

Consumer Intelligence Series:

Customer Loyalty

Series overview

Through PwC's ongoing consumer research program, we gain directional insights on consumer attitudes and behaviors in the rapidly changing media landscape. This report summarizes key findings from an online survey and follow-up focus groups exploring brand loyalty among subscription-based communication providers, with a focus on the multi-channel video and wireless business segments, specifically:

- Customer perceptions about loyalty and the factors that drive and build loyalty in an increasingly digital and fragmented world.
- Recent brand switching behavior, as well as tipping points, that leads to brand switching.

We conducted a two-phase program in July and August 2012 to capture this data. In Phase 1, we surveyed a geographically dispersed sample of 1,002 adult men and women between the ages of 18-59. In Phase 2, we conducted focus groups to gain a deeper understanding of some of the underlying reasons driving perceptions and behavior reported in the survey.



I. Executive Summary

In today's ultra-competitive media and communications marketplace, attracting customers is only half the battle - keeping them loyal to your brand can be just as challenging. But building brand loyalty, especially among subscription-based providers, most often comes down to a few key factors: the delivery of consistently strong performance at a good price.

While good value drives loyalty, customer service, honesty, and trust are important secondary attributes that contribute to brand allegiance. Together, these benefits present a compelling way for media and communications companies to market themselves to attract and maintain customers.

For companies interested in wooing customers away from other communication providers, incentives - especially the chance to save money - is the most effective strategy. Brand switching is most frequently prompted most by the promise of cost savings, especially among younger consumers, who tend to be more cost conscious and less complacent in long-term brand relationships than their older counterparts, who view brand switching as more of a hassle. Price-driven switching is especially a threat to multi-channel (cable, satellite, telecommunications subscription) providers, who are increasingly competing on cost and content variety.

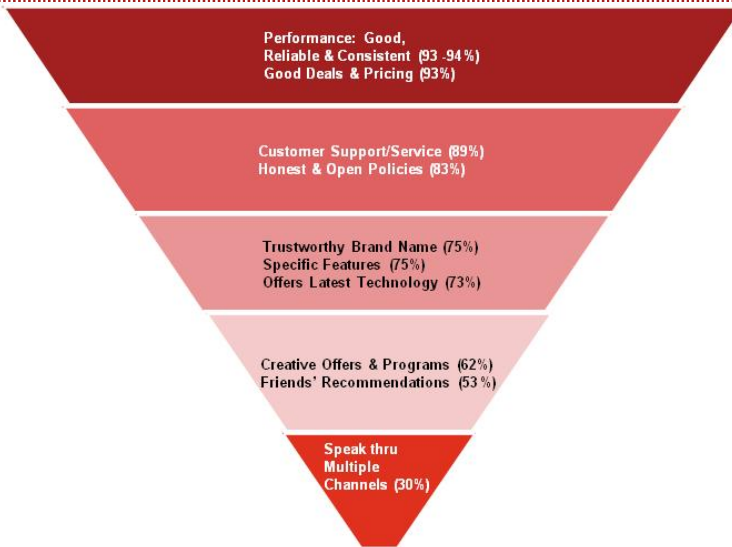
In the mobile world, brand switching is also strongly driven by deals and pricing, although service contracts still prevail in forcing loyalty for periods of time. Consumers are willing to pay for freedom from the restrictions and fees of mobile contracts, so mobile companies have an opportunity to generate new revenues - and perhaps engender loyalty - by offering more contract freedom.

Ultimately, it's not so much about how many channels of communication reach consumers, but the content of the message - which should be about performance, pricing, customer service and delivery in a manner which engenders trust. Companies should consider media strategies that are more focused in message content and tout experience, reliability, and reputation over start-ups and price-driven competitors.

II. Key findings

A. Critical factors influencing service provider loyalty

Percent of respondents who answered that attribute is Very/ Somewhat Important



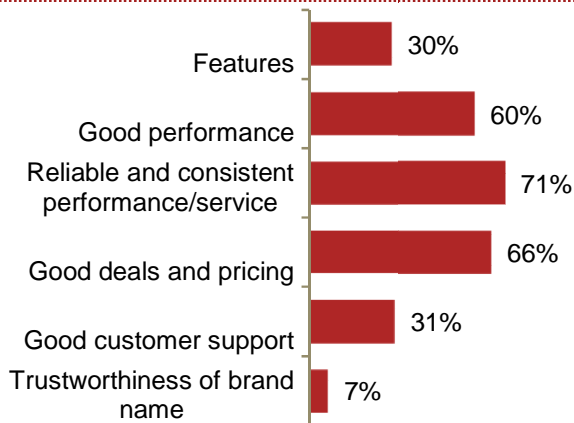
1. **Performance, pricing and service are key drivers of brand loyalty among subscription-based communication services.**

- **Performance and price are paramount.**
Reliable, consistent and good performance, along with deals and price, were ranked as key drivers of customer loyalty by the vast majority of survey respondents across age groups.
 - 94% chose “*Reliable and consistent performance*” as the most important factor in creating brand loyalty. 71% of respondents cited performance as one of their top three reasons for loyalty – the highest for any attribute.
 - 93% chose “*Good deals and pricing*,” with 66% ranking it as one of their top three reasons.
 - 93% chose “*Good performance*,” which was listed by 61% a top three reason. Focus group respondents supported this as follows:

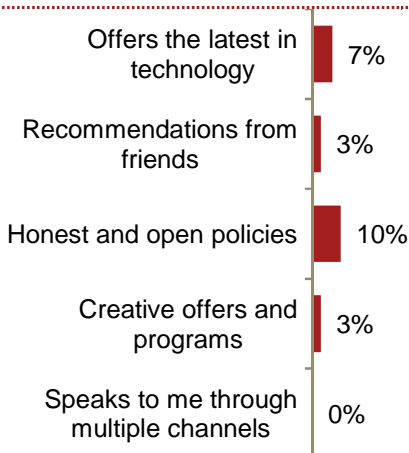
- “Whatever it is, it needs to do what it says. It needs to be reliable.” (Consumer, age 35-54)
- “You have to have good and consistent performance... It’s (reliability) and quality that you don’t have trouble with.” (Consumer, age 18-34)

- **Customer support is also a critical factor in brand loyalty, but ranks significantly behind performance and pricing attributes among consumers' top reasons for loyalty.**
This attribute was important to 89% of respondents, and even higher (92%) among the older consumers, aged 45-59. However, only 31% chose it as one of their top three reasons for loyalty, though older consumers again ranked this slightly higher, with 40% including it in their top reasons for loyalty.

Influences on brand loyalty: *Top-Ranked 3 in importance*



Influences on brand loyalty: *Top-Ranked 3 in importance*



2. *Honesty and trust rank high in influencing customer allegiance*

- **Transparency and confidence in a brand name are key contributors toward loyalty.**
 - **83% of consumers chose “Honest and open policies”** as a very/somewhat important driver of loyalty, but just 10% included it as one of their top 3 attributes; relative to price, performance and service, honest & open policies are a lower priority.
 - Being honest and transparent was significantly more important to the consumers in the 45-59-year-old group (86%) relative to the 18-29-year-old group (80%). This could be attributed to a stronger cynicism among the younger group as well as a sense of frustration among the older group from being unpleasantly surprised in the past by “fine print.”
 - “As long as you’re not getting ripped off... As long as your bill stays the same and you know what it is and you’re getting what you pay for and they don’t try to switch things on you. That’s important.” (Consumer, aged 18-34)
 - “It’s like not trying to hide what your fine print is and just putting it out in the open. There shouldn’t be any surprises on the back end, like cancellation or termination fees that they didn’t present up front.” (Consumer, aged 35-54)
 - **75% chose “Trustworthiness of brand name”** as an important loyalty factor. This is also consistent with our study earlier this year on privacy, which found that consumers are more likely to reveal their personal information to larger, well-known, reputable companies and brands - awarding them more inherent trust because of their size and reputation, which creates a perception that these brands would have more to lose.
 - “Brand names get around and I think it’s influential. I wouldn’t get something like a cell phone from a brand new company.” (Consumer, aged 35-54)

3. *Product features and the ability to offer the latest technology are also among top contributors to loyalty.*

- **Features can serve as key differentiators and reasons for selection/loyalty** – but that loyalty can be fleeting if something new/better comes along.

- 75% of the sample rated “providing specific features” as somewhat/very important and ranked that factor fourth in priority, just behind “good customer support.”
 - The younger segment rated “product features” directionally higher in importance (79%) versus the overall sample. Younger focus group respondents explained how the latest features can influence loyalty and switching behavior:
 - > “Apple came out with the iPhone and I practically threw my Sidekick out the window... I was an AT&T customer before. But the Sidekick was the trendy phone and I switched to T-Mobile for two years because I wanted the new, hot Sidekick. There wasn’t any other cool phone that did all the stuff the Sidekick did... Then I went back to AT&T for the iPhone.” (Consumer, aged 18-34)
 - However, features were somewhat less important among the 30-44-year-old segment (important to 73%), for whom the practicality of performance and reliability are paramount.
 - > “I don’t need all the bells and whistles, as long as I can rely on it.” (Consumer, aged 35-54)

- **Although important, the latest device or feature is not always considered to be the greatest.**

- A brand that “offers the latest technology” was important to 73% of our consumers, but did not rank among the highest priorities; only 7% ranked it as one of their top three attributes.
 - “I’m more interested in something working properly than whether it’s the newest, trendiest thing. I’d rather know exactly what I have.” (Consumer, aged 35-54)
- Although having up-to-date technology is important for some consumers, for others it may indicate that the product is yet unproven, or is merely a technological stepping stone before the next “latest” advance comes out and renders their version obsolete.
 - “They have to be proven before I get into it. Sort of like when everyone ran out to get the first iPhone, there was no way in hell I was doing that. I was like – ‘I will let you guys work out the bugs, tell me what works best and report back.’” (Consumer, aged 18-34)
 - “There’s always something new in technology. That’s why it’s so upsetting because once you get this and spend all this money on this brand new thing that’s really great, there’s going to be something even better that comes out.” (Consumer, aged 18-34)

4. *A majority of consumer also valued “creative offers and programs” - but mostly when “creative” meant “free” or “credit to me.”*

- **Offers and programs contribute to loyalty, but are not top drivers.**
 - It was important to 62% of respondents, but was ranked as a Top 3 attribute for only 3%. A key reason may be because such offers tend to be temporary, influencing trial and switching behaviors more than long-term loyalty, especially among price-conscious consumers.

- “I had a cable provider and they gave me free stuff for a while. I thought it was pretty cool when I had it but then I started paying for it and I got tired of it and just got rid of the whole thing.” (Consumer, aged 18-34)

- Loyalty programs are interesting to many, especially when they provide a reciprocal benefit, such as cost savings on products and services.

- “I like Costco’s executive membership program. You get 2% back at the end of the year ... I was so pleasantly surprised because I got a credit back and not only did it pay for the entire membership, but there was like \$100 left over.” (Consumer, aged 35-54)

5. *Recommendations from friends are an interesting data point for consumers, but not a primary driver of loyalty.*

- **While friends’ recommendations may provide awareness and encouragement, personal experience matters most.**

- Only 53% of respondents said that their friends’ recommendation influences their brand loyalty. This is slightly higher among consumers aged 18-29, at 58%.
 - “It’s like Step #2. You pick what you think you want and then if people agree with you, then that encourages you, but it’s not a decision maker.” (Consumer, aged 18-34)
- While the judgments of friends are recognized as sometimes being different than one’s personal opinions, such recommendations serve more as a “data point.” At the end of the day, consumers feel they still have to do their own research.
 - “My friends might have different tastes and the products they go for aren’t really for the same reasons why I go for products.” (Consumer, aged 35-54)

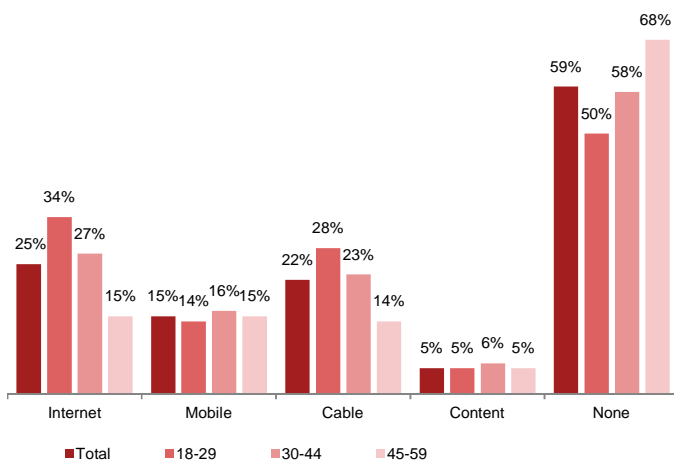
- “I think if you’re going to switch, you do the research. You take it into account, but your friend’s recommendation isn’t going to be your big influence in switching.” (Consumer, aged 18-34)

6. *A brand’s ability to communicate via different media and channels does not drive affinity.*

- **Although multiple channel messaging may build awareness, trial and even relevance, it has little impact on loyalty.**
 - Only 30% of the respondents said their loyalty is influenced by companies who speak to them through multiple channels. None of the respondents chose it as a Top 3 attribute in importance.
 - “You may participate in different mediums, but you don’t develop loyalty by the way (brands) are communicating with you.” (Consumer, aged 35-54)
 - “I don’t think that consciously I would think ‘Oh, that company has a Facebook page, so I’m going to go to that company.’ But I think that, especially if you’re looking for something new and you see a commercial, then you see it on Facebook and you see it on email... ‘Oh, you know what? Let me check it out’.” (Consumer, aged 35-54)
 - **Surprisingly, speaking through multiple channels was less important to the younger consumers** (25%), who are most involved in channels like social media, than to older consumers (34%). Part of the reason may be an increased de-sensitivity from receiving so many messages across a number of channels.
 - “I get so bombarded with emails and whatnot. I just got a junk mail. I opened it and closed it so I don’t have to read it.” (Consumer, aged 18-34)

B. Recent switching behaviour

Respondents who have switched providers in the past 1-2 years



1. Changing provider brands can be a hassle. Overall, the majority of consumers (59%) have not switched their Internet, mobile, cable or content providers within the past year.

- There often needs to be significant dissatisfaction to offset complacency with one's current brand.
 - Many consumers remain loyal due simply to the absence of a negative - because it is often easier to put up with something that is less than perfect than go to the trouble, hassle and potential expense of switching.
 - "I'm only going to switch if I have a really negative experience. You don't know if another one will be better, but... (you switch) if the current one is just so terrible that you figure it can't get much worse." (Consumer, aged 35-54)
 - I've got Sprint. I've had it forever. It's all right. I know it's not the best but I've had it so long and I've got like the cheapest deal." (Consumer, aged 18-34)

2. Younger consumers are, by nature, both more experimental and transient, and have switched providers more often than their older counterparts in the past 1-2 years.

- Significantly more younger consumers have switched brands (50% in past 1-2 years) than the older segment (32% in the past 1-2 years), a trend likely driven by the experience of trial and error, pursuit of the best deals and pricing, as well as transience of residence.
 - "I think with the Internet in the beginning when you first go into an apartment you try that first company and you're like...'OK, not for me' and you're constantly changing." (Consumer, aged 18-34)
 - "When I was a kid, I switched everything, just to find out what I liked." (Consumer, aged 35-54)
- Some older consumers say they are just too busy – or lazy – to think about researching new services and switching providers unless performance is significantly impaired.
 - "You don't have time to think about it all day long. I remember there were days when I spent hours on the phone with whatever company going back and forth. I don't have time for any of that stuff now. I barely have time to sleep." (Consumer, aged 35-54)
 - "Now that I'm older, I'm lazy, like about my cable company. I can't stand it and it's really frustrating, but I don't have time to do anything about it. (Consumer, aged 35-54)

3. Compared to other service providers, Internet (25%) and cable (22%) have had the greatest percentage of switchers

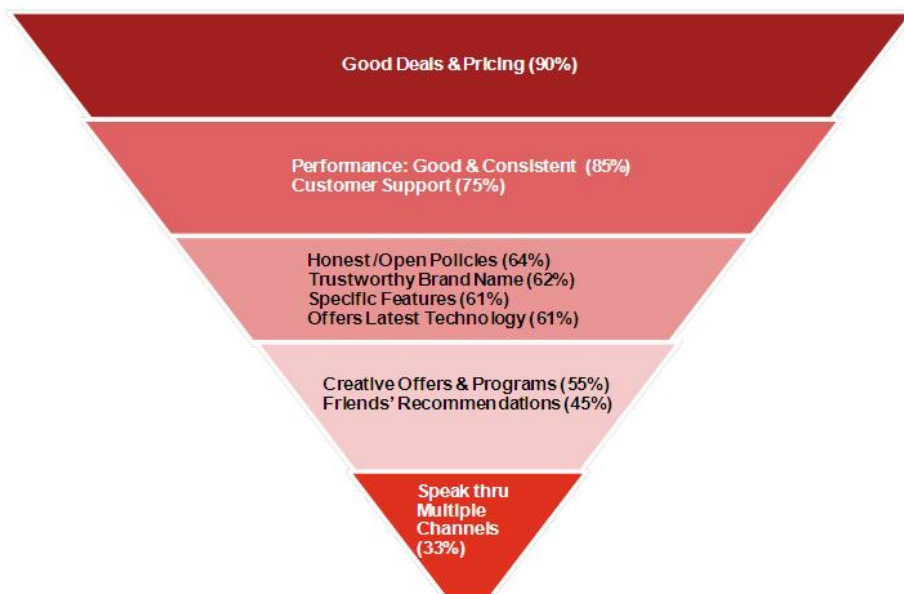
- **Primarily because it is comparatively easier to switch cable and Internet relative to mobile carriers**
 - “They are usually pretty quick in doing it, especially if you’re a new client, especially in cable, because it’s so easy to switch.” (Consumer, aged 18-34)
 - “Switching your cell phone. I did it once when I first moved out here. It was a nightmare. I had to pay the fees.” (Consumer, aged 18-34)
- **Switching might be even higher if not for a lack of availability.** Some claim their options are limited or non-existent.
 - “Where you live and where you are depends on what you can have.” (Consumer, aged 18-34)
 - “You don’t have a choice when it comes to cable companies (where I live). You’re stuck. It’s a monopoly.” (Consumer, aged 35-54)

4. Content provider switching is low – due in part to a comparatively lower subscription base for over-the-top providers

- What little switching occurs may be driven more by dissatisfaction with price than content.
 - “I have switched the Netflix. I actually had downgraded when they upped their prices. I just switched to all online instead of getting DVDs.” (Consumer, aged 35-54)

C. Critical factors of influence on brand switching

% of respondents who answered that Attribute is Very/Somewhat Important



1. **Switching is most often triggered by good prices and deals.**

- **Even though it's a hassle to switch providers, the advantage to the wallet trumps the hassle.** Special offers and pricing are most effective at prompting a provider change, compensating for the inconveniences involved with switching.

- 90% of respondents chose “*Good deals and pricing*” as a reason for switching. A clear majority - 71%- chose it as one of their top three reasons to switch.
“The pretty intro rate is what gets people to switch.” (Consumer, aged 35-54)
- Unsurprisingly, price increases can also erode loyalty and create frustration which can prompt switching.

- “They (cable provider) continued to creep up in price and I didn’t understand that ... so I said, all right, cancel it! I didn’t even know which cable provider I was going to go to, but I just knew I wasn’t staying another day with them.” (Consumer, aged 18-34)

2. **Both performance and customer support are important drivers of switching, too.**

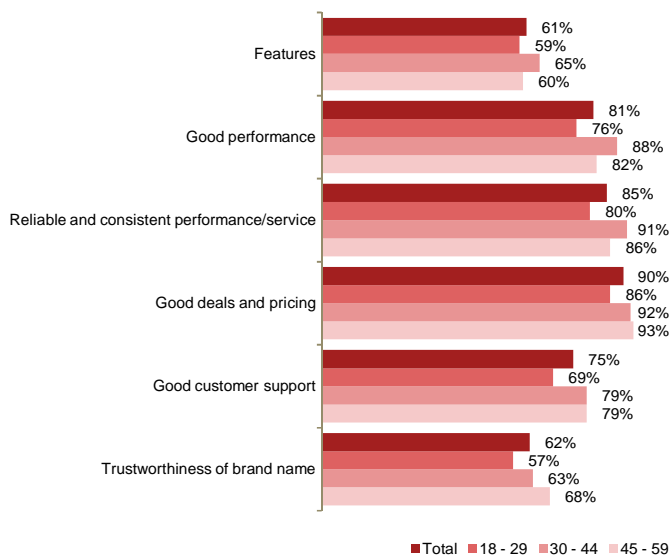
- **However, some feel brand performance and service are more difficult to discern without experience.** These elements can be unknown until tested.
 - “Good performance” and “Reliable and consistent performance/service” was chosen by twice as many respondents as one of their top three reasons for switching.

- “With performance, that’s something you almost have to test out over a period of time. You don’t really know the true performance of something until you have it and you’re using it yourself. But deals and pricing, that’s something that’s on paper... you know how much it’s going to cost.” (Consumer, aged 35-54)
- “You can’t rely on performance if you’re switching. You have no idea what the performance is.” (Consumer, aged 18-34)
- “You don’t know yet (about customer support, when switching brands). You usually don’t talk to customer support unless you have some kind of problem.” (Consumer, aged 18-34)

Importance in making you decide to switch service providers

Top Two Box Ratings

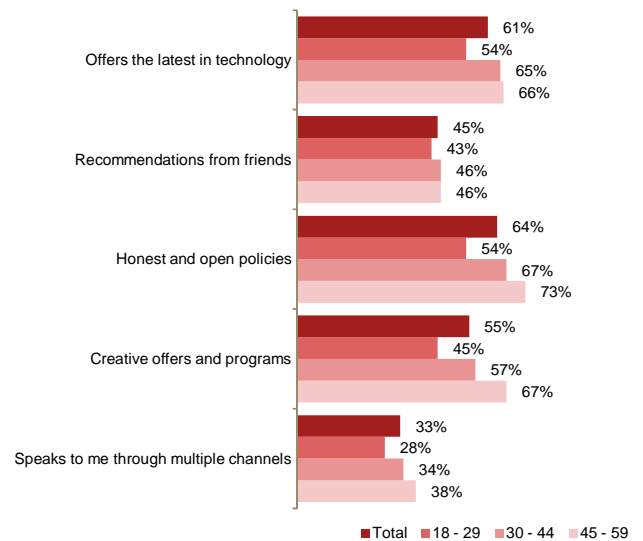
(Very/somewhat Important)



Importance in making you decide to switch service providers

Top Two Box Ratings

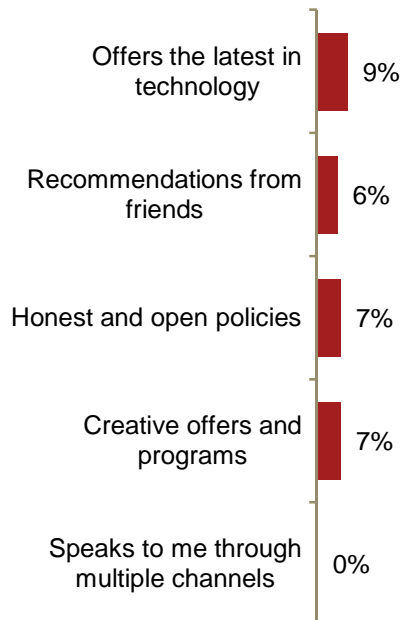
(Very/somewhat Important)



Influences on brand switching: Top 3 in importance

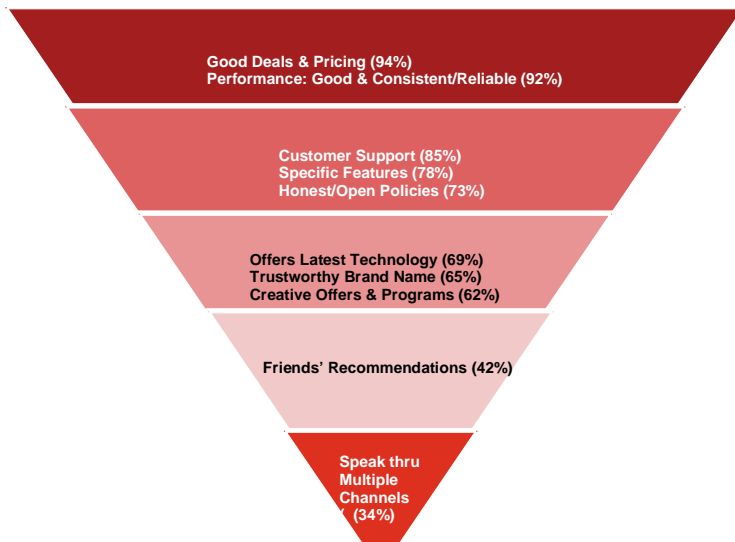


Influences on brand switching: Top 3 in importance



D. Critical factors of influence for staying with current service providers

% of Respondents who answered that attribute is Very/ Somewhat Important



1. Key reasons selected for staying with a brand mirror the factors that drive brand loyalty.

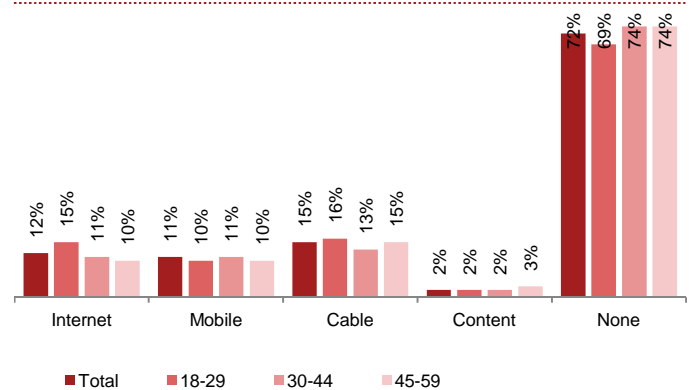
- Not surprisingly, those attributes that influence staying with a current brand [or switching from one to another] - performance, pricing and service - were considered equally important as those perceived to drive loyalty.

2. The notable exceptions were "Trustworthy brand name" and "Friends' recommendations."

- These were both less important in influencing the decision to stay with a current provider. This is likely because these two attributes are more about reputation (and perhaps brand adoption) than personal experience.
 - "I like when someone says, 'this is good'. But your own experience is most important." (Consumer, aged 18-34)*

E. Plans to switch brands in next 12 months

Respondents who intend to switch providers in the next 12 months



- It's all good! Nearly 3 out of 4 consumers have no plans to change providers in the next year.**

- **This finding indicates a high level of satisfaction and loyalty, complacency or a combination of both.** As noted earlier, many consumers are generally satisfied and/or don't want to go through the time and trouble to make a change when they are not certain it will be a significant improvement.

- “My cable, my Internet, it works. So there's no reason for me to go out there and research unless I were to start having problems.” (Consumer, aged 35-54)
- “They have to make it worth your while because you're taking a chance. You're not exactly sure what you're getting. It may be a whole day out of your life to switch your cable.” (Consumer, aged 18-34)

2. These are even smaller percentages than those who had switched within the past 1-2 years.

- **Once they've found something that is working relatively well, there is less interest in or need to explore other options.**

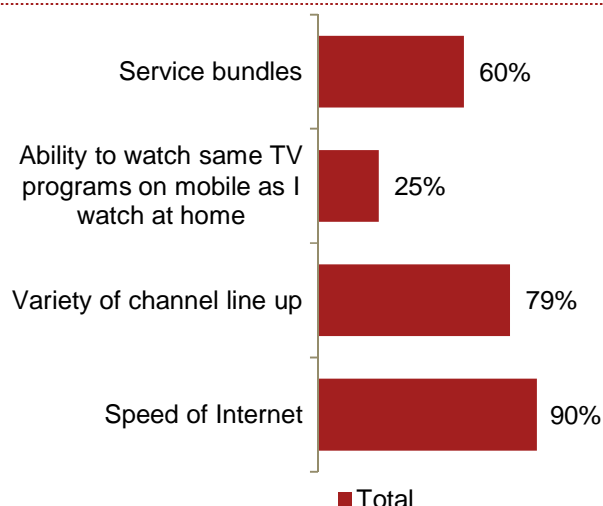
F. Multi-Channel Providers: Key Influencers in Selecting/Switching

1. Selection - The need for speed is the key critical factor of influence in selecting a multi-channel provider - but channel variety and service bundles are also valued.

- **Internet speed and reliability is paramount (important to 90%)**
 - “I have to have my Internet. My Internet needs to work. I mean, it really needs to work!” (Consumer, aged 18-34)
- **Variety of channel line-up is also an important influence (79%).** Consumers say they crave variety and despite all the selection many still often feel like “nothing is on.” However, they want to make sure they can access all of their favorite programming.

- “On TV even though there's 5,000 channels, how many times do you just flip and flip? There's nothing on half the time – it's horrible.” (Consumer, aged 18-34)
- “I need my MSNBC and I need my BBC America, too. That's why I don't switch anything because what if I don't get those? I get them now, so everything's fine.” (Consumer, aged 35-54)
- **Service bundles are appealing as “one-stop-shop” drivers of convenience and costs savings.**
 - “I love that everything is one thing. My Internet, my television, my cell phone is one thing. It's one website, it's one phone number, it's one everything.” (Consumer, aged 18-34)
 - “I like the bundling thing. I want to redo my package for all my stuff and they've got all sorts of little fun things. Like if you bundle this and this together with this package, then you get this discount.” (Consumer, aged 35-54)

Influences on multi-channel subscription selection:

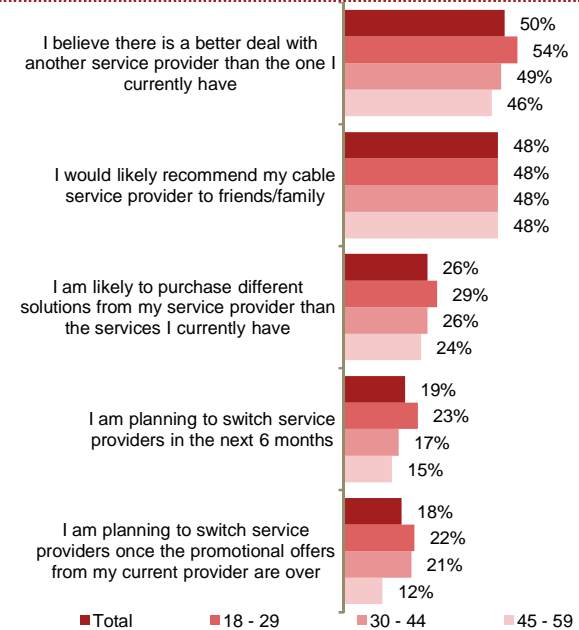


% of Respondents who answered that attribute is Very/Somewhat Important

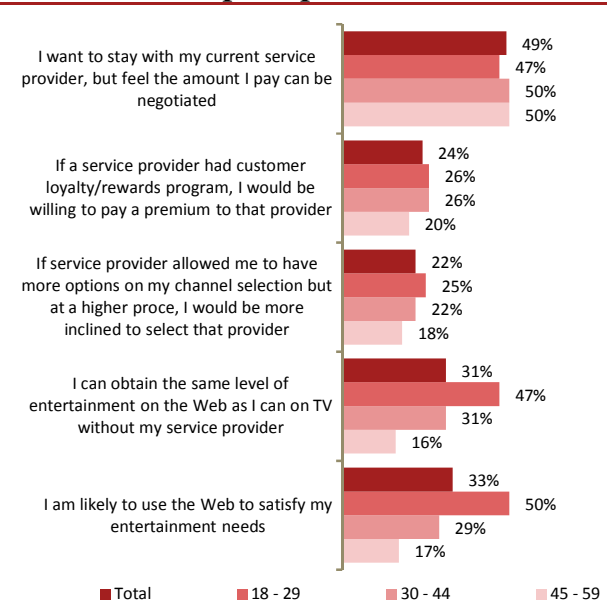
2. Switching

- **The multi-channel subscription grass is always greener.** Many feel that there are always better deals out there and moreover, that they can get the same level of entertainment off the Web. This is especially true among 18-29-year-olds.
 - “Cable companies are always offering a deal.” (Consumer, aged 35-54)
- **They can't keep up with the flurry of promotional offers.** Many feel that the pricing and deals constantly vary and change, especially at the introductory level, even though only about 20% of respondents say they are planning to switch service providers when the promotional offers expire. This may be why 49% of all respondents intend to stay with their current service provider, but feel they should be able to negotiate a better deal.
- **With what's available on the Internet, who needs multi-channel subscription anyway?** Many feel that the Internet offers new and expanded content opportunities and options (such as over-the-top services) that can exceed those provided by multi-channel subscription - and often for a lesser price. In fact, a full half of consumers aged 18-29 said they are likely to use the Web to satisfy their entertainment needs.
 - “I’ve realized that I have other options. You don’t have a choice when it comes to cable (Consumer, aged 35-54)
 - “On TV even though there’s 5,000 channels, how many times do you just flip and flip? There’s nothing on half the time – it’s horrible. But on the web, whatever you think of you can pretty much find it instantly. Like whatever you’re in the mood to watch, there’s a way to find it. It’s wonderful!” (Consumer, aged 18-34)
 - “A couple of people I know have been cancelling their cable altogether and they just use Netflix or Hulu because it’s cheaper. There are some things that you can do with the Internet that you can’t get with cable.” (Consumer, aged 18-34)

Level of agreement to statements about multi-channel subscription providers



Level of agreement to statements about multi-channel subscription providers



% of Respondents who completely/somewhat agree

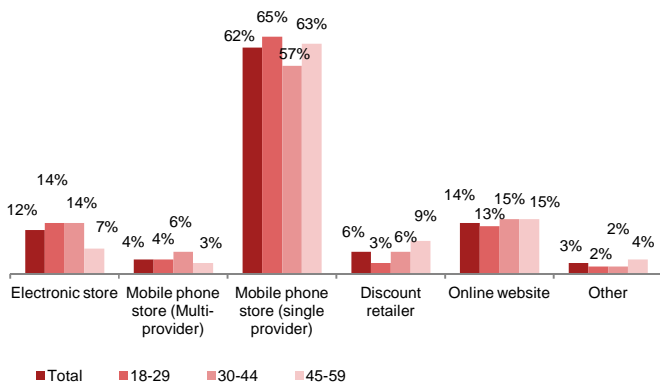
G. Mobile Phone Attitudes/Behavior: Key influencers in selecting/switching

1. When it comes to buying cell phones, customers value the brand names and reputations of cell phone providers.

The majority (62%) of respondents bought their current mobile phones from a single-provider mobile phone store. Most of the remaining one-third of current mobile devices have been purchased either from an online website (14%) or at an electronics store (12%).

- This behavior reiterates the importance consumers place on trustworthiness of brand name and reputation, as well as implied customer service expectations coming from a single-source brand provider.

Where did you buy the mobile phone you currently use?

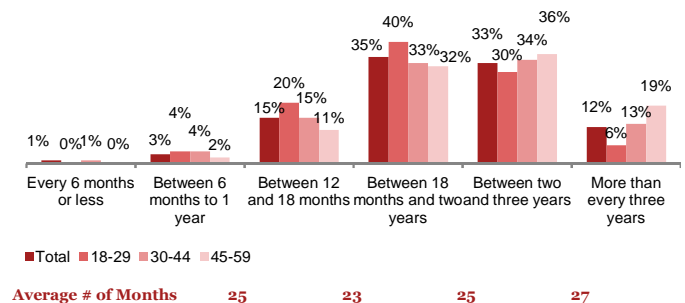


2. Contract terms appear to influence how long consumers keep their cell phones before replacing or upgrading.

- The majority (62%) of mobile phones are replaced after a little more than two years, and most consumers (68%) use a phone between 18 months and three years before replacing it.
- This behavior seems to reflect the terms of most large brand mobile contracts (two years).

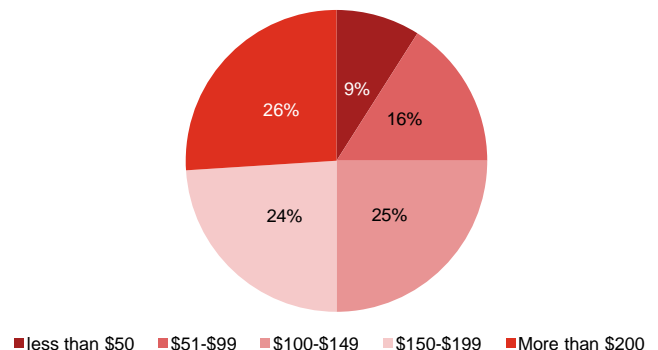
- The younger age group (18-29) is more likely to replace their phones in less time than the older age group (45-59). This is consistent with the relatively greater interest among younger consumers in features and being up on the "latest technology," which is perceived to change rapidly in mobile devices.

About how frequently do you typically replace or upgrade your mobile phone?



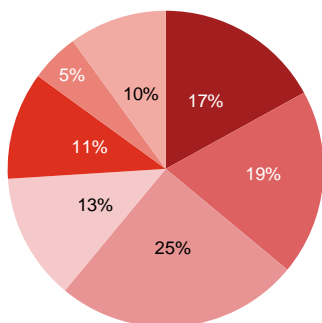
3. Consumers expect low up-front costs for smart phones, and demand subsidies in more than three-quarters of cases.

- The majority (75%) of consumers expect to pay more than \$100 for a smart phone, while half expect to pay \$150 or more. These numbers are fairly consistent across age groups and seem to reflect the current market price for most smart phones (assuming a renewed contract).



4. Consumers want the freedom to come and go as they please -- *and they are willing to pay for it.*

- A majority (64%) of consumers are willing to pay between \$26 and \$150 or more incremental to the cost of their phone so that they are not bound by an early termination fee.
- And 61% of consumers would be willing to pay between \$26 and \$100 in order not to have a contract.



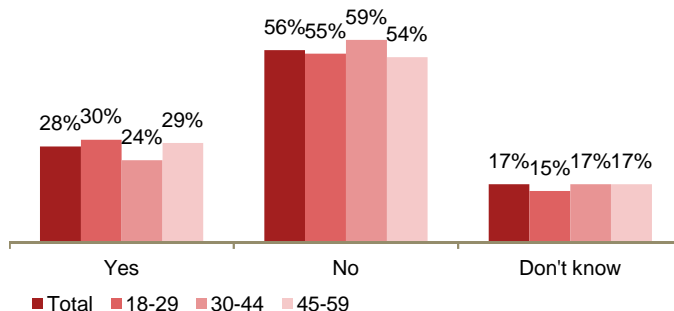
■ Less than \$15 ■ \$15-\$25 ■ \$26-\$50 ■ \$51-\$75 ■ \$76-\$100 ■ \$100-\$150 ■ \$150+

About how much more would you be willing to pay for a smart phone to make it worth not having to pay for an early termination fee?

5. Freedom of restrictive contract terms or lower upfront fees does not always provide an incentive to change the "purchase model" to rent/lease smart phones.

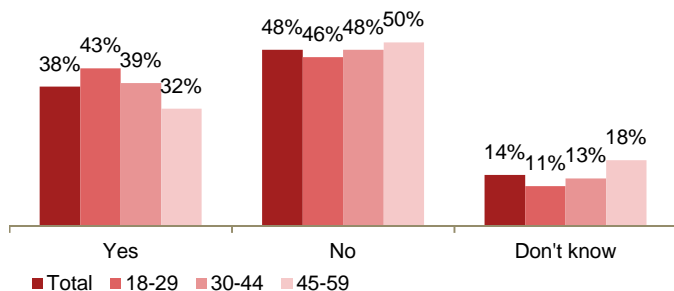
- Most (56%) consumers are not willing to rent or lease their mobile phone even if it means there would be less restrictive contract terms and a lower upfront fee.
- This could indicate the trade-in value consumers assign when replacing their old phones with a new one.
- Ultimately, this could be an indication of the undervaluing of phone subsidies.

Would you be willing to rent/lease a smartphone if it means less restrictive contract terms & a lower upfront fee?



- Interestingly, there is more interest (significantly so between the 18-29-year-old consumers and the 45-59 group) in purchasing a "certified pre-owned" smart phone than in renting or leasing one.
- This further supports the value consumers place on ownership relative to rental, which continues to support perceived trade-in value.

Would you be interested in purchasing a certified, pre-owned smart phone instead of a brand new phone?



IV. What this means for your business

1. **Consistent, reliable performance will attract and maintain loyalty.** Companies should tout performance track records and consider promoting records in length of customer loyalty as a credible loyalty trigger.
2. **Consumers cannot pass up a deal.** Attractive pricing policies and promotional offers do attract interest. Even though it may be too time consuming to switch services, consumers can be wooed by an offer to save money or by offers that come with a monetary benefit. And because the monetary cost of switching is relatively low for consumers, some may be willing to switch on a recurring basis to save money.
3. **In some cases, age does matter.** For older consumers, the hassle of switching is not worth the pain, time or trouble of staying. And consistent customer support is even more critical as the consumer gets older. Companies should consider different ways to market to the complacency of the older customer (via performance and pricing messaging) in order to incentivize switching.
4. **Multi-channel subscription providers need to better compete with entertainment options found online.** Customers are constantly looking for the next better deal. Given price as a key driver, attractive pricing packages may be one way to maintain customer loyalty. Additionally, providing bundled services, will aid in the ability to attract more customers focusing on both content and internet service quality. Opportunities exist for new and expanded partnerships for media, communications, and technology companies.
5. **Trustworthiness of brand name and reputation are important** to consumers in driving loyalty among service providers. Companies should tout experience, reliability and reputation over start-ups and price-driven competitors.
6. **It's not so much about how many channels of communication reach consumers,** but that the content of the message -- which should be about performance, pricing, customer service and delivery in a manner which engenders trust. Companies should consider media strategies that are more focused in message content and that remind consumers about the value of a brand's reputation and experience versus less-established brands and smaller start-ups.
7. **Because social influence is relatively less important than personal experience,** loyalty efforts need to be more directly focused on establishing a direct and personal relationship with the customer. It is important for companies to manage the brand online real-time to increase loyalty and prevent brand damage.
8. **Flexibility from mobile service providers can translate to a new revenue-generating opportunity.** Consumers are willing to pay for freedom from the restrictions/fees of mobile contracts. Mobile service providers should consider more ways to monetize contract freedom.
9. **Interest in purchasing a certified, pre-owned phone presents an opportunity to increase revenue** by diminishing reliance on subsidies for new phones. This is further supported by the interest in owning a phone instead or renting/leasing it.

For more information on this research, the PwC Consumer Intelligence Series, or how digital transformation is shaping the entertainment and media industries, please contact one of our specialists:

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