## Report On

# Applying SERVQUAL Model to Measure Online Customer Satisfaction in OTT Services in Bangladesh

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School Brac University October, 2023

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**Declaration** 

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at

Brac University.

2. The report does not contain material previously published or written by a third party, except

where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other

degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

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**Letter of Transmittal** 

Dr. Nusrat Hafiz

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Subject: Submission of Internship Report

Dear Ma'am,

It is my pleasure to inform you that I have completed my internship report on "Applying SERVQUAL Model to Measure Online Customer Satisfaction in OTT Services in Bangladesh" as a requirement for the internship program of Summer 2023.

The report was an insightful experience for me. It has helped me to express what I had learnt from my internship experience in the OTT industry. Furthermore, it helped me to gain an idea about the online entertainment and the art of b2b sales.

I would like to express my heartfelt gratitude to you for your steady guidance and support for the whole duration of this report. Your opinions on the report given its limitations are highly appreciated.

Sincerely yours,

\_\_\_\_\_

Talal Ferdous Akhand

19104034

**BRAC Business School** 

**BRAC** University

Date: 20 October, 2023

iii

#### Acknowledgement

By having the opportunity to work at Toffee, Banglalink Digital Communications Ltd. For 3 months was a memorable, enjoyable and insightful experience for me. As a Marketing and Human Resource Management major, it gave me real life insights on the OTT platform and advertisement sector that has enabled me to relate with the learnings from my university with the practical work.

I would like to thank my supervisor Dr. Nusrat Hafiz and co-supervisor Dr. M Asadul Islam from Brac Business School for their inputs and encouragements. Their crucial and constant guidance over the past months have enabled me to complete the study.

I would also give my sincere thanks to Muhammad Abul Khair Chowdhury, Deputy Marketing Director and now Acting Director of TOFFEE for giving me the opportunity to work with the Business Development and Marketing team at TOFFEE.

Moreover, I am grateful to my workplace supervisor Ehtasham Hossain Eram, Business Development Manager for the knowledge he shared with me throughout the time at TOFFEE. Which was not only limited to TOFFEE and Ad sales but also in other areas as well.

Finally, I would like to thank BRAC Business School, BRAC University for the constant support throughout the last 4 years of my university life, as well as OCSAR (Office of Career Service and Alumni Relations) with all of the important paper works for my internship.

**Executive Summary** 

This report, which is divided into three chapters, covers the organization's background

information, my internship experience there, and the topic I chose for this study, which is

"Applying SERVQUAL Model to Measure Online Customer Satisfaction in OTT Services in

Bangladesh." The main subject of the first chapter was the internship's outcome. Here is the

focus was the outcome of the internship. What I gained from the internship and what the

company gained for keeping me as an intern has been highlighted here. Afterwards in the

second chapter, I have discussed about some of the organization practices as well as the OTT

industry sector in Bangladesh. Lastly in the third chapter, I have discussed about the customer

satisfaction about the overall OTT industry in Bangladesh and how the different factors have

effects on the customer satisfaction along with their impact. For this section, secondary method

data collection produced both qualitative and quantitative results.

**Keywords:** OTT: Online Streaming: Customer Satisfaction: SERVQUAL: Five Dimensions

V

## **Table of Contents**

| Declaration    | ii  |
|----------------|---|
| Letter of Tra  | nsmittal iii  |
| Acknowledge    | mentiv  |
| Executive Sur  | mmaryv  |
| Table of Conf  | tentsvi   |
| List of Tables | ix  |
| List of Figure | esx   |
| List of Acron  | ymsxi   |
| Chapter 1 Ov   | verview of Internship1  |
| 1.1 Student In | nformation1   |
| 1.2 Internship | o Information1  |
| 1.2.1          | Period, Company Name, Department/Division, Address              |
| 1.2.2          | Internship Company Supervisor's Information: Name and Position1 |
| 1.2.3          | Job Scope – Job Description/Duties/Responsibilities2            |
| 1.3 Internship | Outcomes:2  |
| 1.3.1          | Student's contribution to the company2                          |
| 1.3.2          | Benefits to the student   |
| 1.3.3          | Problems/Difficulties (faced during the internship period)      |
| 1.3.4          | Recommendations (to the company on future internships)4         |
| Chamtan 2. O   | reconization Dowt   |

| 2.1 Introduction  | 4  |
|---|----|
| 2.2 Overview of the Company                                       | 5  |
| 2.2.1 Vision and Mission  | 5  |
| 2.2.2 Core Values of The Firm                                     | 5  |
| 2.3 Management Practices  | 6  |
| 2.3.1 The Compensation and Appraisal System                       | 8  |
| 2.3.2 Training and Development                                    | 8  |
| 2.4 Marketing Practices   | 8  |
| 2.4.1 Marketing Strategy  | 8  |
| 2.4.2 Target Customers and Positioning Strategy:                  | 9  |
| 2.4.3 Marketing Channels:   | 9  |
| 2.4.4 Product/ New Product Development and Competitive Practices: | 10 |
| 2.4.5 Advertising and Promotion Strategies:                       | 10 |
| 2.4.6 Marketing Issues and Gaps:                                  | 10 |
| 2.5 Financial Performance and Accounting Practices                | 10 |
| 2.6 Operations Management and Information System Practices        | 11 |
| 2.7 Industry and Competitive Analysis                             | 11 |
| 2.7.1 Porter's Five Forces Analysis:                              | 11 |
| 2.7.2 SWOT Analysis:  | 12 |
| 2.8 Summary and Conclusions                                       | 14 |
| 2.8.1 Summary:  | 14 |

| 2.8.2 Conclusion:                        | 14 |
|--|----|
| 2.9 Recommendations/ Implications        | 14 |
| Chapter 3: Project Part 3.1 Introduction | 15 |
| 3.1.1 Research Objective:                | 17 |
| 3.1.2 Literature review:                 | 17 |
| 3.2 Research Framework                   | 19 |
| 3.3 Methodology                          | 22 |
| 3.4 Findings and Analysis                | 22 |
| 3.4.1 Variable Measurements:             | 24 |
| 3.4.2 Validity and Reliability Analysis: | 25 |
| 3.4.3 Regression Analysis:               | 25 |
| 3.4.4 Results and Discussion:            | 27 |
| 3.5 Limitations                          | 29 |
| 3.6 Conclusion                           | 29 |
| References                               | 31 |
| Appendix A                               | 36 |

## **List of Tables**

| Table 1: Determining the Reliability of Service Quality Dimensions and Service Satisfac   | ction |
|---|-------|
|   | 25    |
| Table 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable 3: Result of Regression Analysis of Customer Satisfaction Analysis of Regression | iable |
| and Service Quality Dimensions  | 26    |
| Table 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable 3: Result of Regression Analysis of Customer Satisfaction On the Independent Variable 3: Result of Regression Analysis of | iable |
| and Service Quality Dimensions  | 26    |

## **List of Figures**

| Figure 1: Toffee Organization Structure       | 7  |
|---|----|
|   |    |
| Figure 2: The research Framework              | 19 |
|   |    |
| Figure 3: Number of People Using OTT Services | 23 |

## **List of Acronyms**

OTT Over-The-Top

AD Advertisement

TV Television

UGC User Generated Content

VOD Video on Demand

CCO Chief Commercial Officer

SAP Strategic Assistant Program

CV Curriculum Vitae

KPI Key Performance Indicator

IDP Individual Development Plan

PIP Performance Improvement Plan

FAQ Frequently Asked Questions

U. I User Interface

U.X User Experience

Hn Hypotheses n= number

TAN Tangibility

REL Reliability

ASSU Assurance

EMP Empathy

RES Responsiveness

SAT Satisfaction

BDT Bangladeshi Taka

MoU Memorandum of Understanding

## Chapter 1

## **Overview of Internship**

#### 1.1 Student Information

I am Talal Ferdous Akhand and currently a student of BBS department at BRAC University. My ID number is 19104034. I have done double majors in Human Resource Management and Marketing.

## 1.2 Internship Information

#### 1.2.1 Period, Company Name, Department/Division, Address

I have done my 3-month internship from Toffee, an OTT platform from Banglalink Digital Communications Limited; one of the largest telecommunications platforms in Bangladesh. My internship period was from 15<sup>th</sup> of June – 15<sup>th</sup> of September of the year 2023. I have worked in the Marketing & Business development Department of Toffee, Banglalink Digital Communications Limited. The office is located at the corporate headquarters of Banglalink Digital Communications Limited which is called Tiger's Den. The address of their headquarters is Tiger's Den, House 4 SW (H), Bir Uttam Mir Shawkat Sharak, Gulshan 1, Dhaka 1212.

#### 1.2.2 Internship Company Supervisor's Information: Name and Position

Throughout my internship period, my organization Supervisor was Muhammad Abul Khair Chowdhury. Currently he is the Marketing Deputy Director, Toffee within the Commercial department in Banglalink Digital Communications Limited.

#### **1.2.3** Job Scope – Job Description/Duties/Responsibilities

In my internship period, I had the chance to work with the senior employees, industry experts, clients and business leaders as a part of their marketing and business development team. I was assigned to keep a database for approaching to potential clients for selling the advertisement slots in our Toffee App and TV. I had done competitor analysis for Toffee by keeping track of their usage of advertisement slots by different brands. Also, I had opportunities to visit the offices of the clients with the AD sales manager to persuade them in publishing ADs in our platform. I also worked with product and content managers in organizing B2B events in high class event venues and B2C events at different universities around the city of Dhaka. Along with that I have also helped the product team in planning and scheduling for the upcoming sporting events so that a proper schedule can be created for the social media posts and the inapp notifications sent to the users of Toffee. I worked with the content team to onboard different content creators in multiple genres to increase the UGC (User Generated Content) offered by Toffee.

## 1.3 Internship Outcomes:

#### **1.3.1** Student's contribution to the company

I was able to contribute to the company in a number of ways. By assisting my seniors, I was able to reduce the workload of my seniors which helped them to focus more on other very important tasks. As I had maintained a Database for the potential clients, it made the process very easy on which to contact in the vast numbers of potential client companies. Along with that, I was also able to help them in the planning and execution of events using my past experiences and ideas. I had given my inputs for the gift ideas, pricing knowledge and the difficulties we might face. Moreover, I had made a database of potential content creators that

we can approach to onboard. That database consisted of more than 100 creators along with necessary data's such as viewership numbers and number of followers. Furthermore, I successfully onboarded content creators in Toffee which added viewership in the platform.

#### **1.3.2** Benefits to the student

By completing my internship in Toffee, I have gained a lot. First, I got the industry insights of the OTT industry in Bangladesh and its potential to grow. As this industry is relatively new in our country most people along with me did not have much knowledge about this. Second, as I worked in the Business Development and Marketing team, I got to know the ins and outs of approaching clients, selling advertisements slots, discussing about future collaborations and what opportunities can be explored by the respective sides. Along with that the way to pitch our offerings and the things to look out for before approaching the clients. These will help me to stand out from the rest and I will be able to be a highly potential candidate for the future positions of marketing and business development personnel. The guidance that I have received will definitely help me in my personal as well as in my professional development. In short, the exposure to the industry and clients, the hands-on experience, personal and professional growth, having an edge over others in the job market are the benefits that I have received by working in Toffee.

#### **1.3.3** Problems/Difficulties (faced during the internship period)

As it was first time working in a corporate environment, it was expected that I would face some difficulties. However, that was not the case. On the first day, the paper works were done in a fast way and hassle free. The Seniors were very friendly helped in in almost every way possible throughout my time at Toffee. Whenever they gave me a task to do, they gave me proper instructions for me so that I can do it in a more effective and efficient way. As I had to work on Excel and Power point the most, whenever there was a feature, I could not use they taught

me how to use that as well. The overall atmosphere and the work culture made my initial nervousness completely disappear after a few days.

#### **1.3.4** Recommendations (to the company on future internships)

As Toffee is an OTT platform from Banglalink Digital Communications Limited; one of the largest telecommunications platforms in Bangladesh already known for their progressive and employee friendly work culture there is not much to recommend. However, there is scope for a small change. As they provide monthly allowance on Bkash there was significant delay in sending the allowance to us. It would be better if we could have options such as getting the allowance in our bank accounts or in cash.

## **Chapter 2: Organization Part**

#### 2.1 Introduction

Toffee is one of the largest over-the-top (OTT) platform developed by Banglalink Digital Communications Limited, a leading telecommunications company in Bangladesh. Launched in 2019, Toffee offers a comprehensive digital entertainment experience through both its app and website (*Banglalink Launches Digital Entertainment Platform 'Toffee*,' 2019). Notably, it boasts the highest number of TV channels available on a single digital platform in Bangladesh with over 125+ linear contents. There is more than 52+ million registered users while monthly active users are 12+ million. The daily users are also huge as its numbers are 3+ million. Toffee is also the only OTT platform in Bangladesh that is also an UGC (User Generated Content) platform like YouTube and TikTok. There is also the option of VOD (Video on Demand) contents like we see on Netflix. As one of the first local OTT platform in the country, Toffee has introduced innovative revenue-generation opportunities for content creators, contributing

to the growth of the digital entertainment industry (*Banglalink Introduces Monetization on Toffee*, 2022). Toffee plays a significant role in reshaping how Bangladeshi audiences access and engage with diverse entertainment.

#### 2.2 Overview of the Company

TOFFEE is one of the largest OTT platforms in Bangladesh. It is offered by Banglalink Digital Communications Limited for the masses (*Banglalink's Toffee Scores One Billion Views with FIFA World Cup*, 2022). Even though it is under Banglalink Digital Communications Limited, users from any operators can avail this service very easily.

#### 2.2.1 Vision and Mission

The vision for TOFFEE is to be the "Go-To" OTT(Over-The-Top) platform for the people in Bangladesh. For this reason, it offers the most variety of content from Linear to UGC to VOD. These includes 125+ Linear TV channels, Live sports for the linear contents. There are options for regular people to upload their own contents on TOFFEE as well. This part is like YouTube and TikTok. Here it is much easier to earn money as the threshold for eligibility is much lower than those and the pay is also higher. Also, there are already many renowned existing content creators in the platform and the number is ever increasing. There are the option watch VOD like in Netflix. There are Popular TV series and Movies to watch for the audiences. There are plans to bring even more options for the audiences to properly establish itself as the "Go-To" OTT platform for the people.

## 2.2.2 Core Values of The Company

As TOFFEE is under the Banglalink Digital Communications Limited, it also follows the same core values as its parent company. These values were given in the website of Banglalink Digital

Communications Limited (*About Banglalink | Best Mobile Network in Bangladesh*, n.d.). TOFFEE has the same strong core values such as-

- Customer-obsession
- Entrepreneurialism
- Innovation
- Collaboration
- Truthfulness

## 2.3 Management Practices

As of now, Toffee is headed by its director who is under the CCO (Chief Commercial Officer). The CCO and the director take part in the decision-making process while also taking account of the opinions of the directors, heads, managers, specialists and leads under them. So, it can be said that Toffee follows a democratic leadership style. Toffee follows the hierarchy given below and the chain of command is followed by the same.

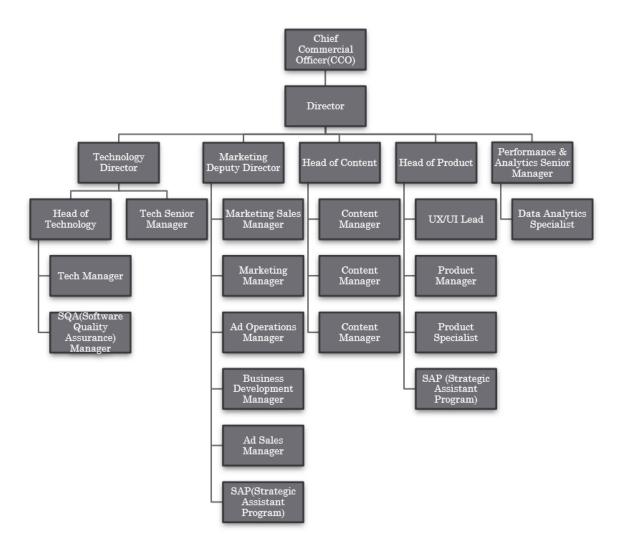


Figure 1: Toffee Organization Structure

According to the hierarchy given above, The CCO and Directors are responsible for all the major decisions then the department directors, heads and senior manager implements the decisions through the managers, leads, specialists and SAP (Strategic Assistant program). Every member from the hierarchy is recruited through LinkedIn. First, they apply for the posts through LinkedIn, then their CVs are scrutinized and the best applicants are called for an Interview. The best applicants are then selected.

#### 2.3.1 The Compensation and Appraisal System

The compensation is varied from the level in different levels in the hierarchy with accordance to experience. The performance appraisal starts from January when the KPI (Key Performance Indicator) is set then mid-year review is done in July and finally, the final assessment is done in December. The overall compensation is given based on industry standard.

## 2.3.2 Training and Development

Sufficient training is also arranged for the employees. There is IDP (Individual Development Plan) for each employee where they learn new skills and enhance their existing ones as they prefer. Then there is leadership training where it is mandatory for the selected employees to join. There is also skill development training which focuses on efficient and effective use of Microsoft Office. Lastly, there is PIP (Performance Improvement Plan) for the employees who have not reached their KPIs in a year and then given training to achieve that after identifying the reasons behind that.

## **2.4 Marketing Practices**

#### 2.4.1 Marketing Strategy

For their Toffee platform, Banglalink Digital Communications Limited has launched an innovative marketing campaign. Here are a few highlights:

**Content Creator Monetization:** Banglalink has launched monetization on their Toffee platform. Local content providers, such as artists and influencers may now profit financially from the video material they create (*As First Local OTT Platform, Toffee Offers Revenue Earnings to the Content Creators*, 2022).

**User-Generated Content (UGC) Platform:** Toffee is a platform for user-generated content where the monetization option is designed to encourage youthful content producers by providing them with new ways to earn money.

**Digital Operator Strategy:** As part of its digital operator strategy, Banglalink is committed to provide exceptional digital services and improving them with new features overtime. Expanding the fastest 4G network in the country is also included here (Ltd, 2022).

**Helping Local Economies:** The inclusion of income generation via Toffee is consistent with VEON's digital operator objective of establishing application ecosystems within the local economies (Ltd, 2022).

Overall, the marketing campaign is centered on empowering local content providers, improving digital services, and bolstering the local economy.

#### **2.4.2 Target Customers and Positioning Strategy:**

Artists, artisans, influencers, and general consumers who enjoy a variety of high-quality entertainment content are the target customers of Toffee. Furthermore, Toffee also provides content creators with monetization facilities, making it positioned as a user-generated content platform in the industry. Creating application ecosystems within the local economies is a part of Banglalink's digital operator strategy (Ltd, 2022).

### 2.4.3 Marketing Channels:

Toffee has its own app and website through which it is accessible. Moreover, through a partnership with RFL Electronics (*Banglalink Signs MoU with RFL Electronics Limited*, 2022), the Toffee app is pre-installed in Vision Smart TVs. Besides, Singer and Walton have also partnered up to pre-install the Toffee app on their TVs as well.

#### 2.4.4 Product/ New Product Development and Competitive Practices:

Toffee was launched as a digital entertainment platform with the intention of providing consumers with a variety of high-quality entertainment content. Since its launch, Toffee has enabled revenue generation on its platform, which allowed content creators to post their videos on the platform for financial benefit. This feature of Toffee is what makes it different from other platforms and gives it a competitive edge as well.

#### 2.4.5 Advertising and Promotion Strategies:

With the help of press releases and the media, Toffee was able to gain a lot of promotion. Furthermore, every year at a prominent location, an event called "Toffee Con" is held where all the popular content creators take part. Toffee was also promoted in this event (*Banglalink Introduces Monetization on Toffee*, 2022).

#### 2.4.6 Marketing Issues and Gaps:

Being a digital platform, majority of Toffee's marketing is also done digitally. Due to this, a big portion of people who are not active in digital medias are not aware of Toffee and what it has to offer.

## 2.5 Financial Performance and Accounting Practices

Due to Banglalink Digital Communications Limited not being a publicly listed company, their financial statement is also not available for the public. Therefore, Toffee being a subsidiary of Banglalink also does not have its financial statement available publicly. As a result, due to the confidentiality of the financial statement, it is not possible to analyze the financial performance and accounting practices of the company for the last 3-5 years.

#### 2.6 Operations Management and Information System Practices

For the Operations Management and Information System Practices, different tools and methods are used.

**Communication and Storage:** Communication and storage applications such as-WhatsApp, Teams, Outlook, OneDrive for collecting, storing, and processing data and for sharing the information with the stakeholders and clients.

**Data Processing:** Applications and language such as Firebase, Big Query and Python are used for data processing

**Reporting:** For giving reports to the higherups and clients, Google AD Manager, Facebook AD Manager, Play Console, Big query and Firebase are used.

## 2.7 Industry and Competitive Analysis

## 2.7.1 Porter's Five Forces Analysis:

**Threat of New Entrants:** Because of the widespread availability of technology and internet access, there is low entry barriers in the digital entertainment industry. However, for new entrants, developing a strong brand and user base might be difficult.

**Bargaining Power of Suppliers:** Toffee's suppliers are mostly content providers such as artists, craftspeople, and influencers. They have moderate power since they can spread their material through various other platforms. Toffee, on the other hand, has improved its connection with suppliers by allowing them to gain money from their content.

**Bargaining Power of Customers:** Bargaining power of customers is high since they may quickly move between several digital entertainment platforms. Toffee has endeavored to

promote consumer loyalty by offering high-quality entertainment material as well as novel features such as money generating for content developers.

**Threat of Substitutes:** Threat of substitutes is high because Toffee can be replaced by a variety of things, including other digital entertainment platforms, conventional TV channels, and social media platforms. Toffee distinguishes itself with its distinctive features and high-quality content.

**Competition in the Industry:** Toffee works in the digital entertainment market where the competition is high. It is in competition with other digital entertainment platforms as well as traditional television stations. Toffee has distinguished itself by providing a diverse selection of high-quality entertainment material and facilitating money generating for content providers.

#### 2.7.2 SWOT Analysis:

#### **Strengths**

- Toffee has added monetization to its platform, enabling regional content producers, such as artists, craftspeople, and influencers, to profit monetarily from the video material they make.
- 2. Platform for User-Generated Content (UGC): Toffee is a platform for UGC. By providing them with income options, the monetization opportunity on this platform is anticipated to empower youthful content creators (*VEON's Banglalink Unwraps Toffee for Content Creators*, 2022).
- 3. Banglalink is concentrating on delivering high-quality digital services and upgrading them with cutting-edge features as part of its digital operator plan. This involves nationwide expansion of the quickest 4G network.

#### Weaknesses

 Reluctance to Use New Platforms: People generally don't want to switch platforms for contents. As there are already international entertainment platforms in Bangladesh, many don't feel the need to use other platforms.

#### **Opportunities**

- 1. Rising Demand for Digital Entertainment: By offering high quality content, Toffee has the chance to capture a large part of Bangladesh's rising market for digital entertainment.
- 2. Partnerships: Toffee has collaborated with other businesses to broaden its clientele and product line. For instance, it just agreed to pre-install the Toffee app on new Vision Smart TVs after signing a MoU (Memorandum of understanding) with RFL Electronics Limited (*Banglalink Signs MoU with RFL Electronics Limited*, 2022). Along with that Toffee app is preinstalled in Walton and Singer smart TV's as well.

#### **Threats**

- 1. Competition: Toffee competes with both traditional TV networks and other digital entertainment platforms in a very competitive market.
- 2. Regulatory Changes: Toffee's operations and profitability may be impacted by changes to rules and policies.

Toffee's advantages in terms of competitive advantage are its emphasis on delivering high-quality digital services and its ability to monetize content authors. Its status as a platform for user-generated content might be seen as an unbeatable strength. Its collaborations and digital operator strategy might be seen as separate advantages that provide it a competitive edge.

#### 2.8 Summary and Conclusions

#### **2.8.1 Summary:**

The digital entertainment sector in Bangladesh has advanced significantly because to Toffee, a platform run by Banglalink Digital Communications Limited. Its distinctive marketing approach emphasizes empowering regional content producers, improving digital services, and bolstering the regional economy. The website is marketed as a user-generated content platform that offers options for content providers to make money. The development of application ecosystems within regional economies is a component of Banglalink's digital operator strategy.

Toffee is available via an app, a website, and new Vision, Walton, and Singer smart TVs come pre-installed with the Toffee app thanks to a partnership with RFL Electronics Limited. With the addition of revenue generating to its platform, content producers may now make money from the videos they generate. Despite competing in a fiercely cutthroat market, Toffee has succeeded in standing out by providing a vast selection of top-notch entertainment material and making it possible for content providers to make money. It may, however, have its own set of difficulties and shortcomings, just like any other business.

#### 2.8.2 Conclusion:

Toffee has, in conclusion, shown a significant commitment to assisting regional content producers and expanding digital services. In the field of digital entertainment, it has a competitive edge because to its distinctive features and top-notch content. To keep its competitive advantage, it must continue to innovate and adjust to shifting market conditions.

## 2.9 Recommendations/ Implications

I'd like to provide some advice based on my experience working at Toffee. Which are:

1. Continue to focus on assisting Local material producers: By giving them options for revenue and marketing their material, Toffee should continue to prioritize assisting local content producers. This will boost the platform's appeal to users and help it draw in more high-quality

content.

2. Increase Partnerships: Toffee should look at chances to collaborate with other businesses in

order to broaden its market and product line. It might, for instance, work with other digital

service providers to offer bundled packages or with nearby companies to give special

incentives.

**Chapter 3: Project Part** 

3.1 Introduction

In current times, online entertainment is gradually getting more and more popular. TV

broadcasting has traditionally influenced the type of content that viewers will consume

(Holliman, 2010). As the days are going through, more and more people are shifting from

cable contents to OTT contents. The Business Post expected in February 2022 that the country's

video streaming platform business will be worth BDT 300 billion every year, with a 20 percent

annual growth rate. As a result, the study included the opinions of a range of stakeholders on

the suggested OTT laws, including journalists, content creators, telecommunications

companies, business analysts, lawyers, academics, and service providers. It also looked at the

stakeholders' increasing agreement on the best way to regulate over-the-top (OTT) services

(Javed, 2022). However, this was not the case even a few years ago. A report from The Daily

Star on August 13, 2022, says that before the COVID-19 pandemic, video streaming services

in Bangladesh had been growing slowly. But the pandemic accelerated the development of this

media. The article claims that investments in original and locally relevant content, more

15

affordable subscription options, and improved technology can all help Bangladeshi OTT (Joya, 2022). The pandemic is not the only reason for the boom seen in the OTT platforms in Bangladesh. The role of internet for the growth in OTT is unquestionable. The increasing popularity of the internet, social media, and online content sharing platforms are having a big impact on the features and content of broadcast TV services in the digital era. The practical connection between broadcast TV and viewers transformed with the arrival of web-based entertainment and information (García Canclini & Schwartz, 2009). As of now, the majority of people in Bangladesh are in favor of consuming the contents of the OTT platforms. Another Bangladeshi study assessed the country's use of OTT platforms for streaming. In order to close the knowledge gap about the use of OTT platforms, the researcher chose to carry out a study in Bangladesh. The study's results, which centered on consumption habits, revealed that 67% of subscribers agree that over-the-top (OTT) media is their main source of entertainment. In addition, 69% of Bangladeshi OTT subscribers think that OTT video streaming has a bright future. Smartphones are the most popular device for watching OTT video streaming content (Hosain 2022). Apart from the Pandemic and the growth in the number of internet users, there are other factors at play for the shift. The participants selected accessibility, convenience, affordability, ease of use, mobility, and range of options as the reasons for switching from Pay-Tv to OTT platforms (Chen et al. 2008).

Banglalink Digital Entertainment Platform Toffee is one of the key players in the Bangladeshi digital communication landscape Started by Banglalink, the leading digital communication service provider in Bangladesh, Toffee was introduced to cater to the growing demand for digital entertainment the solution of the people in Bangladesh.

Unfortunately, almost no study was conducted to determine customer satisfaction on the OTT platforms in Bangladesh. Which is why the effectiveness of the content that is available and what is in demand to the consumers is unknown. Only recently OTT platforms in Bangladesh

is gaining popularity. This paper aims to evaluate the satisfaction of the consumers using the service quality management framework SERVQUAL. As SERVQUAL model includes five dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

#### 3.1.1 Research Objective:

The objective of this study is to measure online customer satisfaction in OTT services in Bangladesh.

#### 3.1.2 Literature review:

If the service meets or exceeds the expectations of the customers, service excellence is ensured (Asubonteng et al., 1996). This study uses the SERVQUAL (service quality model) created by Parasuraman et al. (1985) to help represent the excellence in service. The model has five dimensions: tangibles, assurance, responsiveness, empathy, and reliability. Reliability is the main dimension, and consumers will find other dimensions most logical if they receive reliable service (Berry et al., 1994). Service providers can reach their goal of offering exceptional service quality when they are able to meet the needs of their consumers. (Asubonteng et al., 1996).

The focus of tangibility is on the material or digital components of the offered service. For OTT platforms, it has to do with the platform's aesthetic and technical aspects, such as the user interface, streaming quality, and content accessibility. According to research, tangibles have a big impact on how satisfied and how users view digital services (Zygiaris et al., 2022). When evaluating the quality of a service, reliability is an important consideration. It refers to the ability of a provider to provide services accurately and reliably. Regarding Toffee's entirely digital service, this would entail the platform's capacity to reliably carry out activities without glitches or disruptions. High levels of reliability in digital services have been linked to higher levels of consumer satisfaction and platform trust, according to research (Arlen, 2023). Studies

have indicated that an important consideration in evaluating the quality of a service is its responsiveness. It speaks to a service provider's preparation and willingness to react to client demands, questions, or problems in a timely and efficient manner. The responsiveness is particularly important in digital services like Toffee since it has a direct effect on user pleasure. Research has shown that quick response times for digital services result in happier customers and more likely repeat business (Zygiaris et al., 2022). Building trust and confidence in the reliability and skill of the service provider is the main goal of assurance. Assurance for Toffee entails guaranteeing consumers that their viewing experience is safe, excellent, and transactions are dependable (Wang et al.). Empathy in the world of digital media refers to how well a platform takes into account and understands the needs of its users. This would have things like user-friendly interfaces and personalized recommendations for the OTT platforms. Research indicates that empathetic interactions have a positive impact on customer satisfaction and create permanent user connections in digital services (Pöyry, M. 2012). A lot of research has made use of this model. Improved tangibles and responsiveness can have a positive effect on customer happiness, according to research by Nguyen and Pham (2018).

Bangladesh has shown a significant increase in the use of online streaming platforms in recent years. Many reasons are responsible for this increase. First off, more members of the public can now use and enjoy digital content thanks to the rise in smartphones and high-speed internet connections, which has greatly widened the reach of online streaming services (Hossain, 2022). In addition, viewers in Bangladesh have been interested in the growing number of local and foreign content providers that are providing a wide variety of films, TV series, and unique creations.

#### 3.2 Research Framework

Understanding what the consumer wants is the first step towards satisfying any customer base. It is also important to sufficiently explain their needs and demands. A. Parasuraman, Valarie Zeithaml, and Leonard Berry created a model in the 1980s for collecting this indicator. The model could improve consumer happiness overall and help in a better understanding of service quality (Parasuraman, Zeithaml, & Berry, 1985). It is important for service providers to constantly consider the best way to meet the expectations of their customers (Pakdil & Aydın, 2007). OTT platforms operate in a world that is entirely digital. In order to provide a great user experience, it is important that one focus on the SERVQUAL Model dimensions: Assurance, Empathy, Tangibility, Reliability, and Responsiveness (Parasuraman, Berry, and Zeithaml, 1991). Despite the growing interest in OTT platforms in Bangladesh, almost no empirical research has been conducted regarding online customer satisfaction. The goal of this study is focusing on the user experience, high visual details, fast response to user concerns and delivering timely high-quality content, finally easy and efficient transaction process and personalized content recommendation for the customer satisfaction. Which will lead to the exploration to the correlation of online customer satisfaction with service quality in the OTT industry using the SERVQUAL model.

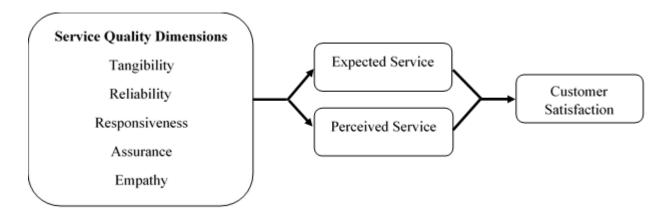


Figure 2: The research Framework

Figure 2 shows the connection between customer satisfaction and service quality factors. Applying the five aspects of the SERVQUAL quality management system, the research framework establishes a relationship between online consumer happiness and service quality provided by the platforms in the over-the-top (OTT) market.

The difference between the customers' perceived (P) and expected (E) services can be used to determine service quality (SQ); so, SQ= P-E. A small gap between the expectations of customers and their perceptions of the actual experience is suggestive of high service quality. The consumers' opinion of the quality of the services can be used to interpret the equation. They are satisfied if they believe the performance to be on level or even greater than what was expected (confirmation). On the other hand, when they think that their performance is not up to standard (disconfirmation), it makes them unhappy (Oliver, 1993). The framework has led to the development of the following five hypotheses:

H1: Attainable tangibility by Easy User Interface (U.I) leads to higher user satisfaction.

H2: Improved reliability in User Experience (U.X) leads to higher user satisfaction.

H3: Enhanced responsiveness to user feedback positively impacts user satisfaction.

H4: Strengthened assurance through secure transactions increases user satisfaction.

H5: Strong empathy through personalized content recommendations leads to higher user satisfaction.

Here, the hypotheses i.e., H1, H2, H3, H4 and H5 represent the relationship between tangibility reliability, responsiveness, assurance and Empathy (independent variables) with customer satisfactions (dependent variables) respectively. Here tangibility is the user interface for the easy navigation through the website and app. Reliability is represented by the streaming quality. Timely addressing user issues and provide good contents on time represents

responsiveness. Assurance is the trust placed on the platform for efficient transaction process. Finally, empathy is the recommended contents for individual users based on their preference selection and previous interests.

Tangibility Dimension: This pertains to the physical aspects of the service. For Toffee, it involves the user interface, aesthetically pleasing app and website, and app and absence of disruption on the platform. Assessing the clarity of visuals, accessibility features, and availability of support materials will be crucial.

Reliability Dimension: This dimension evaluates the consistency and dependability of the service. In the case of Toffee, it encompasses the quality of the streaming service, shows and contents are uploaded on time as promised, and quality of shows and contents are accurately age restricted. Reliability will also consider issues like buffering, downtime, and technical glitches.

Responsiveness Dimension: This addresses the platform's ability to promptly respond to customer needs. For Toffee, this would involve viewing contents as per user's convenience, easy access to contents, and availability of FAQs regarding content additions or changes.

Assurance Dimension: Assurance focuses on the competence, credibility, and courtesy of the service provider. In the context of Toffee, this entails addressing user complaints fast and reliably, streaming quality is consistent, and add contents based on user feedback. Trust-building elements such as data security and privacy policies will also be assessed.

Empathy Dimension: This dimension deals with understanding and addressing customerspecific needs. For Toffee, it involves personalized content recommendation, employees understand the consumer base and their preference in contents, and contents cater to a vast number of users. Assessing whether the platform caters to diverse preferences and interests will be a key aspect.

#### 3.3 Methodology

By using both primary and secondary data we can analyze the customer satisfaction of the OTT platforms or online streaming services in Bangladesh. The primary data has been taken by conducting an online survey. The participants were users of OTT services in Bangladesh. Total of 91 samples were taken randomly. The collection method of data used Multiple choice question and Five-point Likert scale. Moreover, the qualitative and quantitative data was collected via a secondary data collecting method. Research articles, databases that are accessible to the public, industry reports, journals, and other publications are some of the sources of secondary data.

## 3.4 Findings and Analysis

By using the demographic profile from (Hafiz & Alam, 2016), following results have come up. Of the total 91 responses, 46 (50.5%) are male, 39 (42.9%) are female and 6 (6.6%) did not disclose their gender.

Among the total respondents, most came from 13–24-year range as 41 (45.1%) are in that. This group of people come from the young generation and students. Next comes the 25-40 years age bracket and 35 (38.5%) of them are in the respondent group. This group mostly represents the working class of people. 7 (7.7%) are in the age range of 41-50 years and they represent the middle-aged people. 50+ year old respondents are 5 (5.5%) in number and only 3 (3.3%) are in the age bracket of 0-12 years old. They are mostly kids who use the service by parental control.

The respondent's occupation is divided into 3 different categories. Majority of the respondents, 50 (54.9%) of them are students. They usually do not have income of their own. Even if they do it's a very small amount. 32 (35.2%) respondents have said that they are job holders and businessmen. They are the ones who primarily buys for themselves and also enable others to

use the service. The rest of the participants, 9 (9.9%) to be exact, are either retired or unemployed. Some people ages 51+ and few who have yet to start a job or business falls under this category.

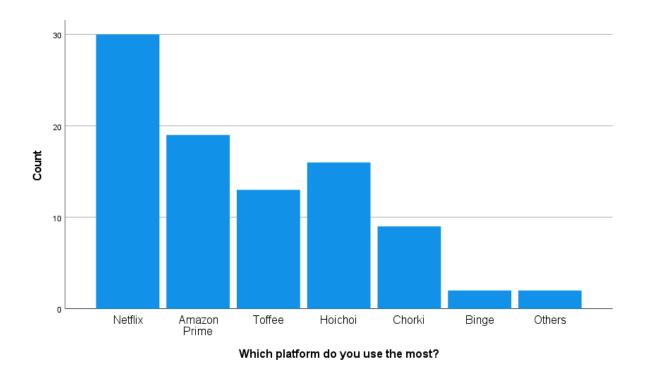


Figure 3: Number of People Using OTT Services

By looking at figure 3, we can see that the respondents use a variety of OTT platforms/ online streaming and content watching platforms. The platform with the highest users is Netflix with 30(33%) of the total respondents. Then it is Amazon Prime with 19 (20.9%) users. Netflix and Amazon Prime are the 2 highest used platforms and both are foreign. After Amazon Prime, is Hoichoi and its user base is close to Amazon Prime with 18 (19.8%) users. It has the highest userbase among the local OTT platforms. After that comes Toffee. It was chosen by 12 people (13.2%) as their most watched platform. Next is Chorki and 8 (8.8%) consume its contents the most. Among the 91 respondents, only 2 (2.2%) is a regular consumer of Binge and the rest, 2 (2.2%) to be exact have chosen other platforms as their desired OTT platforms.

The duration for the consumption of the services is quite similar. 28 (30.8%) of respondents are using these services for 1 and 6 months. After that 25 (27.5%) are using this for less than a year. 24 (26.4%) people are using it for 1 year+. Finally, 14 (15.4%) are using it for less than a month. This similar number across the options might be because both Indian and Bangladeshi viewers have responded favorably to the incredible Bangla OTT content that Bangladeshi content providers have created in recent years. There will be many more coming (Rezwan, 2023).

Quantitative data on customer satisfaction levels collected through questionnaires was examined in regard to a number of service quality factors, some of which have since been changed in the service quality model. The questionnaire dataset was evaluated using a basic linear regression analysis using the Statistical Package for Social Science (SPSS) Version 27. By using questionnaire structure from (Stefano et al., 2015), in order to calculate quantitative information that shows the level of satisfaction of clients. To evaluate the dataset, a simple linear regression analysis was carried out using SPSS. In addition, through earlier journals,

publications, and research papers on customer satisfaction and the SERVQUAL model,

#### 3.4.1 Variable Measurements:

secondary data was collected.

To determine the customer satisfaction, the five service quality dimensions are considered. These are tangibility, reliability, assurance, empathy and responsiveness. These 5 are the independent variables. Customer satisfaction is the dependent variable.

All the service quality dimensions are based on three items. The customer satisfaction is also based on three items. In order to rank responses, a five-point Likert scale is used ranging from 1= "Strongly Agree" to 5= "Strongly Disagree".

## 3.4.2 Validity and Reliability Analysis:

The validity and reliability is tested for the questionnaire. In this case, Cronbach's Alpha values is high and it is a latent variable. The high values are: tangibility (.83); reliability (.86); assurance (.84); empathy (.86); responsiveness (.83) and customer satisfaction (.95). Here, the numbers meet the required level of reliability of 0.7 suggested by Nunnally and Bernstein (1994).

Table 1: Determining the Reliability of Service Quality Dimensions and Service Satisfaction

| Variable                     | Number of Items | Mean | SD   | Cronbach's Alpha |
|------------------------------|-----------------|------|------|------------------|
| Tangibility                  | 3               | 2.36 | 1.28 | 0.835            |
| Reliability                  | 3               | 2.34 | 1.23 | 0.861            |
| Responsiveness               | 3               | 2.23 | 1.25 | 0.835            |
| Assurance                    | 3               | 2.31 | 1.17 | 0.845            |
| Empathy                      | 3               | 2.17 | 1.17 | 0.857            |
| <b>Customer Satisfaction</b> | 3               | 2.06 | 1.26 | 0.951            |

According to table 1 the perceived reliability (M = 2.36, SD = 1.28) by the participants is the most dominating variable. Then comes tangibility (M = 2.34, SD = 1.23), assurance (M = 2.31, SD = 1.17), responsiveness (M = 2.23, SD = 1.25), empathy (M = 2.17, SD = 1.17), which are all rated as "Agree". Along with that, the customer satisfaction (M = 2.06, SD = 1.26) is also rated as "Agree" as per the likert scale categories.

# 3.4.3 Regression Analysis:

To check the relative impact of the service quality dimensions, a simple regression has been conducted. By looking at table 2, we can see that the dimensions of SERVQUAL model (independent variables) explained 0.294 of variance (R Square) in customer satisfaction (dependent variable). The F statistic is 7.070 for customer satisfaction at 95% confidence level.

Table 2: Result of Regression Analysis of Customer Satisfaction on the Dependent Variable and Service Quality
Dimensions

| Dependent Variable: Satisfaction     |         |    |       |       |                   |  |  |  |  |
|--------------------------------------|---------|----|-------|-------|-------------------|--|--|--|--|
| Sum of Squares Df Mean Square F Sign |         |    |       |       |                   |  |  |  |  |
| Regression                           | 39.243  | 5  | 7.849 | 7.070 | .000 <sup>b</sup> |  |  |  |  |
| Residual                             | 94.362  | 85 | 1.110 |       |                   |  |  |  |  |
| Total                                | 133.604 | 90 |       |       |                   |  |  |  |  |

R Square = .294; Adjusted R Square = .252;

a. Predictors: (Constant), Average Empathy, Average Tangibles, Average Responsiveness, Average Reliability, Average Assurance;

The coefficient of determination (R2) means that the regression line fits the data but the relationship between the model and response variable is not strong. This indicates that the model is most likely forecasting a complex relationship. As the study is based on human behavior, this might be the reason for it (Valchanov, 2023). Even though the relationship between the independent and dependent variables is linear, if it is complex, the model might not be able to explain all of the variation in the dependent variable. As the study is based on human behavior, this might be the reason for it. However, the null hypothesis cannot be rejected because the value for the F-test of overall significance test is greater than the significance level.

Table 3: Result of Regression Analysis of Customer Satisfaction on the Independent Variable and Service Quality Dimensions

| Independent    | Standardized     | t-stat | Significance |
|----------------|------------------|--------|--------------|
| Variables      | Coefficients (β) |        |              |
| Tangibility    | .730             | 4.002  | <.001        |
| Reliability    | 282              | -1.336 | .185         |
| Responsiveness | .593             | 2.732  | .008         |
| Assurance      | 345              | -1.482 | .142         |
| Empathy        | 495              | -2.695 | .008         |

### 3.4.4 Results and Discussion:

The result of the study makes it clear that the tangibility dimension is dominant. Among this dimension, questions regarding Easy-to-use User Interface (U.I), Aesthetically pleasing App and Website and App and website crash were used.

Tangibility, along with responsiveness play a role in customer satisfaction. It has to do with the platform's visual and technological advances elements, such as the user interface, streaming quality, and content accessibility. According to research, tangibles have a big impact on how satisfied and how users view digital services (Zygiaris et al., 2022). This also applies to online consumers, whose trust will grow as a result of their regular and positive experiences using apps and websites.

When a service provider is responsive, it means that they are ready and willing to respond to any issues, questions, or requests that customers may have in short order. The response is especially important in OTT platforms and digital services since it has a direct effect on consumer satisfaction. Research has shown that quick response times for digital services result in happier customers and more likely repeat usage (Zygiaris et al., 2022). This dimension also enhances the overall experience of using the OTT platforms.

Apart from the tangibility and responsiveness dimension, reliability does not play a big role in the user satisfaction for using these services. Good Streaming quality, scheduled upload of shows and contents, age restrictions of shows and contents does not affect that much in the user satisfaction.

Same can be said for the assurance dimension. The overall competence, credibility, and courtesy of the OTT platforms do not play any big role for the user satisfaction. Since addressing user complaints fast and reliably, streaming quality is consistent and adding contents based on user feedback do not happen often.

Similar situation can be seen for empathy dimension. This dimension deals with understanding and addressing customer-specific needs. the personalized content recommendation, employees understanding of consumer base and maximum content catering has no effect on customer satisfaction for the OTT platforms.

This outcome aligns with existing literature which acknowledges that different dimensions of service quality, as defined by the SERVQUAL Model, can have varying impacts on customer satisfaction depending on the industry and specific context. For instance, researchers like Parasuraman et al. (1991) have highlighted the multidimensional nature of service quality and its influence on customer satisfaction.

An eye-catching observation throughout the demographic profile- analysis was that the majority of respondents' usually have pre-determined perceived satisfaction towards the known OTT platforms even before experiencing the actual services. This is mainly because people already have a general idea about user experience across the all of the OTT platforms available. Along with that, most already know about the best shows that are already present in the platforms. Based on the interaction of the consumers, the platforms can keep records of user preference for contents and plan according to that for the future. Which is why tangibility and responsiveness

Hence, the presence of assurance and empathy components in services will add to their satisfaction level.

However, just uploading contents and good quality is not that much important for the satisfaction. This might be because all of the OTT platforms offer similar and good quality services across the board. The OTT platform industry being composed of both superior service-providers and the not-so-good platforms might be one of the reasons for not being recognized by all the hypotheses based on the five dimensions of SERVQUAL Model.

### 3.5 Limitations

The SERVQUAL model previously have never been used to apply on local OTT platforms in Bangladesh and as well as on international ones. This can be a major limitation to the study. There are other limitations as well. Like geographic coverage (only in Bangladesh), lack of knowledge and experience in using these platforms can be included. Also, in general, the overall environment (noisy surrounding, weather) around the respondents and their uncertain attitude are limiting the accuracy of the data. Last but not least, it's possible that the data gathered in the last week will not reveal any changes in the opinions of consumers. By adding predictors, the model's real explanatory power can be improved. It is necessary to do more study to look into the relation in related service-oriented platforms.

### 3.6 Conclusion

The purpose of this study is to perform an investigative study into the connection between SERVQUAL model dimensions and customer satisfaction with a focus on the OTT platform industry and to add practical experience to a piece of literature. The SERVQUAL method was demonstrated throughout the study to have a strong influence on the degree of online customer satisfaction in the OTT platform business. Using the SERVQUAL approach, the study effectively adds value to the untapped OTT service market. The success of OTT platforms can be ensured by providing the online entertainment sector with enough budget, high quality ideas and innovation. Therefore, encouraging happy consumers to share favorable word of mouth encourages the development of the business industry.

A large number of OTT platforms are entering the industry and opening up new sources of income as OTT platforms and internet streaming services are booming in Bangladesh. They may offer new and innovative contents for the consumers. Up and coming creators in the entertainment industry and existing as well as new platforms must work together to achieve

success together. In order to achieve the goal of providing the consumers with the best possible service, they should work together to perform joint research and market studies.

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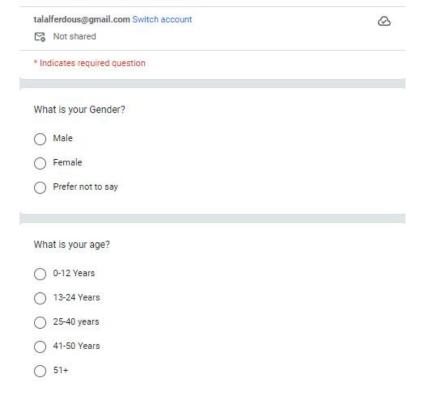
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# Appendix A.



# Consumer Satisfaction Determination Survey for OTT platforms/ Online Streaming Services

We appreciate you for sparing a moment to fill in this form. The following survey is being conducted for the purpose of determining the consumer satisfaction for the OTT platform(Netflix, Amazon prime, Toffee, Hoichoi, Chorki etc.) users in Bangladesh. The information given will remain confidential.



| What is your occupation?                   |  |
|--|--|
| O Job-holders or Businessmen               |  |
| Student                                    |  |
| Retired or Unemployed                      |  |
|  |  |
| Which platform do you use the most?        |  |
| O Netflix                                  |  |
| Amazon Prime                               |  |
| ○ Toffee                                   |  |
| Hoichoi                                    |  |
| ○ Chorki                                   |  |
| Binge                                      |  |
| Others                                     |  |
|  |  |
| How long have you been using this service? |  |
| Less than a month                          |  |
| 1 and 6 months                             |  |
| Less than 1 year                           |  |
| 1 year+                                    |  |
|  |  |

Please select the options that are most important to you when using online streaming services  $% \left( 1\right) =\left( 1\right) \left( 1\right) \left$ 

| Tangibles                                    |                   |       |         |          |                      |
|--|-------------------|-------|---------|----------|----------------------|
|  | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |
| Easy to use<br>User Interface<br>(U.I)       | 0                 | 0     | 0       | 0        | 0                    |
| Aesthetically<br>pleasing App<br>and Website | 0                 | 0     | 0       | 0        | 0                    |
| App and website crash                        | 0                 | 0     | 0       | 0        | 0                    |
|  |                   |       |         |          |                      |
| Reliability                                  |                   |       |         |          |                      |
|  |                   |       |         |          |                      |
|  | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |
| Streaming quality is good                    |                   | Agree | Neutral | Disagree |                      |
|  | Agree             | Agree | Neutral | Disagree |                      |

### Responsiveness

| Viewing contents as per user's convenience  Easy access to contents  Availability of |                           | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |
|--|---------------------------|-------------------|-------|---------|----------|----------------------|
| Availability of OOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOOO                                  | contents as per<br>user's | 0                 | 0     | 0       | 0        | 0                    |
|  | -                         | 0                 | 0     | $\circ$ | $\circ$  | 0                    |
| FAQs O O O   |                           | 0                 | 0     | 0       | 0        | 0                    |

#### Assurance

|  | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |
|--|-------------------|-------|---------|----------|----------------------|
| Addressing<br>user<br>complaints<br>fast and<br>reliably | 0                 | 0     | 0       | 0        | 0                    |
| Streaming<br>quality is<br>consistent                    | 0                 | 0     | 0       | 0        | 0                    |
| Add contents<br>based on user<br>feedback                | 0                 | 0     | 0       | 0        | 0                    |

### Empathy

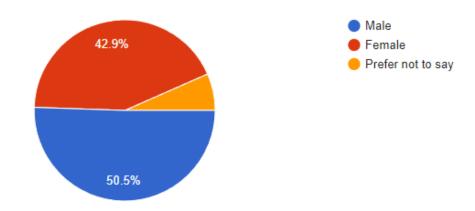
|  | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>Disagree |
|--|-------------------|-------|---------|----------|----------------------|
| Personalized<br>content<br>recommendation  | 0                 | 0     | 0       | 0        | 0                    |
| Employees<br>understand the<br>consumer base<br>and their<br>preference in<br>contents | 0                 | 0     | 0       | 0        | 0                    |
| Contents cater to<br>a vast number of<br>users   | 0                 | 0     | 0       | 0        | 0                    |

### Satisfaction \*

|  | Strongly<br>Agree | Agree | Neutral | Disagree | Strongly<br>disagree |
|--|-------------------|-------|---------|----------|----------------------|
| Are you happy<br>to use the<br>services by<br>the online<br>streaming<br>services? | 0                 | •     | 0       | 0        | 0                    |
| Value for money  | 0                 | 0     | 0       | 0        | 0                    |
| Innovative ideas for content   | 0                 | 0     | 0       | 0        | 0                    |

# What is your Gender?

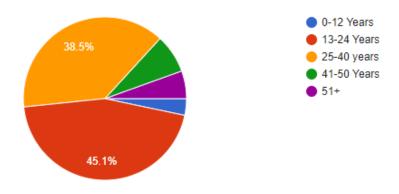
91 responses



Questionnaire Response 1

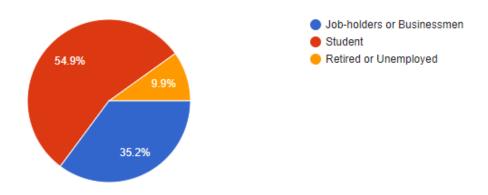
# What is your age?

91 responses



# What is your occupation?

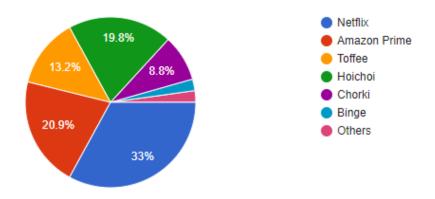
91 responses



Questionnaire Response 2

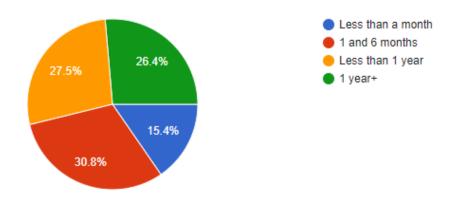
# Which platform do you use the most?

91 responses



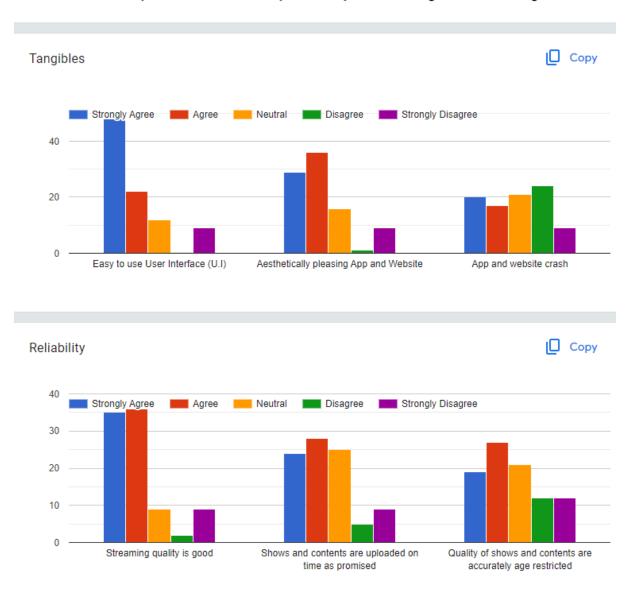
# How long have you been using this service?

91 responses



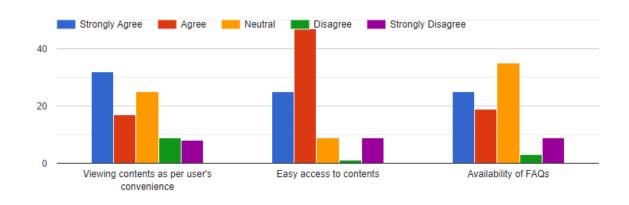
Questionnaire Response 3

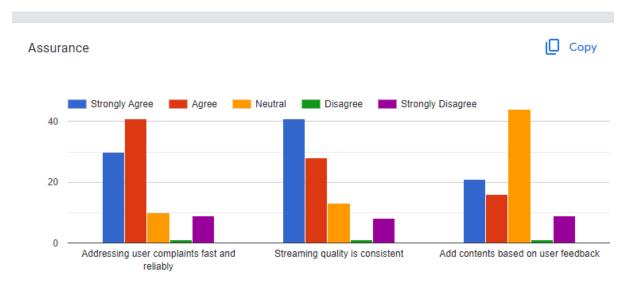
### Please select the options that are most important to you when using online streaming services



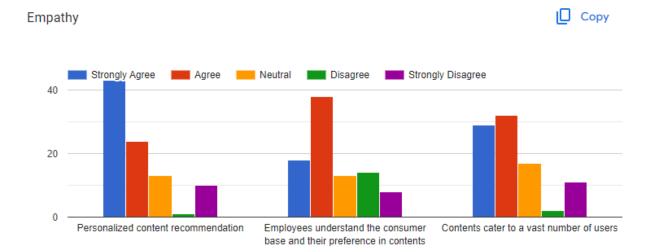
Questionnaire Response 4

Responsiveness



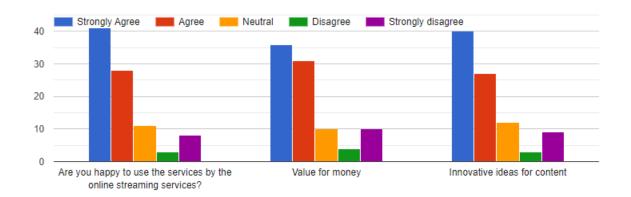


### Questionnaire Response 4

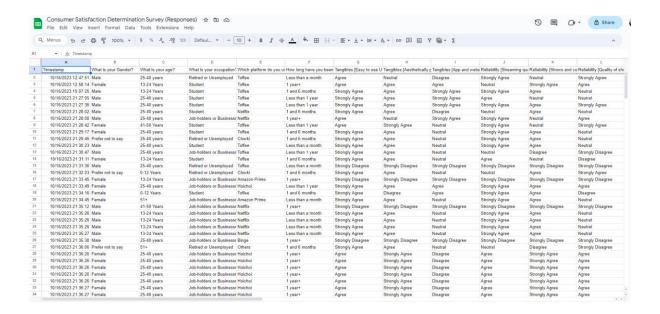


Questionnaire Response 5

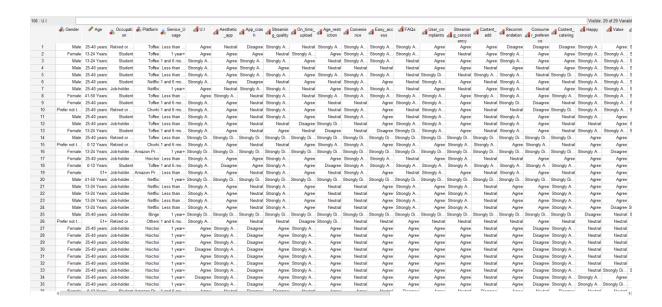
Satisfaction Copy



# Questionnaire Response 6



Survey Response



#### SPSS Data View

## Model Summary<sup>b</sup>

| Model | R     | R Square | Adjusted R<br>Square | Std. Error of<br>the Estimate |  |
|-------|-------|----------|----------------------|-------------------------------|--|
| 1     | .542ª | .294     | .252                 | 1.05363                       |  |

- a. Predictors: (Constant), Average Empathy, Average Tangibles, Average Responsiveness, Average Reliability, Average Assurance
- b. Dependent Variable: Average Satisfaction

#### **ANOVA**<sup>a</sup>

| Model |            | Sum of<br>Squares | df | Mean Square | F     | Sig.    |
|-------|------------|-------------------|----|-------------|-------|---------|
| 1     | Regression | 39.243            | 5  | 7.849       | 7.070 | <.001 b |
|       | Residual   | 94.362            | 85 | 1.110       |       |         |
|       | Total      | 133.604           | 90 |             |       |         |

- a. Dependent Variable: Average Satisfaction
- b. Predictors: (Constant), Average Empathy, Average Tangibles, Average Responsiveness, Average Reliability, Average Assurance

#### Coefficients

|       |                        | Unstandardize | d Coefficients | Standardized<br>Coefficients |        |       | 95.0% Confider | nce Interval for B |
|-------|------------------------|---------------|----------------|------------------------------|--------|-------|----------------|--------------------|
| Model |                        | В             | Std. Error     | Beta                         | t      | Sig.  | Lower Bound    | Upper Bound        |
| 1     | (Constant)             | 1.619         | .284           |                              | 5.709  | <.001 | 1.055          | 2.183              |
|       | Average Tangibles      | .753          | .188           | .730                         | 4.002  | <.001 | .379           | 1.127              |
|       | Average Reliability    | 316           | .237           | 282                          | -1.336 | .185  | 787            | .155               |
|       | Average Responsiveness | .687          | .252           | .593                         | 2.732  | .008  | .187           | 1.188              |
|       | Average Assurance      | 399           | .269           | 345                          | -1.482 | .142  | 933            | .136               |
|       | Average Empathy        | 553           | .205           | 495                          | -2.695 | .008  | 961            | 145                |

a. Dependent Variable: Average Satisfaction

### **SPSS** Data Results

|                       | Maan            | SD   | Crophochio Alpho | 1                |
|-----------------------|-----------------|------|------------------|------------------|
| Tangibility           | Mean<br>2.08    |      | Cronbach's Alpha |                  |
|                       | 2.19            |      | 0.835            |                  |
|                       | 2.80            |      |                  |                  |
|                       | 2.36            |      |                  | J                |
|                       | 2.35            |      |                  | _                |
| Reliability           | Mean            | SD   | Cronbach's Alpha |                  |
|                       | 2.02            |      |                  |                  |
|                       | 2.37            |      |                  |                  |
|                       | 2.64            |      |                  |                  |
|                       | 2.34            | 1.23 |                  |                  |
|                       | Mean            | SD   | Cronbach's Alpha | ]                |
| Responsiveness        | 2.38            |      |                  |                  |
|                       | 2.11            |      |                  |                  |
|                       | 2.44            |      |                  |                  |
|                       | 2.31            | 1.17 |                  |                  |
|                       | Mean            | SD   | Cronbach's Alpha | 1                |
| Assurance             | 2.08            |      | 0.857            |                  |
|                       | 1.92            |      |                  |                  |
|                       | 2.52            |      |                  |                  |
|                       | 2.17            | 1.17 |                  |                  |
|                       |                 |      |                  |                  |
| Empathy               | Mean            | SD   | Cronbach's Alpha |                  |
|                       | 2.01            | 1.29 |                  |                  |
|                       | 2.45            |      |                  |                  |
|                       | 2.24<br>2.23    |      |                  |                  |
|                       | 2.23            | 1.20 |                  |                  |
| Cus. Satisfaction     | Mean            | SD   | Cronbach's Alpha | 1                |
|                       | 2.00            | 1.23 | 0.951            |                  |
|                       | 2.13            |      |                  |                  |
|                       | 2.05            |      |                  |                  |
|                       | 2.06            | 1.26 |                  |                  |
| Variable              | Number of Items | Mean | SD               | Cronbach's Alpha |
| Tangibility           | 3               | 2.36 | 1.28             | 0.835            |
| Reliability           | 3               | 2.34 | 1.23             | 0.861            |
| Assurance             | 3               | 2.31 | 1.17             | 0.845            |
| Empathy               | 3               | 2.17 | 1.17             | 0.857            |
| Responsiveness        | 3               | 2.23 | 1.25             | 0.835            |
| Customer Satisfaction | 3               | 2.06 | 1.26             | 0.951            |

**Excel Sheet Answer**