

## Kiruba Jeyaseeli Benjamin Levi

## Market Entry Strategies of Foreign Telecom Companies in India

With forewords by Prof. Dr. Rudolf Grünig and Prof. Prabhu Guptara

Deutscher Universitäts-Verlag

## **Brief contents**

Ded	ication	v
Fore	word	vii
Pref	ace	xiii
Brie	f contents	xvii
Con	tents	xix
List	of figures	xxiii
List	of tables	xxv
List	of abbreviations	xxvii
I.	Preliminary remarks	1
II.	Strategic management and market entry strategies in the literature	17
III.	Telecom market in India	63
IV.	Description and assessment of cases on market entry strategies of foreign companies in Indian telecom market	117
V.	Recommendations and guidelines for foreign companies entering the Indian telecom market in future	189
VI.	Final remarks	213
App	endices	217
Con	pany specific sources	261
Bibliography		269

## **Contents**

Dedication	V				
Foreword	vii				
Preface	xiii				
Brief contents	xvii				
Contents	xix				
List of figures	xxiii				
List of tables	xxv				
List of abbreviations	xxvii				
I. Preliminary remarks	1				
1. Relevance of the topic of the research	1				
1.1 Indian telecom market as a market with great future	1				
1.2 Entering the Indian telecom market as a very					
difficult task	2				
1.3 Research questions as a summary					
2. Objective of the research	5				
3. Methodology of the research					
3.1 Process of the research					
3.2 Applied tools in the research	8				
3.2.1 General remarks	8				
3.2.2 Survey of literature	9				
3.2.3 Survey of internet	9				
3.2.4 Survey of company documents	10				
3.2.5 Interview	11				
3.2.6 Case Study	11				
4. Structure of the book	14				
II. Strategic management and market entry strategies					
in the literature					
1. An overview of the chapter					
2. Strategic management and its purpose					

	2.1	Tasks of strategic management	19		
	2.2	Main purpose of strategic management	21		
3.	Stra	tegies and strategic planning	25		
	3.1	Realized and intended strategy	25		
	3.2	Corporate and business strategy	26		
		3.2.1 Corporate strategy	26		
		3.2.2 Business strategy	29		
	3.3	The process of strategic planning	31		
4.	. Market entry strategy and related terms				
5.	5. Global operation strategy as framework for market				
		y strategy	36		
6.		de of entry as a component of a market entry strategy	42		
	6.1		42		
		Exporting	42		
	6.3	Licensing	44		
	6.4	Franchising	46		
	6.5	Strategic alliances and joint ventures	46		
	6.6	Wholly owned subsidiary	48		
	6.7	Summary of mode of entry	48		
	6.8	Dependence between the global operation strategy			
		and mode of entry	50		
	6.9	Criteria for selection of a mode of entry	52		
		6.9.1 External criteria	- 52		
		6.9.2 Internal criteria.	54		
7.	Pro	cess of market entry	58		
8.	Crit	eria for a good market entry strategy	6		
9.	Imp	lication for the research project	62		
III. T	elecc	om market in India	63		
1.	An	overview of the chapter	63		
		rld telecom market	6:		
	2.1	Recent trends in the world telecom market	65		
	2.2	Submarkets	68		
	2.3	Major players	69		

	3.	3. Indian telecom market at a glance			
		3.1	India a	as a huge and growing market	71
		3.2	The In	ndian telecom market	78
		3.3	Subma	arkets in Indian telecom market	80
	•		3.3.1	Services submarket	81
			3.3.2	Equipment submarket	84
			3.3.3	Infrastructure providers submarket	86
		3.4	Foreig	gn Direct Investment	86
	<ul><li>4. Major players in the Indian telecom market</li><li>5. Regulatory bodies and rules</li></ul>				89
					95
		5.1 Regulatory bodies			95
		5.2	Rules.		97
	6.	Attr	action	of the Indian telecom market for foreign investors	101
	7.	Imp	ortant f	facts about entry in the Indian telecom market	103
	8.	Sun	ımary a	and implication	113
IV	ת ה	escri	ntion a	nd assessment of cases on market entry	
				oreign companies in Indian telecom market	117
	1.	An	overvie	ew of the chapter	117
		Case research method  Application of case research method in this research  Description and assessment of cases			119
	3.				126
	4.				131
		4.1	First F	Pacific	131
			4.1.1	The company	131
			4.1.2	The market entry strategy	132
				Analysis of the case	137
			4.1.4	Conclusion	141
		4.2 Swisscom.		com	143
			4.2.1	The company	143
			4.2.2	The market entry strategy	145
			4.2.3	Analysis of the case	149
			4.2.4	Conclusion	154
		4.3	Alcat	tel	156
			4.3.1	The company	156

		4.3.2	The market entry strategy	156
		4.3.3	Analysis of the case	161
		4.3.4	Conclusion	165
	4.4	Avay	/a	167
		4.4.1	The company	167
		4.4.2	The market entry strategy	168
		4.4.3	Analysis of the case	173
		4.4.4	Conclusion	178
5.	Con	nparati	ve analysis of the cases	180
6. Conclusions				184
	6.1	Conc	lusions concerning the market entry strategy	184
	6.2	Conc	lusions concerning the Indian telecom market	185
7.	Sun	nmary	and implication	188
er	terin	g the I	tions and guidelines for foreign companies ndian telecom market in future	189
			ew of the chapter	189
2.	2. Recommendations and guidelines concerning current laws applicable to the Indian telecom market			
3.	Recommendations and guidelines concerning entry strategies into the Indian telecom market			
4.	Recommendations and guidelines concerning attractive investment areas in the Indian telecom market			
5.	Sun	ımary.		210
VI. F	inal r	emark	s	213
1	An	overvi	ew of the chapter	213
2	Sun	nmary.		214
3	Lim	itation	s of the research and suggestions for future research	216
Appe	endice	es		217
Com	pany	specifi	c sources	261
Bibli	norar	hv		269