



*This was
never enough,
consumers
always need
a latent
creature
in their hands*

Shining Perspective

- Digital language is making the world very dangerously homogeneous
- The **digital expression** of this service either through software or hardware is very generic. It can go to any telephone operator
- Being an operator, you may or may not have the first mover advantage
- This service can be branded the way we have branded the generic bacteria bifidus actif to create **Activia of Danone** which is riding in leadership and continuous growth across the world since the last 20 years

The Year has begun with MNP (Mobile number portability) being launched. This will mark shift from volume based business to relationship based.

Technology focus will be integration of different content types and its delivery in mobile.

Regional content, mobile internet, location based services, mobile T.V and M-Commerce will emerge as applications of the future in 2011. Enterprises will explore the VAS market to increase stickiness of the subscriber. 3G will play crucial role in shaping the wireless industry. Media convergence will be another service provided by telecom providers.

Growth will primarily come from Asia pacific, African, Latin American and Caribbean markets.

Industry will witness huge investment in up gradation of existing networks. Large enterprises will spend more on wireless technologies rather than in wired ones.

The year will see global expansion of telecom companies from emerging markets into Europe and USA.

Industry will see co-operation and collaboration on infrastructure front as more and more companies start taking infrastructure sharing option more seriously.

Industry Growth Drivers

- Economic growth
- Emerging market
- Innovation
- Usage growth in matured and emerging market
- Value added service: Web based applications have greater user adoption such as multimedia content and internet services

- 3G Equipment as a growth driver
- Strong growth in wireless service: Adoption of wireless broadband technologies such as WiMax will also be a strong driver of the telecom equipment market

Industry Competitive Scenario

- Competition is fierce, with international suppliers competing with each other and smaller local suppliers
- International companies are competing aggressively for regional business on price, localization and expertise
- Growing Preference for the larger supplier over smaller local suppliers or small supplier
- Increasing Competition leading to shift towards services and customer
- Greater emphasis on Cost and Service due to Non- differentiated products, slower growth, and greater technological maturity
- Alignment of value proposition to new demand pattern
- Declining operator's tariffs
- Product & service innovation

Industry Complexity

- Govt. Regulation
- Entry barrier is high: High cost of capital
- Managing Profitability is difficult due to declining margin
- Managing profitability due to declining margin/ARPU
- Maintaining service differentiation

- Vendor management
- Maintaining cost competency
- Managing complexity of migrating to next generation technology
- Partnering Risks among carrier and vendor

Industry Pain Areas

- Government Regulations
- Justifiable ROI on Technology
- Declining Margins/ARPU

- Customer churn/retention
- Technological obsolesce
- High cost of technology upgradation
- Unrealistic expectation from Merger & Acquisition (M&A)
- High R&D expenses
- Service commoditization
- Changing Vendor-Carrier Relationships: Carriers are reducing the number of vendors



Delivering extra benefit

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