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(SR-ICYREB 2025)

VOLUME 2

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THE IMPACT OF CUSTOMER EXPERIENCE ON CUSTOMER SATISFACTION AND LOYALTY AT FPT TELECOM JOINT STOCK COMPANY - HUE BRANCH

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Abstract

This study aims to analyze the impact of customer experience on customer satisfaction and loyalty. A total of 230 survey questionnaires were distributed, with 200 valid responses collected. Structural Equation Modeling (SEM) was employed to test the research hypotheses. The results indicate that customer experience has a positive influence on both customer satisfaction and customer loyalty. Moreover, satisfaction also positively affects loyalty. The study identified five key factors influencing customer experience: service style (β=0.291), accessibility (β=0.279), signal quality (β=0.272), content quality (β=0.234), and corporate reputation, which had the lowest impact (β=0.230). Therefore, businesses should enhance the customer experience by developing professional customer service teams, formulating effective customer acquisition strategies, and upgrading and monitoring systems to improve user experience. These measures aim to strengthen and maintain relationships with existing customers while also expanding opportunities to attract new ones.

Keywords: Customer experience; Customer satisfaction; Customer loyalty.

1. Introduction

In today's era of rapid technological advancement, the telecommunications industry has entered a new phase marked by a diverse range of appealing services that swiftly meet consumer demands. Among these services, television broadcasting-particularly through IPTV and OTT technologies-has emerged as one of the most fiercely competitive sectors. As of March 2020, according to the Authority of Broadcasting and Electronic Information, Vietnam had 297 domestic and 69 foreign television channels operated by 36 licensed service providers. Major industry players such as Viettel, VNPT, and Mobifone continually innovate and offer attractive TV service packages to meet the increasingly discerning tastes of consumers. Entertainment has now become an indispensable aspect of daily life, essential to individuals across all demographics. This competitive landscape has prompted telecommunications giants to engage in an intense race of innovation to enhance user experience.

Customer experience (CX) refers to the entire journey a customer undergoes-from the initial search for information to product/service usage and post-consumption evaluation. Customer experience is not solely determined by the objective quality of a product or service, but also significantly influenced by customers' emotional reactions-such as satisfaction, trust, and comfort-arising from their interactions with customer service systems. These subjective perceptions collectively shape how customers assess and internalize their overall experience with the brand. After years of navigating through market fluctuations, FPT Telecom has established a firm position in Vietnam's telecommunications sectorA positive experience improves the company's image and increases customer retention. According to Tyrväinen et al. (2020), customer experience is a critical success factor in marketing and relationship building. Godovykh and Tasci (2020) argue that cumulative buying experiences leave impressions in the minds and hearts of consumers, influencing their perceptions and evaluations of a brand's offerings. Berry and Carbone (2007) suggest that businesses should strive to create unique experiences that evoke empathy and foster deep emotional connections with customers. By delivering memorable and differentiated experiences, firms can strengthen emotional ties, enhance loyalty, and promote long-term engagement.

Overall, customer experience is a multidimensional construct encompassing perception, emotion, physical and sensory responses, and social interaction. It serves as a key metric in relationship marketing and plays a pivotal role in fostering strong, lasting relationships between customers and firms.

After years of navigating through market fluctuations, FPT Telecom has established a strong position in Vietnam's telecommunications sector. However, the growing intensity of competition-driven by rapid technological innovation, minimal differentiation in core services, and rising customer expectations-has made customer experience a critical battleground for competitive advantage. In an industry where products and pricing are increasingly similar, the ability to deliver seamless, emotionally engaging, and personalized experiences becomes the key differentiator. Thus, enhancing customer experience is no longer optional but a strategic necessity for FPT Telecom to retain market leadership, strengthen customer loyalty, and ensure sustainable growth in a rapidly evolving telecommunications landscape.

2. Literature Review

2.1. Theoretical Background

Customer experience is the outcome of interactions between the customer and the company, encompassing interactions with employees, personal services, self-service technologies, the service environment, and service firms in general (Sirapracha & Tocquer, 2012). When a person pays for a service, they are essentially purchasing a series of intangible actions performed on their behalf. However, when opting to purchase an experience, they are paying to participate in a series of memorable events provided by the company before, during, and after the service, with the intent of leaving a unique and lasting impression (Pine II & Gilmore, 1999). Interactions throughout various stages of service delivery aim to create emotional and cognitive impressions, ultimately leading to an experience (Haeckel, 2003).

According to Bruce Temkin (2009), an international expert in customer experience, CX is the customer's perception of a product or company shaped through all customer-company interactions. Fundamentally, customer experience originates from the customer's perception formed through how they feel and evaluate a company's products, personnel, processes, and systems after such interactions. These interactions include all direct and indirect contacts between the customer and the business.

Importantly, customer experience plays a pivotal role in influencing both customer satisfaction and loyalty. As Gentile et al. (2007) emphasized, customer experience encompasses not only functional aspects but also emotional and relational components, which directly affect how customers assess the value of a service. When customers perceive the experience as positive-seamless, engaging, and emotionally fulfilling-it enhances their overall satisfaction.

According to Kotler (2000), customer satisfaction is the result of comparing expectations with the actual experience when using a product or service. Oliver (1993) defines satisfaction as the emotional response or overall perception formed by customers after evaluating the difference between what they received and what they expected. Similarly, Kotler & Armstrong (2001) emphasized that satisfaction arises from comparing perceived outcomes and expectations. Zeithaml & Bitner (2000) further argued that service pricing significantly influences perceptions of service quality, satisfaction, and value. In other words, satisfaction is an internal emotional state following a purchase or consumption experience. Businesses must continuously measure customer satisfaction as it directly influences the decision to repurchase or continue using the product/service.

Furthermore, satisfaction serves as a key antecedent to customer loyalty. Satisfied customers are more likely to develop trust and emotional attachment to the brand, leading to repeat purchases and positive word-of-mouth (Fornell, 1996; Javed & Wu, 2020). However, recent research (Slåtten et al., 2011) also highlights that customer experience can influence loyalty directly, even without the mediation of satisfaction, particularly when the experience is emotionally memorable or personalized.

Customer loyalty, as defined by Chaudhuri (2001), refers to a commitment to repurchase or reuse a preferred product/service and a preference to seek out that brand in the future. Moreover, loyal customers tend to recommend the brand to others, making loyalty a key determinant of organizational success (Krumay & Brandtweiner, 2010). According to Dick & Basu (1994), customer loyalty is a stable relationship between attitude and repurchase behavior, represented by the likelihood, consistency, and frequency of repurchasing from the same provider. Hence, it is critical for businesses to monitor customer loyalty to prevent churn, as retaining loyal customers is more cost-effective than acquiring new ones.

In summary, customer experience is the initial driver that shapes how customers feel about a brand. This perception directly affects their satisfaction levels and, subsequently, their loyalty behaviors. Understanding the dynamic interplay among these constructs is essential for businesses seeking to build sustainable competitive advantages in service-intensive industries.

2.2. Research Hypotheses and Proposed Model

Hypothesis H1: Accessibility has a positive impact on customer experience.

Accessibility is particularly vital in the context of television services, where customers frequently need to access account information, report technical issues, or inquire about subscription packages. At FPT Telecom, offering multiple support channels-such as the FPT Play app, hotline, Zalo, and in-person service points-helps customers solve issues quickly and conveniently. When customers can access assistance without delays or confusion, their perception of the service becomes more favorable. Conversely, slow response times or complex access procedures may lead to dissatisfaction and service abandonment (Bitner et al., 2000; Zeithaml et al., 2002). Enhancing digital accessibility, especially through mobile-optimized platforms, directly contributes to a smoother and more satisfying customer experience.

Hypothesis H2: Content quality has a positive impact on customer experience.

In the highly competitive pay-TV market, quality of content plays a decisive role in engaging and retaining users. For FPT Telecom, offering diverse and high-definition content-including international channels, sports, educational programs, and exclusive series-serves as a key driver of emotional engagement. When viewers feel that the content aligns with their preferences and is continuously refreshed, they are more likely to perceive their experience as valuable and worth their subscription. Content that is relevant, entertaining, and meaningful increases both usage time and brand attachment.

Hypothesis H3: Signal quality has a positive impact on customer experience.

Stable transmission and minimal disruptions are essential for any television service provider. At FPT Telecom, signal quality-delivered via fiber-optic infrastructure-directly impacts the viewing experience. Interruptions such as lagging, freezing, or disconnections can cause significant frustration. A consistently smooth and reliable signal reassures users and contributes to a sense of service reliability, which, in turn, enhances both satisfaction and long-term loyalty (Parasuraman et al., 1988; Dawi et al., 2018).

Hypothesis H4: Service style has a positive impact on customer experience.

For customers at FPT Telecom, service style is reflected through the professionalism, friendliness, and problem-solving ability of staff-whether in technical support, billing, or installation. A helpful and courteous service team not only improves first impressions but also encourages customers to continue engaging with the company. In Huế, where customer loyalty often depends on interpersonal trust and familiarity, a positive and personalized service style can significantly differentiate FPT from competitors (Bitner, 1990; Tax et al., 1998).

Hypothesis H5: Corporate reputation has a positive impact on customer experience.

In Vietnam's telecommunications industry, reputation is closely associated with trust, perceived quality, and reliability. FPT Telecom, as one of the leading providers, benefits from its national brand image and customer-centric policies. A strong reputation gives customers confidence that the company will deliver on its promises, handle issues transparently, and continuously improve its services. This sense of trust directly influences how customers evaluate their experience and reduces perceived risk (Ganesan, 1994; Chaudhuri, 2001; Keller, 1993).

Hypothesis H6: Customer experience has a positive impact on customer satisfaction.

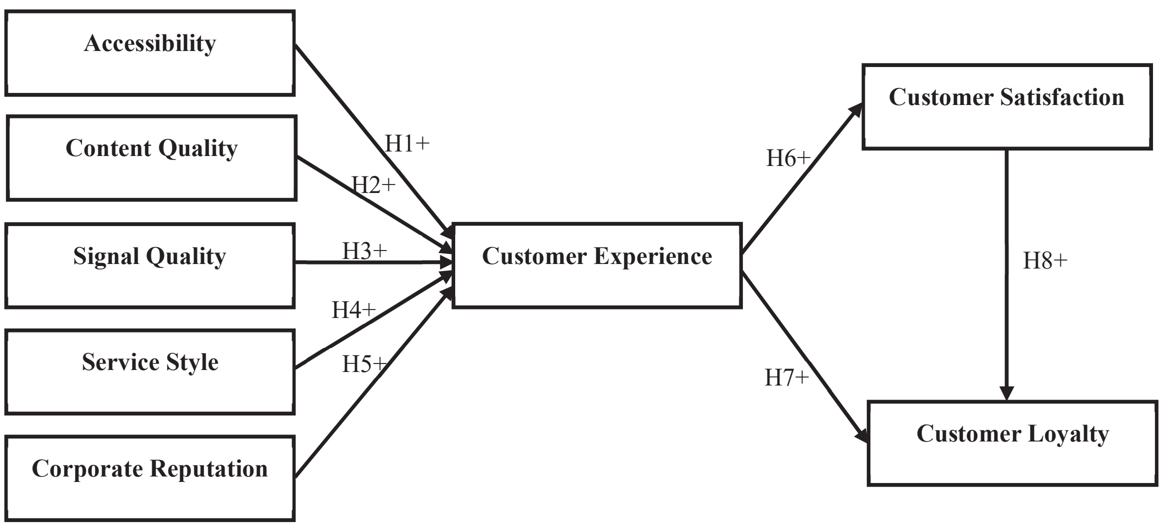
In the case of FPT Telecom's television services, customer experience is shaped by the ease of subscribing, quality of content, app functionality, service responsiveness, and post-sale support. When these touchpoints operate seamlessly, customers are more likely to feel satisfied. Studies show that positive, consistent, and expectation-matching experiences in such digital services foster greater satisfaction (Javed & Wu, 2020; Blut et al., 2015). In contrast, disjointed or frustrating experiences-such as billing errors or unresolved technical issues-reduce satisfaction and damage brand perception.

Hypothesis H7: Customer experience has a positive impact on customer loyalty.

At FPT Telecom, delivering a well-rounded customer experience-from content quality to technical service and customer care-plays a central role in retaining subscribers. When customers feel valued and emotionally engaged through consistent, high-quality interactions, they are more likely to stay with the brand and less likely to switch to competitors, even if price differences exist. Positive experiences foster brand advocacy, reduce churn, and encourage long-term engagement (Gilmore & Pine, 2002; Slåtten et al., 2011).

Hypothesis H8: Customer satisfaction has a positive impact on customer loyalty.

Customer satisfaction serves as a key precursor to loyalty, particularly in the subscription-based model of FPT Telecom. When customers are satisfied with service quality, content, support, and value-for-money, they tend to renew subscriptions and recommend the service to others. In contrast, dissatisfaction often leads to cancellation or migration to alternative providers. Maintaining high satisfaction levels through continuous service improvement is thus essential for fostering loyalty and sustaining growth (Fornell, 1996; Oliver, 1980)



(Source: Research team's compilation and proposal, 2025)

Figure 1. Research Model

3. Research Methodology

3.1. Research Method and Measurement Scales

This study primarily employed a quantitative research approach. The measurement scales were adapted from previous studies and further refined through qualitative research by conducting in-depth interviews with the Head of Sales and staff at FPT Telecom - Hue Branch. After being finalized, the measurement scales were pre-tested on a small sample to adjust wording for clarity and contextual relevance. Once refined, the finalized scale was presented in Table 1.

The survey was conducted during the final internship period from December 2024 to January 2025 by directly distributing questionnaires to 230 customers, of which 200 valid responses were collected. The target respondents were customers currently using FPT television services. A convenience sampling method was used to conduct direct surveys with customers using structured questionnaires.

The questionnaire employed a 5-point Likert scale ranging from "strongly disagree" to "strongly agree," with observable variables developed based on theoretical frameworks and previous research.

Table 1. Measurement Scales in the Research Model

Variables	Number of Items	Sources
Accessibility (AC)	4	CEI (Customer experience index) - Kim et al., 2011
Content Quality (CQ)	4	Parasuraman et al., 1988 Dawi et al., 2018
Signal Quality (SQ)	3	Vo Thanh Nhan (2024)
Service Style (SS)	4	Vo Thanh Nhan (2024)
Corporate Reputation (CR)	5	Parasuraman et al., 1988 Dawi et al., 2018
Customer Experience (CE)	3	(Gentile et al., 2007) (Lemke, Clark, & Wilson, 2011) (Kim & Choi, 2016)
Customer Satisfaction (CS)	3	Thoa man - (Tho & Trang, 2003)
Customer Loyalty (CL)	4	Oliver (1999), Goulrou Abdollahi (2008), Stan et al., 2013

(Source: Research team's compilation and proposal, 2025)

3.2. Quantitative Analysis Procedure

The quantitative approach was employed to assess the reliability and validity of the measurement scales used for the research constructs. In this study, SPSS 20 software was utilized to encode and filter the collected data. Reliability testing was then conducted to evaluate the internal consistency of the measurement items.

Following the reliability analysis, the data were subjected to Exploratory Factor Analysis (EFA) to identify underlying factor structures. Subsequently, Confirmatory Factor Analysis (CFA) was performed to validate the factor structure identified, and the Structural Equation Modeling (SEM) technique was applied using AMOS 20 to test the hypothesized relationships in the proposed model.

4. Results and Discussion

4.1. Results

4.1.1. General Description

The researchers distributed 230 questionnaires and collected 200 valid responses for the analysis. Among the respondents, 107 were male (53.5%) and 93 were female (46.5%), indicating a relatively balanced gender distribution.

Regarding age, the largest group was under 22 years old, accounting for 36%, followed closely by the group over 50 years old with 35%. The 22-35 age group made up 14%, and the 36-50 age group constituted 15%.

In terms of occupation, the majority of respondents were homemakers (27%) and students (25%), followed by business owners (17%) and retirees (15%). The remaining respondents were workers and public employees (10%) and individuals in other professions (6%).

As for income, due to the large number of homemakers and students, the group with a monthly income below 5 million VND was the most prominent, accounting for 53% (106 respondents). The 5-10 million VND income group made up 23% (46 respondents), while those earning 10-20 million VND and over 20 million VND accounted for 14% (28 respondents) and 10%, respectively.

Regarding service usage duration, 43% of the respondents (86 customers) had used the service for more than one year. Those who had used the service for 6 months to one year accounted for 35% (70 customers), and 22% had used it for less than 6 months. This distribution indicates that a majority of customers had relatively long-term usage experience with the service.

4.1.2. Reliability Testing and Exploratory Factor Analysis (EFA)

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity are essential preliminary steps before conducting EFA and CFA (Hinton et al., 2014). Cronbach's Alpha results indicated that all eight measurement scales were retained, with reliability coefficients exceeding 0.7. All items demonstrated item (Nhan, 2024)-total correlations greater than 0.3, and the Cronbach's Alpha values did not increase when any item was removed, confirming internal consistency. These results are presented in Table 2.

Following this preliminary reliability assessment using Cronbach's Alpha, KMO, and Bartlett's test, the items were subjected to both EFA and CFA. The measurement scales were adapted from previous international and domestic studies and tailored to the context of this research.

According to Hair et al. (2013), a factor loading value above 0.5 is considered meaningful for EFA. The analysis showed that all factor loadings exceeded 0.5. The total variance explained was 69.965%, which surpasses the minimum threshold of 50%, indicating that the five factors adequately explain the variability in the dataset.

The KMO value was 0.826 (greater than 0.5), affirming the sampling adequacy for factor analysis. Bartlett's test yielded a chi-square value of 1940.127 with a significance level (Sig.) of 0.000, which is less than 0.05, confirming the suitability of the data for factor analysis.

Table 2: Test Results

KMO Coefficient			0,826		
Chi-Square			1940,127		
df			190		
Sig.			0,000		
Factor	**Coding**	**Factor loading**	**Cronbach's Alpha**	**CR**	**AVE**

Accessibility	AC1	0,809	0,829	0,861	0,622
	AC2	0,785			
	AC3	0,821			
	AC4	0,773			
Content Quality	CQ1	0,792	0,832	0,864	0,625
	CQ2	0,785			
	CQ3	0,821			
	CQ4	0,766			
Signal Quality	SQ1	0,844	0,795	0,839	0,633
	SQ2	0,801			
	SQ3	0,807			
Service Style	SS1	0,785	0,852	0,884	0,658
	SS2	0,825			
	SS3	0,791			
	SS4	0,788			
Corporate Reputation	CR1	0,791	0,898	0,918	0,670
	CR2	0,816			
	CR3	0,843			
	CR4	0,788			
	CR5	0,813			
Customer Experience	CE1	0,856	0,778	0,857	0,671
	CE2	0,824			
	CE3	0,819			
Customer Satisfaction	CS1	0,857	0,790	0,878	0,709
	CS2	0,851			
	CS3	0,810			
Customer Loyalty	CL1	0,833	0,843	0,843	0,573
	CL2	0,832			
	CL3	0,828			
	CL4	0,804			

(Source: Data analysis results, 2025)

Hair et al. (2014) emphasized the importance of confirming CFA results through construct validity. Therefore, in this study, two tests were conducted to assess construct validity: (1) convergent validity and (2) discriminant validity. Convergent validity was assessed using Composite Reliability (CR) and Average Variance Extracted (AVE). The minimum acceptable values are 0.7 for CR and 0.5 for AVE (Hair et al., 2014). The results in Table 2 show that all CR values are greater than 0.7, all AVE values exceed 0.5, and all Cronbach's Alpha coefficients are above 0.7. Therefore, the measurement scales meet the required reliability.

In this analysis, the square root of the AVE for each construct must be higher than its correlations with other constructs to ensure sufficient discriminant validity (Hair et al., 2014). As presented in Table 3, the square roots of the AVEs for each variable are greater than the corresponding inter-construct correlations, indicating that discriminant validity is achieved in this study.

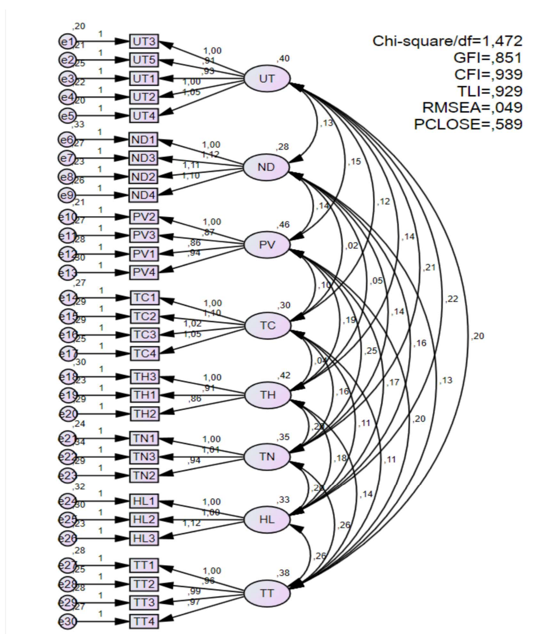
Table 3: Correlation Matrix of Constructs

CR	CQ	SS	AC	SQ	CE	CS	CL
0,803							
0,395	**0,744**						
0,352	0,379	**0,769**					
0,358	0,083	0,260	**0,740**				
0,326	0,154	0,425	0,120	**0,753**			
0,544	0,446	0,632	0,490	0,519	**0,737**		
0,598	0,533	0,425	0,340	0,495	0,581	**0,747**	
0,511	0,384	0,491	0,322	0,362	0,726	0,742	**0,757**

(Source: Data analysis results, 2025)

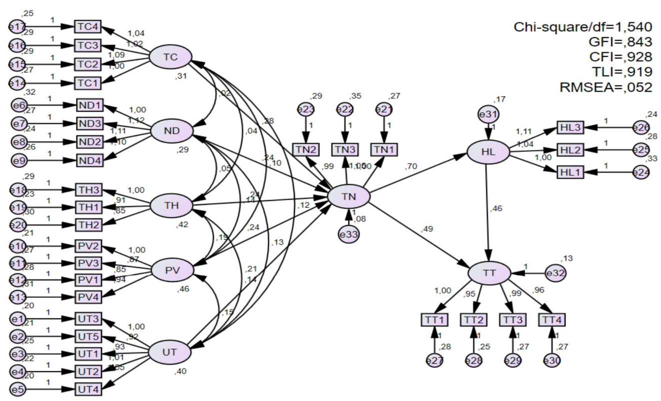
This study employed Structural Equation Modeling (SEM) to validate the proposed theoretical model and hypotheses. Model fit assessment is a critical aspect of SEM, and researchers often emphasize the importance of using appropriate fit indices. According to Arbuckle (2013), a good model fit is indicated by the following threshold values: $\chi^2/df < 3$, GFI > 0.80, TLI > 0.90, CFI > 0.90, and RMSEA < 0.08. Accordingly, this study utilized a range of fit indices to evaluate both the Confirmatory Factor Analysis (CFA) and the structural SEM model.

The results presented in Figures 2 and 3 show that all fit indices meet the recommended criteria, confirming that the model is well-fitted to the data. Specifically, the CFA results include $\chi^2/df = 1.472$, GFI = 0.851, TLI = 0.929, CFI = 0.939, and RMSEA = 0.0589. These results collectively indicate that the model demonstrates a satisfactory fit with the empirical data.



(Source: Data analysis results, 2025)

Figure 2: Confirmatory Factor Analysis (CFA)



(Source: Data analysis results, 2025)

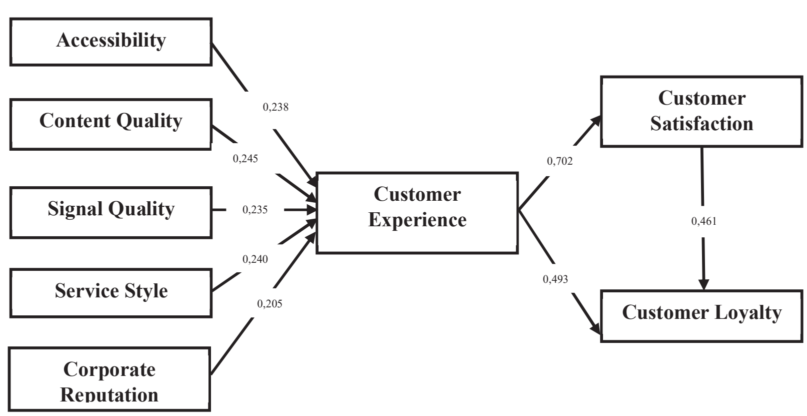
Figure 3: Structural Equation Modeling (SEM)

The structural model and path coefficients for all relationships are illustrated, indicating the results of the hypothesized relationships among the research constructs. The findings show that all hypotheses from H1 to H8 are statistically significant at the 5% level (p-value < 0.05). Therefore, all proposed hypotheses in the research model are supported.

Table 4: Hypothesis Testing Results

No.	Hypotheses	Estimate	S.E.	C.R.	P-value	Result
1	AC -> CE	0,238	0,072	3,927	***	Accepted
2	CQ -> CE	0,245	0,077	3,173	0,002	Accepted
3	SQ -> CE	0,235	0,065	3,617	***	Accepted
4	SS -> CE	0,240	0,064	3,737	***	Accepted
5	CR -> CE	0,205	0,066	3,095	0,002	Accepted
6	CE -> CS	0,702	0,101	6,980	***	Accepted
7	CE -> CL	0,493	0,117	4,215	***	Accepted
8	CS -> CL	0,461	0,118	3,911	***	Accepted

(Source: Data analysis results, 2025)



(Source: Data analysis results, 2025)

Figure 4: Revised Research Model

Table 5: Standardized Regression Weights

No.	Hypotheses	Estimate
1	AC -> CE	0,279
2	CQ -> CE	0,234
3	SQ -> CE	0,272
4	SS -> CE	0,291
5	CR -> CE	0,230
6	CE -> CS	0,694
7	CE -> CL	0,451
8	CS -> CL	0,426

(Source: Data analysis results, 2025)

Table 5 presents the standardized coefficients (β), indicating that customer experience has a strong influence on customer satisfaction, with β = 0.694-the strongest relationship in the model. Additionally, customer experience significantly affects customer loyalty (β = 0.451), while satisfaction also has a positive impact on loyalty (β = 0.426).

Regarding the factors affecting customer experience, service style exerts the greatest influence (β = 0.291), followed by accessibility (β = 0.279), signal quality (β = 0.272), content quality (β = 0.234), and corporate reputation, which has the lowest impact (β = 0.230).

4.2. Discussion

Based on these findings, several managerial implications are proposed:

First, since service style has the greatest impact on customer experience, businesses should ensure that staff maintain a dedicated, responsible, and diligent attitude. Investment should be made in comprehensive training programs focused on customer service skills, communication, and problem-solving. Training should aim to enhance employees' understanding of customer needs, provide thoughtful consultation, and promote accountability. Employees should also be trained in technical knowledge about products and services to confidently and effectively support customers.

Second, the company should ensure that information about products and services is fully updated and easily accessible across online platforms, including the official website and social media channels. Information should be clearly presented, with user-friendly website design, intuitive navigation, well-organized product categories, and integrated search and filtering functions. This enables customers to quickly find relevant information. Additionally, features such as chatbots, live chat, or online support should be employed to assist customers in real time, enhancing their digital experience.

Third, the company needs to invest in expanding and upgrading its fiber-optic infrastructure to ensure stable television signal quality, avoiding degradation caused by weather conditions, unlike satellite or traditional cable technologies. Regular maintenance and infrastructure monitoring should be carried out by establishing a 24/7 signal monitoring center to detect and promptly address technical issues. Backup broadcasting stations and smart load-balancing systems should also be implemented to automatically redirect data in adverse weather conditions, maintaining uninterrupted user experience. Furthermore, increasing the number of dedicated technical staff in key areas will allow for more proactive issue resolution.

Fourth, the range of channels and program genres should cater to diverse audiences of all ages and interests, meeting consumers' needs for both entertainment and information. The programming should combine entertainment with educational, informative, and inspiring content, offering a multidimensional viewing experience. FPT Television should continuously update its content to stay modern and relevant, by tracking domestic and international content trends and regularly launching new programs to enrich the viewer experience.

Fifth, the company should proactively send advance notifications via SMS, email, or app to request customer confirmation before any charges are applied. Customers should be given the option to easily enable or disable auto-renewal settings within their account. In addition, the company must ensure transparency in the storage and use of customer payment information, with clear notifications and opt-out options. Implementing secure authentication measures will further enhance transaction safety and give customers greater control over their payment activities.

5. Conclusion

The study distributed 230 questionnaires and collected 200 valid responses. The results of the Structural Equation Modeling (SEM) analysis indicate that customer experience has a positive impact on both customer satisfaction ($\beta = 0.694$) and customer loyalty ($\beta = 0.451$). Additionally, satisfaction was found to positively influence customer loyalty ($\beta = 0.426$). The research also identified five key factors that significantly affect customer experience: service style ($\beta = 0.291$), accessibility ($\beta = 0.279$), signal quality ($\beta = 0.272$), content quality ($\beta = 0.234$), and corporate reputation ($\beta = 0.230$).

These findings highlight the central role of customer experience in enhancing satisfaction and maintaining loyalty-two critical factors that help FPT Telecom strengthen its competitive position in the increasingly saturated pay-TV market. Optimizing customer touchpoints, from service quality and television content to interactions with the support team, will not only help retain existing customers but also attract new users in the long run.

The results align with previous studies such as Javed & Wu (2020), Slåtten et al. (2011), and Gilmore & Pine (2002), all of which emphasize the strong relationship between customer experience, satisfaction, and loyalty. However, the distinct contribution of this study lies in its contextualization of customer experience factors within Vietnam's pay-TV service environment-specifically at FPT Telecom's Hue branch, which has unique customer demographics, consumption behaviors, and regional market dynamics.

The primary contribution of this research is the development and validation of a comprehensive theoretical model that reflects the relationships among customer experience, satisfaction, and loyalty in the pay-TV sector. In addition, the study provides practical managerial implications for improving service quality and user experience. Its novelty lies in incorporating contextual factors specific to the Vietnamese television service market into the theoretical framework and applying real-world data from a local branch-an aspect that has been underexplored in prior research.

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