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How China United Telecommunication Markets?

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ABSTRACT
The prime of is to examine the marketing strategies in the Unicom industry of China. Over the past three years, China has added over 312 million mobile subscribers to overtake the US. China Unicom Limited (China United telecommunication Corporation), with more than 35% of china's 312 million subscribers at the end of the December 2004, is the second largest operator in China market. Due to the large part to access to capital and a regulatory that allows it preferential pricing, the issuance of additional license 3G license and the impact of China became a member of the world Trade Organization (WTO) will transform the competitive landscape in telecommunication market. China Unicom now operates the largest CDMA network in the world with subscribers spread over widely diverse market conditions. In the past three years, CDMA's performance is under the expectation. How well prepared is China Unicom management to assure continued growth in this new environment? How does China Unicom to convert CDMA market position. The findings exposed that there are many factors are affecting positively as well negatively to the market strategies related to the Unicom in China.

Keywords: Unicom, marketing strategies, telecommunication, chines organizations

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INTRODUCTION

The committee is composed of two elected non-executive executives, and one non-executive. The committee chairman is an independent non-executive director. The committee's key duties include: review and approval of the management's proposed remuneration plans, the executive directors' remuneration policy and the Company's share option scheme. The committee meets every year, at least once. The Remuneration Committee performs the Chief Executive Officer's performance reviews and calculates the year-end compensation according to the performance objective arrangement among Board and CEO. The CEO is responsible for performance evaluation and performance-based year-end compensation selection for the other management members of the Company. The findings will be subject to committee review (Hongmin, 2003; DOA et al., 2019; Maghfuriyah et al., 2019; Nguyen et al., 2019).

The Organization places a great deal of focus on personnel growth. Management officers at various levels of hierarchies are selected through internal reviews and promotions, as well as from internal and external recruitment. China Unicom improves the overall quality of its workers through the sharing of expertise, the transfer of jobs between regional branches in the eastern and western sections of the PRC, and the exchange of jobs between officers and staff at different levels of the Business. The Company regularly organizes on-the-job preparation to improve its employee's capacity, and offers a working atmosphere that can maximize its resources and promote career growth. Without any doubt, China Mobile is the first intense competitor of china Unicom. It takes more than 50% marketing mobile share. China Mobile is better placed than its rival for this new more competitive environment. With its GSM 'Quanqiutong' brand, it controls cellular telecommunications in China through 21 of its wholly owned mobile telecommunications companies. After China Unicom's CDMA service, launched in January 2002, China mobile launched GRPS service on 17th May 2002 to compete with CDMA(Loo, 2004; Pathiratne et al., 2018; Rachmawati et al., 2019; Seneviratne et al., 2019; Sudari et al., 2019; Tarofder et al., 2019).

LITERATURE REVIEW

The firm is the sole provider of high-quality CDMA wireless service in China and has CDMA regional roaming activity in 12 countries and regions with 15 operators. The Company successfully launched the dual-mode handset company "World Wind" focused on GSM and CDMA networks in August 2004, providing completely seamless roaming worldwide. The total number of CDMA subscribers as of 31 December 2004 was 27.81 million, with a net addition of 8.86 million from 18.94 million subscribers at the end of 2003. The prepaid subscribers' proportion was 7.2 percent. In 2004, the monthly average churn rate of CDMA companies rose to 1.49 percent from 1.1 percent in 2003, due to the increasing competition for high-end applications on the market.

The dual-mode handset market "World Wind" was growing rapidly. As of 31 December 2004, 200,000 dual-mode "World Wind" handsets and "World Wind" dual-mode handsets business subscribers were sold (Bria Low, 2005). China Public Long-distance Communications Network-Unicom 193 Long-distance Network is approved by the Chinese State Council to operate basic long-distance telecom services and value-added services; it is an integral part of the National Public Communications Network. 193 Long-distance Network now covers over 300 cities across China and offers international telephone services to 200 countries and regions. Unicom's 193 Network enables easier long-distance dialing, clear voice and cheaper rates. Its future vision is an integrated service network featuring packet core network, separate service control and diversified access technologies. Unicom 193 Long-distance Network mainly offers long-distance call services targeted at businesses, individuals and households with both domestic and international long-distance calls to make. Unicom currently offers three service options: 1. registered DDD and IDD service; 2. 193 Long-distance Telephone Card sales; and 3. dedicated line access.193 Long-distance Telephone Card is a prepaid card with different face values, say RMB50, 100, 300 and 500.

Account transfer between cards is possible. The cards are available at Unicom's outlets and sales agents. By simply registering the card No. and password with a dual-tone telephone, the user can dial both DDD and IDD on that phone machine.

Frame Relay (FR) is a high-speed packet switching technology based on optical digital transport, intelligent terminal equipment and simplified X.25 Protocol. Compared with X.25, FR is more suitable for data application services demanding higher speed and creativeness. FR data transport protocol only preserves the core sub layer functions of the physical layer and data link layer. Data is forwarded in the network in the data link layer format. FR user has flexible access speed choice. FR adopts statistical multiplexing technology and allows users to utilize other free bandwidth to enjoy higher-than-promised speed. This not only makes full use of the physical transport bandwidth and well accommodates burst data, but also helps to substantially simplify the network topology and reduce hardware cost. China Unicom aims to introduce new technology and develop new networks as a mobile operator providing extensive telecom services in order to deliver outstanding services to its customers. Our mission has always been "Customer in mind and service excel." In order to offer robust, streamlined and more convenient customer service and meet diversified and customized customer service requirements, China Unicom adopts leading call center innovations, unified market and technology standards and service procedures, and opens 31 customer service centers to provide 24x7 continuous customer service in both agent and automated forms.

Above all, this network is focused on:

◆ Two-way SDH fiber loop, self-healing network, the routing can be changed automatically once fiber is cut off to ensure unblocked path.

◆The DWDM technology enables multiple wavelength transmission signals to be transferred to one cable, thus increasing transmission efficiency.

◆The DXC system, which is a special high-speed digital channel cross link tool, makes service routing and path organization more effective (J. Lu & Weber, 2007).

The broadband access network of Unicom Operating Company offers integrated data, picture and voice access to customers, can carry out tele-education, telemedicine, as regards the development of broadband communication networks and the resolution of "last mile" connectivity. In 2004, the Company's financial operating results sustained steady growth in the face of severe market rivalry within the telecommunications industry. Operating income kept their steady growth running. Free cash flow (i.e. net cash inflow from operating activities minus capital expenditure) strengthened further, with the balance sheet remaining strong. Net sales rose 17.3 percent from 2003 to RMB79.33 billion in 2004. By 2003, EBITDA rose to RMB27.02 billion by 8.5 per cent. Operating income dropped to RMB7.96 billion by 6.6 per cent. The net income rose from 2003 to RMB4.39 billion by 4.0 per cent. Growth in the Company's operating revenue remained steady in 2004, hitting RMB79.33 billion, up 17.3 per cent from 2003. On a pro forma basis, the rise was 9.7 percent. GSM and CDMA Cellular Company, Long Distance, Data and Internet Business produce the company's operating revenue. Table 3 below indicates the improvements in the 2003 and 2004 sales composition (Y. Lu, Zhang, & Wang, 2009).

Table 1: Revenue Composition 2003, 2004

	2003		2004	
	RMB in Million	Percentage of total	RMB in Million	Percentage of total
Operation revenue:				
Cellular, Include:	59,746	88.4%	73,804	93%
GSM	41,166	60.9%	47,466	59.8%
CDMA	18,580	27.5%	26,338	33.2%
Long distance, data and internet	5,733	8.4%	5,528	7%
Paging	2,157	3.2%	------	-----
Total Operating revenue	67,636	100%	79,32	100%

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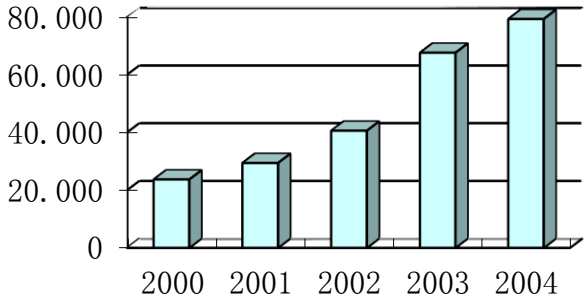

Figure 1: Operation Revenue Histogram 2000-2004

While market competition increased and the newly added subscribers were primarily from the low-end market, the rate of cost growth was higher than in operating revenue. Operating income hit RMB7.96 billion in 2004, a 6.6 per cent fall from 2003. Long Distance, Data and Internet Sector operating income decreased to RMB0.47 billion in 2004, a pro forma decrease of 67.3 per cent from 2003. The decline in operating income from the company Long Distance, Data and Internet Industry was mainly due to growing competition in the market, resulting in a slow growth in business revenue. Operating cost growth rate surpassed that of 13.8 percentage points in sales (Pitt, Levine, & Yan, 1996).

In 2004, financial profits dropped to RMB 0.10 billion, a pro forma fall of 36.6 per cent from that of 2003. Finance costs amounted to RMB 1, 69 billion, a pro forma decrease of 27.2 per cent from 2003. Net funding costs dropped from RMB 2.16 billion on a pro forma basis in 2003 to RMB 1.59 billion, a decrease of 26.5 per cent, primarily due to fund raising via syndicated loans, which is a low-cost funding process, thus retaining profitability on its resources to improve its performance. In 2004, corporate income tax fell to RMB2.08 billion, a pro forma decrease of 15.9 per cent from that in 2003. The effective tax rate was 32.2%. In 2004, the net income of the company reached RMB4.39 billion. The basic earnings per share were

RMB0.349, a 4.0 percent rise from RMB0.336 in 2003. The company's EBITDA rose from 2003 to RMB27.02 billion in 2004 by 8.5 per cent. A decline of 0.7 per cent was reported on a pro forma basis (Sibao & Tingjie 2006).

The Business imposed strict capital spending restrictions. Investment performance has been improved by maximizing flexibility for the current network and minimizing the allocation of remainder. The Company made investments as needed in regions with high consumer demand for GSM cellular communication. In 2004, capital spending for the different companies totaled RMB18.39 billion, comprising 95.0 per cent of the overall budget for 2004, that is to say. RMB19.35 Bn. The Company's expected capital expenditure in 2005 is RMB18.23 billion, which will mainly be used to upgrade the GSM network and develop network infrastructure such as auxiliary systems. The Company will rely primarily on cash generated from operations to meet its capital expenditures (Xia, 2011).

Table2: The following table shows the capital spending of different business divisions in 2004 and the expected spending in 2005.

	2004 (RMB billion)	2005(RMB billion)
Total	18.39	18.23
Cellular	6.4	7.59
Long Distance, data and internet	1.34	1.22
Infrastructure transmission network	3.06	3.05
Others	7.59	6.37

Chinese telecommunications industry has gained a great deal from national preferential policies and a strong macro-economic climate since the introduction of economic reform and opening up. It's undergone rapid growth and dramatic change. Chinese telecom industry has maintained steady high growth for many years since the 1990s and has been one of the fastest growing industries in the national economy. With low capacity, analog technology and single operation, the telecommunications network has grown to broad capacity, digital technology and diversified services. With network expansion, infrastructure enhancement and extensive capability enhancement, China has had the requisite conditions for joining the world's leading telecommunications market. The United States is the birthplace of new communication systems such as telephone, telegraphy, computers and many other high-tech innovations. And now it's taking the leading place in Internet age rivalry again. This takes the lead in telecommunication technology, management and the regional telecommunications union as a leader in the information services and information industry. The growth of world telecommunications is dominated to some degree by the telecommunications industry in the US.

The structures for controlling telecommunications are extensive and special. It includes NTIA, FCC, state welfare committees or public service commissions, and the court decision. With the stagnation of the US economy after the new century, people conclude that telecommunications as an infrastructure industry is also going down. Tens of non-listed telecommunications firms and at least six listed companies have crashed. The industry cut jobs by 110,000, the most extreme in all US industries. The system that governs telecommunications is complex and special. This requires NTIA, FCC, social government boards or public service commissions, and court verdicts. With the downturn of the US economy after the new century, people conclude that telecommunications as an infrastructure industry is also going down. Tens of non-listed telecommunications firms and at least 6 listed companies all crashed. The sector has slashed jobs by 110,000, the most extreme in all US sectors.

For most developed countries, the regulatory structure and business operating system are well established in the telecommunications industries. We also developed a quantitative and rigorous approach to management, such as expense accounting and fee accounting. And the telecommunications service industry has undergone two levels of radical change — competition and globalization. Telecommunications industry laws and regulations are far from ideal in developing countries, however. Monopoly still remains in the telecommunications service sector, and there is a long way to go before domestic and foreign rivalry is understood. The telecommunication infrastructure in developed countries has developed from voice service provider to multimedia service provider. The Internet networks were rising unbelievably. The telecommunication infrastructure, however, is still in the process of delivering voice services in developing countries.

There are striking geographical variations between the telecommunications industries. For those least developed countries and regions, the telephone prevalence rate is measured on every thousand citizens, while in developed countries each family owns a telephone. For certain developing countries the prevalence rate of fixed telephone is also smaller than that of mobile telephone for developed countries. The vast disparity in the growth of telecommunications has broadened the economic divide between various nations. Now space for further growth in those developed countries' telecommunications industries is small, and new energy is required in these markets. The discovery of the overseas market has lower operational risks compared to domestic growth, while offering more revenues. It is the growth divide and self-demand and co-production between developed and developing countries that will eventually contribute to the abolition of monopolies.

China's six approved telecom carriers made a total investment of USD 26 billion, down 3.6 per cent from the previous year. The bulk of the investment went to mobile phones, access networks, local phones networks, network maintenance, new technology creation, and business support systems. Despite such an effort, telecom carriers successfully attracted an additional 114 million telephone users in 2004, bringing up to 647 million Chinese users of fixed-line and wireless telecommunications. At the end of 2004, the mobile penetration rate had reached 50 percent. It spun off from MOR in January 2004 and became a public service carrier but, despite its sector monopoly, most of its services are still tailored for railway customers (L. Yu, Berg, & Guo, 2004).

Railcom runs China's second-largest fixed telecommunication network (after China Telecom). With 143,000 optical trunk lines and 3,600 kms of microwave spectrum, the networks span over 300 local networks. At

the end of 2004, Railcom will run 18.7 million Central Office lines and 1.2 million toll lines. While the company has developed five DWDM rings with 40Gbps in bandwidth across the region, it lacks presence on the local access market. Railcom has launched many technologies to counter local market vulnerabilities, including VoIP ("17995" and "17996"), call center ("95105"), Internet connectivity, and ADSL in major cities, to resolve the gap. ChinaSat was founded in 1985, and was a China Telecom subsidiary until 2000. Now called the ChinaSat Communications Group, it is an autonomous MII-regulated, government-owned operator. ChinaSat consists of its own operations, China Orient Satellite, another 2001 integrated satellite provider, ChinaSat (HK), Space Com, a satellite reseller, and Space Net Data, which offers data transmission services. The business has assets worth 5.2 billion yuan ($626 million). 2003 revenue was 800 million yuan ($96 million), nearly the same as 2002. ChinaSat has its headquarters in Beijing and employs 360 people. ChinaSat is competing with SinoSat, a smaller satellite operator that China Space Technology Group developed (Yuan et al., 2006).

It does not provide any direct residential services; most customers in ChinaSat are telephone providers, banks, bond brokerages, insurance firms, television firms, and the military. The key operation is to lease blocks of space for telephone providers, private networks and public broadcasters. ChinaSat has added paging and information distribution to its portfolio as a result of its purchase of Guomai, a regional paging operator in 2004ChinaSat started providing satellite telephone service ("Globalstar") in January 2005 which can operate in GSM networks. ChinaSat introduced a VoIP 800 service in August for business customers that could expand to low-cost toll service. Use VSAT connections and LANs, ChinaSat has switched to distance education to deliver immersive coursework to university classrooms and training sitesIt also provides US, Europe , Japan, and Southeast Asia video conferencing and regional point-to - point connections (SCPC). ChinaSat operates a land- and offshore fleet satellite navigation network. ChinaSat launched a portable GPS device, the NAV1000, in June 2005. In June 2005, ChinaSat launched a commercial pilot in Tianjin for the 800MHz trunked radio service. He received a 3.5GHz FWA license in Nanjing, East China (J. Zhang & Liang, 2011).

ANALYSIS

The six national telecom companies are constantly competing to better serve the rising base of telephone subscribers. As such, Chinese telecom companies should focus more on rising their return on investment, bringing down operating costs, creating differentiated value-added services to attract new customers, and ensuring existing users are maintained. China Unicom is the third largest cellular operator in the world. The organization is the world's largest CDMA network, it serves 331 cities in 30 provinces and municipalities and by the end of 2004 it has a CDMA capacity of 70 m. China Unicom is the second largest subscriber-specific CDMA provider in the country. The mobile user (in a million) and market share trend for China Unicom is as shown in table below.

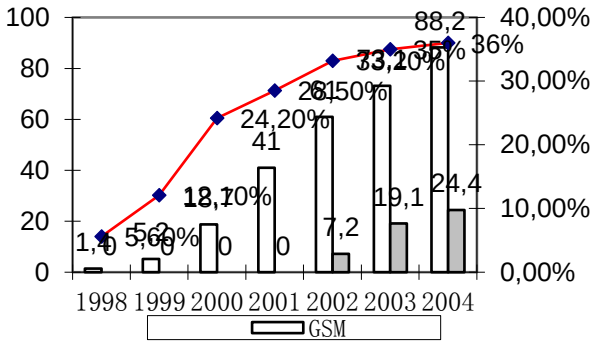

Figure 2: Mobile Subscriber (in million) and Market Share Trend

This group covers Shanghai, Beijing, Guangdong, Zhejiang, Tianjin and Tibet, with an annual cash profit of over 10,000 RMB Yuan per capita. Earnings range from 7000 RMB Yuan to 10000 RMB Yuan. Within this group the annual income per capita is less than 7000 RMB Yuan. Xinjiang, Shanxi, Liaoning, Inner Mongolia, Hainan, Anhui, Qinghai, Guizhou, Gansu, Shanxi, Jilin, Heilongjiang and Henan rank from the highest to the lowest. Annual average income per capita is 6290.25 RMB. The average Expenditure of Urban Residents in the three regions on communication is 8.5%. The rate is increasing as the income increases. By opening their minds, consumers tend to seek more personalized service and product. Their demands keep on changing. And they are easier to adopt the new service and technology than in the past (X. Zhang & Prybutok, 2005).

PEST Analysis-technological

New technologies such as 3G, Wi-Fi and many others are coming to update into China market. To help compete more effectively with China Mobile, China Unicom was granted monopoly rights by the State Council to deploy CDMA standard networks in early 2000. After signing a strategic alliance with SK Telecom, South Korea's biggest mobile operator, to gain valuable technical expertise, the operator changed its mind and decided it would not be rolling out CDMA. Its position changed again with the July 2000 news that the government had transferred the military's commercial CDMA cellular telephone networks - Great Wall Telecommunications and Century Mobile Communications - to Unicom. At that time the military CDMA network had 550,000 users and spanned five provinces and three of China's biggest cities - Beijing, Shanghai and Tianjin.

SWOT Analysis-strength

As a new telecommunications operator, China Unicom is supported by the top management of the government. It is born from the reform of China's telecommunication industry. It is the symbol of the monopoly broken. It has boosted and developed the telecommunication marketing in China. China Unicom is the new competitor in China's mobile market. It brings benefit to consumer. It has a good image among the consumers. For the government practicing "the dissymmetry control" policy, it gives China Unicom a price advantage. Compared to China Mobile, China Unicom's price is 10% lower.

SWOT Analysis-weaknesses

In order to launch CDMA, China Unicom has invested RMB65 billion. It brings financial problem to China Unicom. The company is facing declining sales growth

following the introduction of CDMA due to competition and market pressures and a decrease in the demand for their services in the near term. Despite of increased competition across consumer groups and technologies, costs for conventional telecommunications services have dropped dramatically. Demand for new telecommunications technologies, in particular software systems, remains undermined.

SWOT Analysis-opportunity

Among the people of China the income level is continuously being raised. People would like to pursue outstanding service or products. They are eager to adapt new service or product. They are less sensitive about the price. They are more concerned about the service quality such as after sales service.

SWOT Analysis-threaten

China Mobile dominates the mobile market. It has more power than China Unicom in the market. It uses "good service" strategy in GSM to resist China Unicom's CDMA, trying to keep its market share from losing. China Mobile launched GPRS service on 17th May 2003 only after China Unicom launched its CDMA service for 6 months. Because of GPRS can provide the similar service and quality, it has really threatened China Unicom's market share.

DISCUSSIONS AND CONCLUSIONS

According to the ARC Group, mobile entertainment services around the world will generate more than $27 billion by 2008 and serve more than 2.5 billion users. The state of the telecommunications industry and investments in third-generation licenses will require the identification and development of services and content that will be successful and will produce tangible ROI. Mobile music apps are currently returning approximately $ 4 billion and from 2003 to 2008 this amount is expected to increase by 75 per cent. The income from video games is expected to skyrocket, rising by 638 per cent over the same period. Digital music will be the main driver of the industry in the early growth phases, and will also be driven by mobile gaming services and applications. Musical content contributes to the mobile device's appeal as a hub for entertainment, supported by advancement including polyphonic ring tones and music download and streaming technologies. This experience can be further improved by mobile video, but truly convincing video content relies on networks of the next generation that are unlikely to be widespread until 2008. In addition, the different mobile entertainment groups will collectively generate a CAGR forecast of 27.56 percent between 2003 and 2008 compared with a CAGR forecast of 6.41 percent for voice sales for the same duration (Zhu, Ao, & Dai, 2011).

Banks in Asia are gradually recognizing the cell phone as a cost effective platform for providing banking and trading services. In the technologically more developed countries of Asia, such as Korea, Singapore, Hong Kong and Japan, the penetration of the cell phone market is over 40%. Millions of cell phone transactions run across Asia every day, opening up major opportunities for banks to sell directly. In addition, e-commerce, both B2B and B2C, can be expected to expand rapidly as mobile banking takes over in Asian nations. This study has some limitation that is does not use the mediation and moderation analysis and suggested to the new studies that they should include this aspect in their study.

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