Telecommunication

What marketing strategies are used by telecommunication companies in Singapore to attract customers?

SASSY

Shubham Kedia

Alyssa Cruz

Suraj Soni

Sang Su Kim

REGIONAL RESEARCH PROJECT

BBA 2014
# Table of Contents

**RESEARCH PROPOSAL** ................................................................................................................. 3  
1.0 **INTRODUCTION** ...................................................................................................................... 6  
2.0 **LITERATURE REVIEW** ............................................................................................................. 7  
   2.1 INDUSTRY DISCUSSION ............................................................................................................. 7  
   2.2 WORLDWIDE CONTEXT ........................................................................................................... 10  
   2.3 SINGAPORE CONTEXT ............................................................................................................. 13  
   2.4 SWOT ANALYSIS Table 1: SWOT Analysis for Singtel ......................................................... 15  
      Table 2: SWOT analysis for M1 Limited ...................................................................................... 16  
      Table 3 SWOT analysis for Starhub ........................................................................................... 17  
   2.5 PORTERS 5 FORCES OF ANALYSIS ....................................................................................... 18  
   2.5 NEXT STEPS ............................................................................................................................ 20  
3.0 **METHODOLOGY** ..................................................................................................................... 22  
   3.1 DATA COLLECTION PROCEDURE ......................................................................................... 22  
   3.2 QUERY LETTERS ...................................................................................................................... 23  
   3.3 INTERVIEW QUESTIONS .......................................................................................................... 24  
   3.4 INTERVIEW EVIDENCE ........................................................................................................... 25  
   3.5 THANK YOU NOTE ................................................................................................................... 28  
4.0 **ANALYSIS AND FINDING** ...................................................................................................... 29  
   4.1 RESPONDENT PROFILES ...................................................................................................... 29  
   4.2 SUCCESS STORIES ............................................................................................................... 30  
   4.3 FINDINGS ................................................................................................................................. 37  
   4.4 RECOMMENDATIONS .............................................................................................................. 43  
5.0 **CONCLUSION** ....................................................................................................................... 45  
   5.1 CONTRIBUTIONS ..................................................................................................................... 45  
   5.2 LEARNING OUTCOMES ............................................................................................................ 46  
**REFERENCES** ................................................................................................................................. 48  
**APPENDIX** .................................................................................................................................... 50
RESEARCH PROPOSAL

In the proposed research we seek to examine how different the major telecommunication companies such as StarHub, SingTel and M1 Limited attract various types of customers in Singapore. Each of these companies uses different market strategies and gain large market share in Singapore. According to the World Economic Forum, Singapore has been described as ‘Asia’s’ most connected city. Singapore’s 3G mobile connectivity came as early as in 2005 and since then has been on a growth.

SingTel (Singapore Telecommunications Limited) was Singapore’s first telecommunication company to start in 1879, just three years after the invention of the telephone by Alexander Graham Bell. In 2002, According to the Infocomm Development Authority of Singapore, the government liberalized the telecommunication sector giving 49% of the market to foreign ownership. During this period M1 Limited and StarHub entered the telecommunication market as early as April 1997 and April 2000 respectively. A major growth had been seen with the constant development of cellular network such as GSM and CDMA and the world mobile phone industry. The competition between the three major telecommunication companies within Singapore is strong. Most of the consumers in the Singapore’s telecommunication market seek to discover the best opportunity to maximise their benefit for their telecommunication plan. Thus, the competition between these companies eventually leads them to follow the consumer trend and each telecommunication companies result in better solutions to attract customer’s attention. Three major telecommunication companies scored fairly similar to each other although SingTel’s recognition for their service quality was slightly better than Starhub and M1. (IDA Consumer Awareness and Satisfaction Survey 2014)

The main problem arises from a consistent development in information technology in 21st century. The problem is that consumers in Singapore have become smarter than ever. People in Singapore exposed more to information that lies within the internet and thus they easily realise which ones better or worse. This is the main reason why each telecommunication companies need to attract consumers in the market in order for them to survive from the extreme competition.
Telecommunication

According to the International Telecommunication Union’s research on the world mobile cellular subscriptions, Singapore was ranked as number 1 for the world’s most mobile broadband subscribed country and it was recorded that 123.3% of Singaporean’s use the mobile broadband service. This percentage of 123.3% was mainly resulted due to the constant increase in the tourism industry. (ITU, 2014)

Coming to our research question - “What marketing strategies are used by telecommunication companies in Singapore to attract customers?” We found this question relevant for our research because everyone has a phone these days and use it to communicate with others. The case in Singapore is that there only three major companies SingTel, StarHub and M1 offer telecom services and our research basically concentrates on the different ways used by the companies to attract people to choose their services and stick with the same brand.

The objective of our research is to find out the different marketing strategies used by the companies to increase their customer base and increase their profits. Companies use a variety of techniques when it comes to marketing their products and services. Strategies such as low pricing, heavy advertising, special plans, offers etc. these help the company attract more customers to use their services. We will be concentrating on data plans as well as calling services provided by telecommunication companies to market their services. We would see the impact of StarHub and M1 Limited on SingTel which was the market leader earlier in Singapore and how government policies and entrance of new companies led to a change in the telecommunication market. By analysing these different companies, we would want to gain an understanding on how telecommunication market works in Singapore. We also want to see how change in the market affects consumer’s choice and way of perceiving a particular company.

We are first planning to follow a qualitative approach by contacting interviewees for our research and also send out a survey in or school such that we could get a current opinion on how students react to the telecommunication market. We plan to interview a total of five people from the mentioned companies – SingTel, StarHub and M1 Limited. These interviews would help us have a much clear idea about the market scenario and will get us direct information as of what companies plan for the future, what are their goals for the business year and how they would achieve them. If there are any contingencies or if these interviews are not possible we shall then conduct telephonic or skype interviews.
Our research aims to reach a complete agreement about the extent to which these marketing strategies help change their business. We shall also examine how these marketing strategies help enhance their brand and spread awareness. This research can potentially help the business when it comes to making decision while keeping their competitors in mind. This would also help the consumers to think better and choose the right company for their mobile usage.
Telecommunication

INTRODUCTION

Telecommunication industry in Singapore is firmly structured by three major companies: SingTel, Starhub and M1. Telecommunication infrastructure of all three telecommunication companies brings strong connectivity all-throughout the city-state. Furthermore, SingTel, Starhub and M1 have the largest telecommunication infrastructure in South East Asia.

Although the telecommunication industry of Singapore is extremely controlled by the Media Authority of Singapore, the competition between SingTel, Starhub and M1 remains fierce. Due to the rigid regulations that the Singapore Government set on the telecommunication industry, there is no way for the new competitor to join the current telecommunication market.

All three major telecommunication companies deliver broadband, mobile voice/data services to the customers in Singapore. The mobile penetration rate of Singapore measured recently was at 157.1%. This is the one of the highest rate measured in the world. (ITU, 2014).
2.1 INDUSTRY DISCUSSION

Telecommunications sector is a subset of the information sector; it plays a relatively important role in a country’s economy. Singapore latched on to information technology with the launching of its National Information Technology Plan jointly developed by the National Computer Board (NCB), Economic Development Board (EDB), Singapore Telecom, and the Institute of Systems Science (ISS) of the National University of Singapore in 1986. The plan’s objectives are to develop a strong export-led information technology sector and to improve competitiveness within the telecommunication sector and to be productive in the domestic economy through full exploitation of information technology.

The Singapore telecommunication industry is highly regulated by the Media Authority of Singapore (MDA) which implies great barriers for new entrants. No competitor is allowed to enter the market without the approval from the MDA. Telecom penetration in mobile voice is 157.1% while broadband is 171.4% which is very high relative to other countries. (ITU, 2014). The 1990s was a period of major change for the telecommunications industry. The telecommunications industry had been transformed by privatization, deregulation, rapid technological change, movement towards mobile and digital technologies, increased integration with computer and communications industries, major investments in new telecommunications infrastructure, substantial increases in competition, and globalization.

Market penetration continuously rose with the entrance of many players offering innovative, high quality and cost effective services. Namely, Singapore telecommunications limited (SingTel), M1 Limited and Starhub Limited. All these companies provide mobile voice, mobile data and broadband internet services. All these companies can survive the change in share prices due to the fluctuations in the economy. These strong business models show an inelastic demand of telecommunication services in Singapore.

Singapore telecommunications market had been fully liberalized in April 2000 and most markets had reached high levels of development and maturity. (TAS, 1994) Companies had started compiling into new value added products and services which helped the consumers to differentiate the company’s. SingTel which was owned by the Singapore government was
Telecommunication

affected the most due to liberalization and the entrance of new companies which made them realize that its future as a competitive enterprise lay further afield. The changes were accompanied by a growth of new demand of products and services which were traditional as well as new telecommunications. Suddenly in the year 2000, everything came to a level of saturation and consumers were un-enthusiastic about the changes, at this time it affected economies world over and also faced as uncertain environment with many firms, including prominent global leaders suffering from major collapses and bankruptcies.

Today, SingTel limited is the largest telecommunication company in South East Asia which holds approximately 500 million users and acquires 47% of Singapore’s telecommunication market share in mobile operations and was the first telecom company in Singapore. M1 limited the second telecom company to set up in Singapore holds 27% of Singapore’s telecommunication market share in mobile operations. Whereas, Starhub was the third telecom company to set up in Singapore whose Singapore’s telecommunication market share in mobile operations is 28%. There market capitalization value is mentioned in Figure 2 below from February 2014 to January 2015. (IDA, 2015)

![Singapore Mobile Market Share (%)](image)

*Figure 1: Singapore Mobile Market Share (%)*
Telecommunication

Figure 2: Market Cap/LTM Total Revenues of SingTel, M1 and Starhub respectively and Starhub respectively

Figure 3 Percentage increase in mobile telecommunication revenue from year 2009-2014
2.2 WORLDWIDE CONTEXT

Singapore Telecommunications Limited, commonly known as Singtel, is a Singaporean telecommunications company; it does not only operate in Singapore but also has ownerships in countries in the Asia Pacific region such as Australia, Bangladesh, Philippines, Indonesia and Thailand. However, the telecommunication company uses different names in these countries and the share of the company is different too. The details of these companies listed below are according to the different geographical areas.

Optus is an integrated communications leader in Australia and is 100% under controlled by Singtel. Serving to more than 9 million customers daily, it provides a broad range of services which comprise of telephone, mobile, Internet, satellite services, business network services and television subscription. Optus cements the Group of consumer-related functions, comprising their international business in the new markets which use their mobile consumer base of over 500 million for optimized outcomes. (Singtel Optus Pty Limited, 2014) It provides comprehensive and all-new ICT solutions to the Group’s enterprise customers through geographical border and delivers cloud computing and enterprise mobility services, international data and managed services, satellite services.

Secondly, Citycell is a leader of the telecommunication company in Bangladesh from 1989. Its full name is Pacific Bangladesh Telecom Limited and Singtel is holding 44.5% share in this company. (Pacific Bangladesh Telecom Pvt Ltd, 2012)

Citycell is the only CDMA mobile provider in
Telecommunication

Bangladesh; they supply wonderful, reliable and innovative mobile internet services and telecommunication solutions. It understands what the customer needs and delivers the best telecommunication services. The company offers a huge range of mobile services for customers and business that are concentrated on what the citizen needs. Their goal is to unite superior consumer service and the highest standards of technology to provide the excellent service at affordable prices.

Next, Globe is a main telecommunication company in Philippines. There are 47% share of the company belong to Singtel. (Globe Pvt Ltd March 2014)

Their mission is to enrich and inspire life cross communication by way of their vision of having the happiest consumers. Through their new promise to ‘enriching lives through ease and relevance’, their goal is to enrich daily life communications by clearing barriers and simplifying in communication technology so that providing the closest distance during the customers. The mission is ‘We create a wonderful world for people, businesses and the nation’. The vision is ‘The happiest customers, employees and shareholders’. Their values are ‘We put our customers first. Our people make the difference. We act with integrity. We care like an owner. We keep things simple.

To us, it's be fast or be last’.

After that, Telkomsel is a GSM and UMTS mobile phone network and is the leading operator in Indonesia. The SingTel group is holding 35% share of this company. It is a subsidiary of Telkom Indonesia and was founded in 1995. (Telkomsel, March 2014) By the end of December, Telkomsel had 140 million customers, it offers to their consumers with three prepaid sim-cards PAPI, the post-paid kartuHalo service, Loop and Kartu As, a variety of valuable programs. They have one of the widest networks which cover more 97% of the country. The
mission is ‘Provide services and digital mobile solutions that exceed customer expectations, providing added value to the stakeholders, and support the nation's economic growth’. The vision is ‘Being a service provider and a mobile digital lifestyle solutions world-class reliable’. It became the first telecommunication company to launch 4G services in Indonesia.

At last, the full name of AIS is Advanced Info Service Public Company Limited. It is the largest GSM mobile phone company in Thailand. It was founded in 1986 and has 42.4 million customers by 2013. The SingTel group is having 45% share of the company. AIS operates with 2G and 3G technologies. It has three subsidiaries which include Advanced Contact Center Company Limited (ACC), Advanced Data Network Communications Company Limited (ADC) and Data Network Solutions Company Limited (DNS).

StarHub Mobile is a member of the Conexus Mobile Alliance, one of Asia's largest mobile alliances aimed at developing and enhancing international roaming and corporate mobile services for its members' customers. Although the last entrant in Singapore's mobile market, StarHub Mobile has grown rapidly to become the island-nation's second-largest mobile service provider. Launched in 2000, StarHub has become one of Singapore's most innovative info-communications providers, and the pioneer in 'hubbing' - the ability to deliver unique integrated and converged services to all its customers. It does not have any subsidiary beyond its geographical boundaries from Singapore but has subsidiaries under its own company with services such as

- StarHub Cable Vision Ltd
- StarHub Internet Pte Ltd
- StarHub Online Pte Ltd
- Nucleus Connect
M1 Limited is Singapore’s most vibrant and dynamic communications company, providing mobile and fixed services to over 2 million customers. Established in 1997, M1 achieved many firsts, including the first operator to offer nationwide 4G service, as well as ultra-high-speed fixed broadband, fixed voice and other services on the Next Generation Nationwide Broadband Network (NGNBN) with a continual focus on network quality, customer service, value and innovation. M1 is a subsidiary itself under the Axiata Group Berhad, one of the leading telecommunication companies in Asia. Axiata mobile also manages subsidiaries such as ‘Celcom’ in Malaysia, ‘XL’ in Indonesia, ‘Dialog’ in Sri Lanka, ‘Robi’ in Bangladesh, ‘Smart’ in Cambodia, ‘Idea’ in India, and ‘MTCE’ in Iran (Esfahan). Axiata owns 29.12 % of M1’s ownership whereas the rest 70.88% is owned by M1 Limited.

2.3 SINGAPORE CONTEXT

Industry Focused Analysis (stakeholders)

Three major telecommunication companies in Singapore have different identification of stakeholders. SingTel have identified nine key stakeholders and they include: Consumers, Employees, Government and regulators, Industry bodies, Investors, Local communities, media, Trade Unions and Vendors. SingTel makes important decisions based on the decision-making process according to their stakeholders. The key stakeholders that we have to focus for this paper are customers, government and regulators, investors and local communities. The reason why that these stakeholders are significant for this paper is because of the main purpose of this paper, which is the marketing strategies that are used by the major telecommunication companies of Singapore. Singtel’s engagement goal for their customers is “to understand their needs and respond to their feedback through product innovation or service improvement”. This shows how their marketing strategies are based on the innovation and the improving the customer’s service that leads to a better service. For the government and regulators, their goal is “to update our business direction and influence industry developments”. From their statement it is shown that their decision-making is sometimes limited and settled by the government-based regulations. Next, investors are
important to SingTel since they provide capital and money to the company to develop products and plan for customers to purchase in order for company to gain profit. SingTel’s goal on their investors is “provide timely and regular updates to the investment community including market development, business strategy, financial performance and other shareholder issues, allowing them to make informed investment decisions.” Local communities are significant for SingTel’s decision-making since local communities include most of the people who belong to the stakeholders. SingTel’s goal on their local communities is “support community development programmers to provide for the well-being and economic progress of communities in the markets where we operate”. M1 has similar identification to their stakeholders to SingTel. M1’s list of key stakeholders involve: Consumer and enterprise consumers, institutional and retail stakeholders, business partners and suppliers, employees, regulators, analysts and media, trade associations and Non-governmental organizations and community partners. M1 currently researches each stakeholder’s materials issues and expectations to M1’s marketing/sale plan and then evaluate their final procedure according to their stakeholder’s main concern and opinions. Starhub’s policy on their stakeholders seems differentiated to other two major companies. Starhub did not specify the key stakeholders; however they gave sufficient examples of what stakeholders did on their website. However, Starhub’s strategy of providing extraordinary cases of their stakeholders seemed more attractive than the M1 and the SingTel’s case.
### 2.4 SWOT ANALYSIS

Table 1: SWOT Analysis for SingTel

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong Market Position</td>
<td>• Bad Acquisition Practices</td>
</tr>
<tr>
<td>SingTel is the market leader when it comes</td>
<td>The Company has a history of making poor</td>
</tr>
<tr>
<td>to telecom and broadband services in</td>
<td>decisions when it comes to acquiring firms.</td>
</tr>
<tr>
<td>Singapore and serves four million customers.</td>
<td>They have often agreed to sell their share at</td>
</tr>
<tr>
<td>SingNet is a subsidiary of SingTel which</td>
<td>a loss. Belgacom (Europe) and Citycell (</td>
</tr>
<tr>
<td>provides the broadband services controls</td>
<td>Bangladesh) are among the few bad</td>
</tr>
<tr>
<td>over 58% of the market while in the mobile</td>
<td>investments the company made.</td>
</tr>
<tr>
<td>market SingTel has 47% of the market share</td>
<td>• Focus on Singapore Market</td>
</tr>
<tr>
<td>• Next-Generation- Network</td>
<td>The Company still focuses in its operations in</td>
</tr>
<tr>
<td>SingTel was the First to launch LTE or 4G</td>
<td>Singapore while it has a wide scope of</td>
</tr>
<tr>
<td>coverage in Singapore. Their coverage is</td>
<td>development in Australia through Optus, the</td>
</tr>
<tr>
<td>97% and a million SingTel customers enjoy</td>
<td>telecom company owned by SingTel.</td>
</tr>
<tr>
<td>internet speeds up to 150Mbps.</td>
<td>• Poor Public Relation Effort</td>
</tr>
<tr>
<td>• Ownership by the Singapore Government</td>
<td>SingNet’s has poor management skill as it has</td>
</tr>
<tr>
<td>52% of SingTel is owned by the Singapore</td>
<td>failed to respect the privacy and have also</td>
</tr>
<tr>
<td>government. In the past SingTel had exclusive</td>
<td>been secretly scanning the computers of their</td>
</tr>
<tr>
<td>rights to provide fixed line and mobile</td>
<td>subscribers.</td>
</tr>
<tr>
<td>services in Singapore. This gives SingTel</td>
<td>• Change in regulatory operations</td>
</tr>
<tr>
<td>considerable advantage for activities</td>
<td>when the Singapore government decided to</td>
</tr>
<tr>
<td>within Singapore.</td>
<td>introduce competition through deregulation,</td>
</tr>
<tr>
<td>• Diversified Holdings</td>
<td>there are chances that SingTel could lose its</td>
</tr>
<tr>
<td>SingTel has investments in Advanced Info</td>
<td>market share to M1 and StarHub.</td>
</tr>
<tr>
<td>Service (Thailand), Bharti Airtel Group (</td>
<td></td>
</tr>
<tr>
<td>India), Globe Telecom (Philippines), and</td>
<td></td>
</tr>
<tr>
<td>Telkomsel (Indonesia).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Discover and Faster Growth Market Segments</td>
<td>• Eroding voice and Roaming Revenues</td>
</tr>
<tr>
<td>SingTel can expand operations in the Asia-Pacific region by entering markets of China, India, Japan, and Indonesia which account three quarters of 3 quarters of the regions subscribers.</td>
<td>The increase in the use of WhatsApp, Viber and WeChat have reduced the revenues from voice and roaming and many telecom companies have suffered due to these smartphones applications.</td>
</tr>
<tr>
<td>• IT and Satellite-fibre Solutions</td>
<td>• Competitive pressure leading to pricing crunch with new companies entering the market competition has increased and has led to a price crunch.</td>
</tr>
<tr>
<td>SingTel has high scopes in Cloud Storage and it also offers hybrid satellite-fibre solutions which the company can provide in Asia-Pacific, USA and Europe.</td>
<td>• Change in regulatory operations when the Singapore government decided to introduce competition through deregulation, there are chances that SingTel could lose its market share to M1 and StarHub.</td>
</tr>
<tr>
<td>• Mobile Data and Broadband Services</td>
<td></td>
</tr>
<tr>
<td>Mobile and Broadband Subscribers are expected to triple by 2020 to 2972 million.</td>
<td></td>
</tr>
</tbody>
</table>
### Table 2: SWOT analysis for M1 Limited

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Brand Identity</td>
<td>Limited services</td>
</tr>
<tr>
<td>Brand has strong goodwill and had the</td>
<td>Limited services Have limited services to offer</td>
</tr>
<tr>
<td>initiation of mobile LTE (3.95G)</td>
<td>unlike SingTel and StarHub</td>
</tr>
<tr>
<td>High popularity</td>
<td>Unable to make revenue</td>
</tr>
<tr>
<td>Popular among people between the age of 19-29</td>
<td>M1 lacks the potential to reap cost savings from</td>
</tr>
<tr>
<td>Launch of Near Field Communications technology (NFC)</td>
<td>having a huge regional customer base</td>
</tr>
<tr>
<td></td>
<td>Shareholders quit</td>
</tr>
<tr>
<td></td>
<td>Shareholders are keen to exit the cellular</td>
</tr>
<tr>
<td></td>
<td>business – potential of being acquired or taken</td>
</tr>
<tr>
<td></td>
<td>over.</td>
</tr>
<tr>
<td></td>
<td>Smallest Market Share</td>
</tr>
<tr>
<td></td>
<td>Lack of expansion overseas and a saturated</td>
</tr>
<tr>
<td></td>
<td>market share is leading to the decline of this</td>
</tr>
<tr>
<td></td>
<td>company</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>Can expand business</td>
<td>Low growth in Singapore</td>
</tr>
<tr>
<td>No major player in the Asian market like</td>
<td>Growth in Singapore cellular market is limited</td>
</tr>
<tr>
<td>Vodafone in Europe</td>
<td></td>
</tr>
<tr>
<td>Advancement in technology</td>
<td>Installation of technology will take years</td>
</tr>
<tr>
<td>Advancement in mobile and wireless technology.</td>
<td>The full application and integration of wireless</td>
</tr>
<tr>
<td>Open access to Next Gen Nationwide Broadband</td>
<td>technologies may take off in a few years’ time.</td>
</tr>
<tr>
<td>Network (NBN) IPTV Growth in mobile broadband</td>
<td></td>
</tr>
<tr>
<td>market Plans to acquire or invest in overseas</td>
<td></td>
</tr>
<tr>
<td>market</td>
<td></td>
</tr>
<tr>
<td>Persuasiveness</td>
<td>Shift of consumer’s choices</td>
</tr>
<tr>
<td>Pervasive contents and services available for</td>
<td>Usually consumers demanded voice calling</td>
</tr>
<tr>
<td>bundling into offering.</td>
<td>facilities whereas now there has been a shift</td>
</tr>
<tr>
<td>Environment Consciousness</td>
<td>from the mobile telephony services to a data</td>
</tr>
<tr>
<td>Help by reducing carbon footprint by 35%</td>
<td>service telecommunication market</td>
</tr>
</tbody>
</table>

Telecommunication
### Table 3 SWOT analysis for Starhub

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
</table>
| - Second after SingTel  
  Second when it comes to market share | - High competition from SingTel and M1 |
| - Other companies have barriers  
  Already a strong brand in Singapore facing no barriers | - Small business units  
  Weak management and vision |
| - Very efficient distribution and network | - Customer Service  
  Weak customer service can results in customers to flock to other competitors |
| - Low costs  
  Starhub’s low cost leads to a higher profit margin, A low cost leader can undercut rivals on their price | - Outdated technology  
  A lack of proprietary technology and patents will hurt StarHub’s ability to compete against its rival companies |
| - Customer loyalty  
  Instead of targeting all customers, Starhub focuses on attracting only new customers | - High Debt Burden  
  A high debt burden increases the risk that StarHub Ltd goes bankrupt if they make a poor business decision. Increasing risks can increase StarHub Ltd.’s debt interest payment |
| - Unique Products  
  Unique products could add value to Starhub as they could charge higher prices for these and still they would be demanded by customers | - Online Presence  
  It’s important to have a good online presence whereas in the case of StarHub Ltd online presence is low and could lead to a loss in opportunities |

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
</table>
| - Can expand business  
  Demand increasing for an online market. Thus, with some improvements they could be a strong competitor in this sector | - Internal business problems  
  Unexpected problems when it comes to consumers demands |
| - Diversify their Portfolio  
  Growing demand for mobile and wireless services thus providing new products and services could be profitable for the company | - Government regulations  
  Government regulations are subject to change and can have a negative impact upon the company. Thus, StarHub Ltd should keep its competition policies in mind  
  Political impact will put a long term negative impact on the company affecting its entity value |
| - International Expansion  
  Investing into telecom companies abroad could be profitable for StarHub Ltd to expand its market | - Consumers are changing tastes  
  Consumers need new and improved services and products with the rapid change in the telecommunication industry |
Telecommunication companies in Singapore provide services for cellular usages that contain call, text and 3g/4g (LTE) data network. There are three main companies in Singapore which are SingTel, Starhub and Mobile one. The competitions between these companies are widely evident with fast pace changes and trends in technology. Innovative strategy is significantly needed to create up to date services and products to meet the needs and wants of the people, thus this will generate a new source of income for the telecommunication industry. The growth of Singapore’s economy is interdependent with this industry by being internationally competitive, innovative, high standards and has cost effective services.

The domestic rivalry is at high with SingTel, Starhub and Mobile one all launched commercial LTE (4G) networks, but there are specifics that differ the three major companies. First, SingTel launched the world’s first commercial 300Mb/s LTE-Advanced (LTE-A) service and SingTel’s strategy Instead of focusing on pricing SingTel strives to differ through the quality, reliability, speed and innovativeness of its mobile services. Second, M1 became Singapore’s first operator to offer a 10 GB/s service over the NGNBN also has the greatest area coverage of 95 for LTE in Singapore, thus investing in its network infrastructure and innovations in its service and processes our customers. Lastly, Starhub created the first solar powered cellular enabled van and when it comes to be distinctive Starhub provides first-rate customer care and value with products and service innovations. Through these different strategies it makes up their company. After all, all firms share market space with competitors who are continuously devising new products, services, efficiencies and switching costs.

The bargaining power of customers is an essential to attract customer’s needs. Notably, 24/7 connectivity in all areas in Singapore, having the fastest internet speed (fibre, min 4mbps), strong signal even if one is at a low place namely the MRT stations, low rates of the usage of calls, text, surf on data with selections for subscription to prepaid and contractual post-paid plans. New varieties to meet the trends include the latest bundle devices that include tablets and smartphones. Online
Telecommunication transactions and other value added services that contain the vital part of the relationship between the customer and an efficient customer service centre is necessary. Overall, the power of buyers is high with different type of services each individual needs and that needed create satisfaction for the customers here in Singapore. The threat for substitute for is at low with different specifications and innovations that are being met and the market for telecommunication industry.

The new technology makes it easier to duplicate such product or service. When it comes to the threat for new telecommunication companies to enter the Singapore market is at low as well, with high barrier of entry like the needs of high capital and cost in coming up with telecommunication infrastructures and competing with globally known companies that also had gained the trust of people in Singapore. Another great factor that makes it low is the government’s rules and regulations in having a license to set up a telecommunication company. The threat for suppliers would result to a low with less bargaining power.
Telecommunication

THREAT OF NEW ENTRANTS
Telecommunication licence a
- High Capital
- High barriers

POWER OF BUYERS
- High bargaining power
- Individual needs and wants
- Connectivity

THREAT OF SUBSTITUTES
- Very low on alternatives
- Innovative requirements
- Performance requirement and price relative

POWER OF SUPPLIERS
- Low with associations for telecommunication in Singapore.
- Less power

TRADITIONAL COMPETITORS AMONG EXISTING FIRMS IN THE INDUSTRY
- Competition is high
- Value added service
- Price
Telecommunication

2.5 NEXT STEPS

While we have analyzed different telecommunication companies around the world, we will now need to interview people in telecommunication companies in Singapore to understand their marketing strategies. We also need to know the review of customers on their outlook towards these telecommunication companies and what problems do they face. Thus, we will send out a survey via email such that we can record responses from different people and set a conclusion based on it. Marketing strategies once understood would be interpreted and analyzed among us.
3.1 DATA COLLECTION PROCEDURE

To answer our research question of “Marketing Strategies of Telecommunication Companies in Singapore”, we used primary and secondary research to get the highest possible information out of the telecom companies in Singapore.

Firstly, to know about the industry background, the main companies and the position of Singapore in a global telecommunication market we first used a secondary research approach. We researched from the company backgrounds, the website offerings; the government provided telecommunication statistics and also other published newspaper and magazine articles about the industry. This enables us to know about the different concepts within the industry such as the government barriers and subsidiaries of telecommunication companies.

However, the information provided by secondary research was not updated. As telecommunication industry is a rapidly changing industry there are major fluctuations in a small period of time. Thus, a primary research exposes us to real life scenarios and customer feedback upon market strategies.

The initial part of our primary analysis would be a qualitative analysis which would involve a small close ended survey. This survey would be taken in account of 100 people who have been using a cellular network in Singapore and we would ask them the following questions.

First question, “Which cellular network do you currently use?” Based on the first question follow up questions would be asked such as “What problems do you face while using this service?” and “Which telecom company logo are you attracted to the most?”

Following would be our interviews which our group would personally ask for meetings through our below shown query letters. These interviewees would be asked some short questions such that we could have a resourceful primary research. These experts would give us more insight to the telecommunication industry in Singapore, as they would be direct stakeholders and would have knowledge about day to day operations.
Telecommunication

3.2 QUERY LETTERS

Dear XYZ,

I am a business student from S.P. Jain School of Global Management pursuing a Bachelors of Business Administration degree, currently located in Singapore.

We are conducting a Regional Research Project this semester where my selected industry is telecommunication industry in order to understand the marketing strategies adopted by your company. As a business student I would like to interview you and get to know more about your well reputed company. The information we would get from this interview would be very beneficial for our project, I shall promise this information shall stay confidential.

It would be much appreciated if you could spare a few minutes for us from your busy schedule so that we could have a brief interview. Our questions would be related to the role of Singtel as how it uses its marketing strategies to be a market leader. As business students it would be an honor to interview you, gain some knowledge and get an insight into how the telecommunication market functions.

Thank you so much and I look forward to meeting you soon.

Sincerely,

Abc
+65 12345678
abc.bba14@spjain.org
3.3 INTERVIEW QUESTIONS

Addressed to the interviewee

1. What are the different types of marketing strategies adopted by your company?

2. Have the marketing strategies been successful so far?

3. What are the effects of the government policies over the company’s marketing strategies?

4. How would you describe working in Singapore compared to other countries you've worked in?

5. Why did you choose to operate in the Singaporean telecommunication industry in spite of knowing that it already had a competitive market?

6. How is your firm reacting to the problems faced by users? (results of the survey)

7. What is the future expansion plan such that the company gain higher market share within Singapore?

8. How is the company making progress in the overseas sector?

9. According to you, which future technology would Singapore benefit the most provided by a telecommunication company?

10. Does your company have any subsidiary? If yes, which ones? Which are the most profitable? If not? What are the barriers?
Telecommunication

3.4 INTERVIEW EVIDENCE

BUSINESS CARDS

![EgonZehnder Business Card]

Nicholas Hock-Chay Chia  
Egon Zehnder  
International Pte Ltd  
d +65 6422 0808  
t +65 6225 0355  
m +65 9738 6897  
f +65 6225 0352  
nick.chia@egonzehnder.com  
www.egonzehnder.com

![Opensource Solutions Business Card]

Shilpi Jolly  
Sr Consultant  
Mobile: (65) 85002060  
shilpi@e-opensource.com

Opensource Pte Ltd  
77 High Street #10-07  
High Street Plaza  
Singapore 179433  
Tel: (65) 63364759  
Fax: (65) 62344374  
www.e-opensource.com
INTERVIEW REQUEST EMAIL

From: Suraj Soni  
Sent: Saturday, March 21, 2015 4:54 PM  
To: nick.chia@gonzehnder.com  
Subject: Interview

Dear Nick Chia,

I am a business student from S.P. Jain School of Global Management located in Singapore. As a business student, I would like to interview you and get to know more about the telecom industry. As the information we would get from this interview, we would use it for our research project. I shall promise this information shall stay confidential.

As business students, it would be an honor to interview you, gain some knowledge and get an insight into how the telecommunication market functions.

Thank you so much and I look forward to meeting you soon.

Sincerely,

Suraj Soni  
+65.82477166  
Suraj.smbal4@spjain.org
3.5 THANK YOU NOTE

From: Nick Chia <Nick.Chia@egonzehnder.com>
Sent: Friday, March 27, 2015 8:13 AM
To: Suraj Soni
Subject: RE: Interview

Hi Suraj,

I've asked around but unfortunately no one is available in the next one or two weeks. Good luck with the project.

Nick

From: Suraj Soni [mailto:suraj.bhal4@tjpm.org]
Sent: Thursday, March 26, 2015 9:17 AM
To: Nick Chia
Subject: Interview

Dear Nick Chia,

Thank you for the interview, we have learnt a lot and now having a professionals perspective of the market would help us complete our project with much ease.

It would be great if you could share a contact of someone from the telecom industry we could interview.
ANALYSIS AND FINDING

4.1 RESPONDENT PROFILES

Below is respondent profile table of our interviewees who have been selected for their experience and the story behind their success.

Table 4: Respondent Profile

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Organization</th>
<th>Designation</th>
<th>Role</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nicholas Hock-Chay</td>
<td>EgonZehnder International Pvt Ltd</td>
<td>Partner</td>
<td>Expert in Executive</td>
<td>Male</td>
</tr>
<tr>
<td>2</td>
<td>Shilpi Jolly Alagh</td>
<td>OpenSource Solutions</td>
<td>Sr Consultant Business Development Manager</td>
<td>Backup expert</td>
<td>Female</td>
</tr>
</tbody>
</table>

In addition to the interviews above we have also carried out a survey involving 75 people living in Singapore and writing down their current experience with telecommunication services.
4.2 SUCCESS STORIES

SUCCESS STORY on SHILPI JOLLY

ON THE NOW & FUTURE OF TECHNOLOGY

WRITTEN BY: ALYSSA CRUZ

(Singapore) -- When Shilpi Jolly was still young, she already knew what she wanted to do and that was to be an information technology student and make it as a profession. She got her Bachelor of technology degree in Meerut Institute of Engineering and Technology India. After college, she had four years of work experience in India and now she is currently working here, all at the same field IT.

This statement she said absolutely defines who she is. A person who is passionately committed to her field. She has been working in the Information technology services for nine years now. That is why she clearly knows the inside and out of this industry and can broadly connect in other industries particularly the telecommunication industry.

TURNING TABLES

Her world started to turn around having offers from U.S and Singapore, but in the end she chose Singapore knowing that it is closer to her home country, India. Before,

“You can be a jack of all trades, but being a master at one thing is important”

“There focus are now changing now, it is not just the telephone services and TV. They have a lot of things now”
her job in the IT industry is to support data’s meaning someone would make the structures and set up everything then she will be the one to support it, but here in Singapore she is the one architects it, she makes all the structures and data then someone would support it for her.

“Focus and take risks just like what I did in coming to Singapore”

**ON POINT**

When it comes to the future of technology regarding both Information technology and telecommunication, she has the inside scoop and juices in this information. “Telecommunication, there are now in to cloud services. They provide server as a service and back up as a service. They are selling there cloud space now. It is a big business for them and they are catering for it” says Shilpi Jolly. The future is big for these industries and there are a lot of opportunities and new doors that they could open. Moreover, stirring the wheel in the right direction and pressing the right buttons will lead these companies to success.

The target market and focus of the telecommunication has changed. Catering to the needs and wants of the consumers furthermore meeting the basic standards. As Shilpi Jolly pointed out the future for technology, she had a concern for the people who are not knowledgeable about technology. “I mean it is not a problem for people like us who are technically known. We can fix it, but I really wonder for the uncle and aunties who don’t really know about it:” Says Shilpi Jolly. This statement is realistic and an important information. This interview broaden both sides of the real world and wants of people.

**MOVING FORWARD**

Shilpi Jolly has crossed a lot of obstacles and few bumps in the road, but she will always have the soft spot for the people who she caters to. It is not all about business after all, it is about giving outstanding services and help to the people. The quality of service you can give and being focused in every aspect of the business is the best ingredient to success, furthermore she is satisfied in the kind of work and kind of live she is experiencing here in Singapore.
Currently, she is absolutely happy with his job and knowing that this has been her passion for nine years now will clearly see how she seems to be doing this just a hobby and not as work. Shilpi Jolly the backup data woman with heart on top.
(Singapore) – Shilpi Alagh Arora is a market researcher who is currently working in Singapore.

She spent most of her life in India. She graduated from Delhi University, successfully getting her B.A (Bachelor of Arts) degree and finished her Master’s degree in Management (Marketing) from IIMT, India.

She is currently married and living in Singapore with her husband happily.

Brand New Life

Shilpi said that shifting from India to Singapore was a challenge. She worked for Market Xcel Data Matrix and Hansa Research in New Delhi, India from 2008 to 2011.

She moved to Singapore during late 2012. She worked for Gems World Academy, Singapore and is currently working for Essay Zeal Research, Singapore. For her, living in two different countries with two different cultures was a huge challenge. She did expect some cultural obstacles shifting to Singapore. But, in the end, those obstacles turned into a success. She

“Singapore is a small city-state. It’s full of brand-new technology”
Telecommunication

mentioned that there were many Indians here in Singapore and she said it was okay for her to maintain her life here.

Her main job at the current company is researching market and its consumer behaviour.

“Marketing is my life. There were some hard times but moving from India to Singapore, I became more professional.”

Keep Moving On

Currently, she is enjoying her life here in Singapore and also satisfied with her job as Market researcher. She mentioned that she does not expect Singapore telecommunication market to grow in future. She thinks that her research here in Singapore is different than how her research was like back in India. She is expecting to work here Singapore continuously for her relentless hard work and passion.

“There wouldn’t be any further development in Singaporean telecommunication market.”
Nicholas Hock-Chay Chia, also known as Nick Chia is a partner at Egon Zendher situated in Singapore. His company basically helps companies recruit top executives. He works with cooperations and family businesses who want to enrich their talent pool by assessing, attracting and developing senior executives and board directors. He has been a part of Egon Zendher for 15 years which has helped him to specialise his knowledge in the TMT (Technology, Media and Telecom), Industrial products and services sector.

He has studied BSC in Telecommunication Management and continued to pursue his MBA in Marketing Management at Syracuse University with such educational background he was guaranteed a job. After a few year of his MBA graduation he got his first break and started working as an Account Representative at IBM Singapore. He worked there for three years, he was soon offered a job by Hewlett-Packard. At Hewlett-Packard he worked as the Current Product Line Manager. He was a part of Hewlett-Packard for four years and soon decided it was his time to enter the big league. He applied for a job at Equant (Now Orange Business Services) for the position of Marketing Manager and secured it. He worked as the Marketing Manager for two years and had gained a lot of experience by then.

People are ready to kill a night waiting in line to buy the new IPhone but can’t spare an hour when it comes to switching their provider.

His life took a new turn when he joined Egon Zendher, he worked his way up and soon became a partner at the firm. With such experience and knowledge about the
Telecommunication

market he is an important asset for the firm.

It was an honour interviewing Mr. Chia, he is a man with incredible knowledge of the market and loves what he does. He loves his daughters immensely and even mentioned them to us during the interview. He closely monitors the telecom market and was updated with all the changes in the market. He not only specializes in recruiting people but also trains people to make them fit for senior executive jobs.
4.3 FINDINGS

Quantitative Analysis

Survey by Shubham Kedia

A form of data acquisition for the group was sending out a survey through which actual results by customers could be noted. We sent out a survey to 75 individuals living in Singapore some close ended questions relevant to our research question. We asked the following questions to the subscribers of mobile carriers in Singapore:

- Which telecom company do you use in Singapore?
- What are the problems do you face while using your selected network?
- Which logo are you more attracted to?

---

**Telecommunication Singapore**

Which telecom company do you use in Singapore?
- SingTel
- StarHub
- M1

What are the problems do you face while using your selected network?
- Network issues (low signal coverage)
- High calling rates
- Cellular disturbance
- Custom service
- Eats up your data (3G, 4G, LTE)
- Other: [Blank]

Which logo are you more attracted to?
- StarHub
- SingTel
- M1
Chart 1: Distribution of number of subscribers according to the telecommunication company

In Chart 1, we can see the answers of the respondents which can be distinguished by a color code; blue, red and green. This shows an approximate market share within the age group of 8-21 years that were surveyed. The graph shows that 64% percent of this age group uses SingTel services for its daily carrier activities, which are 47 users out of a total of 75. One of the reasons we can see this huge gap between the market leader and other carriers could be because of its early establishment of SingTel within the market. The other reason could be because of the laziness of users who have not changed their service provider once they have purchased their phone.

Chart 2: The different service issues faced by consumers within the telecommunication industry
In Chart 2, customers have mentioned the highest amount of trouble they face with the service issues while they use a particular network. A concentration over high calling rates is of the highest issues they have with the companies as all the three companies form an oligopoly. Thus prices are very competitive and very little can be done with it, so users usually face these problems while dealing with any of these companies. While cellular disturbance is least of the problem as Singapore is wirelessly connection very well and does not have many network issues.

These service issues can be further divided within each company which helps the company focus upon its low areas. While the maximum number of problems have occurred to SingTel across all platforms, even though they have had the highest share they seem to be struggling to keep their customers happy. StarHub is neutral in all the areas thus shows the increasing attraction of people towards this network. Customer prefer having a network which is more reliable than that of M1 and SingTel with the high number of data and network issues. The highest problem faced by M1 users is with network issues, thus less people choose this network in the first place.
In Chart 3, we have recorded the current trend of marketing strategies SingTel has conducted, as they recently changed their logo. We saw a shift in consumer attraction as 46 people out of 75 liked the new changed logo over the previous existing logo and they also preferred it over Starhub’s logo. Thus, the marketing strategy used by SingTel is successful to grab consumer attention towards an improvement within the company. M1 had attracted only two customers, this is because of their low concentration on marketing and less front faced stores in Singapore.

This quantitative analysis helps support our qualitative analysis which was done on a primary research and confirmed by the interviewee. This quantitative data can manage to attract the telecom companies, as they can concentrate on their weak points and can design strategies to improve it.

**Qualitative Analysis**

When it comes to technology, there a lot of interdependent inputs that come into it, majorly connecting both information technology services and telecommunication services. Our conducted interviews have broadened our understanding when it comes to telecommunication. Basically, they're a lot ways in which telecommunication companies can attract consumers and as well as they have a lot of services they can offer and launch.
Telecommunication

PERSONAL OUT TAKE OF SHILPI JOLLY

Our interviewee Mrs. Shilpi Jolly has a lot of great input. A statement that she said clearly shows what consumers are interested in and their behaviour. We asked her what service provider she is currently using and she said M1, because this is what the company is providing for the whole staff adding to the fact of the three number scheme. Furthermore, we asked her have you ever switched a service provider and her answer was no, since telecommunication companies have the same services and it the end it depends on the individual’s needs. She said “people only read contracts if they want to change their phones. Like if there is a new iPhone in the market and Samsung, then they will change. At that time they didn’t think about the subscriber and they only think of their phone, then re-contract” This helped us understand the other purpose why people change their service providers. Also adding to the fact is that companies as a whole choose their service provider and pays for their employees, thus employees do not have any choice.

CLOUD SPACE OF THE FUTURE

In the future for telecommunication, our interviewer had the inside and out on this information. Currently, there are in the process of launching a service for cloud she said “Telecommunication, there are now into cloud services. They provide server as a service and back up as a service. They are selling there cloud space now. It is a big business for them and they are catering for it. Specially, SingTel has G-cloud in the market, Starhub has Argonar cloud and Microsoft has Azure cloud. So, they are working in the cloud space now” basing from what she said. The telecommunication industry has a great potential in exploring and launching different of services to suit each and every individual’s needs. Particularly here in Singapore, where the life pace is much faster and advance. Any technical and technological products and services should be up to date and it is even better if these companies can make up the trend.

LAST CALL ON CONSUMERS HANDS

Overall, we found in that telecommunication companies all have the same services, but in the end there are certain specialization in which consumers prefer rather another company. There is no scope in the Singaporean market as all three companies SingTel, Star hub and M1 as they use the same technology and provide the same services in the market. A firm has an advantage over the other only if they introduce new technology or provide new
Telecommunication

services to its consumers. An example would be in mobile using they prefer SingTel, while when it comes to TV boxes they prefer Starhub. In the end it is all in the hands of the consumers. Here in Singapore, there are a lot of multinational companies and it is essential for every company to have a good line of communication not only here in Singapore, but internationally as well. Moreover, the connection between people is significantly needed here in Singapore. That is why a good source of service provider is needed in order to have an efficient and effective way of communication throughout and within Singapore.

ON MR. NICK CHIA

It was an honour to interview Mr. Nick Chia, he answered all our questions with ease and gave examples so that we understood his perspective. His knowledge about the industry is immense and through this interview we got to learn a lot about how the industry works and a slight idea of how professionals look at the industry.

GROWING BUSINESS

During the interview Mr. Chia mentioned how people are willing to kill a night waiting to buy the new iPhone but can’t spend half an hour to change their network provider. This clearly shows the consumer’s interests and behaviour. When asked about how the telecom companies in Singapore could grow, he mentioned only a few points and stated that there’s not much these companies can do in Singapore as there are no growth opportunities left. He mentioned foreign investments was the main focus of telecom companies all over the world as there are new markets that have emerged for example the North African countries. He also added that big companies like SingTel look to overtake companies in different countries to strengthen their hold around the world. This also helps them to research new technology they can use or new services then can adopt.

GOVERNMENT INTERVENTION

Mr. Chia mentioned if a new firm wants to enter the market it has to go through spectrum where the firm bids for the license to provide its service. The Singaporean telecom industry is closely regulated by the Singaporean Government. It makes sure that no firm is practicing unethical ways of gaining market share and if found guilty the firm is fined heavily by the government so that it never happens again. Overall we learnt a lot about the telecom industry through this interview and we thank Nick Chia for letting us interview him.
4.4 RECOMMENDATIONS

While conducting our research, industry experts gave us first hand experiences of the telecommunication industry. They helped us to understand better how companies are currently dealing with the challenges faced within the industry. Keeping in mind with our research question which focuses on the marketing strategies used by the three companies; we came up with an outline of the industry’s future and basing ourselves on the current strategies and information gathered with our interviewees, our team came up with some recommendations for the various stakeholders of the industry. These recommendations aim to align the diverse visions of the stakeholders and the company experts who want to stay in this rapidly changing technological industry.

DIVERSIFY BUSINESS PORTFOLIO

One of the best ways telecommunication companies can stay within the market is to diversify their business portfolio by involving new services such as compiling information of local business to provide consumer demand research. As almost everyone has a phone this generation, telecom companies can get paid to share this data. They could also use their existing servers to increase cloud data base such that individuals and companies can add their data backup directly online.

SHIFT MARKETS

There are many opportunities to expand telecom sector business to third world countries like in South Africa. This helps these companies use existing technology to expand their market and could earn revenue as soon as possible. These countries are developing fast which shows a constant change in technology need and more dependency on these telecom companies.

LEARN ABOUT THE MARKET AND CHANGING TECHNOLOGY

There are various reasons and points why consumers change their service providers. Companies should know the motivation and objective of these consumers when purchasing products and services. Observing the behaviours of both the market and people are essential to be able to meet the needs and wants of consumers. Being more up to date and to be able broadcast what the future holds is important for telecommunication companies. The service they are offering are basic, but as today clearly we can see significant changes on consumers.
Telecommunication

Overall, telecommunication companies should not only focus on a certain objective, but to broaden their views on the upcoming world of the future.

Technology never remains the same, while text messaging was a mistake idea in past. Today, the world is dependent upon them. While this was only concentrated to telecommunication companies earlier, now applications have replace them. Telecom companies need to predict the future better to make progress while they haven’t been doing so well till date.
CONCLUSION

5.1 CONTRIBUTIONS

This research has brought about a lot of insights for our group, furthermore, can be a great source of research data for the telecommunication companies here in Singapore. The group went out of the way to get reliable interviews and facts from business experts to technical experts, such as a Partner, senior consultant and business development manager.

The telecommunication industry has a big potential both to expand and diversify its services. It is not all about call and text anymore, as the year progresses there are more needs and wants to be met for the whole community and for the progressing environment we are having now. This research has the inside scoop on certain topics interdependent to the telecommunication industry. First, the cloud space it is the future for this industry that would create a backup data. Second, there would be an upcoming fourth complete in the telecommunication market. Knowing that there are three major companies in this market, with this it would create different conflicts in this multi-billion dollar industry in Singapore. Lastly, there are different motivations on why people change their service provider, but most of the time these people who have problems with their service provider will still stick with them. Having no time and the amount of effort that seems not to be worth their time, especially here in Singapore wherein everyone is in fast pace life.

The contributions to this industry would create an open outlook in the business world Singapore. There are various opportunities that are available, but this industry should know the motivations of the Singaporeans also the expats living here since there is all the target market. Looking ahead, this industry has the full potential to have a business partnership with other industries. The Singaporean based companies are now expanding through different countries around the world. Partnering with top telecommunication companies in certain countries. Having a wider scope on the cellular signal would garner a lot of international recognition as well as profit.

Overall, the impact of this research is essentially helpful having exclusive interviews from professionals here in Singapore having the first hand news and facts not only for the present, but also the future. These researches we have gathered has various inputs for the
Telecommunication

telecommunication industry from the technical side to the business side of it. Concluding that this research paper can be a reliable source, this paper is up to date with the latest situations of the world today thus, it is an evolving world. Clearly, it is important to also look upon different sides and factors affecting the telecommunication industry.

5.2 LEARNING OUTCOMES

Firstly, working on a research paper is very challenging; however, a lot can be learnt from it. In fact as a team, we learnt a great deal during the course of this project both in terms of personal development as well as real world knowledge.

As business students, we learnt more about the hierarchy system in the various companies we emailed for interviews, especially in the telecom industry. Through interviews we learnt that ensuring a future plan is important in order for businesses to survive in any field for a long time. Dealing with professionals is interesting because it taught us how to adapt ourselves while dealing with them. Interviewees were really comfortable with us and they guided us through the mistakes we made while interviewing them.

The best way this research has helped us is with the help of this research we now know many aspects of the telecommunication industry. We know in detail about companies and how they would react to situations in the future. It has also made us realize consumer behaviour and reactions to changes in technology.

Working in a team is a common part of today’s business environment. While it can be challenging for people with different personality traits to work together on a common goal, we personally enjoyed and learnt a lot through this group work. We learnt how to work in a group and respect each other’s time schedule. The biggest challenge in this day and age is time management. We learnt how to manage our time and always ensured to meet the deadline.

We have dealt with all kinds of challenges that we never had to deal with earlier. One such challenge is to face rejection from companies for interviews. This has taught us to go ahead and try to find for alternatives.
Data analysis helped us structure the data that we collected through interviews and surveys. Initially, analysing this data through various tools was a challenging task but through this project we learnt how to persevere in data analysis, which is very important in today’s corporate world.
Telecommunication

REFERENCES


ASIAN CASE RESEARCH JOURNAL (2005). SingTel: Venturing into the Region* retrieved from: http://content.ebscohost.com/ContentServer.asp?T=P&P=AN&K=17416216&S=R&D=buh&EbscoContent=dGJyMNHX8kSeqa84yNfsOLCmr02eprBSr6e4SrKWxWXS&ContentCustomer=dGJyMOzprkm2qrdNuePfgeyx44Dt6fIA


Telkomsel on LinkedIn. Retrieved on 23 January 2015 from: [https://www.linkedin.com/company/telkomsel](https://www.linkedin.com/company/telkomsel)

Sassy: What’s your position in Sports hub?

Shilpi Jolly: A whole IT project outsourced to this systems, my part is to set up the whole back of the infrastructures. During the process of building then later data centres were set up which is my role.

Sassy: Which company was basically you focused on?

Shilpi Jolly: Sports hub is sports hub and not connected to it, but there are these lines and its SingTel.

Sassy: You structured the whole back up system

Shilpi Jolly: No, I designed it.

Sassy: What service provider are using right now?

Shilpi Jolly: M1

Sassy: Have you ever thought of switching a service provider?

Shilpi Jolly: No, I am happy because of their three three number scheme

Sassy: how are the call rates? Are they convenient?

Shilpi Jolly: it is all the same, I think it depends on the services you are taking. For me I am taking a 100 dollar plan since I have a call requirement of 800-2000 calls a month. The plan depends on the pricing. My company pays for my phone bill.

Sassy: basically, on the corporate world the company pays for the bills?

Shilpi Jolly: Yes, but for my personal calls I pay for it and the rest the company.
Sassy: So, All the employees here they don’t really mind what service provider you use, since it’s all paid by the company.

Sassy: Are you base in Singapore?

Sassy: Where did you study over here or?

Shilpi Jolly: I did my studying in India, MIT College

Sassy: After that?

Shilpi Jolly: then I worked for four years in India then I came here now I am here for four years and two months

Sassy: how is it different here from India?

Shilpi Jolly: Way different, way stressful here in Singapore. In India it is less stressful and the pace is slower. There in India I was doing support and here I build everything. There in India someone would come and set up everything then I will support, but here in Singapore I am the one who will set up then someone with support.

Sassy: So you are in the leading role now here.

Sassy: how do you know Prof. Shalini?

Shilpi Jolly: She is my sister-in-law

Sassy: oohhh ohhh, we didn’t know

Sassy: See we just wanted to know the plans and why people switch usually just because of one to two mistakes. Since they don’t have the time to switch

Shilpi Jolly: true

Sassy: that is mainly what we are talking about

Shilpi Jolly: and it is not only about time, people only read contracts if they want to change their phones. Like if there is a new iPhone in the market and Samsung, then they will change. At that time they don’t think about the subscriber and they only think of their phone then re-contract.
Sassy: Knowing you’re in the IT sector, how will the technology change in the future specifically in telecommunication?

Shilpi Jolly: Telecommunication, there are now into cloud services. They provide server as a service and back up as a service. They are selling there cloud space now. It is a big business for them and they are catering for it. Specially, SingTel has G-cloud in the market, Star hub has Argonar cloud and Microsoft has Azure cloud. So, they are working in the cloud space now.

Sassy: how can these cloud services help consumers?

Shilpi Jolly: actually they don’t need to put anything in their own premises, they can put everything

Sassy: so this only for corporates or all?

Shilpi Jolly: anyone can, you have an iPhone right and it has cloud?

Sassy: yes, but it is iCloud

Shilpi Jolly: Yah, it is the same thing. iCloud is doing for it themselves and Microsoft doing themselves and now telecommunication providers are doing it for the people.

Shilpi Jolly: There focus are now changing now, it is not just the telephone services and TV. They have a lot of things now.

Sassy: According to you which telecommunication company you find the marketing and service the best?

Shilpi Jolly: M1, is too poor to do that and does not do any marketing at all and is it not too impressive. Starhub, is good on in their box side while SingTel is good on their mobile side. Now people are switching between Starhub and SingTel.

Shilpi Jolly: In my home actually we both have SingTel and Starhub. We only have SingTel because of football and my husband is a football fan.

Sassy: wow, respect. Do you find any difference between the two when you are using it?
Telecommunication

Shilpi Jolly: SingTel, gets hung a lot while Starhub not much issue. Probably because I’ve been using Starhub for four years while SingTel just for two years and I need to call them a lot for the issues.

Sassy: so the customer service is bad?

Shilpi Jolly: no, it is okay. They can’t match your timing at times like if you are working and send someone you can’t entertain them.

Sassy: they don’t have ways in which they do it online?

Shilpi Jolly: they can just guide you through the steps initially

Sassy: so in the end it’s all up to you

Shilpi Jolly: I mean it is not a problem for people like us who are technically known. We can fix it, but I really wonder for the uncle and aunties who don’t really know about it.

Sassy: So what do you think about the backup attitude of consumers now a days?

Shilpi Jolly: I can give you an example, all universities are trying to move to cloud space on Starhub. Whatever lectures they give the record it and put it on cloud

Sassy: for local consumers what is their attitude?

Shilpi Jolly: You have your apps back up like WhatsApp cloud, for phone users it haven’t come in market yet but future is coming. Your home broadband can upload to cloud and get TV space from your subscriber. It is coming in the market not yet launched, but we are working on it. You don’t need to buy hard divers anymore. Future.

Sassy: do you think telecommunication companies can get other services besides back up?

Shilpi Jolly: yes right now they have and doing a lot, like security of data.

Sassy: do you have any tips and lessons you could share for us for the future?

Shilpi Jolly: Focus, yah you can be a jack of all trades but being a master at one thing is important. I’ve been doing back up for nine years now. So, just focus and take risks just like what I did in coming to Singapore.

Sassy: Thank you so much for your time
Interviewee: Shilpi Alagh Arora

Interviewer: Sang Su Kim

Sassy – Good afternoon Ms. Shilpi, My name is Sang Su Kim and I am from SP Jain School of Global Management in Singapore. I am studying BBA programme and currently working on my Regional Immersion Project on the telecommunication market of Singapore.

Ms. Shilpi – Oh Hi, My name is Shilpi Alagh. I am a marketing researcher in Singapore. So, what do you want to know about the telecommunication market in Singapore?

Sassy – Firstly, I want to know which service provider you are currently using in Singapore.

Ms. Shilpi – I am using SingTel for my mobile phone.

Sassy – Oh, great, then what is the main reason that you chose SingTel as your mobile service provider?

Ms. Shilpi – The main reason that I chose SingTel as my service provider is because of their fast 3g service and extra minutes that I get for my calls.

Sassy – Nice, while living here in Singapore, have you ever switched your mobile service provider? If yes, when and why, if no, do you want to or plan to?

Ms. Shilpi – No, I never switched my mobile service provider and I am not planning to switch. I am fully satisfied with the current service which is provided by SingTel. Just saying, would you change your service provider? I guess you won’t change your service provider from the one you’re currently using.

Sassy – Yes, I won’t spend my time to change my service provider. It takes pretty long time to change my provider and same as you, I am satisfied with the service that I am getting.

Ms. Shilpi – Haha exactly. Do you have any other questions?

Sassy – Umm, What are the future prospects according to you in this industry?

Ms. Shilpi – I guess telecommunication market in Singapore do not have any future potential to grow. Singapore is a small city-state. Approximately, there are 5 million people in Singapore. Three major telecom companies are here in Singapore. These are SingTel, Starhub and M1. You probably know that SingTel is the biggest company among these three.
Telecommunication

However, the competition and the development that all of the telecom companies are pretty equal. Even though people may say SingTel is the most popular one, all these companies have same services. Even the prices of them are the similar. So, I say that there are no future prospects for this industry.

Sassy – I understand. I assume that the competition between SingTel and Starhub are pretty tight. However, isn’t M1 the only company among these three that is suffering the most for its competition? Not many people are using M1 for their service provider.

Ms. Shilpi – Yes, it may be true that not many people are using M1 as their service provider. However, again, Singapore is a small country. And all these companies have the similar pricing strategy and similar services. Moreover, if M1 didn’t have any recognition for its services, M1 would not be able to service from this market. Which means M1 should already be eliminated and disappeared from the market. But, as you see, M1 still provides same services as two other companies and if you go to the airport, you can see M1 doing well for their tourist customers.

Sassy – Okay, I get what you’re saying. So, you mean that there is no big difference between these three companies right?

Ms. Shilpi – Yeap.

Sassy – I want to know the details about your personal background. Is it possible for you to tell me about what you did?

Ms. Shilpi – I did BA in Delhi University from India and got post-graduate diploma in Marketing from IIMT. I worked in India as research executive until late 2013 and came here in Singapore and worked for about 2 years.

Sassy- Oh I see, thank you for the information.

Ms. Shilpi – No, Problem

Sassy – Thank you for the cooperation, and I learnt many things.

Ms. Shilpi – Best of luck for your project!

Sassy – Thank you again and have a nice day! Bye!
Mr Chia - What would you like to know?

SASSY - Sir in this interview we would be focusing more on the marketing strategies the telecom companies in Singapore use to attract consumers, but before that we would like to know about your experience in the telecom sector.

Mr Chia – So, my firm EgonZehnder is a recruitment company. We find senior executives for telecom companies to recruit that way most of my time is spent in the telecom sector.

SASSY – Does your company concentrate upon a particular company in Singapore?

Mr Chia – No, my company has clients from all around the world. We have a few clients from Australia, India and Korea.

SASSY – Thank you for sharing information about you and your company, getting to the topic. Our first question would be which telecom service provider do you use?

Mr Chia – For now we use SingTel in our offices and mobiles.

SASSY – Do you compare plans provided by all three service providers before choosing one?

Mr Chia – Yes, the IT department of my company does compare before choosing a provider but that doesn’t really matter much even though the quality of service and technology used by all three providers is the same the main difference comes down to price. So the company which provides us with the best price gets the contract.

SASSY - Which company out of the three do you think has the most influential marketing strategies?

Mr Chia – I would say the biggest company which is SingTel is the most influential because it has the money and the power in the market.
Telecommunication

SASSY – But when compared to Star Hub, SingTel’s services aren’t that great and are more expensive. Your comments on that.

Mr Chia – It’s a simple thing, how many times have you switched service providers?

SASSY – Just once Sir

Mr Chia – There you go, even though people don’t like the services provided by SingTel they won’t switch the service provider reason being, firstly if you do, you get a new number which people don’t want. Secondly number portability services are available across all three networks but people chose not to waste time over such petty things. People are ready to kill a night waiting in line to buy the new IPhone but can’t spare an hour when it comes to switching their provider.

SASSY – In that case you would agree when we say SingTel has an advantage in the market.

Mr Chia – Yes of course, SingTel was the first company in Singapore to provide telecom services and it was also owned by the government when it started. Even now a major part of SingTel is owned by the government and when competitors came into the market SingTel was still able to hold its majority market share for same reason that people wouldn’t waste time looking for a new service provider cause it hardly makes a difference to them.

SASSY – What do you think about M1? Would it last the competitive market?

Mr Chia – Even though it is the smallest player in the market it has a good chance as it only focuses on providing telecom services unlike its competitors SingTel and Star Hub which provide a variety of services.

SASSY – In your perspective what would help these companies to increase their market share?

Mr Chia – I believe there isn’t much these companies can do at present to increase their market share here in Singapore and should instead focus on making foreign investments to make much more money. The only way these companies can increase their market share here in Singapore is by introducing new technology and focus on improving their existing services.
Telecommunication

Sassy – You work with the telecom companies, do these companies focus on a particular region to make investments?

Mr Chia – Yes, most telecom companies are focusing on underdeveloped countries such as North African countries and try to take over companies in other countries.

Sassy – What do you predict for the telecom sector in Singapore?

Mr Chia – Honestly there is not much scope left in the telecom industry but only if they introduce new services they will have a bright future. By new services I don’t only mean for costumers but also form partnership with other firms for example SingTel can form a partnership with Visa and help the make their transaction more secure or a partnership with supermarkets help them in advertising.

Sassy – Sir, how does a new company enter the telecom market and is it worth entering the telecom market in Singapore?

Mr Chia – It is long process but looking at M1’s performance people would refrain from entering the telecom market but if one does want to enter the market, they have to go through the spectrum and bid for the license which might cost in millions. Basically if a company wants to enter the market it has to go through spectrum.

Sassy – Well thank you for your time and for answering all our questions, we needed a professional’s perspective and you have filled in for it.

Mr Chia – It was my pleasure having you here and if you have any more questions on the telecom sector you can always contact me through email.

Sassy – Yes, for sure sir thank you again for your cooperation, we shall leave now.

Mr Chia – Good luck with your report.