To Succeed With Digital Services, MNOs Need to Think Beyond Their Network

Description:

MNOs increasingly face global (digital) competitors for new services. To compete successfully, as connectivity is becoming commoditised, MNOs should challenge both in the global market and in 100% of their local markets. Historically licenced locally and protected by regulation and spectrum allocation, with an implicitly approved market share, to win with digital services MNOs must now cooperate internationally and raise their local competitive game or face relegation to bit carrier status.

Analysis, Inferences and Implications

MNOs historically faced their main competition from other operators in the same country market, and with market entry limited by licensing and spectrum allocation, competition was also relatively limited. Ownership of a licensed network equated to an inbuilt advantage over other players and services that relied on those networks. This encouraged MNOs to dictate to the market in a way that would not work in a fully competitive situation. The early introduction of walled garden portals for internet access, rather than fully open access, illustrated this tendency. The mind-set persists in many MNOs, despite many indications that customers will not accept such dictation (including the universal failure of the walled garden approach). The success of OTT messaging, content and cloud services, despite MNO-erected barriers, illustrates the continuing difficulty of dictating to the market.

The MNO perspective is often network-centric. Solutions are jointly specified, standardised and developed in groups in which competitors participate. Other players (such as Google, Apple, Facebook and many smaller businesses, including start-ups) innovate on the network periphery, with a solution-centric perspective, then use MNOs’ standardised networks to deliver their services or apps internationally and to all the customers within each market. MNOs cannot do the same unless they both cooperate and compete on a level that has not yet been seen.

A single operator approach, even by a major MNO with operations in many markets, cannot deliver the necessary scale or market reach. If this approach continues, MNOs risk being relegated to the status of connectivity provider, with loss of ownership of their customer bases, leading to margin pressures that will necessitate radical re-thinking of their business model.

Fast time to market, international reach and per-market penetration require a new approach. Development needs to originate from a single owner (maybe with partners adding skills, but not complexity). The owner needs to have a solution-centric approach, based on anticipated customer needs and not technical excellence or commercial network protection. MNOs need to deploy their solutions over competitor networks and be open to supporting competitors’ solutions over their own. Key steps towards achieving digital service/app competitiveness include:

- Take ownership of solutions-centric development for network agnostic apps and services;
- Adopt a franchise distribution model, even with local competitors, both for own-developed and external solutions;
- Restructure to separate the local connectivity provision business and have it deliver service to a customer-owning, solution-centric entity that addresses the world beyond the home network.

Ordering:

Order Online - http://www.researchandmarkets.com/reports/4198999/

Order by Fax - using the form below
Order by Post - print the order form below and send to

Research and Markets,
Guinness Centre,
Taylors Lane,
Dublin 8,
Ireland.
Fax Order Form
To place an order via fax simply print this form, fill in the information below and fax the completed form to 646-607-1907 (from USA) or +353-1-481-1716 (from Rest of World). If you have any questions please visit http://www.researchandmarkets.com/contact/

Order Information
Please verify that the product information is correct.

Product Name: To Succeed With Digital Services, MNOs Need to Think Beyond Their Network
Web Address: http://www.researchandmarkets.com/reports/4198999/
Office Code: SC

Product Format
Please select the product format and quantity you require:

<table>
<thead>
<tr>
<th>Quantity</th>
<th></th>
<th>USD 562</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic (PDF)</td>
<td>Single User:</td>
<td></td>
</tr>
</tbody>
</table>

* The price quoted above is only valid for 30 days. Please submit your order within that time frame to avail of this price as all prices are subject to change.

Contact Information
Please enter all the information below in BLOCK CAPITALS

<table>
<thead>
<tr>
<th>Title:</th>
<th>Mr</th>
<th>Mrs</th>
<th>Dr</th>
<th>Miss</th>
<th>Ms</th>
<th>Prof</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Name:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email Address: *</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Title:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postal / Zip Code:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone Number:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fax Number:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Please refrain from using free email accounts when ordering (e.g. Yahoo, Hotmail, AOL)
Please indicate the payment method you would like to use by selecting the appropriate box.

☐ Pay by credit card: You will receive an email with a link to a secure webpage to enter your credit card details.

☐ Pay by check: Please post the check, accompanied by this form, to:
Research and Markets,
Guinness Center,
Taylors Lane,
Dublin 8,
Ireland.

☐ Pay by wire transfer: Please transfer funds to:
Account number 833 130 83
Sort code 98-53-30
Swift code ULSBIE2D
IBAN number IE78ULSB98533083313083
Bank Address Ulster Bank,
27-35 Main Street,
Blackrock,
Co. Dublin,
Ireland.

If you have a Marketing Code please enter it below:

Marketing Code: ____________________________

Please note that by ordering from Research and Markets you are agreeing to our Terms and Conditions at http://www.researchandmarkets.com/info/terms.asp

Please fax this form to:
(646) 607-1907 or (646) 964-6609 - From USA
+353-1-481-1716 or +353-1-653-1571 - From Rest of World