

In the telecommunications industry in Pakistan, Corporate Social Responsibility appears to influence the perceived value of services provided by major operators. Ufone recognizes that while corporate social responsibility activities may not directly impact service quality, their effective communication plays a crucial role in shaping overall perceptions. By dispelling preconceived notions and projecting a modern, socially responsible image, Ufone aims to enhance the perceived value of its services. Jazz's sustainability initiatives contribute significantly to the perceived value associated with the brand, as customers who are aware of the company's commitment to education, youth empowerment, and societal progress view Jazz as more than just a telecom service provider. Telenor's corporate social responsibility initiatives help to establish the firm as a responsible one, impacting customer satisfaction and adding to the company's perceived value through ethical business practices and alignment with society ideals. Although there isn't a clear cause-and-effect link between Zong's corporate social responsibility commitments and the perceived value of services, they do play a major role in establishing trust and promoting long-lasting beneficial customer relationships. Overall, via a dedication to societal well-being and ethical business practices, the integration of corporate social responsibility in Pakistan's telecom sector seems to play a somewhat role in customer views and enhance the perceived value of services.

5.2.4 The role of a company's corporate social responsibility on its perceived service quality

Corporate Social Responsibility initiatives appear to have a subtle influence on how major operators' services are perceived to be of a given grade in Pakistan's telecom market. Although Ufone's corporate social responsibility programs might not have a direct influence on service quality, effectively communicating these efforts helps to foster a favorable brand image and general opinion of the company's offerings. Customers have a favorable opinion of Zong's corporate social responsibility initiatives, especially when it comes to connecting remote locations, and this could affect their loyalty and impression of the quality of the services. Although the exact relationship between corporate social responsibility and service quality is yet unknown, Telenor incorporates it into its business model in an effort to improve service

quality through ethical practices and responsible sourcing. Jazz's corporate social responsibility efforts, particularly those that include connectivity in underprivileged areas, enhance customer satisfaction and validate the company's commitment to providing accessible services. Despite the fact corporate social responsibly plays a role in customer retention, Jazz's corporate social responsibility initiatives are thought to be crucial for keeping clients and encouraging loyalty by establishing common values. Overall, the incorporation of socially responsible activities tends to positively benefit consumer perceptions in the Pakistani telecommunications sector, even though the direct role of corporate social responsibility on perceived service quality remains complex.

In the context of Pakistan's telecom sector, the body of data gathered from the corporate social responsibility strategies of the country's leading telecom companies—Ufone, Zong, Jazz, and Telenor—indicates a clear role in influencing important variables that affect customer retention and forming customer views. Strategic alignment with consumer requirements and social well-being is achieved through corporate social responsibility practices that prioritize people-centric values, ethical business conduct, sustainability, and community engagement. This alignment may have an effect on customer satisfaction. Although corporate social responsibility may not have a direct impact on service quality, good communication about it raises the perceived value of services. Additionally, corporate social responsibility actions play a major role in establishing consumer trust, which is especially noticeable in times of crisis and leaves a lasting good impression. It seems that telecom operators' complex strategy of incorporating corporate social responsibility into their business models improves the customer experience overall, impacting satisfaction and loyalty. The observed relation between corporate social responsibility and customer satisfaction, trust and possibly service quality and perceived value, despite ongoing challenges like limited awareness, suggest that corporate social responsibility may influences the overall customer experience and, in turn, customer retention in Pakistan's telecommunications industry. To get a more thorough grasp of these linkages over time, more empirical research and continuing evaluation are advised.

5.3 Recommendation

In order for Pakistani telecom providers such as Ufone, Zong, Jazz, and Telenor to effectively use Corporate Social Responsibility as a means of retaining customers, they need take into account the following recommendations:

- Align corporate social responsibility programs with the expectations and guiding principles of the intended clientele. This synergy strengthens the bond with customers and increases the relevance of corporate social responsibility initiatives.

- Put strong communication plans into place to make sure that customers are informed about corporate social responsibility initiatives. Make use of a variety of platforms, including social media, ads, and direct correspondence, to raise awareness and emphasize the benefits of corporate social responsibility programs.

- Include corporate social responsibility messaging in your broader branding plans. Emphasize corporate social responsibility commitments in advertising campaigns and brand communications to strengthen the favorable relationship between the company's image and socially responsible operations.

- Promote client involvement in corporate social responsibility initiatives. Engage clients in social causes, charitable endeavors, or community projects, for example. The relationship between the business and its clients is strengthened by this involvement, which promotes a sense of shared responsibility.

- Inform clients on how corporate social responsibility programs fit with their beliefs and advance societal well-being. Start awareness efforts that highlight how corporate social responsibility benefits society as a whole, local communities, and the environment.

- Cooperate to increase the impact of corporate social responsibility programs. Collaborative efforts have the potential to expand the scope and influence of socially conscious initiatives.

By putting these suggestions into practice, telecom companies in Pakistan can strategically leverage corporate social responsibility programs to boost customer retention in a cutthroat market while also having a beneficial impact on customer satisfaction, perceived value, trust, and possibly service quality.

5.4 Limitation

A number of drawbacks surfaced from the use of interviews with anonymous telecom company employees while examining the function of corporate social responsibility in customer retention through a qualitative research perspective. First off, there's a chance that the conclusions and insights derived from employee interviews has been biased because workers may be more likely to express a favorable opinion of their company's corporate social responsibility initiatives. One drawback of not having direct customer feedback is that staff

members could not completely understand the complex feelings and reactions that consumers have toward corporate social responsibility programs. Furthermore, although anonymity during interviews is important for promoting candid and open communication, it restricts the capacity to double-check data or investigate particular cases in further detail. Furthermore, because the study was qualitative in nature, it may be difficult to generalize the results outside of the particular setting of Pakistan's telecom sector. It is also more difficult to conclusively determine a causal relationship between corporate social responsibility initiatives and customer retention in the absence of quantitative data and statistical research. Notwithstanding these drawbacks, the qualitative information collected from staff interviews provides insightful viewpoints on how corporate social responsibility is seen to affect customer retention, setting the stage for further studies in this area.

5.5 Conclusion

To sum up, a thorough examination of corporate social responsibility programs in Pakistan's telecom industry reveals a complex relationship between socially conscious behavior and crucial factors that influence customer retention. Customer satisfaction and trust are significantly impacted by the strategic alignment of corporate social responsibility with ethical behavior, consumer expectations, and community welfare. The lasting effect of corporate social responsibility initiatives is highlighted by the favorable influence on consumer value, particularly in times of crisis. The research suggests that telecom companies should keep incorporating corporate social responsibility into their business models despite obstacles like low awareness. In order to maximize the benefits on customer retention the suggested strategies place a strong emphasis on coordinating corporate social responsibility with customer expectations, being open and honest with communication, and working together. This conversation establishes the framework for upcoming studies into the intricate dynamics of corporate social responsibility and customer retention in the Pakistani telecom sector, while acknowledging the limits of qualitative research.

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Appendix 1

Questionnaire - Telecommunication Industry, Pakistan

Estimated time 20 minutes.

Introduction: This questionnaire is designed to understand the role of corporate social responsibility towards customer retention in the telecommunication industry in Pakistan.

Demographics/Background Information:

Name (optional):

Position/Title:

Number of years in the current role:

Number of years with the company:

1. **Opening Question:**

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility?

2. **Questions related to corporate social responsibility** and **Customer Satisfaction:**

How do you perceive the influence of your company's corporate social responsibility activities on the overall satisfaction of your customers?

Can you provide any specific examples where the corporate social responsibility   activities have directly contributed to enhancing customer satisfaction?

3. **Questions related to corporate social responsibility and Trust:**

How do your company's corporate social responsibility commitments help in building trust with the customers?

Are there specific corporate social responsibility initiatives that you believe have notably elevated the trust levels of customers?

4. **Questions related to corporate social responsibility and Perceived Value of Services:**

In what ways do you think corporate social responsibility activities enhance the perceived value of your company's services in the customer's eyes?

Have there been any feedback or responses from customers indicating that your corporate social responsibility initiatives added value to their overall experience with your company?

5. **Questions related to corporate social responsibility and Service Quality:**

How do you think your company's corporate social responsibility activities influence the way customers perceive the quality of your services?

Are there specific corporate social responsibility initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

6. **Questions related to corporate social responsibility** and **Customer Loyalty:**

How do you believe your corporate social responsibility activities play a role in retaining customers and fostering loyalty?

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your corporate social responsibility efforts?

7. **Closing Questions:**

In your opinion, what are the primary challenges in aligning corporate social responsibility initiatives with customer retention strategies in the telecommunication industry?

Do you have any recommendations or suggestions to enhance the impact of corporate social responsibility on customer retention in the industry?

Thank you for your valuable insights and time. Your input has been playing a crucial role in our research on the influence of corporate social responsibility on customer retention in the telecommunication industry.

Appendix 2

Head Of Sustainability Jazz

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

basically 2017 onwards we have more or less stop doing corporate social responsibility what we do now is sustainability So what makes the more different is you know before 2017 we were mainly focusing on CSR and we would go to school and maybe some spend some time with school children give them few books or coloring books or we would go to a trail or a park and do the cleaning I mean they were all very worthy initiatives but they were not really sort of making an impact I mean for a photo op yes they were great but in order to see how much change your impact we have made through our programs that has been not so from 2017 onwards we sort of sat together in this very room and started to change the policy and the structure was that you know we wanted to do good tests in reality and not in perception and for that we wanted to spend in long term programs so we came up with a program or strategy that the first is the second is just a skills in the recipe for school going children and the last one is youth empowerment and entrepreneurship through National Convention center or fostering innovation to sorrow ecosystem so these were the three pillars we decided that we has been design our programs and the reason for these three pillars was that each you may hear digital and digital because we call ourselves for digital operator you're not a traditional telecom operator because we feel that anything that we can do with our product and with our sustainability programs should equip the make better use of the cell phone that is in our hand for most of the time right so this was basically the philosophy of our sustainability strategy and this is based on that we have started designing for programs right so you guys are still you know doing all of those CSR activities what are the main activities that are going on right now and what are the ones your e-mail looking forward to in 2014 you don't have to go into detail I've started confidential so if you're asking me specifically for the CSR program so as I said that you know we started investing in sustainability from present 17 onwards but that sort of in the limit to CSR for instance COVID came in 2019 and then we know we were sort of we wanted to invest in program that can help people out who are affected by the COVID so we reached out to people by providing them food supplies for daily which is worse job was affected

we gave ventilators and patient monitors and medicine supplies to hospitals because they were overwhelmed similarly we provided medicine and personal protection equipment PPE's to the front lines that comes under the ambit of CSR we also provided 0 cost Internet to the students so that their studies would be continued similarly then the flood scheme and we had the similar kind of program but if you ask me what is currently going on in CSR so while the floods came we were looking at the report from the UN in that sector about 600,000 females that expecting a flood effective areas and we thought that you know we need to do something further and that is when we partnered with the NGO called all handmade and we designed the mobile health units for clear defected so these mobile health units so it's a band that is equipped with yourself the distinct considered a lot of distinct positive within the disruptor nurse there you know so that one goes from district the perfected area and includes definition to the females into the fractured area so that is still ongoing we have for heated to more than 30,000 children and women through that program so that would I would say falls into CSR but if you ask me sustainability the list is too long right so all of this is documented and available like as you said go to the Google and type say mobile health jazz and that you has been find press releases on that but as I mentioned that you know last year we added in the pillar to our sustainability strategy and that is improving the lives and livelihoods of fud especially women through technology so now we're also designing programs in that direction so just to give you an overview of our sustainability programs we are working with you and the program is called women initiative in social entrepreneurship we are working with the citizens foundation we're supporting 1600 schools train going and 50,000 students we are working with the World Bank in too far to have information technology board right to host distribute

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

I can't say for sure because you know when we design programs we don't do it with that kind of ethos we feel that you know as part of the ecosystem as part of the you know our practice it is our obligation responsibility to give back to the society in which in which we operate so we design programs in a way that can equip you with skills that is required in the current teams and for the future needs right and similarly we provide them with the hardware that is computers or laptops or Internet that is required for them to use those skills or to learn those skills but our intention is not to you know increase our customers footprint through CSR

programs we wanted to as I mentioned that we want to do goodness in the reality and not in perception so for us to create that kind of an image that and you're doing this great work we're trying more testers is not the mindset whatever intention is to do goodness in in a way that has an impact long lasting impact and whether that requires heavy funding we're happy to provide that type of investment

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

so I feel like the feedback aspect when it comes to customers is very important so when it comes to customer satisfaction obviously customer do tend to provide either comments or reviews or whatever has there been anything with regards to corporate social responsibility and customer satisfaction customer satisfaction is a very broad like you know topic they could be happy in the morning they would be unhappy they expect right so if one call gets through there all happy if the call should get through so they're like not happy yeah so you know that span of satisfaction or forwarded them on the service is very limited so in countries like Pakistan when there's not much awareness from CSR and then B when the customer attention on their satisfaction is also very small so for both to be taken in the same spirit is very difficult right so as you may understand like or any like you know for any business to retain a customer to keep them happy is or struggle right so customers would say that you know the operator is giving me for this for 2 pesos and you were charging me 3 pesa so you know it's a very difficult debate to say how we can link them both so in conclusion that would be that it can't when it comes to corporate social response it can be it can be but it has been require effort in terms of educating customers of which organization or which the service of which organization they should pick based on their knowledge on the environment or how well this company is going for the for the community but I think in the absence of this knowledge is very difficult to say that this board could be sort of looked into.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers? Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

our main target audience is youth in the country like Pakistan where they're about 60 to 65% of population that falls under the age of 30 so we work mainly with them not only because we want to create a footprint in their mind but we also feel that that's a that's our power that's our

asset that we have to invest into so when we are working with them in the universities when we are working with them in the schools when we are working with them in the startup ecosystem so we are trying to maybe oh show to them that you know we are responsible and we feel that you know we need to work with you guys and they don't have to we don't we don't whenever we design the program we don't say that you know you should use jazz cash we should we say you should use financial service right because the actual improved economy of the country they're bringing the transparency do you know an e-mail for other programs when we when we are training them maybe on the cloud service we don't tell them to use the jazz club you know they could use of anything but they should use a digital product you know and when they are digital product or a digital service they experience their expertise, so this is how we sort of design programs and if that I hope sort of convinces them to have more trust in us that's somewhere so has there been any specific activity that has elevated trust among the customers yeah I mean we have been working pujas was the only organization in terms of telecom sector that you know the first one to make a pledge of ₹1 billion for covert and similarly 1.1 billion from the floods so those were massive programs then were the first one to provide subsidized Internet and calls to students during COVID and so as in floods definitely sort of brings up the trust factor and the and the and the factor that in general or any Pakistani young or old would feel that this is a Pakistani company and it thanks for us and it works for us and regardless of the fact that we're in need or it affected or we're not always thinking for us.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes? Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

If there's a customer and who is aware like you know in the in the other developed countries customers are very well aware of what the company is investing into what the shareholders are sort of looking into so if they know that jazz and investing in environment community in the diversity so you know and that's what satisfies or makes them believe that this is a company that is doing ethical practices so that automatically add value to the product that they are buying whether that's Internet bundle or a phone bundle right there is in the absence of those sort of points or you know in the absence of those touch points where the customers don't even know what jazz is doing other than selling that that's very difficult to quantify so they would only be looking to a value how much they are getting in place or how much they are getting in ₹500

right but they are completely unaware of because that they don't think they're paying ₹500 and this is what I'm getting and my other operators are giving me this much they only think of the value that they're not going to get in terms of usage and if I mean I'm sure we are not expensive from the others but if maybe in 1/4 yeah they has been think it is only making money but they would not be aware that this is also investing on these many projects which are for the youth so in order to bring those two together the customer satisfied with satisfaction or trust there also needs to be an education on that level seeing one big problem with corporate social response to the case so we'll see have you never gotten any feedback from customers state and that you know we feel like the value that you guys give to us have overall increased with whatever information they have walking service and we do have our sort of market days when we our commercial teams go to the market and sort of look into these kind of things as well and definitely areas across factor definitely there is more sort of footprint in the market of jazz and that is why probably we are the number one telecom operator in Pakistan more than intermediate subscribers so notice all these things add value and all these things sums up to a trust factor but if you give if you ask me for a certain percentage or certain value that is something which I has been not be able to give to.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services? Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

with the services that are provided by corporate social responsibility usually and all that quality of service has it been enhanced since the company you know moved towards sustainability I don't think so there's the link between the boat because corporate social responsibility is doing things for the people and quality of service is typical sort of commercial proposition because God quality of services like you know you have ease of making calls and you have ease of making use of any service and for that we are constantly working and for that we are constantly striving we also face a lot of challenges because there is a big issue of boosters and you know these illegal devices people use to get their signals boosted so we're also investing on that heavily and you're working for the government agencies too for remove that but in order to link that corporate social responsibility So what would the company be has been to work on themselves on the government of service on the quality and the quality of service if corporate social responsibility somehow would increase it by creating the badness and all that what do

you mean by quality of service so whatever service each company is providing right there's some sort of aspect but it comes to quality let's take you format about that I'm not going to bash you bold but isn't that great isn't that great so people would you know contribute that with quality go to service is not that great but if you bring in CSR do you think like you know how come you know customers would remove from that particular bit they'd be like well could find the quality isn't good but the company is thinking about the you know sustainability look The thing is that for us obviously the first thing to improve the quality of service right because in order to retain the customer or to even have a discussion with them important thing is to have a good quality right for instance you're going to a hospital and their services are not good but they're also providing free services to maybe 100 patients today so you would be like if I'm sure I'm certain that the quality is not going to treatment is not good even if you're doing this for free it is not good right so we have to be the best first in our service and then obviously the sustainability comes with it because if we have a poor service in laptop other than say oh look I have invested in 10 colleges please talk to us and they would be like good that you have invested your core is to give us good service OK I'm when it comes to maintaining customer and fostering loyalty I feel like it's much more profitable to retain a customer than real customer do you. so it's a long term misting and got any customers or that's our target we want to equip and educate in a way you make the right decisions and by that decisions falls in favor of us or falls in favor of another ambition is to bring the youth to a level where they can be able to make the right decision an ethical decision so whether they see that you know right now there is no at all right now you can't decide on picking up a product whether the company was producing that product and I think organization or not right so in order to bring level first receptive and that is right and then maybe we can see how much we can sort of retain to right so if this is for 100,000 this one but if they are you know supporting up points or you know they are financing terrorism so I'm not even aware of that right so for people to be more mindful of that is the objective so were there any examples of customers dictate and you know what we're coming back to this particular company because you know what you're doing for the environment or something along the lines of that yeah a lot of a lot of customers and students mainly are our customers because they feel that you know jazz is a very just the kind of plant that is for the youth whether that's through marketing or whether that's through social they are more aware that you know maybe they are using the service price considered everywhere they're also investing in these programs they're also bringing you to a platform where things could be heard so yes we do have examples where the customers come back to us

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry?

alone jazz cannot sort of offer to what is required within the country for example there needs to be a huge investment in the education sector and we have digital products or technology based solutions that can solve some of those challenges for that we have to bring everybody on the same table that is government that is the provincial you know education systems or that is the health systems so you know we have been doing programs for example jazz smart school was an award-winning program that won 400 national awards and the main reason for that was that technology was the enabler no but once we completed the pilot we took it to the government to see maybe would scale it and you know it took too much time and then you know nothing happened so you know jazz has a company can design programs that can solve these challenges whether that's in the Agri sector health or education but in order to pick them up to scale them up and to implement them on the level to be done by the government agencies because we are not the government we can you know design solutions put our minds to something that can you know avoid the barriers but then scaling them up we have limitations as well oh customer know about challenge would be the science of Alice so with that regard like what would you think the challenges are besides awareness besides awareness I think nation and we are not at a position where We cannot think too much of the price and decide based on what's good for me it's always the price factor that comes in so for our customer that would be anymore it's not just a telecom service it just you go to the market to buy something for yourself for the right jewelry or clothes the case with the customer and he's also looking our average revenue per user is 60 just selling our services really cheap right but if you look at other developed countries the service just travel in Europe other countries and you know it's not so cheap to buy a segment is here the students are making calls from like the earning cover for people is also not that great in Pakistan yeah that's a that's a factor but The thing is that let me tell you something we buy our licenses in dollars OK yeah so we are being in dollars we would be paying $450 million for a you know spectrum license right so when we are paying in dollars and we are earning in rupees yeah you know and then you have then you have a forex that is changing every second day yes right so for us to be you know buying things in dollars and then earning in rupees and then also making it a cheap thing to like you know be available so it's not a business case for us it's I mean they come they mean the sector is in crisis right now that's why last year or this year we had this digital emergency campaigns going on because

it's the industry can't survive like this so either it has to be the policy intervention the government saying that you know OK if you earn in rupees we send you the license in rupees so you know but otherwise if there is such a difference in both so for industry it's very difficult I mean you have seen other some of the operators there to you know leave the country and you know so from this

Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

we can we are doing what we're doing and we keep to do we keep on investing and expanding but I think we also need to have an industry that sort of consortium or in discussion around these things because again I said that it's not up to what one company to you know bring that kind of awareness or education for the youth but maybe if you all get together and maybe you know do one program together that would really make a difference but what we are doing is the youth right regardless of whose customer it is I mean I'm sure many of our CSR beneficiaries mean on your own customers but we don't we don't look at it that way we feel that you know if it is benefiting A Pakistani that's so maybe if something we could do together all companies together bring a consortium or take our learnings and findings and recommendations to the government or other agencies that has been make a difference but would you work on it to you know make it big part of the company in order to retain the customers look retaining the customer as I said that there are many factors into it so retaining a customer through CSR is not really the ambitions ambition for CSR is to benefit people empower people improve their lives and that for us in all these things is technology so yes for many companies it is the case that they retain the customer by doing good but for us it's doing good in reality that really benefits people right So what would the company as a whole would invest in creating awareness first though we do yeah we do invest in awareness programs and that is for the environment whether that's for the climate or whether single use plastic or you know or whether that's for education so you know every year we have awareness campaigns we disseminate SMS we are on TV arts we have also increasing our mobile services for the agenda we want to increase that penetration so you know their awareness campaigns

Appendix 3

Anonymous employee Jazz

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Jazz's approach to Corporate Social Responsibility (CSR) is deeply rooted in our commitment to creating a positive impact on society. With a strong emphasis on sustainability, Jazz aligns its CSR philosophy with the needs of the communities we serve, focusing on initiatives that contribute to social development and well-being.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers? Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Jazz perceives the influence of our CSR activities as integral to overall customer satisfaction. Our commitment to societal welfare is a core element of our brand identity, and our CSR initiatives, ranging from education to digital inclusion, reflect our dedication to enhancing the lives of our customers.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers? Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

CSR commitments at Jazz play a vital role in building trust with our customers. Initiatives such as community development projects and disaster response efforts demonstrate our active involvement in societal well-being, contributing to the trustworthiness and reliability of the Jazz brand.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes? Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Jazz believes that CSR activities enhance the perceived value of our services by showcasing a genuine commitment to societal needs. Our initiatives, including digital literacy programs and environmental sustainability efforts, contribute to creating a positive brand image and influencing how customers perceive the overall value of our services.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services? Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

CSR activities at Jazz influence the way customers perceive the quality of our services. While not directly correlated, initiatives such as connectivity in underserved areas demonstrate our dedication to service accessibility, contributing to an overall positive customer experience and reinforcing our commitment to inclusivity.

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry? Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

Jazz firmly believes that CSR activities are instrumental in retaining customers and fostering loyalty. Initiatives such as community engagement projects and partnerships create a shared sense of values with our customers, contributing to increased loyalty and establishing long-term relationships.

The primary challenge in aligning CSR initiatives with customer retention strategies in the telecommunication industry lies in understanding and adapting to evolving customer preferences. Jazz recognizes the importance of ongoing research to tailor CSR activities that resonate with customers, contributing to improved retention.

Jazz recommends a continuous focus on engaging customers in our CSR initiatives, emphasizing transparency and communication. By actively involving customers in our efforts,

we can strengthen the bond between Jazz and the community, fostering positive relationships and enhancing customer retention.

Appendix 4

Jazz Interview anonymous employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Jazz is deeply committed to Corporate Social Responsibility (CSR), considering it an essential aspect of our business philosophy. Our approach involves integrating CSR initiatives with our core values of inclusivity, sustainability, and community development. We believe in leveraging our influence in the telecommunications sector to create a positive impact on society, aligning our CSR strategy with the broader needs and aspirations of the communities we serve.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities play a crucial role in enhancing overall customer satisfaction by addressing societal challenges. By actively participating in initiatives related to education, healthcare, and environmental sustainability, we aim to create a positive association with Jazz as a socially responsible brand. The feedback from our customers indicates that they value a company that goes beyond traditional business practices to contribute to the well-being of the community.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved launching a digital literacy program in collaboration with local NGOs. The positive responses from participants and their families indicate that our CSR efforts are directly impacting the community. By empowering individuals through education, we contribute to the overall satisfaction of our customers who appreciate Jazz's commitment to creating positive change.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments are instrumental in building trust with our customers. Jazz believes in transparency and actively communicates its CSR initiatives to the public. During times of crisis, such as natural disasters, we have been swift to respond and provide support to affected communities. By aligning our CSR efforts with the principles of transparency and social responsibility, we strengthen the trust that customers place in Jazz as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has significantly strengthened trust. Jazz has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Jazz as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Jazz's services by showcasing our dedication to social causes. For instance, our partnership with environmental organizations for tree plantation drives not only benefits the environment but also positions Jazz as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Absolutely, we regularly receive positive feedback from customers who express appreciation for our CSR initiatives. For example, after organizing a digital literacy campaign in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Jazz as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Jazz as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Jazz is invested in uplifting communities and bridging the digital divide.

Appendix 5

Jazz Interview anonymous employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Jazz is deeply committed to Corporate Social Responsibility (CSR), considering it an essential aspect of our business philosophy. Our approach involves integrating CSR initiatives with our core values of inclusivity, sustainability, and community development. We believe in leveraging our influence in the telecommunications sector to create a positive impact on society, aligning our CSR strategy with the broader needs and aspirations of the communities we serve.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities are instrumental in enhancing overall customer satisfaction by addressing societal challenges. By actively engaging in initiatives related to education, healthcare, and environmental sustainability, we aim to create a positive image of Jazz as a socially responsible brand. The feedback from our customers indicates that they appreciate a company that actively contributes to the well-being of the community.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved launching a digital literacy program in collaboration with local NGOs. The positive responses from participants and their families indicate that our CSR efforts are making a tangible impact on the community. By empowering individuals through education, we contribute to the overall satisfaction of our customers who value Jazz's commitment to creating positive change.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments play a crucial role in building trust with our customers. Jazz believes in transparency and actively communicates its CSR initiatives to the public. During times of crisis, such as natural disasters, we have been swift to respond and provide support to affected communities. By aligning our CSR efforts with the principles of transparency and social responsibility, we strengthen the trust that customers place in Jazz as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has significantly strengthened trust. Jazz has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Jazz as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Jazz's services by showcasing our dedication to social causes. For example, our collaboration with environmental organizations for tree plantation drives not only benefits the environment but also positions Jazz as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Absolutely, we regularly receive positive feedback from customers who express appreciation for our CSR initiatives. For instance, after organizing a digital literacy campaign in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Jazz as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Jazz as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Jazz is invested in uplifting communities and bridging the digital divide.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

CSR activities play a pivotal role in customer retention and fostering loyalty. Customers who resonate with our CSR initiatives are more likely to remain loyal to Jazz. By actively participating in initiatives that align with their values, we create a bond with customers beyond the transactional relationship. This emotional connection fosters loyalty and encourages customers to continue choosing Jazz as their preferred telecommunications provider.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after launching a campaign to support local artisans and small businesses during challenging economic times, we observed an increase in customer loyalty. Many customers expressed their admiration for our efforts to support the community, and this positive sentiment translated into increased loyalty, with some returning customers citing our CSR initiatives as a significant factor in their decision to continue using Jazz services.

Appendix 6

Zong interview response ex-employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Corporate social responsibility in my view and so let's keep very if one thing and everything I say is going to revolve around this basic premise that corporates or any business for that matter they're built for one purpose which is profitability right and so but there can be varied reasons why OK would spend or invest back in the community back in the space that that they're working in but no matter what an organization does or a corporate does is for profit and so you know even if I'm spending on CSR and the ultimate purpose for it is going to be either the sustainability of my business or the check dictation of my business or how the public perceives my business so every dollar spent while extrinsically there might be nothing in it for me and I might actually be spending for example in schools or on schools or on hospitals on the environment so and so on and so forth the ultimate goal or the ultimate purpose for me or any business no matter what they say the ultimate goal is profitability as far as long is concerned songs philosophy yeah I can't afford profit zone philosophy to compare with other telcos song was probably spending less than others on CSR but at the same time the spending was more targeted you might see lesser PR for it whatever was spent I think it's not advertised it was not promoted as some of the competitors would promote their work but the focus had been a on different women empowerment and secondly on education for the past couple of years party

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers? Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

So again your CSR any initiative any CSR initiative is only as good as you project it to be right yeah in case of song I don't think there was much projection and the customers you know song or any telecom for that matter it works at the mass market it could have millions of 10s of millions of customers spread across the country and most of whom are I would say 99.9% of those customers not even hear about what you're doing they would have no idea what time in

CSR so 14 and which is why you would notice that the spending of these telcos or at least don't get your phone on CSR is very low because there's no way that you can capture customer or you can bring it to your customer that you've done so on so things for them or for their society or for the community that they live in and so I don't think it had a directed even in indirect relationship with the customer retention

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

No but there's this one form of CSR that again it was not purely CSR we would make some money out of it was providing connectivity to very remote areas yeah when we did that it sometimes it was unviable and the government would subsidize it but when you're providing connectivity to remote areas where those property else is providing connectivity that does create a lot of buzz among customers and that does as you know at least in that area right it does create a lot of good has been and it does find you loyal customers but again so my customer loyalty is only affected by CSR if it's related to my service if I'm opening up a school or if I'm opening up a hospital in a very word northern areas it is not going to impact my business if I'm providing them with cellular services that is that are my core business that does impact my image.

For the 1% or .1% customers that did find out about it I would believe so yes the customers that to find out what you're doing they're actually going to have a soft corner for you we're going to be so my service is going to remain the same whether they opened up their school or not my services my seller service is going to be the same but my service might be perceived better because as a brand I'm loved more as a brand right more so yes among the customers who find out what I'm doing yes they they'd be happy

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

So again I would believe providing services I mean taking long to the more northern areas so you know song as an organization it has all the more reason to be more engaged although it's not the number one operator in the GP and from the but at the same time it is the focus now has shifted there it's a natural you know area to focus for some it's a natural progression that we move north because that's how we connect with China distance those areas are closer to China it's important for us to have a better presence there and we're the only ones who have

fiber laid out from Islamabad to on the way to China so yes I think what we did in the northern areas that did have an impact already

Three types one is our multinational corporations that are headquartered elsewhere either in the West or in China or you know more advanced markets and learnings to come from there to here it's I mean I would not agree with the Pakistani corporates the awareness being law any business that comes from abroad does bring its own knowledge base and its learnings and those businesses know and they know the value of it the business and then there are bigger organized Pakistani businesses while they might no one might understand because they have the best professionals they hire the best professionals whether they're qualified from here or from abroad but at the same time those businesses are not really has been to spend and then there are benefits that that yes I would agree I'm not aware enough or you know to totally understand the value of it but the more organized MC's all of them truly understand and appreciate what it does right so it has this corporate or social responsible aspect of the company added value .

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes? Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

No I don't think so and any business that that that does that unless you're able to project your work and build a trust with the community by making sure that your customers also potential customers know what you're doing again it's for the shareholders a purpose of any business is to increase the shareholders should spending or if you're investing in the community the only way to make money out of it is that you ensure that people know what you're doing that's how you bank is credibility that's how you build some Thunder with people if you're not doing that that might be helping the community which is good which I'm all for right due to the value for the business

The 1% customers that who find out Are you sure they appreciate it sure it works and it works it works exactly the way you're saying it does but if those 1% start spending 10% more on my services it's just .1% of increase in my in value for my business right so CSR is just not being done right in Pakistan if they do it right and if they communicate it right and if they understand how to create value out of it I think it can be done better but the way it's being done the way we were doing it I don't think we were creating any value for the business for the community

yes and it's great fantastic but that that's not what businesses are built for their built for shareholder value

The customer satisfaction yes they perceived satisfaction yes yeah so my services are remained the same right I'm using the same terms my customers are using the same devices to access my services that's not going to change with any kind of CSR but what it does create is that so if I'm providing the same service and the comparator is providing the same service but at the same time if the customer if the customer's child goes to a school or if the customer knows that a certain child in a certain neighborhood in a certain city goes to a school which is funded by this organization the child who otherwise would not have had access to school that would create a soft corner and that would so despite the providing the same services the customer would appreciate more superior services more not doing that we're not able to communicate it to that customer potential customer that that this is what we've done right so All in all the big problem with song was that you guys didn't communicate it with people on what you were doing is that it I think barring one or two or a handful of MC's in Pakistan I don't think anybody's a lot of corporates are doing a lot but from a purely adjusted shareholders perspective which generating low value it's generating value for the community which is great again don't take me wrong I'm not that evil you know I'm not the the management's role is to create shareholder value don't achieving that with the kind of CSR projection that they're doing they're creating value for the community which is great

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services? Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

communication was there so was it helping the customers like were the customers you know aware and they knew something they came to the company stating or giving their feedback or maybe providing an idea like you know you could do this or that or something like that the customer knows but the beneficiary of a new CSR initiative that yes they would appreciate it if I partner with the knowledge platform zoom partnered with we started work on it a few months ago and I think it was this month or last month when we partnered with the knowledge platform yes so whoever gets touched by it or impacted by it they would appreciate it they might or might not be my customers though

Oh people who are directly impacted by it it would be a very small fraction of the society I mean no matter what amount of money I spend I'm not going to be spending as much as the government right so maybe if it's spending let's say let's say I'm a very generous corporate and I spent ₹500 million a year on CSR how many lives do you think I can touch at best at best I'd be able to touch 100,000 lives but for a business that works in the mass market this is nothing the whatever value changes is going to be pocket change so yes those few might be more loyal I might be able to get more loyalty out of those few customers but then that's about it not from my entire customer base so for context if I have 5 sorry 45 million customers and 1 million perceive good I won't say it's no use but it's still very little value.

no well actually yes so the one that I mentioned earlier you know the coverage that we give to remote areas oh specially in the north areas that were underserved or unserved previously they get connectivity and it's not just when we're doing it for CSR even when you were the first one to provide services in an area that's unserved previously when they're paying you they're still thankful to you there are times when even paying customers are not commercially viable right so I have full on cellular towers in an area where there's only 30 customers it's not going to be profitable but then this time even when it's profitable the customers so yes when you serve the unserved they're thankful they're loyal they appreciate it more

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry? Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

I think I I'll talk about the challenges first one challenge I should call it a challenge but a constraint is that yeah you can have the best CSR and PR professionals in your organization but it is it is still very difficult to stand your initiatives or convince your you know management or your board or your shareholders for two to spend on it especially if you look at it from songs perspective it's Chinese investors and then it's Pakistan's community would I want to be spending on people who I have never seen has been never see a community that I has been never be a part of community that I am only in to make money and so yes that was one challenge and so secondly I would also say that you know market it's also my expertise is providing cellular services right my expertise is not education my expertise is not a skill development among housewives or female who can you know you know our livelihoods and those are facts I have to turn to somebody else to help me with those I like the help with an NGO I or I'll help

with a for profit organization I has been find that tell them that I need someone so outcomes there aren't such they aren't enough you know players indeed in the market out there like a partner with right so if I want to be educating more you know unenrolled children I just don't know who to turn to who to who to send my money to even if I want to give that money and things that we did wrong from the get go   I can name several business I'm not really sure if I can think of a lot in the CSR but yes I think   if I'm supporting a classroom that's going to be education educating 20 children it's a local cause but it's not worthy of my money because I have the as an organization a large corporate has much more muscle and instead of you know doing it for 20 students and then taking a few pictures I think with that muscle a lot bigger things get better

I think my biggest suggestion to any corporate not this song would be very aware so what happens is that there's a marketing department mm-hmm and there's a CSR department I think the two things need to be done in tandem the customers who you're trying to sell to should be the customers who you're trying to up left or right should be the community you're trying to invest in and then that mismatch is not there it's not going to be sustainable because your shareholder or your board is not going to keep funding it right yeah so my shareholder has been only fund community investments that create value for it and it's not difficult it's very easy to align the two.

Appendix 7

Telenor anonymous employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Telenor places a strong emphasis on Corporate Social Responsibility (CSR) as an integral part of our business philosophy. Our approach involves aligning CSR initiatives with the principles of sustainability, digital inclusion, and community development. We believe in using our resources and expertise to contribute positively to society, and our CSR strategy reflects a commitment to making a meaningful impact on the lives of the people we serve.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities are designed to enhance overall customer satisfaction by addressing the evolving needs of society. By actively participating in initiatives related to education, digital literacy, and environmental sustainability, we aim to create a positive association with Telenor as a socially responsible brand. The feedback we receive suggests that customers appreciate a company that goes beyond traditional business practices to contribute to the well-being of the community.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved launching a digital literacy program in collaboration with local schools. The positive responses from parents and students indicate that our CSR efforts are resonating with the community. By empowering individuals through education, we contribute to the overall satisfaction of our customers who value Telenor's commitment to making a positive impact on society.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments play a crucial role in building trust with our customers. Telenor believes in transparency and actively communicates its CSR initiatives to the public. During times of crisis, such as natural disasters, we have been quick to respond and provide support to affected communities. By aligning our CSR efforts with the principles of transparency and social responsibility, we strengthen the trust that customers place in Telenor as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has strengthened trust. Telenor has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Telenor as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Telenor's services by showcasing our dedication to social causes. For instance, our partnership with environmental organizations for tree plantation drives not only benefits the environment but also positions Telenor as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Yes, we frequently receive positive feedback from customers who express appreciation for our CSR initiatives. For instance, after organizing a digital literacy campaign in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Telenor as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Telenor as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Telenor is invested in uplifting communities and bridging the digital divide.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

CSR activities play a pivotal role in customer retention and fostering loyalty. Customers who resonate with our CSR initiatives are more likely to remain loyal to Telenor. By actively participating in initiatives that align with their values, we create a bond with customers beyond the transactional relationship. This emotional connection fosters loyalty and encourages customers to continue choosing Telenor as their preferred telecommunications provider.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after launching a campaign to support local artisans and small businesses during challenging economic times, we observed an increase in customer loyalty. Many customers expressed their admiration for our efforts to support the community, and this positive sentiment translated into increased loyalty, with some returning customers citing our CSR initiatives as a significant factor in their decision to continue using Telenor services.

Appendix 8

Ufone Anonymous employee

Opening question

Ufone's approach to Corporate Social Responsibility (CSR) stems from our commitment to societal welfare. Inherited from PTCL, our CSR philosophy revolves around seven pillars, including employee voluntarism, education, environment, and health and safety. These pillars guide our initiatives, reinforcing our dedication to making a positive impact on society.

Questions related to CSR and Customer Satisfaction:

Ufone's CSR activities are intertwined with our customer-centric approach. The slogan "Tum Hi To Ho" (It's all about you) reflects our commitment to the people. Our CSR initiatives, integrated into branding and advertisements, resonate with customers, contributing to their satisfaction by showcasing our dedication to community welfare.

Questions related to CSR and Trust:

CSR commitments at Ufone have played a crucial role in building trust with our customers. Initiatives like rapid responses during natural disasters, such as floods and pandemics, highlight our proactive engagement with communities, elevating trust levels and reinforcing Ufone's image as a people-centric organization.

Questions related to CSR and Perceived Value of Services:

Ufone believes that CSR activities enhance the perceived value of our services by demonstrating a commitment to societal well-being. Feedback from customers, especially regarding initiatives like sign language training for customer service representatives, indicates that these activities positively contribute to their overall service experience.

Questions related to CSR and Service Quality:

While CSR activities may not directly correlate with service quality, Ufone emphasizes a holistic approach. CSR initiatives, like free communication during international crises, create a positive brand image, indirectly influencing customer perceptions of service quality.

Questions related to CSR and Customer Loyalty:

Ufone recognizes the role of CSR activities in customer retention and loyalty. Initiatives, such as the sign language training for customer service, showcase our commitment to inclusivity. Customer feedback indicates increased loyalty, reinforcing our belief that CSR efforts contribute to long-term customer relationships.

Recommendation and challenges

The primary challenge in aligning CSR initiatives with customer retention strategies in the telecommunication industry involves understanding evolving customer preferences. Ufone acknowledges the importance of continuous research to tailor CSR activities that resonate with customers, fostering a strong connection and improving retention. Ufone suggests ongoing efforts in educating customers about the significance of CSR and its impact on societal well-being. Creating awareness can enhance the effectiveness of CSR initiatives in customer retention, contributing to the industry's positive image.

Appendix 9

Ufone anonymous employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Ufone is deeply committed to Corporate Social Responsibility (CSR) as an integral part of our organizational philosophy. Our approach involves aligning CSR initiatives with the core values of innovation, inclusivity, and sustainable development. We believe in utilizing our position in the telecommunications industry to make a positive impact on society, focusing on areas such as education, healthcare, and environmental conservation.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities play a crucial role in enhancing overall customer satisfaction by addressing societal challenges. By actively participating in initiatives related to education, healthcare, and environmental sustainability, we aim to create a positive image of Ufone as a socially responsible brand. The feedback from our customers indicates that they appreciate a company that actively contributes to the well-being of the community.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved launching a digital literacy program in collaboration with local NGOs. The positive responses from participants and their families indicate that our CSR efforts are making a tangible impact on the community. By empowering individuals through education, we contribute to the overall satisfaction of our customers who value Ufone's commitment to creating positive change.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments are instrumental in building trust with our customers. Ufone believes in transparency and actively communicates its CSR initiatives to the public. During times of crisis, such as natural disasters, we have been swift to respond and provide support to affected communities. By aligning our CSR efforts with the principles of transparency and social responsibility, we strengthen the trust that customers place in Ufone as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has significantly strengthened trust. Ufone has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Ufone as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Ufone's services by showcasing our dedication to social causes. For example, our collaboration with environmental organizations for tree plantation drives not only benefits the environment but also positions Ufone as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Absolutely, we regularly receive positive feedback from customers who express appreciation for our CSR initiatives. For instance, after organizing a digital literacy campaign in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Ufone as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Ufone as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Ufone is invested in uplifting communities and bridging the digital divide.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

CSR activities play a pivotal role in customer retention and fostering loyalty. Customers who resonate with our CSR initiatives are more likely to remain loyal to Ufone. By actively participating in initiatives that align with their values, we create a bond with customers beyond the transactional relationship. This emotional connection fosters loyalty and encourages customers to continue choosing Ufone as their preferred telecommunications provider.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after launching a campaign to support local artisans and small businesses

during challenging economic times, we observed an increase in customer loyalty. Many customers expressed their admiration for our efforts to support the community, and this positive sentiment translated into increased loyalty, with some returning customers citing our CSR initiatives as a significant factor in their decision to continue using Ufone services.

Appendix 10

Manager of corporate social responsibility PTCL

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Ptcl since it is a legacy organization has been here since the creation of Pakistan ufone relatively is a newer entity. It is a core corporate organization. Ptcl was government owned for a very long time. There was a merger in 2015. Ufone inherited ptcl csr policies. They have defined pillars to focus their csr initiatives on. 7 are employee volunteerism, education, environment, inclusion, health and safety etc.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Foe ufone, slogan is "tum hi to hou". It's all about you, it's about the people. The core focus even the branding strategy focus on how ufone comes up with offers and services to serve its community its people, the approach is people centric. That sand behind csr policy so whatever we do is for the people. so Basically, it is more of a branding strategy that csr is all about you. Csr stand very imp with all of the policies we also try to incorporate csr focus on our ads as well. If you have seen in Ramadan ads as well they have been a few other ads as well. It plays an important role in giving this information out to the public that whatever you are putting into the company the profit, and all have been put to a good use.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

So what I can tell you I can quote a very recent example I think September 27th is International Day of sign languages right so we wanted to do something around that day to celebrate it to commemorate it with unified native so we partnered with an organization called connect here they basically it's a social enterprise that works for the rights of deaf people so we organized a sign language training for our customer center staff if you've seen I think there are a lot of joint shops PTCL and ufone joint shops in Islamabad as well if you I think you told me that you were from there must be some shops and afterwards as well yeah so we trained our customer

service representatives who are basically responsible for dealing with the customers directly it was a deaf sensitization training and we also taught them basic sign language so they're able to cater to the needs of people who you know for cater to the needs of deaf people who may walk in into our customer service shops to get some you know services so that is one example that we tried to you know engage these are our staff special especially who are in touch with the customers directly to sensitize them to be able to cater to their needs according to their needs so that was one example.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Yeah So what I think whenever they ever since there has been a you know a natural disaster or a pandemic in the country PCL has been on the forefront and serving their community so when COVID was here PCL donated a huge amount to the relief activities and so we have always been on the forefront whenever there is a natural disaster in the country during the floods we were amongst the first ones to reach to the stranded public we always provide them free cellular Internet data in those areas the even when there's some calamity in some other country like there was a there was a massive earthquake in Turkey very recently Turkey and Jordan so we made all the calls from Pakistan to Turkey to the affected areas we made them free of cost so we did not charge anyone who were trying to you know reach out their families or friends in these areas so whenever there has been a there has been a calamity in the country or even outside we have been the first ones to go in the communities to reach out to people we during the floods we opened up the doors of our you know we have exchanges all across the country we opened the doors of our exchanges we set up health camps in those areas we provided mobile health centers as well so I think it is it is very everyone in the in the country they know that how PCL new phone they have been on the forefront and serving their community during such calamities so I think that has a lot to do with the effects that the company has actively been doing so people I think they the company holds a good image amongst the people as a people centric organization.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Yeah so basically I think the feedback is ongoing so whenever there's an initiative you know we post on our social media hands we release it publicly so you know feedback is I think it is subjective we can't really say if people hold an image to the overall CSR scenario but yes of course for specific activities we do get constant feedback from people like we like told you about the recent sign language training that we did so people were very happy you specially people but disabilities or deaf people they were very happy that they since we were the first one in the industries in the telecom industry to take this initiative for observing the deaf community so they were I'm happy that at least you know someone took a by nearing step in the industry to cater to the needs of the people with special needs so I think feedback is subjective but how does the company incorporated CSR value into the into its business function that I can tell you I can I can give an example like we constantly come up with you know offers for data offers voice offers and all that so we as a company have committed to GSM I don't know if you are familiar with GSM it's an International Association for telecom operators so PTCL and ufone they have a commitment with GSMA to increase their women customer base by 25% in the year by I think 2025 in two years we're going to increase our customer base we've been customer base by 25% I sorry I guess it was 15% yeah so we try to incorporate these values in our business function as well so we our team our relevant team they try to come up with offers that you know cater to the needs of women stay at home women or women who are doing some businesses from their home you know or doing some online work so we try to incorporate CSR values into our business function as well very regularly and we do get very positive feedback from people.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

I don't think it correlates with the quality of the service I would say not directly but maybe indirectly it could affect the perception of the people regarding the company like people a lot of people they judge people for being a government entity or a very old you know old company with old services with outdated infrastructure and all that but if we of course has a lot of a lot

to do with how the brand markets itself and how we   you know how they project our CSR initiatives in our branding strategies so if we you know if we successfully let people know that we are socially responsible organization working for the betterment of this society I think that could do a lot with how people perceive the organization but I don't think it directly affects the quality of the product or what people think about the quality of the product right

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

And not have my experience I don't think I have ever received feedback that you know based on our CSR initiative someone would comment on the quality of the product I don't think you're directly correlates but as I've already said that I think it does give out a good brand image on a larger scale but not on the product .

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

Yeah I guess it has a lot to do with how people you know perceive the their network operator if we talk about telcos only so even in even with the FMCS you see it has a lot to do with how much people are aware of about the activities that they're that these companies are doing but if I think people are well aware of these activities people do tend to you know stick to these companies considering their CSR or their social and initiatives since I've seen you know a lot of people are talking about some specific social responsibility initiatives or certain companies that they think are very impressive and that could be one reason that they have you know decided to stick to that particular company and you know give their money to you know some certain initiative so yes I think it has a lot to do with how people how you project as I've already said how you project you'll see some initiatives and if people are well aware about it I think it creates a lot of difference that people you know tend to stick to their these companies if they think that they are doing some responsible work for the society

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

 well that is it's very it's very difficult to say because you know a retention and customer satisfaction and you know retaining customers it is it is a very technical subject and there is a there is a whole dedicated team who are responsible for you know retaining these customers to

get the data why of why the that particular customer is leaving the network or why they are coming back to it so I think that data is very technical and we don't directly get it so I would not be able to say if I have directly heard about it but that is a whole technical side and I think I would not be able to comment on it since I don't get the data directly.

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry?

yeah so I guess a lot of research has to go into into planning these initiatives based on you know I don't think anyone has ever done a research on how on what customer preferences are in terms of CSR initiatives I don't think a lot of people care honestly I don't think a lot of people care while opting for a particular company or a brand that how it you know what corporate social responsibility does this company takes but as I've already said that the company is very good at projecting this is our nature but it might create an impact on the on the customer but I think a lot of research has to go into if we are thinking of on this aspect that to come up with certain strategies that could you know attract customers based on our CSR plants so I think policy while drafting this policy a lot of research has to go into it so I think a very you know in-depth study researchers would be required which I don't think I don't think we regularly do oh OK so that would be I think a challenge that we don't get such in-depth data based on these you know indicators we don't get we do a lot of research on you know what in regards to what kind of products would customers need what kind of products to lead to you know retaining these customers but I don't think we do a lot of research and what kind of CSR initiatives that people would like us to take for them to you know stick to this network so I don't think we do a lot of research on that side on that side but we do have a lot of research on the product side so I think that I could say this would be one challenge that we don't get a lot of relevant data with regards to what customers would prefer in terms of csr initiatives. Exactly that's what I was saying it has a lot to do with how aware people are about rights are about what kind of seaside initiatives companies are taking in in Pakistan or internationally, so I don't think that is a very you know talked about subject.

Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

I think I think I can't think of anything else other than educating people about what CSR is how important it is for companies to you know undertake certain CSR vitiates in order to you

know bring some improvement in our lifestyle so I think educating people would be on top I can't think of anything else right now but if I do I'll let you know but I honestly can't think of anything other than you know creating awareness around what season how CSR is important and you know improving their lifestyles

Appendix 11

Senior manager sustainability Telenor

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

It's something that that's there are two sides to it number 11 is the business side and other is I think is the one more inside this is the community this is the company this is the country that has given a lot to the a lot to us right as a company we have been taking profits from this country from these people right so it's time to return something to them on the areas where they need our help the most so that's set of corpus list of this possibility but it has some strings attached to the business side as well right so we need to see where we invest in terms of corporate social responsibility and in the regard that it is not it doesn't get our brand name doesn't get any compromise on that right so we need to be very careful in making chicken making partnerships on that so currently we are working on our CSR projects we have three we are we have a very flexible product that was delivered that was based on birth registration and currently we are working on the Lima that online education for the children that's number one and #2 and we are working with the on a policy level with the government of Pakistan with the help of UNICEF to help them draft a policy on Online Protection of children so these are the projects that we are working at the moment right so basically the main goal main audience right now for corporate the responsibility of children.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers? Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

CSR has directly contributed to enhancing the customer satisfaction by you could say you got some sort of feedback or something but in our term CSR is not directly linked to the customer experience because it's directly proportional with the kind of literacy that we have in the business environment Clear Lake bank somewhere where literacy rates are not that high it's very difficult for a customer to make a rational decision and while purchasing or using the

service to consider that what are the sustainability aspects what are the climate aspects within CSR aspects of this product right recently I've experienced some big brands when there's a clothing brands they are just printing that this much amount of material within this sweater or this T-shirt is very cyclable reusable right so that is because of the audience there or the markets they're that they're selling their products and their their the customer is kind of sensitized on these matters that we have responsibility in printing I would rather name it or articulate this as responsible purchasing right but in our country it's the measure of the population is kind of engaged in making their ends meet so it's very difficult for them to move beyond that point and purchasing or get such services which are responsible and responsibly handling other parts of or dealing with the community as well so I think it's the in short excellent sea level which has not given us that of a post from the customer side to invest on CSR side it's our own prerogative that we have a responsibility to give back to the society and we do it not only in terms of CSR but we do it a lot in terms of corporate social sorry social accountability for our people working on our behalf to ensure that they get fair amount of wages legal wages right not the fair amount the legal way the legal requirement wish that they have all the other legal requirements we insure that they get them right and climate as well so there are not much post from the customer side right.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers? Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

It's again the same thing if I ask you are you aware are you aware about the cop 28 somewhere just concluded two days back in the way so that's kind of French for you right that's yeah so it's again if you were a normal consumer normal customer you using technology right so by using this correction does that give you an any kind of push and just it doesn't give you any kind of curiosity to understand about the what kind of services in terms of corporate social responsibility these companies are doing or what kind of climate commitments that they have right so we exactly need to understand who is the connected party who's the interested party and I think those are the investors more importantly those can be apologies from government side right then I think the most important stakeholder in this regard is community at large right if I come to barrier university right or right for example your student page and people from my team or myself we go out on our cleaning patrol on are you are you from Starbuck I'm from

Hereford right all right if we go on trial 7 trail 6 for garbage cleaning activity right if I'm giving example stop during that activity person has been definitely ask me the authorities were there definitely has been tell me that we have the broken branches we have we don't have lights over here so if your company can sponsor they give us some benches or lights and so and so forth etcetera these are the kind of authorities who somehow involved in requesting a few things from the CSR side which I think is not an ideal scenario but again it comes down to the point our literate we are #1 how much do we have to deal with our normal day-to-day things and then we can think about some other aspects of the of the society as well which I think in our perspective where half of the population is down the poverty line and I don't have sufficient calories to feed their children they're most concerned about meeting them making their ends meet so it's exactly CSR again I'm making this clear that it's CSR not sustainability right am I correct yes so you can just reflect this upon yourself without opting this as obtaining for this subject right what was your literacy level regarding CSR very little I didn't think you that's not so bad right and for that little you at least know PSR means corporate social responsibility and what are the reasons that corporates needs need to conduct these exercises right but there are people off of the population of this country may not be able to maybe build these things right understanding the level priority so don't you think if you guys or if the company together work on increasing the knowledge and awareness regarding corporate social responsibility don't you think this would ultimately somehow affect customers retention because like you said the times are changing everyone is going green it matters a lot to people now if something is organic so don't you think it would somehow affect us how customers are coming to you or if the customer is retaining now I'm going to give you a bit larger perspective kind of an overarching perspective right now it's come to let me give you a few of the statistics that we have around 22 to 25% of the network of Telenor parks and we have 13,000 plus PDS sites right and site the one tower that he sees in your surrounding that that 1B site right so we have 13,000 + b size 20 to 25% of those BTS sites are now all running on renewable energy right we are committed with there is there was an accord in 2016 in Paris which is called Paris climate accord that was where all the nations under United Nations agreed to have some climate action programs on their end with the motive that feature of the clamp or entire planet has been not rise has been we not let it rise from 1.5° as a stone two research on from that on this topic that this is called Paris climate agreement right so we in Tylenol Pakistan committed to that commitment and we also signed that and our ambition is that we need we'll be reducing our carbon footprint by 50% by 2030 right I I'm not sure about the numbers but that's equal to plotting billions of trees right So what we are doing the recent plots that you have seen in last

year when 1/3 of the country was under the water was because of the climate change effect that was going through so in starving the community we are doing a lot the moving to renewable energy is like we are putting any we are just switching on an AC and in the Pakistani climate right so it's like that we are continuously improving our energy mix through to ensure that we don't pollute this country we ensure that we don't emit enough carbon for the greater good of the people right and we make a cleaner network which is sustainable and environment friendly for the people living in this country right so that's one aspect #2 if you or somebody or me I am working on behalf of Tylenol as a business partner of below and make sure that the labor that they are hiring to conduct the job on our behalf is dent according to the law of the land right they get minimum wage for example 35,000 nobody in the rural areas ruled by an your outskirts go and see find out and people are just getting hired on 10,012 thousand 15,020 thousand maybe not on 35,000 they don't get they don't get social benefits right but we Intel or ensure that our suppliers which are in thousands control that they get social benefits required for them so if it's only about the source the corporate social responsibility then.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes? Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Awareness is very little to none in Pakistan with corporate social responsibility I agree that's number one but the world is changing very fast I am not sure about this subject if it's about the corporate social responsibility only I'm so sorry if you can hear me I'm connected with my phone I just had a call in the middle OK yeah just a second just a second yeah I can hear you but yeah can you hear me yes very clearly yeah but I don't know why you the speaker is often just second I cannot hear you properly OK no problem let's be right if you can hear me properly that's the purpose yeah it's perfectly right that you the customer awareness in terms of CSR is very limited but other parts of sustainability like climate I think there is a huge they have been cheese recently we have experienced a huge shift in diabetes level in terms of government and other stakeholder also that part is kind of taking picking up the pace social accountability in terms of people working on our behalf that part is also picking up the pace and governance and privacy is also very much involved in today's world but for CSR yeah it's kind of blue in the list.

I think we are right that awareness level is not that high if there's no awareness then there is no customer retention attached to it right but if we take it on a holistic picture which I said I'm going to increase the perspective of the discussion if you take it on the environment side if you take it from the social accountability side right we are doing a lot and it if it's it is not now but definitely it's going to have an customer impact definitely right correct OK and that just makes sense one it comes to value when we talk about value when it comes to customers they're always looking for something in return so it's CSR do you think you guys are providing some sort of value to customer or if you have had any feedback from customers for example for your phone they were working with the deaf community and they received a lot of feedback stating that you know this has you know improved things for us and it's it has become easier so do you think the things that you've done when it comes to corporate social responsibility those initiatives have it added to the value of customer and have you been receiving any feedback on it yeah actually we started a film program center the corporate social responsibility with to build a perspective and to kind of advocate on the things right we previous started an open mind training program that for the people who are differently abled people with special needs to be hired or people for us for the second the video of time and then the open mind and we come back to open my graduation ceremony that's number one then we started in the program Navas program is for the kind of mothers or females who have taken some kind of career break and they want to resume their careers and we have excellent some very good success stories with us on that right so these are the kind of and then digital version distraction program as of all my kind of program that we have been doing it you can we did it with the UNICEF you can also research it on the Internet so all these things kind of endless in branding herself in a way that we are we are a company which loves to give the dog which kind of feels the need that it is a compulsion on us to give back to the community the one but to back there are that for these programs here's our programs with us they are very they speak very high of our values hmm again refer to the initial discussion that people are not that much aware of that but we can only do to the we can only create awareness for the people that creating our own capacity as well right and we do it for list right so would you say that whatever you've done and however you've increased the value for the customer has it in turn increased the quality of the service that you guys provide when you compare yourself to other like your phone jazz and song right hold on the quality of the servicer as again as different dimension rules so one quality of service is that how you provide good quality of products #2 create network right quality in terms of value to the money right but I think it's more important to give people a network which is more environment friendly for them right which don't necessarily post them into any unpleasant

situation like whether disasters and etcetera a lot of carbon emissions number one number two we don't want to create a risk of child labor create a risk of bonded labor create a risk of non-compliant to the labor laws through our operations right so we make sure that people do business doing business with us are doing that ethically right so in these terms we provide good quality service to our customer that they can they could stay satisfied and the insured that their product they are using are all the ingredients that have been mixed to provide this product are procured responsibly are running responsibility as the law of the land and there are no malpractices involved in that so in this perspective let me give you an example if you buy a makeup product that is the raw material of the that my product is kind of procured from South Africa not any African country there are few mines where children are working and things mining are things which are using in this product so you have no concern whatsoever whosoever is taking out that in the mind is a children or not a child or not but now the awareness travel is increasing now people generally it's going to be very easy for anybody to produce anything with inequality right if I hire people from any third world country there'll be nobody available in $1020 a day in fact $100 a week all the customers are and you can go to any website of any brand we had editors like H&M luxury brands any brand you'll find a tab of sustainability they're ensure you that this product the value chain of this product is coming from this side and we have our controls over there right so I think as a Norwegian as a European company the regulations which require us to do these things are much more stringent than any other part of the world so we are fragmented in German right climate and awareness and social accountability right makes sense thank you so much I'm so have you had anybody coming back to you stating you know what we liked how green you are we liked how you've done this and that and that and we're going to stay with the company we would ask other people to join Tylenol have you received any such feedback that it's way larger than this it's offspring it's not downstream OK it's do you understand the concept of upstream and downstream yeah somewhat or I can help you understand that yeah sure go ahead right so what's up seen it's the investor who's investing the money it's the company please governing turn off Pakistan right and downstream are the customers or other business partner suppliers right so our just inability kind of CSR or ESG environment social and governance efforts are more often requirement and more because of the push from the upstream or the downstream right and why is that so that you need to refer to again a few of the agreements like Paris climate agreement or cop 28 with this computer do this back where there was recommendation that every loan should be green loan kind of if you want to take a car and you go to the bank and you say that I want to via sport date and then say it's a two liter gas guzzling engine that produces a lot of carbon we'll

give you loan at 17% and in the world to come when you go there you say I want to get an electric car please grant my loan over that they'll say OK we'll give you a loan on discounted rate of 10% on only because you were you not be meeting any company right so it's a normal science when you go to the bank to get loans or anything there are conditions attached to it now climate and environment social accountability all these things are going to be the basic requirements of any investing partner so this is an upstream thing right that we do it responsibly it's northern downstream it has a direct impact on the downstream but requirement is coming from upstream.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services? Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

awareness is very little to none in Pakistan with corporate social responsibility I agree that's number one but the world is changing very fast I am not sure about this subject if it's about the corporate social responsibility only I'm so sorry if you can hear me I'm connected with my phone I just had a call in the middle OK yeah just a second just a second yeah I can hear you but yeah can you hear me yes very clearly yeah but I don't know why you the speaker is often just second I cannot hear you properly OK no problem let's be right if you can hear me properly that's the purpose yeah it's perfectly right that you the customer awareness in terms of CSR is very limited but other parts of sustainability like climate I think there is a huge they have been cheese recently we have experienced a huge shift in diabetes level in terms of government and other stakeholder also that part is kind of taking picking up the pace social accountability in terms of people working on our behalf that part is also picking up the pace and governance and privacy is also very much involved in today's world but for CSR yeah it's kind of blue in the list.

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sort of value to customer or if you have had any feedback from customers for example for your phone they were working with the deaf community and they received a lot of feedback stating that you know this has you know improved things for us and it's it has become easier so do you think the things that you've done when it comes to corporate social responsibility those initiatives have it added to the value of customer and have you been receiving any feedback on it yeah actually we started a film program center the corporate social responsibility with to build a perspective and to kind of advocate on the things right we previous started an open mind training program that for the people who are differently abled people with special needs to be hired or people for us for the second the video of time and then the open mind and we come back to open my graduation ceremony that's number one then we started in the program Navas program is for the kind of mothers or females who have taken some kind of career break and they want to resume their careers and we have excellent some very good success stories with us on that right so these are the kind of and then digital version distraction program as of all my kind of program that we have been doing it you can we did it with the UNICEF you can also research it on the Internet so all these things kind of endless in branding herself in a way that we are we are a company which loves to give the dog which kind of feels the need that it is a compulsion on us to give back to the community the one but to back there are that for these programs here's our programs with us they are very they speak very high of our values hmm again refer to the initial discussion that people are not that much aware of that but we can only do to the we can only create awareness for the people that creating our own capacity as well right and we do it for list right so would you say that whatever you've done and however you've increased the value for the customer has it in turn increased the quality of the service that you guys provide when you compare yourself to other like your phone jazz and song right hold on the quality of the servicer as again as different dimension rules so one quality of service is that how you provide good quality of products #2 create network right quality in terms of value to the money right but I think it's more important to give people a network which is more environment friendly for them right which don't necessarily post them into any unpleasant situation like whether disasters and etcetera a lot of carbon emissions number one number two we don't want to create a risk of child labor create a risk of bonded labor create a risk of non-compliant to the labor laws through our operations right so we make sure that people do business doing business with us are doing that ethically right so in these terms we provide good quality service to our customer that they can they could stay satisfied and the insured that their product they are using are all the ingredients that have been mixed to provide this product are procured responsibly are running responsibility as the law of the land and there are no

malpractices involved in that so in this perspective let me give you an example if you buy a makeup product that is the raw material of the that my product is kind of procured from South Africa not any African country there are few mines where children are working and things mining are things which are using in this product so you have no concern whatsoever whosoever is taking out that in the mind is a children or not a child or not but now the awareness travel is increasing now people generally it's going to be very easy for anybody to produce anything with inequality right if I hire people from any third world country there'll be nobody available in $1020 a day in fact $100 a week all the customers are and you can go to any website of any brand we had editors like H&M luxury brands any brand you'll find a tab of sustainability they're ensure you that this product the value chain of this product is coming from this side and we have our controls over there right so I think as a Norwegian as a European company the regulations which require us to do these things are much more stringent than any other part of the world so we are fragmented in German right climate and awareness and social accountability right makes sense thank you so much I'm so have you had anybody coming back to you stating you know what we liked how green you are we liked how you've done this and that and that and we're going to stay with the company we would ask other people to join Tylenol have you received any such feedback that it's way larger than this it's offspring it's not downstream OK it's do you understand the concept of upstream and downstream yeah somewhat or I can help you understand that yeah sure go ahead right so what's up seen it's the investor who's investing the money it's the company please governing turn off Pakistan right and downstream are the customers or other business partner suppliers right so our just inability kind of CSR or ESG environment social and governance efforts are more often requirement and more because of the push from the upstream or the downstream right and why is that so that you need to refer to again a few of the agreements like Paris climate agreement or cop 28 with this computer do this back where there was recommendation that every loan should be green loan kind of if you want to take a car and you go to the bank and you say that I want to via sport date and then say it's a two liter gas guzzling engine that produces a lot of carbon we'll give you loan at 17% and in the world to come when you go there you say I want to get an electric car please grant my loan over that they'll say OK we'll give you a loan on discounted rate of 10% on only because you were you not be meeting any company right so it's a normal science when you go to the bank to get loans or anything there are conditions attached to it now climate and environment social accountability all these things are going to be the basic requirements of any investing partner so this is an upstream thing right that we do it responsibly

it's northern downstream it has a direct impact on the downstream but requirement is coming from upstream.

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry?

example we wanted to import there's some import bans in the because of the deteriorating macroeconomic situation of the country and we had to postpone some of our imports of our renewable energy production equipment which actually landed in producing more carbon right so that's so that that's problem #1 the challenging business environment that we operate in that's number one number two is literacy rate on this one and #3 I think infrastructure the overall infrastructure administrative infrastructure that also plays a big role in that because if you travel abroad you just see that there a lot of automation in the processes but in Pakistan they're a lot of manual processes involved so time things with the term we call time to market take some more time right exactly you want to have solar system installed on your rooftop it takes a lot of time because you have to go to a department to sign an application submitted there so Stanton Rd. has been be assigned to you then find a vendor etcetera things like that right all of this is online in the in today's world so there's are two three things I think business standing business environment that's number one and then these are the administrative challenges that I said in #2 and then lower literacy rate lack of understanding of this efforts that is also challenged right

Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

I think society at large we need to this is this is a unified issue this is not an issue with turn off Pakistan the corporates need to join hands in thought and on in that and brand without a purpose I'm going to fail in future brands should have a purpose attached to it right there they should be person like me have a purpose we have a we need to empower the societies we need to connect with people who are not in the grid who are not connected we need to take people on board who don't have access to the online education right so there are recommendations the recommendations should be increased debt number one we need to join hands so that we can synergize efforts right that's the one number two it's there should be some kind of government body to mediate all the exercises under sustainability because if I'm doing one there should not be any duplication of efforts as well right if I'm doing something another corporate is doing the same thing so we should be investing our resources in different things to create more value for

the society I think these are a few recommendation that we can work on and lastly appropriate stop wow what about those were the questions actually with another.

Appendix 12

Zong anonymous employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Zong, being a prominent player in the telecommunications industry, has a strong commitment to Corporate Social Responsibility. Our philosophy revolves around contributing positively to society. Zong has identified key pillars for CSR initiatives, focusing on education, health, environmental sustainability, and community development. We believe in making a meaningful impact by aligning our CSR efforts with the needs of the communities we serve.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

At Zong, we believe in creating a positive brand image through our CSR initiatives. Our commitment to social responsibility is integrated into our core values, and we communicate this to our customers. We have witnessed that customers appreciate a company that actively contributes to societal well-being. By incorporating CSR into our business strategy, we aim to enhance customer satisfaction and reinforce the idea that Zong is more than just a telecom service provider.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, an example that stands out is our recent collaboration with a local education foundation. We initiated a project to provide free internet connectivity to students in underserved areas for online learning. The positive feedback and expressions of gratitude from the community have been overwhelming, indicating that our CSR efforts resonate with the needs of our customers.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments play a crucial role in building trust with our customers. Zong is dedicated to transparency and actively communicates its CSR initiatives. During times of crisis, such as natural disasters, we have been quick to respond and provide support to affected communities. This immediate action has contributed significantly to building trust, as customers see Zong as a socially responsible and reliable partner.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has strengthened trust. Zong has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Zong as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Zong's services by showcasing our dedication to social causes. For instance, our partnership with environmental organizations for tree plantation drives not only benefits the environment but also positions Zong as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Yes, we frequently receive positive feedback from customers who express appreciation for our CSR initiatives. For instance, after organizing a digital literacy campaign in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Zong as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Zong as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Zong is invested in uplifting communities and bridging the digital divide.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

Customer loyalty is intricately linked to the perception of the brand. Zong's CSR activities contribute to creating a positive brand image, which, in turn, fosters customer loyalty. When customers see that Zong is actively involved in initiatives that align with their values, they are more likely to remain loyal to our services.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after launching a campaign to support local artisans and small businesses during challenging economic times, we observed an increase in customer loyalty. Many customers expressed their admiration for our efforts to support the community, and this positive sentiment translated into increased loyalty, with some returning customers citing our CSR initiatives as a significant factor in their decision to continue using Zong services.

Appendix 13

Zong anonymous employee

Opening question

Our company, Zong, places a strong emphasis on Corporate Social Responsibility (CSR). We believe in aligning our business objectives with societal needs. Our CSR philosophy revolves around education, environmental sustainability, community development, and employee welfare. We're committed to making a positive impact on the communities we serve.

Questions related to CSR and Customer Satisfaction:

Zong's CSR activities are integral to our commitment to customer satisfaction. Our initiatives, such as digital literacy programs and community health drives, directly contribute to enhancing customer satisfaction by addressing their evolving needs.

Questions related to CSR and Trust:

CSR commitments at Zong play a pivotal role in building trust with our customers. Notable initiatives like disaster relief efforts and community development projects have significantly elevated trust levels, showcasing our dedication to the well-being of our customers and the community.

Questions related to CSR and Perceived Value of Services:

CSR activities at Zong enhance the perceived value of our services by demonstrating our commitment to societal well-being. For instance, our education-focused initiatives contribute to the community's development, aligning with our customers' values and positively impacting their perception of our services.

Questions related to CSR and Service Quality:

While CSR activities may indirectly influence perceptions of service quality, Zong focuses on aligning these activities with our commitment to providing top-notch services. Feedback from customers indicates that our CSR initiatives, such as connectivity in underserved areas, positively contribute to their overall service experience.

Questions related to CSR and Customer Loyalty:

Zong believes that CSR activities are instrumental in retaining customers and fostering loyalty. Our initiatives resonate with customers, influencing their decision to stay with us. For instance, community-based projects and partnerships create a sense of shared values, leading to increased customer loyalty.

Recommendation and challenges

The primary challenge in aligning CSR initiatives with customer retention strategies in the telecommunication industry lies in understanding customer preferences. Zong recognizes the need for in-depth research to tailor CSR activities that resonate with customers, creating a lasting impact on retention. Zong recommends investing in comprehensive research to understand customer preferences regarding CSR initiatives. By focusing on initiatives aligned with societal needs and creating awareness, the industry can enhance the impact of CSR on customer retention.

Appendix 14

Zong Anonymous employee

Opening question

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Zong is committed to making a positive impact on society through our Corporate Social Responsibility (CSR) initiatives. Our philosophy revolves around the belief that as a leading telecommunications company, we have a responsibility to contribute to the well-being of the communities we serve. Our approach involves focusing on key pillars such as education, healthcare, environmental sustainability, and community development to address the pressing needs of society.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities play a crucial role in enhancing overall customer satisfaction. By aligning our initiatives with the values and needs of our customers, we create a positive association between Zong and social responsibility. This, in turn, fosters a sense of pride among our customers, knowing that they are associated with a company actively contributing to societal well-being.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved collaborating with local educational institutions to provide free internet access for students in remote areas. The feedback from both students and their families has been overwhelmingly positive. This initiative directly addressed a critical need, and customers appreciated Zong's commitment to supporting education, resulting in increased satisfaction.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments are integral to building trust with our customers. Zong has consistently demonstrated a proactive approach during crises, providing support to communities in times of need. By aligning our CSR initiatives with the values of transparency and social responsibility, we strengthen the trust that customers place in Zong as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

One notable initiative is our collaboration with healthcare organizations during the pandemic. Zong sponsored medical equipment, organized vaccination drives, and supported frontline healthcare workers. The positive response from customers reflects an elevated level of trust, as they see Zong actively contributing to the health and well-being of the community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities enhance the perceived value of Zong's services by showcasing

our commitment to societal betterment. For instance, initiatives like e-waste recycling programs and environmental conservation projects contribute to the overall perception that Zong is not just a telecom provider but a socially responsible entity. Customers who align with these values perceive our services as more valuable due to the positive impact we strive to create.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Absolutely, after launching a campaign to promote digital literacy in collaboration with local schools, we received positive feedback from parents. They acknowledged the added value to their overall experience with Zong, appreciating our efforts to empower the younger generation through education. Such feedback reinforces the idea that our CSR initiatives align with the values of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly impact the technical quality of our services, it significantly influences the overall perception of Zong as a brand. By actively engaging in initiatives that contribute to societal well-being, we create a positive image. Customers, in turn, associate Zong with quality not only in services but also as a socially responsible and ethical company.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One noteworthy example is our commitment to supporting local entrepreneurs through a small business development program. Customers who are aware of these initiatives often express positive sentiments about Zong's commitment to empowering local businesses. Although it may not directly impact technical service quality, it contributes to the overall perception of Zong as a company dedicated to supporting the community.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

CSR activities play a pivotal role in customer retention and fostering loyalty. Customers who resonate with our CSR initiatives are more likely to remain loyal to Zong. By actively participating in initiatives that align with their values, we create a bond with customers beyond the transactional relationship. This emotional connection fosters loyalty and encourages customers to continue choosing Zong as their preferred telecommunications provider.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after initiating a community development project that focused on improving local infrastructure, we observed increased loyalty from residents in those areas. Customers expressed a sense of pride in being associated with a company that actively contributes to the betterment of their communities. This emotional connection led to increased loyalty, with some customers returning to Zong specifically because of our impactful CSR efforts.

Appendix 15

Anonymous Zong employee

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Zong is deeply committed to Corporate Social Responsibility (CSR) as an integral part of our organizational philosophy. Our approach involves aligning CSR initiatives with the core values of innovation, inclusivity, and sustainable development. We believe in utilizing our position in the telecommunications industry to make a positive impact on society, focusing on areas such as education, healthcare, and environmental conservation.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers?

Our CSR activities are instrumental in enhancing overall customer satisfaction by addressing societal challenges. By actively engaging in initiatives related to education, healthcare, and environmental sustainability, we aim to create a positive image of Zong as a socially responsible brand. The feedback from our customers indicates that they appreciate a company that actively contributes to the well-being of the community.

Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Certainly, a recent initiative involved partnering with local educational institutions to provide digital literacy programs for underprivileged children. The positive responses from participants and their families indicate that our CSR efforts are making a tangible impact on the community. By investing in education, we contribute to the overall satisfaction of our customers who value Zong's commitment to creating positive change.

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers?

Our CSR commitments play a crucial role in building trust with our customers. Zong believes in transparency and actively communicates its CSR initiatives to the public. During times of crisis, such as natural disasters, we have been swift to respond and provide support to affected communities. By aligning our CSR efforts with the principles of transparency and social responsibility, we strengthen the trust that customers place in Zong as a reliable and socially conscious telecommunications provider.

Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

Certainly, our involvement in community health programs, especially during the ongoing pandemic, has significantly strengthened trust. Zong has sponsored medical camps, distributed protective equipment, and supported healthcare facilities. Customers appreciate our commitment to their well-being, fostering trust in Zong as a company that cares about the broader community.

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes?

CSR activities contribute to the perceived value of Zong's services by showcasing our dedication to social causes. For example, our collaboration with environmental organizations for tree plantation drives not only benefits the environment but also positions Zong as a socially conscious brand. Customers who resonate with these values are more likely to perceive our services as not just functional but as a positive contribution to society.

Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

Absolutely, we regularly receive positive feedback from customers who express appreciation for our CSR initiatives. For instance, after organizing a campaign to promote digital literacy in collaboration with local schools, we received messages from parents commending our efforts to empower the youth through education. Such feedback reinforces the idea that our CSR initiatives are indeed adding value to the overall experience of our customers.

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services?

While CSR may not directly influence the technical quality of our services, it significantly impacts how customers perceive Zong as a brand. By actively engaging in social responsibility, we demonstrate our commitment to a broader societal impact. This positive image contributes to the overall perception of Zong as a quality service provider.

Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

One notable example is our initiative to provide digital skills training to individuals in rural areas. The positive feedback received indicates that customers appreciate the efforts to empower communities through education. Although it may not directly impact the technical aspects of service quality, it contributes to the perception that Zong is invested in uplifting communities and bridging the digital divide.

Questions related to CSR and Customer Loyalty:

How do you believe your CSR activities play a role in retaining customers and fostering loyalty?

CSR activities play a pivotal role in customer retention and fostering loyalty. Customers who resonate with our CSR initiatives are more likely to remain loyal to Zong. By actively participating in initiatives that align with their values, we create a bond with customers beyond the transactional relationship. This emotional connection fosters loyalty and encourages customers to continue choosing Zong as their preferred telecommunications provider.

Can you share any examples where customers have displayed increased loyalty or have returned to your services because of your CSR efforts?

Certainly, after launching a campaign to support local artisans and small businesses during challenging economic times, we observed an increase in customer loyalty. Many customers expressed their admiration for our efforts to support the community, and this positive sentiment translated into increased loyalty, with some returning customers citing our CSR initiatives as a significant factor in their decision to continue using Zong services.

Appendix 16

Anonymous zong employee, ex Telenor

Opening Question:

Can you briefly describe your company's philosophy and approach towards Corporate Social Responsibility (CSR)?

Connectivity for All: We often emphasizes its role in providing affordable and accessible telecommunications services to underserved and remote areas. The company sees connectivity as a tool for socio-economic development. Digital Inclusion: We have been involved in initiatives to promote digital literacy and inclusion. This includes efforts to bridge the digital divide by providing access to digital services and education. Environmental Sustainability: We try to work on reducing its carbon footprint and implementing environmentally sustainable practices. Ethical Business Practices: The emphasis is on ethical business conduct, promoting transparency, integrity, and compliance with laws and regulations in all its operations. Community Engagement: We often engages with local communities to understand their needs and concerns. This may involve community development projects, philanthropy, or partnerships with non-governmental organizations (NGOs). Employee Well-being: CSR initiatives by often extend to the well-being and development of its employees. This may include programs related to diversity and inclusion, employee training, and health and safety.

Questions related to CSR and Customer Satisfaction:

How do you perceive the influence of your company's CSR activities on the overall satisfaction of your customers? Can you provide any specific examples where the CSR activities have directly contributed to enhancing customer satisfaction?

Brand Image and Reputation: CSR initiatives has contributed to building a positive brand image. When customers perceive a company as socially responsible, it can enhance their overall satisfaction and loyalty which has been reflecting in plenty of customer surveys Community Engagement: Multiple CSR activities have been performed which are closely tied to the local community and address its needs. This has had a good impact, tree planting, SOS village, breast cancer awareness drives to name a few Employees Morale and Service Quality: CSR initiatives that focus on employee well-being and development can indirectly impact customer satisfaction. Satisfied and engaged employees provide better customer service.

Transparency and Ethical Practices: Customers appreciate companies that operate ethically and transparently. CSR activities that align with ethical standards and contribute to societal well-being can enhance customer trust and satisfaction. It shows in the work employees do and how they conduct the business with the entities outside the organization

Questions related to CSR and Trust:

How do your company's CSR commitments help in building trust with the customers? Are there specific CSR initiatives that you believe have notably elevated the trust levels of customers?

(Similar to question 2, repetitive) Brand Image and Reputation: CSR initiatives has contributed to building a positive brand image. When customers perceive a company as socially responsible, it can enhance their overall satisfaction and loyalty which has been reflecting in plenty of customer surveys Community Engagement: Multiple CSR activities have been performed which are closely tied to the local community and address its needs. This has had a good impact, tree planting, SOS village, breast cancer awareness drives to name a few Employees Morale and Service Quality: CSR initiatives that focus on employee well-being and development can indirectly impact customer satisfaction. Satisfied and engaged employees provide better customer service. Transparency and Ethical Practices: Customers appreciate companies that operate ethically and transparently. CSR activities that align with ethical standards and contribute to societal well-being can enhance customer trust and satisfaction. It shows in the work employees do and how they conduct the business with the entities outside the organization

Questions related to CSR and Perceived Value of Services:

In what ways do you think CSR activities enhance the perceived value of your company's services in the customer's eyes? Have there been any feedback or responses from customers indicating that your CSR initiatives added value to their overall experience with your company?

(Similar to question 2, repetitive)

Brand Image and Reputation: CSR initiatives has contributed to building a positive brand image. When customers perceive a company as socially responsible, it can enhance their overall satisfaction and loyalty which has been reflecting in plenty of customer surveys Community Engagement: Multiple CSR activities have been performed which are closely tied to the local community and address its needs. This has had a good impact, tree planting, SOS

village, breast cancer awareness drives to name a few Employees Morale and Service Quality: CSR initiatives that focus on employee well-being and development can indirectly impact customer satisfaction. Satisfied and engaged employees provide better customer service. Transparency and Ethical Practices: Customers appreciate companies that operate ethically and transparently. CSR activities that align with ethical standards and contribute to societal well-being can enhance customer trust and satisfaction. It shows in the work employees do and how they conduct the business with the entities outside the organization

Questions related to CSR and Service Quality:

How do you think your company's CSR activities influence the way customers perceive the quality of your services? Are there specific CSR initiatives that have directly contributed to improving the perceived service quality, as per the feedback received?

(Similar to question 2, repetitive)

Brand Image and Reputation: CSR initiatives has contributed to building a positive brand image. When customers perceive a company as socially responsible, it can enhance their overall satisfaction and loyalty which has been reflecting in plenty of customer surveys Community Engagement: Multiple CSR activities have been performed which are closely tied to the local community and address its needs. This has had a good impact, tree planting, SOS village, breast cancer awareness drives to name a few Employees Morale and Service Quality: CSR initiatives that focus on employee well-being and development can indirectly impact customer satisfaction. Satisfied and engaged employees provide better customer service. Transparency and Ethical Practices: Customers appreciate companies that operate ethically and transparently. CSR activities that align with ethical standards and contribute to societal well-being can enhance customer trust and satisfaction. It shows in the work employees do and how t Differentiation in the Market: CSR initiatives helped us stand out in a competitive market. If customers perceive us as a socially responsible choice, it may influence their decision to remain loyal to the brand, especially if they value companies that contribute positively to society. Employee Satisfaction and Service Quality: CSR activities may directly or indirectly impact employee satisfaction. Satisfied and motivated employees are more likely to provide excellent customer service, which, in turn, contributes to customer satisfaction and loyalty. Long-Term Perspective: By engaging in CSR, we signal a commitment to long-term sustainability and societal well-being. Customers who share these values may be more inclined to stay loyal to a

company with a broader perspective beyond profit conduct the business with the entities outside the organization.

Closing Questions:

In your opinion, what are the primary challenges in aligning CSR initiatives with customer retention strategies in the telecommunication industry?

Lack of understanding among the customers and Lack of knowledge among the customers regarding CSR.

Do you have any recommendations or suggestions to enhance the impact of CSR on customer retention in the industry?

Be very clear about how to track CSR, know CSR measurement. See how it plays out and can achieved the goals. For example, telecom focus on carbon emission etc.