

CHAPTER V

CONCLUSIONS

5.1 Conclusion

The Lao market is open to foreign investors, so Telecommunications Industry in Laos is facing many competitive challenges. It is a question what policies and strategies to promote continued development of Telecommunications industry in Laos's in the next open telecommunications market. This paper studied in this regard, by analyzing the Telecom Environment, and the hope of offering recommendations to development of Laos's telecommunications to facing the "Porter's Five Forces" .

For the four main objectives in this paper, some findings have been listed:

1. By using the Environment framework to analysis the environment of Laos's telecommunication industry. The Laos's telecommunications industry for decades and is greatly controlled by the government, which because the telecommunication industry is considered to be pillars industry of Laos. Even since the 1980s, the government has a lot of adjustment and reforms to the telecommunications industry management system and the market structure, which has experiences two reform phases, in fact, the market is still no real competition, but a more extensive the government control.
2. The Porter's five forces framework is used to make a further analysis of the current condition of Laos's Telecommunication Industry, by listing substitute products and new entrants after the Telecommunication market has been

opened. It's not easy for foreign competitors to enter Laos's market which because the government will implement many policies to protect the local telecommunication operators and support the development of their competitive advantage.

3. Third, because the gradual openness of the industry to foreign investors and foreign competitors will reshape Laos' telecommunication industry. We can see that local Laos's enterprises have a unique advantage, for instance the protection of the government, the leading size, the familiar of the market and culture, and quality of foundation. However, foreign enterprises have more advanced technologies and experiences, and of course they will encounter series of problems on government policies and cultural invasion. The government is going to support the domestic telecommunications industry at least for a short time, to protect Lao Enterprises reduce the negative effects to the minimum to foreign enterprises invasion.
4. Finally, by facing the threats of foreign competitors the recommendations of Laos's telecommunication industry are given. In future, Laos's telecom operators need to develop their own core competencies and create sustainable competitive advantage by System Innovation, Technology Innovation, Market Innovation, Management Innovation and Enterprise Culture Innovative to enhance their competitiveness. Finally, the establishment of strategic Porter's five forces has practical and important significance for the domestic enterprises and foreign enterprises.

5.2 Limitation the Study

It is a broad topic and contains many aspects issues on Porter's Five Forces: An Exploratory study of the Telecommunication Industry in Lao PDR. In this study, it can be mentioned some important points that are telecommunication operation industry, and cannot be mention all the relevant discussions such as the entry strategies for foreign competitors, and situation of Telecommunication Equipment Industry.

The latest data collection is difficult in some respects still inadequate, yet to be explored further in future study. The interviews or telephone interviews is used to get the information, such information can only be given second-hand to study, although secondary data sources is very wide, which will affect this paper's objectivity and rigor. It is expected that studies can be extended to the broader area and access to more accurate data of relevant information in the future.

5.3 Recommendation for Future Research

Due to the differentiation in different regions in Laos, it is really hard to collect all of the required data in a short period, such as the differentiation of customer demands between rural and city in different regions. Therefore, the future research should extend its research period for collecting both primary and secondary data broadly. As the recommendation, future research may collect some further primary data or more secondary data, such as:

- ❖ **For analyzing the environment: Change of customer demand in mobile communication between rural and city in different regions. Questionnaires could be provided as a major method to achieve this research objective.**
- ❖ **For analyzing company strategies: the experience and feeling of customers when they use different network operators. How do they feel about the strategies of each company, and what services or products do the companies need to improve in the future etc. in-depth interview or focus group could be taken between mobile users in different companies.**
- ❖ **This research focuses on the competitive strategy on Laos's Telecommunications industry, which limited attend to its finance part. Future research could also consult the financial statements in each company to process its analysis.**
- ❖ **It could collect large amounts of data from successful foreign investors about how they enter into Laos's market and what strategies they use to cooperate with the domestic companies in Laos.**

It is challenge to do this research, which due to the information and technology develop every day. But it is really an interesting topic that is worth to be investigated into.

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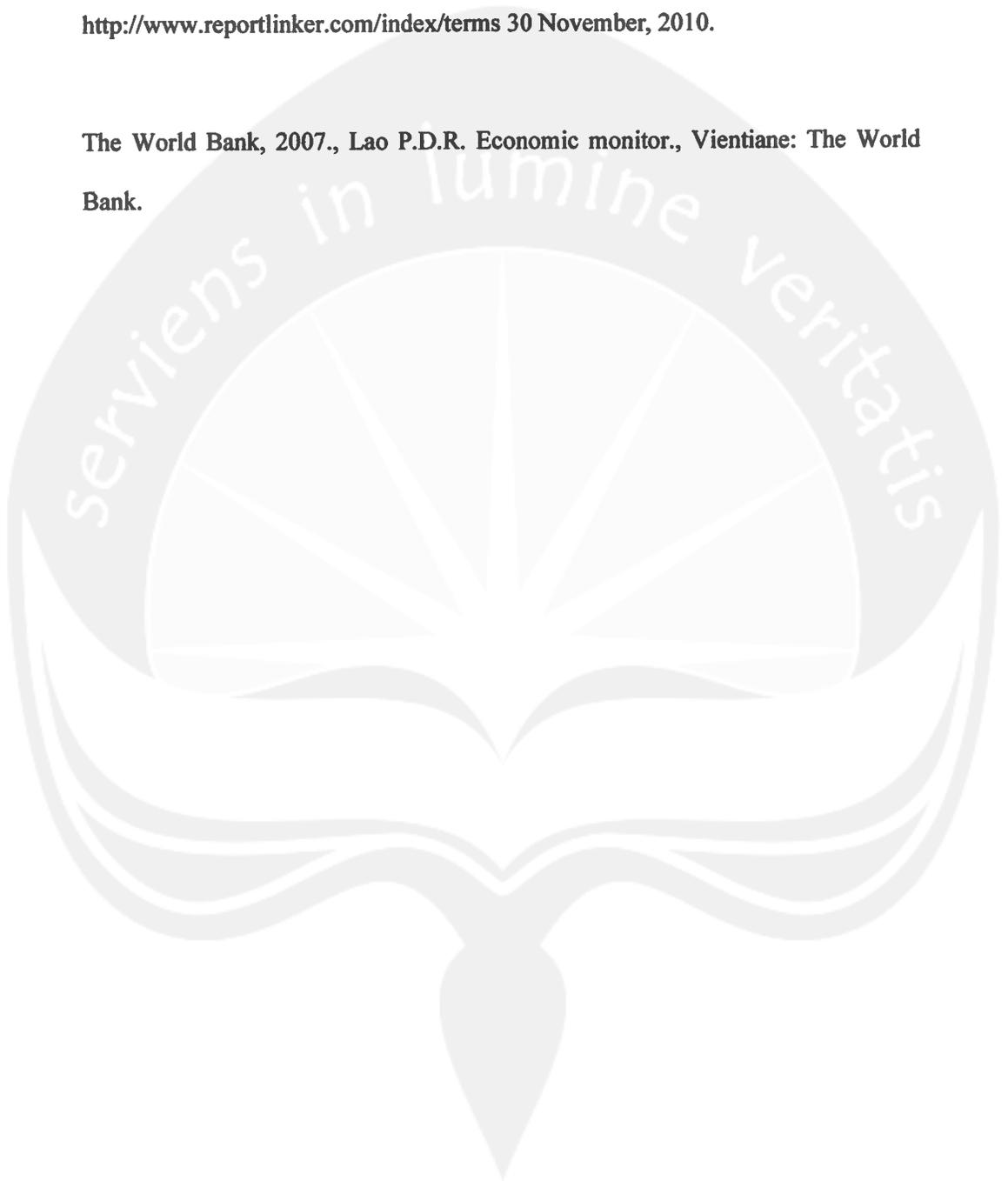
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APPENDIX 1: Questionnaire

Porter's Five Forces Analysis: an Exploratory Study of the Telecommunication Industry in Lao PDR

This questionnaire is designed for a Master's degree research project in International Business at ATMA Jaya Yogyakarta University. Your cooperation in completing this questionnaire will be greatly appreciated. All information you provide will be treated with the greatest confidentiality. Thank you very much for your help and cooperation.

List of Interview questions

1. If your company has chosen a specific geographical market, which one? For example; east or north side of Laos, cities or countryside.
2. If your company has chosen to specialize on any segment of customers in
-If you have chosen a special market what kind of premium value does your company give to this segment? For example, the customer service 24/7, high coverage, innovative products or maybe the lowest price per minute.
3. If your company offers any extra services to your customers, which ones? If yes,
 - Have you developed any new services during 2010?
 - Do you offer any services that are unique for the market?

4. If your company brand represents anything what is it?
 - If it does, which methods is your company using? For Example: TV, Radio or Magazine.
 - What kind of expenditure has your company for marketing each year?
5. If your company has some pricing policy which one is it?
 - For example: always having a 10% lower price than the competitors, call for free within your company net or maybe let your customers call a 100 free minute for a fixed fee?
6. Number of employees?
7. How is your company structured?
 - How far down in the organization do you have responsibility for the result? Number of employees per unit
8. Anything else you want to add; own thoughts about your company's vision or its chosen strategies?

We would like to conclude this interview with expressing our gratefulness for your time and engagement with answering our questions. Your information will be very useful for us in our research on the Laos telecommunication Industry.

Yours sincerely,

APPENDIX 2: Combining the Five Forces Model with Generic strategies

Five Forces	How to mitigate the impact of this force	Generic strategies
Potential Entrants	Build barriers to entry to deter new rivals.	Economies of scale and lowest unit cost are barriers to entry (cost leadership), as are powerful brands and loyal customers (differentiation).
Buyer Power	Either tie in your buyers through contracts or loyalty, or increase the number of buyers so that you're fewer dependants on any one.	Buyers are less likely to leave you if they clearly value what you're offering-e.g low prices (cost leadership) or high quality (differentiation).
Substitutes	Ensure that your product is unique and, therefore, hard to substitute.	Quality/innovation –e.g. patents - are hard to copy (differentiation)
Supplier power	Either uses only raw materials that are available from a range of suppliers, or widen your pool of	Cost leaders tend to be large owing to the economies of scale needed for this, which reduces supplier power. By using only undifferentiated

	suppliers.	suppliers, you can easily switch suppliers, thereby reducing their bargaining power.
Competitive Rivalry	Win competitive battles with rivals	Cost leadership gives you the upper hand in any price war, if customers believe your product to be differentiated; they will not see your competitors' products as viable alternatives.

APPENDIX 3: LTC

Porter's Five Forces Analysis: an Exploratory Study of the Telecommunication Industry in Lao PDR

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List of Interview questions

1/. If your company has chosen a specific geographical market, which one? For example; east or north side of Laos, cities or countryside.

We separate our customer segmentation by age behavior incomes and lifestyle (not for part or side of country)

- M-Phone GSM (Post paid Mobile) – we focus on high end user-like business man or who have high incomes.
- M-phone (Prepaid) – we focus on who middle income and age>25.
- Ah-Lo (Prepaid Mobile) – we focus on teenage rural customer “Low income”

2/. If your company has chosen to specialize on any segment of customers in Laos, which one? For example, private or business market, youngsters, older people or maybe lifestyle.

- If you have chosen a special market what kind of premium value does your company give to this segment? For example, customer service 24/7, high coverage, innovative products or maybe the lowest price per minute.

We try to give different things for different type of customers such as product service, promotion... as you know Post Paid and M-phone. We give VIP card that they can use in our partner shops for get discount or special service and also can use our free WIFI internet 1 hour/day.

3/. If your company offers any extra services to your customers, which ones?

If yes,

- Have you developed any new services during 2010?

In 2010, we have stated to

- Do you offer any services that are unique for the market?

We are still creating new service for each type of our customer and this year we start up our clear strategy for each product.

4/. If your company brand represents anything what is it?

- If it does, which methods is your company using? For Example: TV, Radio or Magazine.
- What kind of expenditure has your company for marketing each year?

We are N:1 in telecommunications in Laos "In Mobile, Internet". We maintain and improve the quality of network and service.

We show our image in every channel. Such as TV, Radio, Magazine Newspaper, leaflet, month to month, because every channel can reach different customer group.

5/. If your company has some pricing policy which one is it?

- For example: always having a 10% lower price than the competitors, call for free within your company net or maybe let your customers call a 100 free minute for a fixed fee?

We follow up telecom Ministry price policy but we will give other, value thing to our customers instead of doing price war with other operator. Eg: we do promotion 3515 for who refill card and make call can have a chance to random to get 50,000,000 kip/day in cash.

6/. Number of employees?

Around 1.895 employees.

7/. How is your company structured?

- How far down in the organization do you have responsibility for the result? Number of employees per unit?

LTC was established on 1996 and joint venture between Lao Government and Thailand, such LTC have 16 Divisions and 16 Provincial on nationwide.

8/. Anything else you want to add; own thoughts about your company's vision or its chosen strategies?

LTC was a telecommunication operator of international standard that provides a comprehensive range of telecommunication services and honoring its obligation to Lao PDR. And using socio-economic responsibility as principle by applying up to date and appropriate technology to enhance the sustainable development of the best telecom service quality and bringing more value to our customers.

We would like to conclude this interview with expressing our gratefulness for your time and engagement with answering our questions. Your information will be very useful for us in our research on the Laos telecommunication Industry.

Yours sincerely,

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APPENDIX 4: ETL

Porter's Five Forces Analysis: an Exploratory Study of the Telecommunication Industry in Lao PDR

This questionnaire is designed for a Master's degree research project in International Business at ATMA Jaya Yogyakarta University. Your cooperation in completing this questionnaire will be greatly appreciated. All information you provide will be treated with the greatest confidentiality. Thank you very much for your help and cooperation.

List of Interview questions

1/. If your company has chosen a specific geographical market, which one? For example; east or north side of Laos, cities or countryside.

The Marketing of ETL is not area limited or customer boundary divide because according environment like customer group had the general provinces in country region. The customer had all urban area so North to South and the group customer many is Vientiane, Lungprabang, Savannakhet and Champasak region because this region had many population.

2/. If your company has chosen to specialize on any segment of customers in Laos, which one? For example, private or business market, youngsters, older people or maybe lifestyle.

- If you have chosen a special market what kind of premium value does your company give to this segment? For example, customer service 24/7, high coverage, innovative products or maybe the lowest price per minute.

To give the discount services or the gift to the customer of ETL in the part time is based on the service that ETL has. Such as:

- Prepaid service: this service gives 50% more of a total balance when the customers have already reloaded it; calling rate is only 90kip/Minute.
- Post paid: it gives 10% discounting of a total balance when the customers pay the payment.
- Internet: the customers can choose each type of internet services of ETL and there is a discounting when they use prepaid internet service.

3/. If your company offers any extra services to your customers, which ones? If yes,

- Have you developed any new services during 2010?
- Do you offer any services that are unique for the market?

For every year, ETL has the frequently activities to give the presents to the customers in term of balance score collecting in order to get free balance base on the total score that they have collected as well as they can get some souvenir from ETL after their payment paying for Example: T-shirt; Polo shirt; watch; key garland; calendar. Another, the highest balance score collecting can be exchanged with motorcycle; mobile, tour air ticket go to Malaysia; Singapore or can be

exchanged with USB; Gold and so on. In 2010, ETL has many new services on mobile such as:

- Prepaid: Toh – Toh Sim-card service.
- Internet: use internet by using Sim (net Sim) and WIFI (Hotspot) service.

For Netsim: it covers throughout the country and unlimited of service. It can use by using mobile and USB which connects to Computer.

4/. If your company brand represents anything what is it?

- If it does, which methods is your company using? For Example: TV, Radio or Magazine.
- What kind of expenditure has your company for marketing each year?

The trademark is ETL, it has many service types which are divided by bade on the types of service such as: prepaid service has 02 brands:

1/. Mobile phone: prepaid & post paid; prepaid (P-phone, Toh-Toh).

2/. Internet: HIL; ADSL; Mixnet; HHU; Dial up; Wi-Move; Wi-net; DPLC; IPLC; Hotspot; Web hosting.

3/. Fix Phone: PSTN

ETL, Promotion tools are: TV; Radio; Newspaper; Magazine, Advertisement and spot which promote in any events or festivals that have the contest. The expenditures of ETL consist of Promotion payment, booth decorating payment in any festivals etc...

5/. If your company has some pricing policy which one is it?

- **For example: always having a 10% lower price than the competitors, call for free within your company net or maybe let your customers call a 100 free minute for a fixed fee?**

ETL price policy is divided by basing on types of service such as:

1/. Prepaid: can call in the cheaper price for 80% to the some operator or different operators (00:00 am – 06:00 am).

2/. Post paid: the renting service price is discounted by basing on the policy of customer groups; the normal price is 110.000kip/month.

- Governor customer is 15.000 kip/month.**
- Private companies; organizations; and general business customers are 30.000 kip/month.**
- General customer is 50.000 kip/month.**

6/. Number of employees?

Total 730 persons, Women are 217 persons including 440 in Vientiane Capital and 290 persons in 16 provinces.

7/. How is your company structured?

- **How far down in the organization do you have responsibility for the result? Number of employees per unit?**

ETL is a state owned Enterprise which all of its operations are supervised by the National Authority of post and Telecommunications (NAPT), and ETL

have 12 Divisions and 16 Provincial Branches Number of employees per unit is about 5 employees.

8/. Anything else you want to add; own thoughts about your company's vision or its chosen strategies?

ETL services from the be gaining up to now ETL has developed its business step by step to fulfill the satisfaction of the customers. ETL Telecommunications net work is covered 90% of the high density of the population area and ETL's aim is to bring the service to the customers and people in the value country.

We would like to conclude this interview with expressing our gratefulness for your time and engagement with answering our questions. Your information will be very useful for us in our research on the Laos telecommunication Industry.

Yours sincerely,

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APPENDIX 5: Unitel

Porter's Five Forces Analysis: an Exploratory Study of the Telecommunication Industry in Lao PDR

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List of Interview questions

1/. If your company has chosen a specific geographical market, which one? For example; east or north side of Laos, cities or countryside.

ບໍລິສັດຢູນິເທວ ແມ່ນບໍ່ໄດ້ຈຳກັດ ຂອບເຂດການຕະຫລາດກັບລູກຄ້າ ໂດຍສະເພາະແມ່ນອີງຕາມສະພາບຄວາມເປັນຈິງ ທາງບໍລິສັດຢູນິເທວ ແມ່ນເຂົ້າເຖິງລູກຄ້າທີ່ເປັນພະນັກງານ ແລະປະຊາຊົນຜູ້ທີ່ມີລາຍໄດ້ຕ່ຳ ໃນຂອບເຂດທົ່ວປະເທດ ຊຶ່ງລວມເຖິງເຂດຊຸມຊົນ. ຈຸດເລີ່ມຕົ້ນກໍ່ແມ່ນແຂວງນະຄອນຫລວງວຽງຈັນ, ຫລວງພະບາງ, ສະຫວັນນະເຂດ ແລະປາກເຊ.

2/. If your company has chosen to specialize on any segment of customers in Laos, which one? For example, private or business market, youngsters, older people or maybe lifestyle.

ລູກຄ້າຂອງຢູນິເທວ ສ່ວນໃຫຍ່ກໍ່ແມ່ນພະນັກງານລັດ, ອົງການຈັດຕັ້ງລັດ ພໍ່ແມ່ ປະຊາຊົນ ແລະນັກຮຽນ ໂດຍທົ່ວໄປ.

- If you have chosen a special market what kind of premium value does your company give to this segment? For example, customer service 24/7, high coverage, innovative products or maybe the lowest price per minute.

ຢູນິເທວ ພວກເຮົາ ໃຫ້ສ່ວນຫລຸດພິເສດສໍາລັບລູກຄ້າເຊັ່ນ:

- ເບີເປີດນໍາໃຊ້ໃໝ່ 50% ຂອງມູນຄ່າບັດຕື່ມເງິນ ສໍາລັບ 5ບັດທໍາອິດ ແລະກໍລະນີ ເປີດນໍາໃຊ້ແຜ່ກເກັດເບີສັນຍາຈ່າຍຜ່ອນ (CM), ລູກຄ້າຈະໄດ້ໂບນັດຄືກັນກັບແຜ່ກເກັດເບີ ອີໂຄໂນມີລາຄາ 10,000ກີບ.

- ຕື່ມເງິນທຸກປະເພດບັດຮັບໂບນັດ 100% ໃນວັນພິເສດ ເຊັ່ນ: ວັນປີໃໝ່ສາກົນ, ວັນ ປີໃໝ່ລາວ, ວັນແຫ່ງຄວາມຮັກ ແລະອື່ນໆ...

- ບໍລິການອິນເຕີເນັດ: ADSL ແມ່ນບໍລິການອິນເຕີເນັດ broad band ທີ່ເຊື່ອມຕໍ່ອິນ ເຕີເນັດdownload/upload

- ເມື່ອລູກຄ້າຢູນິເທວ 3G ໃຊ້ໃນລາຄາ 500.000ກີບ (ຮັບ 01 USB 3G 7.2 Mbps + 01 Sim), ຮັບໂບນັດໃນການດາວໂຫລດລ້າງ 1,500 MB/03 months. ສຳລັບເປີດນຳໃຊ້ໄພ່ມີ 500MB ໃນບັນຊີ data. ອີກ 02 ເດືອນຕໍ່ມາ, ຈະໄດ້ຮັບຕື່ມອີກ 500MB/ເດືອນ.

3/. If your company offers any extra services to your customers, which ones?
If yes,

ຢູນິເທວ ນອກຈາກການໃຫ້ບໍລິການທີ່ດີກັບລູກຄ້າແລ້ວ, ສ່ວນໃຫຍ່ແມ່ນມີກິດຈະກຳເພື່ອຊ່ວຍເຫລືອທາງສັງຄົມ ບໍ່ວ່າຈະເປັນການຊ່ວຍເຫລືອໂຮງຮຽນເດັກນ້ອຍຄົນພິການ, ໄດ້ມອບໂອກາດສ້າງວຽກເຮັດງານທຳໃຫ້ແກ່ປະຊາຊົນທີ່ທຳຄຸນງາມຄວາມດີກັບປະເທດຊາດ ແລະສະໜັບສະໜູນບັນດາວຽກງານຂອງພັກ-ລັດ ໃນວຽກງານກິລາ ເພື່ອສ້າງສາຍພົວພັນລະຫວ່າງລາວ-ຫວຽດນາມ.

- Have you developed any new services during 2010?

ຖ້າເວົ້າເຖິງວຽກງານການພັດທະນາແລ້ວ ທາງຢູນິເທວແມ່ນໄດ້ສືບຕໍ່ຈາກປີທີ່ຜ່ານມາ ບໍ່ວ່າຈະເປັນການໃຫ້ບໍລິການທີ່ດີທີ່ສຸດສຳລັບລູກຄ້າຕໍ່ໄປ ເຊັ່ນ: ບໍລິການມືຖື ຈະໄດ້ຮັບສ່ວນຫລຸດ 15% ໃຫ້ກັບຄອບຄົວ ແລະໝູ່ເພື່ອທັນທີ ທີ່ໄດ້ຮັບ 7 ແພັກເກັດ. Uni-home ໂທລະສັບຕັ້ງໂຕະແບບບໍ່ມີສາຍ ທີ່ຕື່ມເງິນດ້ວຍປັດຕື່ມເງິນ ແມ່ນໂທລະສັບຕັ້ງໂຕະລຸ້ນທຳອິດໃນລາວ ທີ່ສາມາດຮັບພາສາລາວ ແລະສາມາດສົ່ງຂໍ້ຄວາມເປັນພາສາລາວໄດ້ອີກ.

- Do you offer any services that are unique for the market?

ຢູນິເທວ ແມ່ນບໍລິການກວດເບິ່ງຜົນຫຸ້ນ Stock trading ຊຶ່ງສາມາດກວດເບິ່ງດັດສະນີຂອງຫຸ້ນ ສາມາດຮູ້ອັດຕາການຂຶ້ນລົງຂອງຫຸ້ນກັບເຫດການ ແລະເປັນປະຈຳວັນນຳອີກ. ນອກນັ້ນ ຍັງສາມາດກວດອັດຕາແລກປ່ຽນເງິນປະຈຳວັນ ແລະກວດຜົນຫວຍ U-Lotto ອອກເທິງມືຖື ແລະບໍລິການອ່ານຂ່າວປະຈຳວັນ Daily News ແມ່ນບໍລິການເສີຍແຕ່ຂ່າວສານ ທີ່ຊ່ວຍໃຫ້ໄດ້ຮັບຂ່າວສານໃໝ່ໆໃນທຸກໆມື້. GPRS ແມ່ນບໍລິການອິນເຕີເນັດເທິງມືຖືດ້ວຍຄວາມໄວສູງເຖິງ 192Kbps.

4/. If your company brand represents anything what is it?

- If it does, which methods is your company using? For Example: TV, Radio or Magazine.

- What kind of expenditure has your company for marketing each year?

ສຳລັບສັນຍາແມ່ນ Unitel ຊຶ່ງຢູນິເທວແມ່ນໃຊ້ການໂຄສະນາແບບຫລາກຫລາຍປະເພດ ແລະຍັງມີການໂຄສະນາທາງໜັງສືພິມ, ໂທລະພາບ ແລະບົມວາລະສານ, ນອກນັ້ນຍັງຜ່ານພັບໃນການນຳໃຊ້ ບໍລິການໃຫ້ຮູ້ສິນຄ້າຂອງພວກເຮົາ ແບບໃກ້ສືດກັບລູກຄ້າ.

ສ່ວນຄ່າໃຊ້ຈ່າຍເຂົ້າໃນການໂຄສະນາກໍ່ແມ່ນຢູ່ໃນແຜນການໃຊ້ຈ່າຍຂອງບໍລິສັດ

ເອງ ສ່ວນໃຫຍ່ກໍ່ແມ່ນຈ່າຍເປັນເດືອນ ທາງໂທລະພາບ, ສ່ວນປຶ້ມວາລະສານກໍ່ແມ່ນຈ່າຍ
ເປັນງວດ ສາມເດືອນ/1ຄັ້ງ.

5/. If your company has some pricing policy which one is it?

ຢູ່ນີ້ເທວແມ່ນໄດ້ມີນະໂຍບາຍໃນການຂາຍ ແບບໃໝ່ສະເໜີ ບໍ່ວ່າຈະໃຫ້ສ່ວນຫລຸດ
10% ໃນທຸກໆຄັ້ງທີ່ທ່ານຕື່ມເງິນ ຫລື 50% ຕໍ່ 5 ປັດ ຂອງທ່ານທີ່ມີການຕື່ມເງິນ.

- Prepaid ລາຄາ 100.000 ກີບ/ເດືອນ ແທນຟຮີ 3GB/month.
- USB 3G ລາຄາ 500.000 ກີບ, ລວມທັງ 1 USB 7.2 Gb ແລະ 1 Sim 3G.

For example: always having a 10% lower price than the competitors, call
for free within your company net or maybe let your customers call a 100 free
minute for a fixed fee?

ສ່ວນຄ່າບໍລິການທີ່ເປັນຄ່າເຊົ່າລາຍເດືອນນັ້ນ ທາງບໍລິສັດກໍ່ຍົກເວ້ນຄ່າເຊົ່າໃຫ້ກັບ
ພະນັກງານລັດຖະການ ແລະຄ່າໂທກໍ່ມີລາຄາຖືກວ່າ ເຄື່ອຂ່າຍອື່ນ.

6/. Number of employees?

ພະນັກງານຂອງບໍລິສັດຢູ່ນີ້ເທວ ມີເຖິງ300 ຄົນ, ລວມທັງ 17ແຂວງໃນປະເທດ
ລາວ.

7/. How is your company structured?

- How far down in the organization do you have responsibility for the result? Number of employees per unit?

ໂຄ້ງຮ່າງການຈັດຕັ້ງຂອງບໍລິສັດ ຢູນິເທວ ແມ່ນປະກອບມີ 12 ກົມ, ຊຶ່ງໄດ້ປະຈຳຢູ່

17ແຂວງທົ່ວປະເທດ. ຈຳນວນພະນັກງານແມ່ນ 5ຄົນ /1 ໜ່ວຍງານ.

8/. Anything else you want to add; own thoughts about your company's vision or its chosen strategies?

ບໍລິສັດຢູນິເທວ ສ້າງຄວາມສອດຄ່ອງຜົນປະໂຫຍດຂອງເສດຖະກິດຄຽງຄູ່ກັບການ
ຮັກສາຄວາມ ພົ້ນຄົງຂອງຊາດ. ໃນນັ້ນລວມເຖິງການພັດທະນາຕາມຍຸດທະສາດທີ່ວາງໄວ້
ແລະສຸມໃສ່ການລົງທຶນໃນພື້ນຖານໂຄງລ່າງ ເຊັ່ນ: ການດຳເນີນທຸລະກິດເພື່ອຜົນ
ປະໂຫຍດ ຂອງສັງຄົມ ຊັບພະຍາກອນມະນຸດແມ່ນພື້ນຖານຫຼັກສຳຫລັບການພັດທະນາ.

We would like to conclude this interview with expressing our gratefulness for your time and engagement with answering our questions. Your information will be very useful for us in our research on the Laos telecommunication Industry.

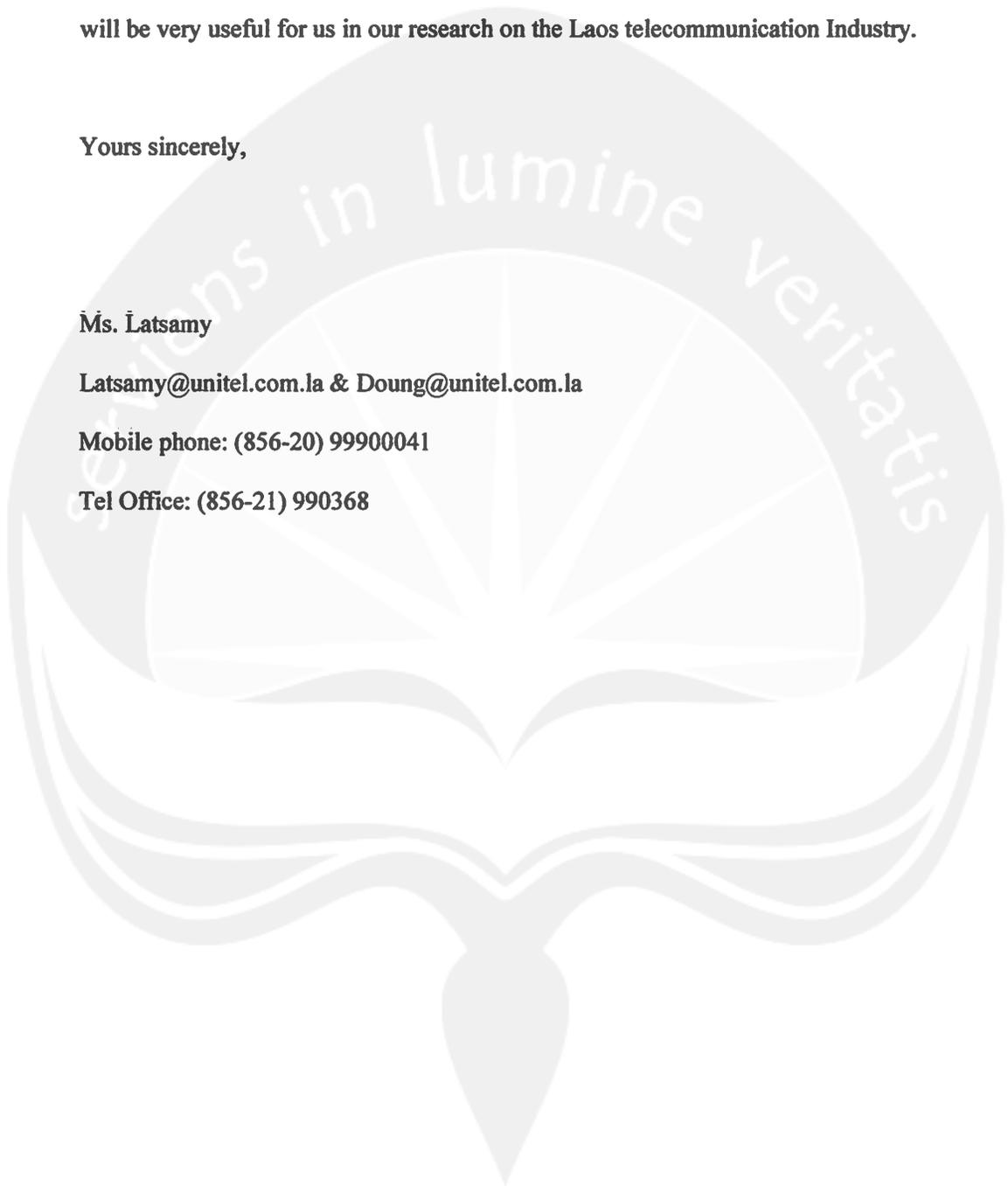
Yours sincerely,

Ms. Latsamy

Latsamy@unitel.com.la & Doung@unitel.com.la

Mobile phone: (856-20) 99900041

Tel Office: (856-21) 990368



APPENDIX 6: Tigo Lao

Porter's Five Forces Analysis: An Exploratory Study of the Telecommunication Industry in Lao PDR

This questionnaire is designed for a Master's degree research project in International Business at ATMA Jaya Yogyakarta University. Your cooperation in completing this questionnaire will be greatly appreciated. All information you provide will be treated with the greatest confidentiality. Thank you very much for your help and cooperation.

List of Interview questions

1/. If your company has chosen a specific geographical market, which one? For example; east or north side of Laos, cities or countryside.

Tigo operator is not giving a service to specific customers, but this operator serve to any birds of customers which include governor customers; business customer as well as general customer and students as well. It meant it serve to all kind of customers. And Tigo coverage from south to north and especially in the big cities as Vientiane, Champasak (Pakse) , Luangprabang, Savannakhet provinces are the areas that have a lot of customers.

2/. If your company has chosen to specialize on any segment of customers in Laos, which one? For example, private or business market, youngsters, older people or maybe lifestyle.

- **If you have chosen a special market what kind of premium value does your company give to this segment? For example, customer service 24/7, high coverage, innovative products or maybe the lowest price per minute.**

Tigo services are served to any kinds of customers such as governor; business; companies; General customer as well as student in any colleges or universities. There are also many new services such as SMS; Voice mail; Internet and 3G as well.

- 3/. **If your company offers any extra services to your customers, which ones?**

If yes,

- **Have you developed any new services during 2010?**
- **Do you offer any services that are unique for the market?**

Yes, we have, there are many services of Tigo which are served to Tigo's customers such as. GSM services: this service consists of prepaid; Postpaid; SMS; Voice mail and Bilateral roaming; data services (GPRS/EDGE; MMS); VAS; CRBT; WAP and Tigo will launch internet services (Wimax). From 2008-2010; we have started to develop and deploy. Wimax network for the customers who are looking for faster internet connection and currently Tigo is evaluating for 3G number service.

- 4/. **If your company brand represents anything what is it?**

- **If it does, which methods is your company using? For Example: TV, Radio or Magazine.**

- What kind of expenditure has your company for marketing each year?

The trade mark is Tigo that has a slogan is “open up year world”. There are many methods which are used to promote Tigo services Such as: TV; Radio; Magazine; advertisement and so on and after that Tigo is also promoted in any event of festivals.

The expenditures are included promotions payments; and payments for the activities which are hold on by Tigo... etc.

5/. If your company has some pricing policy which one is it?

-For example: always having a 10% lower price than the competitors, call for free within your company net or maybe let your customers call a 100 free minute for a fixed fee?

Tigo Promotion makes long calls very cheap prices 30 Menu. The customers can make 30 minutes call during the day by typing A send 3060 as well as type B send 3060 to get 60 minutes call there 4 promotions which are listed below: U Don Don Ying Dai Bonus: This service is every number of Tigo Which is used more than 2 years will get on net bonus 10%; if 3 years up the customer will get bonus on net 20%; more than 4 years is 30% and (+) 1.000 SMS per day; Tigo call music 300 kip/day as well as Do nothing but get paid: this services is just receive the call but the customer can get the balance from their friends who call them.

6/. Number of employees?

Tigo has the currently around 250 employees (including 15 foreigners)

7/. How is your company structured?

- How far down in the organization do you have responsibility for the result? Number of employees per unit?

Tigo is constructed by basing on the structure as: GEO; Government relation officer; CPO; CIO; VAS/ISP; Administration; Procurement Manager; CTO; Commerical; Customer operation (customer call center & customer care); Human resources; Marketing and Sales.

8/. Anything else you want to add; own thoughts about your company's vision or its chosen strategies?

We create a world mobile services are affordable; accessible; and available everywhere and to all.

We would like to conclude this interview with expressing our gratefulness for your time and engagement with answering our questions. Your information will be very useful for us in our research on the Laos telecommunication Industry.

Yours sincerely,

Tigo Lao

