

Leadership through Innovation and Creativity in Marketing Strategies of Indian Telecom Sector: A Case Study of Airtel Using Factor Analysis Approach

Dr. Harsh Dwivedi

Director, R.A Podar Institute of Management

University of Rajasthan,

J. L.N Marg, Jaipur Rajasthan, India

E-mail: harsh_dwivedi1@rediffmail.com

Leena Sharma (Corresponding author)

Research scholar, R.A Podar Institute of Management

Assistant Professor, Suresh Gyan Vihar University

R.A Podar Institute of Management, FMS, University of Rajasthan

Suresh Gyan Vihar University, Mahal Jagatpura, Jaipur, Rajasthan, India

4 Shahar house, Civil Lines, Ajmer Road, Jaipur, Rajasthan

Tel: +91-982-999-1000 E-mail: leenasharma5@rediffmail.com

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Abstract

The telecom sector have been touched and influenced by the process of liberalization and globalization in India. The customer is the king in the market. Telecom companies deal in intangible product that is the call service. With the entry of private players, the competition is becoming intense. In order to satisfy the customer, every company is trying to implement a program of marketing strategy. Keeping this in mind, the present study is designed to analyze the marketing strategy in Indian Telecommunication sector. This study aims to identify the factors responsible for success in terms of getting a market leader position. Brand Airtel is chosen as a case study as it has emerged as a market leader within a short span of time in spite of so many mobile companies prevailing in the market. The study describes the result of survey done with respondents which are the present subscribers of Airtel. The result and analysis is done by using the Factor Analysis tool. The study concludes that out of thirty two marketing strategies, eleven factors are extracted which are found to be more prominent in implementing the marketing strategy. The Company's marketing strategies are studied and out of which prominent strategies like branding strategy, business operation strategy, target marketing strategy, Service strategy, Network, promotion and pricing strategy are identified. In the end, with the help of results, how successful is the company in implementing the blue ocean strategy is also analyzed.

Keywords: Marketing Strategy, Pricing, Promotion, Branding, Services, Blue Ocean Strategy, Telecom Service Provider

1. Introduction

Nowadays telecommunication is a fascinating fast-growing industry that affects each and every aspect of our lives including simple voice telephone calls, access to the Internet, high speed data communications, satellite communications, surfing the World Wide Web, fax transmissions, video conferencing and cable television. The industry is witnessing exceptional growth rates and amidst growing competition it would be tough for mobile operators to survive, unless they strengthen their marketing strategies. Mobile phone market in India has been healthy in the recent years. The Indian Telecom market is likely to see changes in the sphere of marketing strategies. The customer-driven market would result in many flexibilities and innovations in products, pricing, distribution channels and communication mechanisms. The

Telecom Regulatory authority of India (TRAI), with its developmental and regulatory guidelines, is likely to endorse competition, fairness and reliability, and at the same time protect the customer against excessive, inadequate or unfairly discriminatory rates, while efforts at intensifying the existing distribution channels and making them more effective would continue. The market is expected to continue growing, hence current operators are expanding the network through out the country. There are also some new operators entering the market soon. Since then the market would be more competitive. The introduction of new intermediaries and utilization of electronics media and Internet would call for new marketing strategies. Communication to create more awareness and greater demand for value added services would continue to assume high importance. At the same time, unfair or misleading advertisements would be discouraged and necessary checks and controls be put in place.

Thus only experimenting on 4 P's of marketing won't go for the mobile company as there is need to focus on managing the marketing strategies covering services efficiency, network connectivity, after sales services, more value added services, while managing the operation side of business by outsourcing. The present paper focuses on current marketing strategies of telecom sector in India's with special reference of market leader "AIRTEL", it also answer that how effectively this brand has managed with its marketing strategies by getting the likelihood level of its current subscribers.

2. Objectives of the Study

To identify the prominent marketing strategies factors influencing the growth of Airtel in Rajasthan circle and responsible for the company's market leader position from the response of the Airtel Subscribers towards each of the factor of marketing strategy.

3. Research Methodology

3.1 Scope of the Study

The scope of the study is limited to the survey of current subscribers of Airtel from selected city Jaipur. City is selected as a base for research as it has got the highest number of subscribers of Airtel in Rajasthan.

3.2 Sample Size and Nature of Respondents

The effective sample size for this research study is 400. Although 430 respondents have responded, 30 of them were rejected on account of errors and other issues related to the insufficiency of data. Respondents are drawn on convenient sample method. Age of the respondents were differed under three categories 18-25, 25-40 and 40 and above. The respondents differed in terms of four types of employment such as Government based, Private Based, Business (Self Employed), student and any other category. The respondents also differed in terms of educational qualifications like Doctoral Degree (Ph.D.), Post Graduate, Graduate, Secondary School and Below Secondary. Both male and female respondents are considered for this study. The frequency distributions of various groups of respondents are displayed as Table 1(Appendix).

3.3 Data Collection Source

Research data was collected from both primary and secondary sources. The primary data was collected by administering questionnaire to the respondents. Questionnaires were administered to them by meeting them in their respective offices with prior appointment. Secondary data sources were also used to collect the data for this research study. Convenience sampling is done to collect the data.

3.4 Research Method Tool

A Questionnaire of 32 factors (variables) was developed to measure the attitudes of the respondents. A research framework was constructed to extract the relevant factors affecting the marketing strategies. In line with the proposed research design, eigenvalue of more than 1 was identified and the relevant factors have been obtained accordingly by linking them to the corresponding statements in the questionnaire. Responses are taken on 5 point likert scale from 1 being strongly agree to 5 being strongly disagree.

Analysis of the data collected is done through SPSS version 18. Factor analysis tool is used to get the desired results. Analysis of the results indicated that a total of 82.577% the variance (information from the 32 factors) was observed. Eleven factors were derived from this study.

3.5 Factor Analysis Method

Questionnaires were collected from a sample of 400 respondents after ensuring that there were no errors while they completed the questionnaire. The data was entered into SPSS data sheet. Reliability test was performed and the data was subjected to further analysis by using Principal Components Analysis (PCA) method. Varimax rotation with Kaiser Normalization was chosen to get the % of variance for 32 statements in the questionnaire. Eigenvalue of greater than 1

was identified and the relevant factors have been obtained accordingly in line with the statements in the questionnaire. The list of factors along with the supporting statements is displayed in Table 2 (appendix).

4. Study Analysis

From principle component analysis the factor loading of the variable of the strategy of the Airtel has been identified , eight prominent factors : Branding strategy, outsourcing strategy, targeting market strategy, Vas Strategy, distribution strategy, promotion , pricing and after sales service strategy.

The growth in subscribers and company's success are influenced by these factors. The present study identified the most important factors influencing consumers to purchase Airtel mobile through factor Analysis. Kaiser-Meyer-Olkin Measure of sampling adequacy was .653 proving the efficiency of the test (Table 3).

4.1 Description of Components

Component 1 is of Branding strategy and that component 1 comprises of 23.228 % of variance. This factor is described in terms of Indian brand, with factor score of .682 , although reliability of brand also contributes more to this factor.

Component 2 refers to Network /Distribution strategy used by the company and comprises of 10.943 % of variance. Third factor is described in terms of Roaming Facility, with factor score of .641.

Component 3 refers to the after sales service strategy used by the company by dealing with the customer care service well to cater to the complaints, and queries of the customers well. This factor contributes to 9.102 % of variance which after rotation attains the score of 8.075.

Component 4 and 5, focuses on the outsourcing strategy adopted by the company to make its business operation successful, and to ease it focus on the marketing side and contributes to 7.343%, and 6.407 % of variance respectively. This factor includes outsourcing the IT to IBM, and outsourcing the network to Ericsson and Nokia.

Component 6, contributes to the Pricing strategy of Airtel .The customized plan offered by the company in Rajasthan help to make the pricing strategy successful. Special 5 plan is the part of this strategy.

Component 7, contributes to the brand image with variance 4.95 %.

Component 8, contributes to the VAS strategy adopted by innovative SMS scheme launched contributes to variance 4.423 %.

Component 9 and 10 contributes to service quality, proactive and innovative service variance is 3.583 %

Component 11 depict the effect of Promotion strategy of Airtel by taking A R Rahman ring tone composition and taking celebrities for advertising there brand.

From the scree Plot obtained from factor analysis , it is observed that component 1 and 2 are on the more steep slope thus contributes more to the factor extraction and till component 11 the slope is still somewhat steep but after that slope is shallow and thus remaining components contributes little to the solution .(As shown in Graph 1).

The Extraction matrix using the principle component analysis depict the the variance of extracted loading and rotated sum loading enclosed in table 4).The component matrix (Table 5) and rotated component matrix(Table 6) further proves the loading and variance of the factors.

The response of the respondents towards each of the factors of marketing strategy (enclosed as Table 7).From the research findings, it is clear that 74 % of the respondents strongly agree that Airtel is chosen as there service provider because of the brand image, 50% agree to the fact that Indian brand is favored as compare to the competitors brand .The status symbol, reliability and leadership of the brand get the favorable % of strongly agreeableness, 36 %, 54 % and 58 % respectively. Thus it can be concluded that Airtel is being successful in implementing the branding strategy .Company's outsourcing strategies are also well recognized by the customers, which is helping the company to smoothen its operations of network and data servers. As evidence 52 % of the respondents agree to the voice clearance, 56 % strongly agree to the network connectivity, 60 % strongly agree to the ease of availability and recharge facility, and 64 % in network coverage. Although 40 % and 34 % respondents were not aware about the outsourcing partners of the company.70 % of the customers agree that Airtel is always first in implementing any new market moves.

5. Discussion

5.1 Implementing the Blue Ocean Strategy: The Airtel Way

By creating uncontested market space, Airtel has gained the position of market leader by its strategy of value innovation by focusing on new Value Added services like innovative SMS Pack scheme. The value added services are designed to cater to the need of technologically advanced youth segment .Also the professional and elite class customer find the

value services convenient like Airtel Live and Mobile Office. Also where too many telecom companies like Vodafone, DoCoMo, MTS, Aircel, Reliance and BSNL are swimming in red Ocean of bloody competition, Airtel has gained the first mover advantage in implementing its strategy of pricing both defined for pre and post paid customers. Another proof of implementing the blue ocean strategy is the strategy of outsourcing the business core operations that is IT, servers and network to the Global companies like IBM, Ericsson and Nokia so that company can focus on customer side thereby getting differentiation and low cost.

5.2 Branding Strategy

Brand increase the value of products and services by differentiating them from the competition, creating positive mental associations and forming emotional relationships with the customer (Agarwal, 2010). This is really catered well by AIRTEL as a brand. The core values of the brand were leadership, performance, enthusiasm and dynamism forms the integral part of its branding strategy. Further, Airtel is a product of Bharti Enterprises which is visualized by the customers as Reliable Indian Brand. Dominant in the telecommunications services market, Bharti Enterprises, the telecom giant has unveiled its vision for 2020. Its brand status symbol attempts to reflect its intent to grow its other businesses such as financial services, retail and agri-business.

5.3 Business Outsourcing Strategy

Airtel as part of its outsourcing strategy is enjoying unparalleled competitive advantages by way of lower costs, improved quality and responsiveness. This is done by outsourcing the IT to IBM and network to Nokia/Ericsson. Apart from it the social initiatives made time to time by the company is really recognized and praised by the customer.

5.4 Market Segmentation Strategy

Because of its leadership position in Rajasthan Circle, the company is always ready to take the first mover advantage before the competition. All the new plan, schemes and services are first initiated by Airtel. As part of its market segmentation strategy Airtel focuses on concentrating on elite, professional and small entrepreneurs which make its brand identity as lifestyle and aspirational brand. But because of more disposable income of the youth segment the target market is also the technology driven and demanding youth market.

5.5 Value Added Services Strategy

Although the Airtel Vas market in Rajasthan is only 15 % of the revenue, but still it is the highest in the circle. The maximum contribution goes to the Sms pack schemes, then Airtel Live portal and mobile office.

5.6 Distribution /Network Strategy

The efficiency of a telecom service provider is judged by its network. The roaming facilities, network coverage, ease of availability of recharge outlets, voice clearance contributes to the success of Airtel as a Leader.

5.7 Promotion Strategy-Creative Advertising Campaign

Made by the company by taking the famous celebrities as brand ambassadors and taking Ringtone composed by A.R Rahman as a promotion tool made it easy to get the word of mouth publicity.

5.8 Pricing Strategy

The best 5 plan offered by the company to Rajasthan circle especially to the postpaid customer is the best strategy to increase the number of subscribers. The plan includes: Airtel Freedom 249, Advantage 199, Easy plan 149, Super Combo plan, STD benefit plan. In addition to it the consideration of rebates and discount on calls also add to the effectiveness of pricing strategy.

5.9 After Sales Service Strategy

Airtel is getting a satisfactory report on the customer care services and the dealer services are also managed well. Airtel is very particular in proving Transparency in Billing to the customer. Thus well focused after sales service helps the company to retain its customer in spite of starting of mobile number portability (MNP).

6. Conclusion

The findings of this research study revealed that success of telecom service Provider Company depend upon the effective implementation of its marketing strategy. This research study demonstrates that out of all thirty two statements that describe Airtel's marketing strategy only 11 statements describes best the factors of marketing strategy. These statements are brand image, outsourcing IT and network, concentrate on youth segment, SMS packs, network and roaming facility, Promotion through Rahman's ring tone and celebrities advertisements, special 5 plans innovative schemes and offers and customer care services. Research also concludes that apart from 4 P's of marketing strategy

(product, price, place and promotion) ,business operation strategy of outsourcing and after sales service strategy adopted by the company also plays a very important role.

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Table 1. Frequency distribution of the respondents

		Frequency	Percent	Cumulative Percent
Age	18-25	136	34.0	34.0
	25-40	136	34.0	68.0
	40 and above	128	32.0	100.0
	Total	400	100.0	
Occupation	Govt employed	112	14.0	14.0
	Private emp	192	24.0	38.0
	Professional	160	20.0	58.0
	Self employed	176	22.0	80.0
	Student	160	20.0	100.0
	Total	200	100.0	
Gender	Male	308	77.0	77.0
	Female	92	23.0	100.0
	Total	400	100.0	
Education	Bachelor degree	112	28.0	28.0
	Post graduate	244	61.0	89.0
	Sr. Secondary	12	3.0	92.0
	PhD	28	7.0	99.0
	Metric	4	1.0	100.0
	Total	400	100.0	

Table 2. Factor loading from principle component analysis

Item	Marketing Variables	Loading
1	Brand Image	.882
2	Indian Brand	.777
3	Market leader	.751
4	Reliable brand	.812
5	Status Symbol	.776
6	Outsourcing to Ericcson and Nokia for network	.808
7	Outsourcing IBM to IT	.846
8	Social initiatives by the Company	.832
9	First Mover Advantage	.701
10	Concentrate on elite,professional ,entrepreneurs	.753
11	Concentrate on the youth segment	.825
12	Airtel Live	.729
13	Mobile offices	.854
14	Innovative SMS pack schemes	.779
15	Network connectivity	.776
16	Voice clearance	.871
17	Ease of availability and recharge facility	.828
18	Network coverage	.875
19	Roaming facility	.865
20	Service quality	.871
21	Proactive and innovative service	.893

22	Advertisemnt by celebrities	.906
23	A R Rahman Ringtone	.925
24	Creative advertising campaigns	.816
25	Word of Mouth Publicity	.779
26	Various innovative schemes and offers	.802
27	Consideration on rebates and discount on calls	.915
28	Call tariff plans	.810
29	Newly introduced special 5 Plan	.785
30	Transparency in Billing	.832
31	Dealer services	.848
32	Customer care services	.900

Table 3. Sample adequacy test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.653
Bartlett's Test of Sphericity	Approx. Chi-Square	3182.822
	Df	66
	Sig.	.000

Table 4: Extraction method-Principal component analysis.

Total Variance Explained										
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
Dimension0	1	7.433	23.228	23.228	7.433	23.228	23.228	3.619	11.311	11.311
	2	3.502	10.943	34.171	3.502	10.943	34.171	3.427	10.709	22.020
	3	2.913	9.102	43.273	2.913	9.102	43.273	2.584	8.075	30.094
	4	2.350	7.343	50.616	2.350	7.343	50.616	2.553	7.978	38.072
	5	2.050	6.407	57.023	2.050	6.407	57.023	2.552	7.976	46.048
	6	1.718	5.368	62.391	1.718	5.368	62.391	2.322	7.257	53.305
	7	1.584	4.951	67.342	1.584	4.951	67.342	2.183	6.822	60.127
	8	1.415	4.423	71.765	1.415	4.423	71.765	1.859	5.809	65.936
	9	1.259	3.936	75.701	1.259	3.936	75.701	1.823	5.697	71.633
	10	1.147	3.583	79.284	1.147	3.583	79.284	1.790	5.595	77.228
	11	1.054	3.293	82.577	1.054	3.293	82.577	1.712	5.349	82.577
	12	.842	2.631	85.207						
	13	.676	2.111	87.319						
	14	.646	2.018	89.337						
	15	.542	1.695	91.032						
	16	.507	1.586	92.618						

17	.494	1.543	94.161						
18	.333	1.041	95.202						
19	.282	.880	96.081						
20	.279	.872	96.954						
21	.219	.685	97.639						
22	.193	.604	98.243						
23	.145	.453	98.696						
24	.139	.433	99.130						
25	.081	.253	99.382						
26	.065	.202	99.585						
27	.045	.141	99.725						
28	.037	.116	99.842						
29	.022	.069	99.911						
30	.019	.059	99.969						
31	.007	.023	99.992						
32	.003	.008	100.000						

Table 5. Component matrix

	Component										
	1	2	3	4	5	6	7	8	9	10	11
Brand Image	.543	.186	-.356	-.081	-.330	-.027	.449	.237	-.124	.190	.016
Indian Brand	.682	-.337	-.198	.061	-.050	.234	-.067	.140	-.238	.041	.128
Market leader	.441	-.580	-.072	.153	.216	-.041	.215	.059	-.108	.110	.265
Reliable brand	.645	-.148	-.441	-.011	-.019	.284	.054	-.213	.102	.153	.125
Status Symbol	.591	-.149	-.197	-.064	-.317	.239	.437	-.096	-.054	.036	.016
Outsourcing to Ericsson and Nokia for network	.391	-.261	.005	-.226	.549	.205	.070	.210	.368	-.083	.043
Outsourcing IBM to IT	.070	-.168	-.007	.482	.232	.616	-.177	.045	.318	-.100	.047
Social initiatives by the Company	.544	-.126	.203	.358	.015	.123	-.002	-.008	.090	-.029	-.571
First Mover Advantage	.331	-.309	.227	-.069	-.529	-.119	-.264	.113	-.160	-.194	-.001
Concentrate on elite, professional ,entrepreneurs	.474	.305	-.077	.400	-.012	.278	.038	-.136	-.360	.186	-.087
Concentrate on the youth segment	.234	.236	-.360	.077	.462	-.287	.202	-.484	-.063	-.045	-.043
Airtel Live	.546	-.256	-.088	-.348	.290	.133	-.337	.105	-.072	.060	.032
Mobile offices	.211	.404	.360	.136	.393	.012	.075	.307	-.163	.429	-.185
Innovative SMS pack schemes	.352	.524	.231	-.068	-.124	-.180	-.068	.376	.091	.258	.233
Network connectivity	.517	.298	-.216	-.241	.326	-.245	-.319	-.114	-.014	.183	-.031
Voice clearance	.475	-.089	-.024	.404	.125	-.225	-.448	-.258	.065	.353	.110
Ease of availability and recharge facility	.336	.444	-.332	.069	.172	-.288	-.172	.277	.260	-.339	-.049
Network coverage	.643	.087	-.376	-.115	-.194	-.043	-.411	-.058	-.235	-.122	.134
Roaming facility	.190	.641	.242	.506	-.063	-.018	.061	.043	-.075	-.022	.296

Service quality	.580	.193	-.312	-.023	-.343	.091	-.121	-.367	.343	-.065	-.042
Proactive and innovative service	.440	.310	.294	.450	.015	-.085	.153	-.167	.013	-.370	.344
Advertisemnt by celebrities	.628	-.260	.472	-.069	-.067	-.389	-.188	-.044	-.078	-.071	-.111
A R Rahman Ringtone	.674	-.502	.253	.151	-.028	-.288	.063	.004	-.089	-.149	-.122
Creative advertising campaigns	.528	-.454	.351	-.057	.078	-.206	.285	-.203	.038	.109	-.141
Word of Mouth Publicity	.410	-.083	.020	.430	-.302	-.244	.105	.246	.435	.051	-.068
Various innovative schemes and offers	.385	.360	.376	-.301	.254	-.046	.331	-.267	.045	-.199	.050
Consideration on rebates and discount on calls	.575	.142	-.597	-.039	-.029	-.150	.149	.323	.161	-.025	-.172
Call tariff plans	.364	.520	-.202	-.255	.094	.139	.036	.087	-.304	-.307	-.278
Newly introduced special 5 Plan	.483	.159	.433	.081	.023	.444	-.196	.107	-.177	-.216	-.090
Transparency in Billing	.640	-.192	.259	-.274	.286	.020	.130	.216	-.027	-.133	.281
Dealer services	.318	.157	.344	-.611	-.289	.181	-.053	-.120	.246	.143	.130
Customer care services	.412	.478	.474	-.245	-.186	.202	-.024	-.199	.224	.187	-.127

Extraction Method: Principal Component Analysis.

11 components extracted.

Table 6. Rotated component matrix

	Component										
	1	2	3	4	5	6	7	8	9	10	11
Brand Image	.036	.829	.073	-.014	.009	.073	.283	-.256	-.035	.176	.068
Indian Brand	.268	.562	-.145	.384	.356	.023	-.036	.168	-.220	-.013	.129
Market leader	.364	.371	-.341	.139	.498	.037	-.165	.044	.048	-.005	-.254
Reliable brand	.041	.671	.109	.401	.238	-.045	.053	.255	.179	-.162	-.043
Status Symbol	.231	.810	.160	-.041	.111	.043	-.038	.045	.018	-.133	.063
Outsourcing to Ericcson and Nokia for network	.106	.034	.093	-.025	.772	-.178	.202	.301	.158	.048	-.029
Outsourcing IBM to IT	-.119	-.010	-.116	.030	.188	.130	-.031	.865	-.076	-.034	-.096
Social initiatives by the Company	.641	.176	.067	.027	-.098	-.013	.167	.521	.039	.221	.159
First Mover Advantage	.485	.094	.084	.172	-.040	.042	-.006	-.131	-.571	-.253	.095
Concentrate on elite, professional ,entrepreneurs	.073	.450	-.023	.309	-.197	.340	-.108	.269	.122	.342	.281
Concentrate on the youth segment	.033	.107	-.118	.230	.010	.133	.128	-.100	.830	-.032	.107
Airtel Live	.175	.117	.091	.488	.561	-.264	.038	.073	-.071	.035	.201
Mobile offices	.062	-.062	.105	.019	.092	.142	.028	.043	.095	.885	.107
Innovative SMS pack schemes	-.066	.073	.380	.162	.090	.355	.337	-.260	-.246	.465	-.077
Network connectivity	.047	.033	.211	.628	.191	-.055	.312	-.159	.325	.199	.166
Voice clearance	.315	.012	-.034	.744	-.042	.174	.042	.200	.127	.143	-.326
Ease of availability and recharge facility	-.066	-.041	-.029	.188	.099	.213	.823	-.007	.129	.005	.193
Network coverage	.094	.357	.047	.696	.076	.103	.238	-.102	-.136	-.217	.322
Roaming facility	-.109	.031	.091	.055	-.192	.826	.117	.055	-.004	.324	.024
Service quality	.096	.440	.447	.372	-.156	.092	.334	.206	.137	-.352	.015
Proactive and innovative service	.246	.059	.078	.023	.077	.878	.098	.108	.134	-.059	.052
Advertisemnt by celebrities	.829	-.066	.204	.276	.188	.109	.046	-.157	-.138	.035	.041
A R Rahman Ringtone	.879	.199	-.105	.128	.255	.099	.047	.013	-.066	-.056	-.021
Creative advertising campaigns	.762	.201	.152	-.029	.273	-.055	-.166	-.034	.186	.044	-.167
Word of Mouth Publicity	.402	.265	.015	-.040	-.102	.208	.496	.186	-.177	.062	-.420

Various innovative schemes and offers	.200	-.001	.508	-.152	.303	.335	-.006	-.160	.416	.069	.270
Consideration on rebates and discount on calls	.049	.568	-.075	.149	.126	-.110	.713	-.039	.103	.060	.101
Call tariff plans	-.080	.218	.144	.064	.031	.068	.298	-.077	.148	.118	.772
Newly introduced special 5 Plan	.246	.028	.271	.108	.192	.314	-.088	.385	-.273	.194	.485
Transparency in Billing	.337	.174	.154	.068	.774	.175	.027	-.085	-.057	.079	.112
Dealer services	.028	.113	.847	.066	.202	-.057	-.079	-.150	-.189	-.061	.014
Customer care services	.133	.069	.869	.060	-.065	.175	.006	.089	.007	.245	.128

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 20 iterations.

Table 7. Customers response towards marketing strategies factor

Factor 1 : Branding strategy							
Brand Image				Indian Brand			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	296	74.0	Valid	strongly agree	200	50.0
	agree	88	22.0		agree	136	34.0
	neutral	16	4.0		neutral	64	16.0
	Total	400	100.0		Total	400	100.0
Market leader				Reliable brand			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	232	58.0	Valid	strongly agree	216	54.0
	agree	144	36.0		agree	152	38.0
	neutral	24	6.0		neutral	32	8.0
	Total	400	100.0		Total	400	100.0
Status Symbol							
		Frequency	Percent				
Valid	strongly agree	144	36.0				
	agree	216	54.0				
	neutral	32	8.0				
	disagree	8	2.0				
	Total	400	100.0				
Factor 2 :Business Outsourcing strategy and social initiatives							
Outsourcing to Ericcson and Nokia for network				Outsourcing IBM to IT			
		Frequency	Perce nt			Frequency	Percent
Valid	strongly agree	136	34.0	Valid	strongly agree	56	14.0
	agree	128	32.0		agree	184	46.0
	neutral	136	34.0		neutral	160	40.0
	Total	400	100.0		Total	400	100.0
Social initiatives by the Company							
		Frequency	Percent				

Valid	strongly agree	56	14.0				
	agree	184	46.0				
	neutral	136	34.0				
	disagree	24	6.0				
	Total	400	100.0				
Factor 3: Target marketing							
First Mover Advantage				Concentrate on elite, professional ,entrepreneurs			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	120	30.0	Valid	strongly agree	48	12.0
	agree	160	40.0		agree	232	58.0
	neutral	96	24.0		neutral	80	20.0
	disagree	24	6.0		disagree	40	10.0
	Total	400	100.0		Total	400	100.0
Concentrate on the youth segment							
		Frequency	Percent				
Valid	strongly agree	144	36.0				
	agree	160	40.0				
	neutral	88	22.0				
	disagree	8	2.0				
	Total	400	100.0				
Factor 4 : VAS Strategy							
Airtel Live				Mobile offices			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	160	40.0	Valid	strongly agree	160	40.0
	agree	144	36.0		agree	128	32.0
	neutral	80	20.0		neutral	64	16.0
	disagree	16	4.0		disagree	32	8.0
	Total	400	100.0		strongly disagree	16	4.0
						Total	400
Innovative SMS pack schemes							
		Frequency	Percent				
Valid	strongly agree	104	26.0				
	agree	128	32.0				
	neutral	72	18.0				
	disagree	72	18.0				
	strongly disagree	24	6.0				
		Total	400				
FACTOR 5 : Networking/place strategy							
Network connectivity				Voice clearance			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	224	56.0	Valid	strongly agree	208	52.0

	agree	120	30.0		agree	152	38.0
	neutral	24	6.0		neutral	8	2.0
	disagree	32	8.0		disagree	32	8.0
	Total	400	100.0		Total	400	100.0
Ease of availability and recharge facility				Network coverage			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	240	60.0	Valid	strongly agree	256	64.0
	agree	144	36.0		agree	104	26.0
	neutral	16	4.0		neutral	32	8.0
	Total	400	100.0		disagree	8	2.0
					Total	400	100.0
Roaming facility				Service quality			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	200	50.0	Valid	strongly agree	208	52.0
	agree	128	32.0		agree	144	36.0
	neutral	32	8.0		neutral	16	4.0
	disagree	24	6.0		disagree	24	6.0
	strongly disagree	16	4.0		strongly disagree	8	2.0
	Total	400	100.0		Total	400	100.0
Proactive and innovative service							
		Frequency	Percent				
Valid	strongly agree	136	34.0				
	agree	152	38.0				
	neutral	96	24.0				
	disagree	16	4.0				
	Total	400	100.0				
Factor 6 :Promotion strategy							
Advertisemnt by celebrities				A R Rahman Ringtone			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	160	40.0	Valid	strongly agree	176	44.0
	agree	112	28.0		agree	112	28.0
	neutral	64	16.0		neutral	64	16.0
	disagree	64	16.0		disagree	48	12.0
	Total	400	100.0		Total	400	100.0
Creative advertising campaigns				Word of Mouth Publicity			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	160	40.0	Valid	strongly agree	104	26.0
	agree	160	40.0		agree	160	40.0
	neutral	64	16.0		neutral	80	20.0
	disagree	16	4.0		disagree	56	14.0
	Total	400	100.0		Total	400	100.0
Factor 7 : Pricing Strategy							
Various innovative schemes and offers				Consideration on rebates and discount on calls			

		Frequency	Percent			Frequency	Percent
Valid	strongly agree	72	18.0	Valid	strongly agree	56	14.0
	agree	152	38.0		agree	120	30.0
	neutral	112	28.0		neutral	128	32.0
	disagree	64	16.0		disagree	72	18.0
	Total	400	100.0		strongly disagree	12	4.0
					Total	400	100.0
Call tariff plans				Newly introduced special 5 Plan			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	64	16.0	Valid	strongly agree	80	20.0
	agree	168	42.0		agree	128	32.0
	neutral	128	32.0		neutral	152	38.0
	disagree	40	10.0		disagree	40	10.0
	Total	400	100.0		Total	400	100.0
Factor 8 : After Sales Strategy							
Transparency in Billing				Dealer services			
		Frequency	Percent			Frequency	Percent
Valid	strongly agree	104	26.0	Valid	strongly agree	88	22.0
	agree	120	30.0		agree	176	44.0
	neutral	160	40.0		neutral	88	22.0
	disagree	8	2.0		disagree	24	6.0
	strongly disagree	8	2.0		strongly disagree	24	6.0
	Total	400	100.0		Total	400	100.0
Customer care services							
		Frequency	Percent				
Valid	strongly agree	112	28.0				
	agree	104	26.0				
	neutral	128	32.0				
	disagree	16	4.0				
	strongly disagree	40	10.0				
	Total	400	100.0				

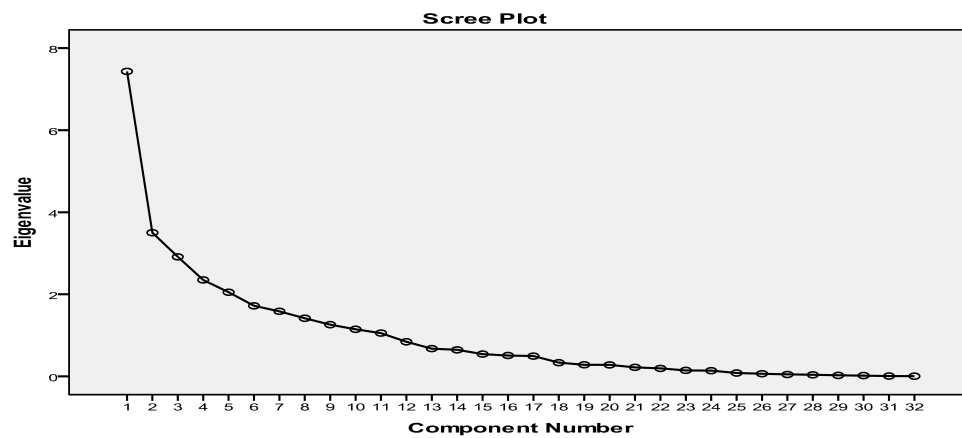


Figure 1. Screen Plot from Factor Analysis