MARKETING AND HUMAN RESOURCE MANAGEMENT ANALYSIS OF UFONE AND MOBILINK

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ABSTRACT

Cellular companies came to Pakistan in early 90’s.However with the passage of time so many local cellular companies as well as foreign companies came to Pakistan with their innovations through certain policies and practices. For this purpose study was focused on two cellular companies, which were mobilink and ufone.this research sought to find out how they were got share in a market. The research also investigated the human resource policies and practices, which they follow in their organization by analyzing their marketing and human resource department. The research was based in Islamabad, and thus focused on head offices of these organizations. The research was survey based, which collected secondary data relating to marketing and human resource management of these organizations. Take structured interview from head of marketing and hrm department. It was found that Since Ufone entry into the market for Mobilink things have changed dramatically but no one is losing customers least of all Mobilink. Instead Ufone has forced Mobilink into reconsidering its premium services only strategy and now it is attempting to capture a growing market in the middle-income group. The changes in strategy are that now prepaid cards will be given more attention and emphasis than before. The research concludes with suggestions to improve their public relations. There is a wide range of market forces that come into play therefore for both companies, which have a cutthroat competition, should concentrate more on sales and public relations. Network congestion and traffic problems are faced by both organizations. They should try to over come these technological errors.

AKCNOWLEDGMENT

First and foremost I extend my heartfelt thanks and deepest appreciation to Ms. Nadia Jaweed, for her guidance, coaching, teaching and support. She has been gracious and giving, sharing both her time and immense wisdom willingly, openly and without reservation. I pray that at least some portion of what I have learned from her is reflected on these pages.

A heart filled thanks to Furqan Habib for affording me the privilege of working with him, clearly one of the finest MS Office Suite users.

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DEDICATION

To my Parents, whose unconditional love has inspired me throughout my life.

Thanks for your support – words can’t describe how much it means to me.

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CHAPTER 1

INTRODUCTION

Cellular mobile communication is the fastest growing area in the telecom sector. It has Attracted almost 14%of the total investment in telecom sector and the growth rate can be Measured by the estimate that there will be more than one billion wireless subscribers by The end of the year 2005.numbers of licensed operation for mobile networks has Increased exponentially and they are running successful business with attractive returns in most of the developing as well as developed countries of the world.

In Pakistan the mobile phone companies started their operations in 1990’s. During the Fifteen years period mobile phone has become very popular in Pakistan. Now the world Has gradually become a global village that means are revolution in field of Communication in the business world easy accessibility of the wireless has proved the Way for the mobile phone industry, the world over initially it was regarded as a luxury For The elite but as this industry goes on expansion now it can found at more affordable Prices For the general public. As we all know this is the age of competition, as with the Case of Mobile industry in Pakistan there are currently six mobile operators doing business In Pakistan market including mobilink, paktel, Instaphone, ufone and now telenor and al-Warid.

In early 90,s the mobile phone has been slow to grow the reason is that initially the rate Of services and customer

mobile equipment was very high but as more companies Entering in this particular business the rates starts decreasing. And now the concept of Mobile has changed from luxury necessity. They are now fast becoming an integral part Of Business as well as personal life. On the road, at work or even in the environment of Our Home mobile phone is security, privacy and reliability.

PTCL has been the monopoly operator of fixed line telephony services in Pakistan for the Last 50 years. But rapid deregulation, privatization and liberalization of telecom sector in Pakistan as globally have necessitated broadening of the company's investment base and Business operations. This world ensure company's presence in all potentially profitable Fields of telecommunication and successful operations in future competitive Environment. Pakistan with its large population low fixed lines as well as mobile Penetration and high estimated demands presented an opportunity for expanding in to Mobile communication Business.

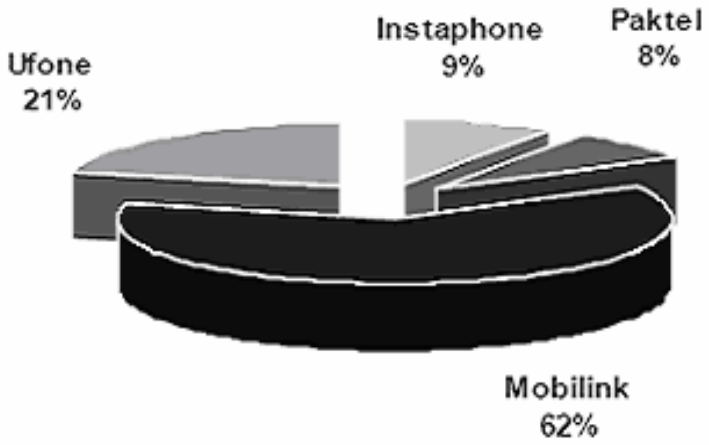
Background

The advent of mobiles, fiber optics, wide band tech, Internet, cable is all the products of the Stimulus created by a revolution. Pakistan has emerged as a market with immense IT/mob Industry development potentials, which has attracted several foreign investors, including Dubai Egypt, Norway, and Luxemburg based enterprises.

The mob industry in the country dates back to 19 Apr 1990, when the government of Pakistan Granted licenses to two companies that are Paktel and Instaphone (Pakcom ltd) for the Establishment and operation of cellular mobile telephone system in Pakistan. The Pakistan Wireless Board in the 800 MHz band allotted both the licensee frequencies for AMPS,

which is Analog technology. In the first year of operation, mobile phone subscribers were 119 only whereas at the start of 1992 the number reached 3253.

In Jul 1992, the Government of Pakistan awarded a third license to Mobilink (Pakistan mobile Communication Ltd) to establish and operate cellular mobile telephone system. However Mobilink Was permitted to operate in 900 MHz GSM frequency bands, which is a digital system, based On European standards. As of June 2005, there were more than 12 million mobile users in Pakistan and the cellular Industry is expanding at a rate of 7.7% a year. The number of subscribers across the country is expected to reach 50 million by 2010. The telecom sector also contributed 110.05 billion rupees To Pakistan's GDP (1.93%) in the financial year of 2003 – 2004. Currently, six cellular firms are providing services in Pakistan. Beginning in 1991, Paktel started as a joint venture between Cables & Wireless and Hassan Associates and became the Associates' 20% shares till 2001. C&W later sold out due to losses in operations and network closures in Karachi. Paktel was taken over by Millicom, which also controls Instaphone (Pakcom; operating since 1991).



First cellular firm to be granted a telecommunications license in Pakistan. Cable & Wireless, a UK Based firm remained the major Paktel investor with 80% shares as

compared to Hassan It is 98% owned by Millicom International Cellular. It is the first Pakistani mobile operator and Was established in 1991 offering AMPS technology. It is currently offering its AMPS and GSM Services in more than 80 cities with a subscriber base of 0.7 million for both services. It has a Market share of less than 9% as compared to its other competitors including Mobilink, Ufone, Warid telecom, Telenor and Instaphone. It started its GSM services recently with the pre-paid and post-paid packages. It adopted the market strategy of low call rates in order to make its GSM packages a success. Nowadays Paktel is planning to extend its services in other areas of Pakistan and has proposed to extend its coverage cities to more than 200. Paktel is struggling hard to gain more of the market share and is competing with its competitors with new Advertising campaigns and by sponsoring social events. However, despite its efforts, Paktel along With Instaphone are at the lowest growth rate of the telecommunications industry and May Merge in the future according to the predictions of market analysts.

Rationale

The cellular companies are evolving the telecom sector tremendously and are opening new Horizon of progress and prosperity for both the employees and their customers. The Major impact of cellular companies is in the service area of telecom sector. Before these Cellular companies PTCL having monopoly all over in Pakistan as well as in other Countries but after these cellular companies so many new technology was introduced. Some fifteen years back in Pakistan PTCL is the one who is data communication and Internet service provider in Pakistan but now there are so many private companies with new technology so the customers can talk and interact easily all over the world. These Companies are came with new

technology like AMPS and GSM and providing so many Service like CLI, Voicemail, Conference call, Call waiting and roaming all over the World. The use of these mobile connections has facilitated lots of problems, enabling the employees to offer the wide range of services to their clients. This is not only allowing the cellular companies to capture a bigger market share but is also providing the owner of these companies an opportunity to meet requirement of globalization. Now more private cellular companies in Pakistan, which was started in early 90’s with Mobilink, paktel, Instaphone and U-fone but now 2 new companies, are come which is Telenor and Al-Warid. Cellular companies play a very vital role in the economies of nations. Now we have 6 Cellular companies which is operating in Pakistan so that we have lot of employment and Poverty rate is low as compared to last 10years.it has been slow to grow in a start but in Period of 7-8 years it has shown a very conservative growth rate because of the Particular economic condition in Pakistan. They have more competition to attract customers so they always have too come up with new packages, new services and new style. And now million of people in Pakistan are availing the services of cellular companies all over the world. Its play very important role to improve the economy of Pakistan so that we know that we interact with other countries easily and more and more foreign investors are come Here to invest in Pakistan, which is very, beneficial for us and so we have up to date Automated system.

Problem statement

The problem is to analyze the Human Resource Management and Marketing practices and policies pursued by Ufone and Mobilink in the cellular industry.

Objectives

- To do marketing analysis by analyzing their market share and attraction of customers.
- To do human resource analysis by analyzing the human resource management practices and policies of both the organizations and how these policies employees.
- To find out what are the major differences that lie in the marketing and Human Resource departments of the two companies, and the factors of success related to these departments.

Definition of Terms

AMS

AMS is one of the technologies used in cellular industry. It is an analogue system, which is used by Paktel and Insta.

Multimedia Messaging Service (MMS)

Multimedia Messaging Service (MMS) is an important emerging service, which allows the sending of multiple media in a single message, and the ability to send a message to multiple recipients. The originator can easily create a Multimedia Message, either using a built-in or accessory camera, or can use images and sounds stored previously in the phone (and possibly downloaded from a web site).

Short Message Service (SMS)

This is available in all of the digital systems such as GSM, GPRS and EDGE. It is one of the early packet data type for transport of short text messages from the mobile to the network, and from the network to the mobile. The traditional SMS also includes Cell Broadcast, which is the ability for

the network to transmit information to the mobile. SMS can also be used as a general-purpose bearer such as the WAP protocol. It is also integrated into larger value added services such as integrated messaging services, e-mail delivery and notification, and status messages.

General Packet Radio Service (GPRS)

The European Telecommunications Standards Institute (ETSI) has developed GPRS technology to make data across the GSM network, fast and more attractive. This is still a technology under development and most of the UK operators are planning to upgrade their networks. GPRS can be much faster than other traffic on GSM but the exact speed a single user sees will be directly related to the total number of users in a particular cell. However, most GPRS transactions will be short hence reducing any delays.

GPRS is designed for the internet hence internet services such as File Transfer Protocol (FTP), Web browsing, Internet chat will be possible at very fast speeds. It will also be an ideal mechanism for WAP. The operators will benefit from new revenue generating streams requiring short exchanges of information like telemetric type applications such as automatic tollbooths. Other uses can be to check your bank balance or to initiate a fund transfer to pay bills. The potential for GPRS is immense and is considered to be a step towards UMTS the next generation of mobile technology.

Wireless Application Protocol (WAP)

This is a collection of protocols and transport layers that allow mobile and portable communication devices such as Personal Digital Assistants (PDA's) to receive information over the airwaves similar to computer users obtaining information over the Internet. SMS data messages can be

incorporated into WAP to provide different services. Also General Packet Radio Service (GPRS) can provide an ideal mechanism for WAP services. Current WAP mobile services are slow and restricted due to capacity limitations. Hence the success of WAP in mobile communication will depend on how it can be adapted to serve new emerging technologies.

GSM

Global Mobile System is a new system of cellular technology, which is used by Ufone and Mobil ink.

Placement

“Place includes company activities that make the product available to target customers”.

Pricing

“Price is the amount of money customers has to pay to obtain the product or services”.

Promotion

“Promotion means activates that communicate the merits of the product and persuade target customers to buy it”.

PTCL

Pakistan Telecommunications Corporation Ltd.

PTML

Pakistan Telecom Mobile limited

SWOT

- STRENGTH
- OPPORTUNITIES
- THREATS

- WEAKNESSES

“Analyzing one’s strengths, weaknesses, opportunities and threats and trying to use them to the best of their advantage is SWOT analysis”.

CHAPTER 2
LITERATURE REVIEW

The Early Period of Cellular Companies

The basic concept of cellular phones began in 1947,when researchers looked at mobile phones and realized that by using small cells (range of service area) with frequency reuse they could increase the capacity of mobile phones substantially however at that time the technology to do so was, on existent. Anything to do with broading and sending a radio or television message out over the airwaves comes under federal communication (FCC) regulation. A cell phone is a type of two-way radio. In 1947, AT AND T proposed that FCC allocate a large number of radio spectrum frequencies so that wide spread mobile telephony service would become feasible and AT and T would have a incentive to research the new technology. FCC can be particularly blamed for the gap between the initial concept of cellular service and its availability to the public. The FCC decided to limit the amount of frequencies available in 1947,the limit made only twenty three phone conversations possible simultaneously in the same service area not a market incentive for search.

The FCC reconsidered its position in1968 starting if the technology to build better mobile service works, we will increase the frequencies allocation freeing the air waves may small, low powered, broad cast towers each covering sell a few of the total frequencies allocated to the system. As the

phones traveled across the area, calls would be passed from tower tp tower (los Angeles times,1948)

Martin Copper, a former general manager for the systems division at Motorola is considered the inventor of the first modern portable handset copper made the first call on a portable cell phone in April 1973. He made the call to his rival, Joel anfel, bell labs head of research. Bell laboratories introduced the idea of cellular communications in 1947 with the police car techonolgy.however; Motorola was the first to incorporate the technology into portable device that was designed for outside of an automobile use.

By 1977, AT and T and Bell and labs had constrated a prototype cellular system. a year later, public trials of the new system were started in Chicago with over 2000 trial customers. In 1979, in a separate venture, the first commercial cellular telephone system began operation in Tokyo. In 1981, Motorola and American radiotelephone started a second US cellular radiotelephone system test in Washington. By 1982 the slow moving FCC family authorized commercial cellular service for the USA. A year later, the first American commercial analog cellular service or amps (advanced mobile phone service) was made available in Chicago by Ameritech.

Despite the incredible demand, it took cellular phone service 37 years to become commercially available in the United States. It wasn’t until 1984 that cellular phones were first mass marketed to the general public .it was a technical marvel by which people could reach into their pockets, and then simply make a call to someone any where in the world. This new wireless gadget was bulky expensive to operate compared now days.

Even 10 years later when cell phones kept gaining popularity with the general buying public and more than 15million

Americans hand cell phones. By the end of 1999 almost 104million people in the US and more than 500 million worldwide. Owned a mobile phone and removed their physical phone line from their home opting to use their cellular number for all calls (los angeles timed, 1984).

Cellular industry in Pakistan

In Pakistan cellular phones were introduced in early 90's. it was the time when the technological boom was heading the developing countries like Pakistan, India , china etc. initially it was hard to sell this new technology to the people in Pakistan who consider it as luxury more than a necessarily. But afterwards through the organized efforts, these companies are able to market their products and services with great success and now million of people are availing the services of six cellular companies all over the world.

Things are moving fast in Pakistan's telecom sector and the ingredients are intoxicating enough to give anyone an ecstatic high. But ecstasy usually prevents people from thinking straight and euphoria often leads to rash decisions made in the heat of the moment.

The telecom sector is passing through a crucial but exciting phase in its young history. It is now entering a stage where there has been a marked shift from a regulated state owned fixed line monopoly to a deregulated competitive market. If the current indicators are anything to go by, the telecom sector is poised to play a significant role in the growth of the economy. It has been Pakistan's fastest growing sector as well as the sector that has performed the best. Its ups and downs will have an impact on everyone in every walk of life. Thousands of new jobs will become and are becoming available within the sector. Other industries will benefit from the

opportunity to make more money such as advertisers, lawyers, bankers, stockbrokers etc. more and more people will have some sort of phone connection and increased competition in the telecom sector means better quality, lower rates, more choice and less chance and exploiting consumers.

CHRONOLOGY OF TELECOM LIBERALIZATION IN PAKISTAN

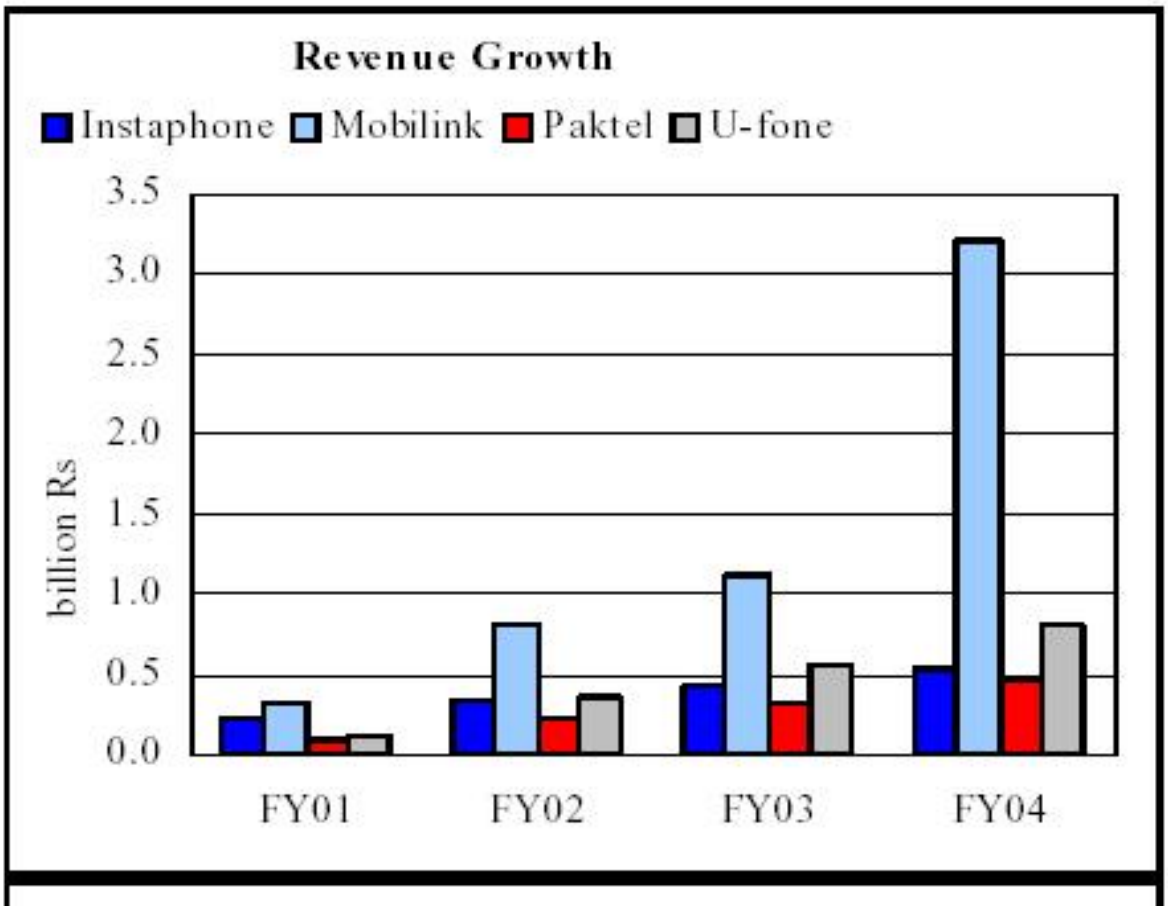
The figure shows the chronology of Telecom liberalization in Pakistan (BC, Oct '04).

1990	• Telegraph and Telephone Department converted in PTC • 1st and 2nd Cellular licenses issued to Instaphone and Paktel
1992	• 3rd Cellular license issued to Mobilink • Private Sector partnership with PTCL in payphones allowed
1996	• Telecom Re-organization Act, 1996 introduced whereas PTC split into PTCL, NTC, PTA, and FAB • PTCL given 25 year fixed line license; monopoly until 2002
1998	• 4th Cellular license issued to PTCL (Ufone)
2000	• Licensing of Cable TV operators started • CPP regime for cellular introduced
2003	• PTCL's fixed line monopoly expires effective Jan'03 • Deregulation policy for fixed line business released in Jul'03
2004	• First Mobile Cellular Policy released in Jan'04 • 2 new cellular licenses auctioned to Telenor, Warid

MOBILE COMPANIES IN PAKISTAN

Mobile companies currently operating in the market have shown an upward trend in earnings despite a reduction in their tariffs due to a rapidly expanding subscriber base.

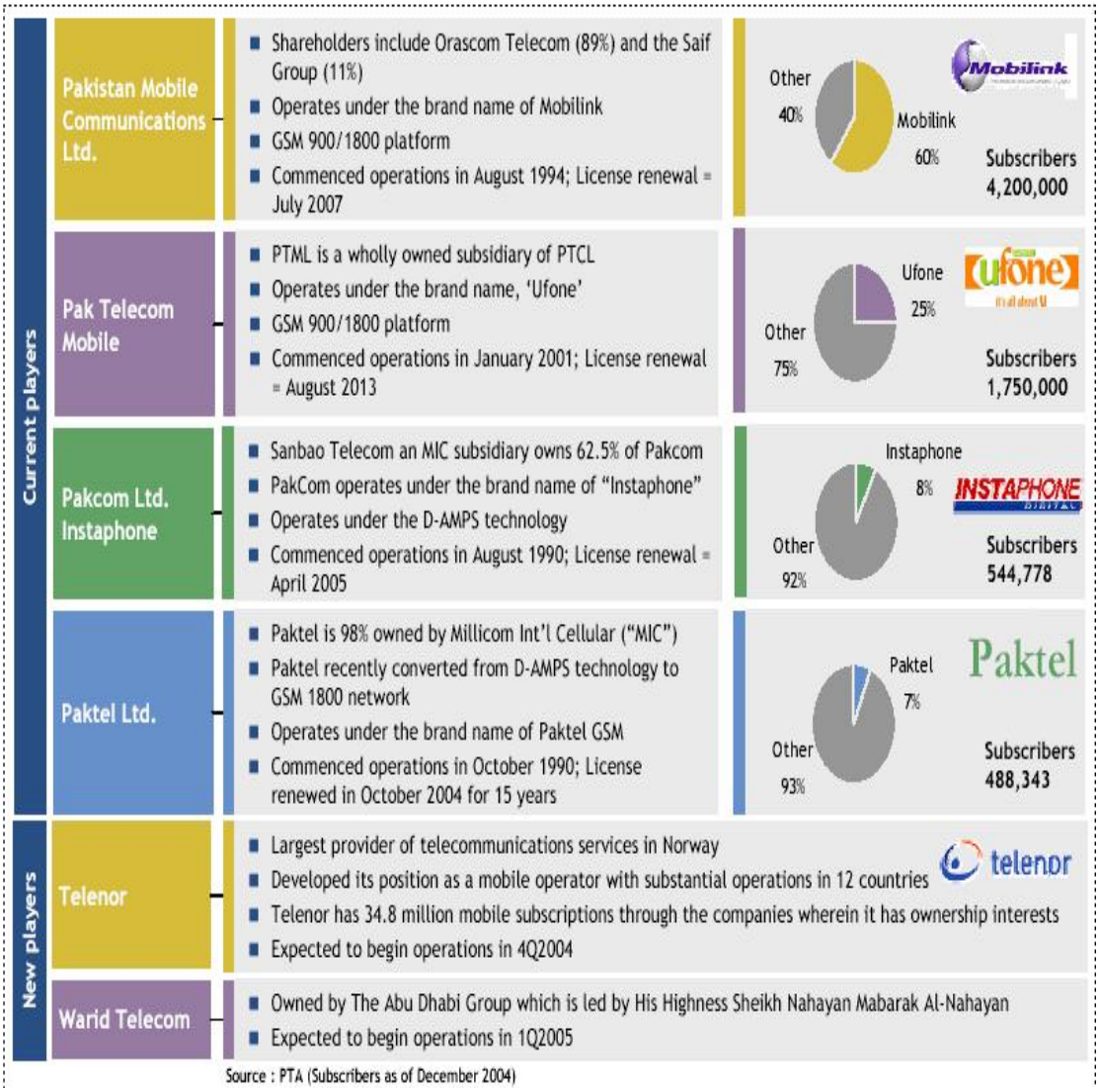
However, most of this expansion in subscribers is accredited to Mobilink and Ufone (see Figure). Interestingly both of these operate on GSM technology unlike Instaphone and Paktel that make use of AMPS-based technology. With nearly 62 percent and 21 percent shares respectively, in total cellular subscriber base, Mobilink and U-fone are currently acting as market leaders. However, the arrival of two new companies with similar GSM technology will spur competition and force the existing companies to decrease tariffs further along with improving the quality of their services.



Declining prices for mobile sets in secondary markets may also be a contributor towards increasing affordability. This combined with lower tariffs could have led to such impressive expansion in cellular subscribers.

Regional experiences with cellular growth can help develop the long-term vision for the local mobile telecom industry. The current cellular policy addresses licensing and frequency spectrum issues but fails to give any futuristic perspective on issues such as telecom convergence, Unified Licensing Regime (ULR) and dispute resolution mechanisms.

Market share of cellular companies in Pakistan on Dec 2004



HISTORY OF MOBILINK

Company now known as Mobilink was known as PMCL in the beginning and started out as a joint venture between Saif Telecom (PVT) Ltd. and Motorola Inc. in 1992. Initially its network was based on AMPS technology. The total number of cellular phone users in the country at that time was standing at 30,000. In 1994, PMCL launched its GSM network under the brand name "Mobilink".

In 2001 an Egyptian company called Orascom Telecom Holding S.A.E (OTH) acquired majority shareholding and today owns 90% shares in PMCL.

Mobilink's association with Orascom Telecom as its subsidiary strengthened its position further, enabling Mobilink to change the overall market dynamics. In less than two years, Mobilink grew by almost 7%and attained market leadership. Between 2004 and 2003, Mobilink became the largest cellular operator in Pakistan.

Mobilink has approximately over 10 million subscribers, the vast majority of which are in the pre paid category (under the JAZZ brand). Mobilink covers 90% or the urban population in more than 300 towns and cities across the nation. It has an overall market share of about 60%.

Mobilink GSM is the market leader in providing state-of-the-art communications solutions to more than 350,000 people in Pakistan. Mobilink can proudly boast of being the first cellular service provider in Pakistan to operate on a 100% digital GSM. Mobilink is considered a leader in terms of coverage, network quality, customer services and value-added services technology. Mobilink offer tariff plans that are exclusively designed to cater to the communication needs of a diverse group of people, taking into account occasional users to businessmen. To achieve this objective, Mobilink offer both post paid (Mobilink Star) and the prepaid (JAZZ) solutions to its customers. In addition to providing advanced voice communication services, Mobilink also offer cost efficient data services to our customers. Keeping in mind their customers’ convenience, Mobilink also deal in mobile handsets, sold either independently or bundled in All-in-One

Packs. Mobilink GSM has the most efficient distribution channels that facilitate the sales of our products and services in more than 30 cities and towns across the country. What makes Mobilink GSM the preferred choice of its customers is that Mobilink provide state-of-the-art Value Added Services that no other cellular operator offers. A few of these include Short Message Service (SMS), Mobilink GSM-The News Info services, Mobilink GSM G-Mail, Mobilink GSM Fax & Data Services, International Roaming, Secure Communication and Innovative tariff structures.

Mobilink has a very pleasant atmosphere. The people working in every department are very cooperative. The employees of every level try to help out their customers, clients and any one, who requires any sort of information about the company. The employees are always found busy. The targets are set for each department and the employees seem to be very hard working. A customer when enters the organization, feels very comfortable, as he faces no problems and is directed in the proper direction. As the behavior of the employees is very nice and services provided by the organization is satisfying the customers' find this organization to be one of the best in Pakistan. There is no communication gap found between the employees of the same department and also between the employees of other department. There is an open door system and any employee can visit any department's office at any time.

GROWTH RATE OF MOBILNIK

Total subscribers

31 MARCH 2004	31 DEC 2004	31 MARCH 2005
2,320,858	3,600,000	5,240,827

AND NOW TILL DEC, 2005 TOTAL SUBCRIBERS = Over 10 MILLION APPROXIMATELY.

DIFFERENT DEPARTMENTS IN MOBILINK

Administration department
Human resource department
Strategic Planning department
Procurement and Contracts department
Engineering Department
Marketing department
Sales department
Finance department
IT department
Government Relations department
Customer Service department

HISTORY OF UFONE

UFONE Launched on January 29, 2001.Pak Telecom Mobile Ltd. offers Ufone services to you, which are a 100% owned independent subsidiary of (PTCL) Pakistan Telecommunications Corporation Ltd.

Ufone has been a highly successful venture, touching 500,000 subscribers in less than three year of its operation.

Ufone is the only mobile service named after the people it is meant to serve-you. From the kind of quality you were waiting

for, to the price you always wanted to the service standards you deserved. Ufone is designed to cater your individual requirements. Whether you need a mobile phone to enhance your business, or to stay in touch with your finance or to provide reliable security to your children. Ufone has a package tailor made to your needs and your budgets. Pakistan Telecom Mobile limited (Ufone) was incorporated on July 18, 1998 as a public limited company for establishing and operating cellular mobile services in Pakistan on gsm900 band.

Pak Telecom Mobile Limited is a 100% subsidiary of PTCL. It is one of the major initiatives taken by PTCL in the process of modernizing its services and expanding its business to wireless communications. Due to stiff competition in the cellular market, PTCL has decided to hire professionals from the private sector with relevant experience to run this company. Through its independent analysis of the cellular market, PTCL has come to the conclusion that there is still a lot of unexplored potential that can be a prospective source of benefit for the company.

Presently Ufone is working with total 500 employees who are working in different department. Name of acting president of Ufone is Mr.Arshad Khan. Management style of Ufone is participative which means that employees have right to participate in the decision making process of the management by giving their ideas and opinions for the improvement of the organization. This participation generates a sense of ownership among employees and they feel that they have enough importance in decision-making process.

SUBSCRIBER GROWTH RATE OF UFONE

The subscribers of Ufone are increasing rapidly due to the good services and economical packages. There number of subscriber is shown in chart.

Years	Subscriber	Profit
2003	1,17,000	2.5 Million
2004	2,70,000	4 MILLION
2005	5,00,000	5 Million

DIFFERENT DEPARTMENTS IN UFONE

Customers Care Department

Administration Department

Human Resource Department

Marketing Department

Finance Department

IT Support Department

Sales Department

CHAPTER 3

METHOD

The method for the research is survey. In order to identify the different analysis in both cellular companies, the researcher needed to go and visit the organizations. This research examines the marketing and human resource analysis to accomplish this task; information was collected from the mobilink and ufone and then analyzed the above departments.

Data

Data of the Islamabad head office of mobilink and ufone was taken. The data consists of one head office each of the organization. Mobilink branch office in blue area Islamabad and ufone head office in f/7-2 Islamabad, where major amount of employees are working. Another thing that our project is not needed more surveys because we just analyze some departments so that’s why we collect information from head offices of both the organizations. The study is carried out in a natural environment.

Sources of data

The sources of data for this research consisted of secondary sources, as well as structured interviews. Secondary sources include published materials in magazines, libraries, newspapers, internet sources etc about cellular companies, obtained from the cellular companies like mobilink and ufone.

Procedure

Initially a literature search was conducted to locate research that has already been done related to company analysis of mobilink and ufone. Upon findings relevant information and factors, visits were made to these organizations. At mobilink and ufone data was collected in hard copy. In some cases structured interviews were conducted with company officials to get a better understanding of these departments (MAEKETING AND HRM), which have been focused in study. In certain cases, due to unavailability of company officials. Later, web sites of these organizations were visited to collect information pertaining to the research project.

CHAPTER 4

RESULTS AND DISCUSSION:

Marketing Analysis of Ufone

Strengths

- Pakistan Telecom Mobile Ltd. is a 100% owned independent subsidiary of Pakistan Telecommunication Corporation Ltd.
- The Organizations main strength is that they have prestige to its customers. It’s a totally customer focused organization.
- The quality of service is improving day by day. It has a well-trained Workforce. Ufone has a very qualified base of employees who are skilled in their areas of work and have proved their competence by achieving the targeted base of 500,000 customers.
- The research department is well equipped and has highly skilled researchers.
- The company has targeted the class of customers that was previously being neglected by other cellular operators within the country. Therefore it has been able to develop a niche of low-income mobile phone users, which in actuality is a very large part of the market and a niche bigger than the present customer base of the mobile industry of Pakistan.

- Ufone is offering its products and services at a price that is making it difficult for other existing cellular operators to offer. Thus it has the strength of having the lowest prices being offered in the market.
- Ufone has the availability of large financial resources as it is being financed by PTCL, the only telecommunications operator within the country. Therefore it can easily spend large amounts of money on advertising and promotion, sponsoring events etc. It also has sufficient finances to be able to continue operations even though it has still not broken even and may not be able to do so for another year.
- Another strength of Ufone is that it has adopted product innovation by providing features such as WAP technology and Web SMS. Having innovation in turn leads to Ufone leading its competitors through innovation and becoming a leader in those areas, which are new to the market and industry.

Weaknesses

- Well-established competitors already exist in the industry. These companies have the advantage of operating for at least the past 5 years, therefore having greater experience, a certain number of loyal customers and a well-set image.
- Ufone has to go through the stages that these companies have already completed.
- As the company is new it has yet made large investments. It will take some time before it starts generating profits.
- As it’s a Govt. subsidiary, it can face loses due to corruption.
- Ufone has only 22% of the customers from the whole market of mobile phone users. Therefore when customers look at the other services that Ufone mobiles offer (such as SMS) they can use these services with lesser people. “ People don’t have Ufone. All my friends have Mobilink and I cant SMS them from Ufone” are the remarks of a mobile phone services customer.
- Being a new entrant in the industry, Ufone has not launched itself in many cities and therefore lacks coverage in areas where its competitors are present. Therefore competitors have already captured the customers of these areas.

Opportunities

- Improvement in technology has enabled Ufone to provide quality services.
- Consumers attitude towards the mobile services have a positive impact on the company, as they demand quality services from Ufone.
- The target market has immense potential.
- The target market is largely untapped.
- There are very few competitors, in reality only one i.e. Mobilink, and none of them is offering such services as Ufone is providing to its customers.
- Ufone can become a market leader in a very short time period.
- Ufone can enter areas in which there is little or no development and become a leader through providing innovation and entering these areas before its competitors.
- Another opportunity is that the customer base of the entire industry is low compared to the total population. Ufone therefore has the opportunity of being able to capture these potential customers who have not been targeted as yet by its competitors.
- Ufone has already started the integration of cellular technology with Information technology by providing WAP. However none of its competitors at present are targeting this area and giving Ufone the opportunity of becoming a leader in this area.

Threats

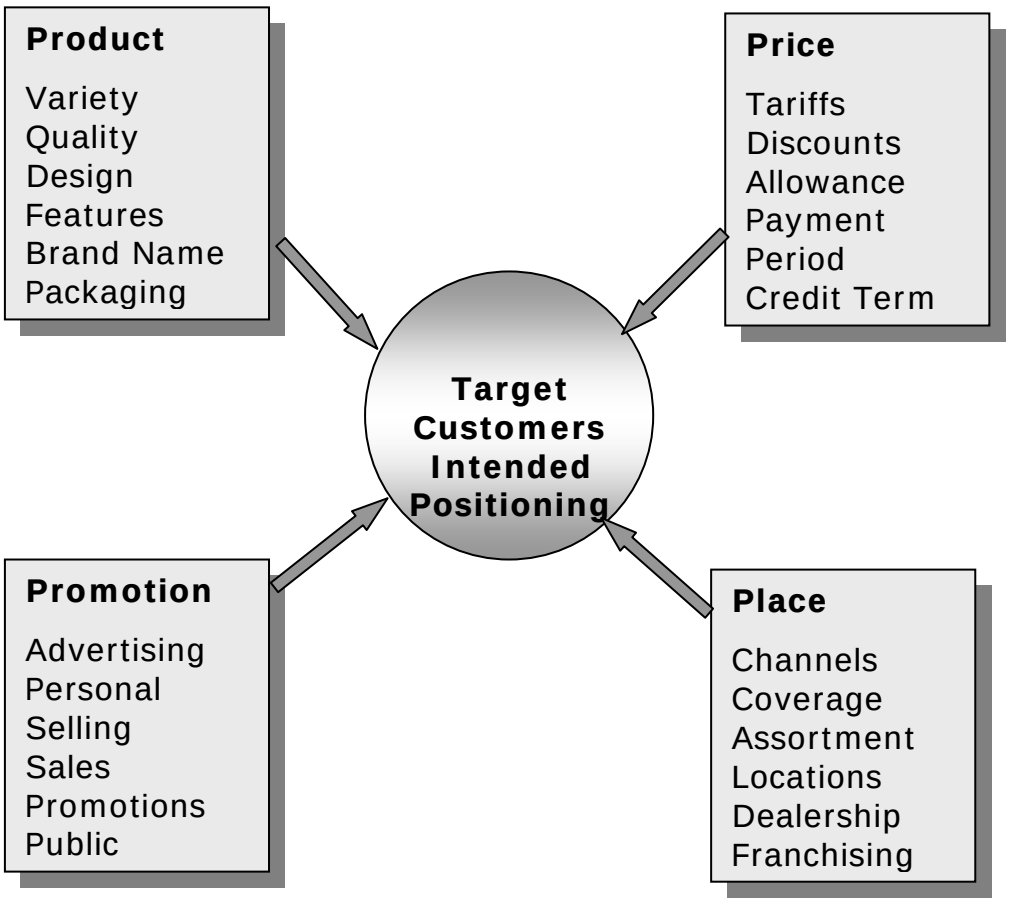
- The biggest threat that Ufone faces is that the PTCL monopoly has broken in 2003-04. This will result in new competitors entering the telecommunication industry accompanied by new competitors in the cellular industry of Pakistan.
- There are several Govt. regulations and laws that the company has to consider and abide by, which sometimes may lead to delays and inconvenience.
- There are competitors that are already established and their coverage area is also greater than Ufone.
- The unstable economic conditions create problems as well as the company's investment decisions are affected.
- The political instability and changing Governments make it difficult to comply with the changing Govt. Policies.
- Ufone faces consistent and intense competition from its competitors through innovation and price along with the variety of packages and services being offered. This results in a continuous threat of the competitors grasping market share from Ufone.
- Increased customer awareness has made it imperative for the company to maintain quality of service otherwise the company can lose its customers.

Marketing Mix

The set of controllable tactical marketing tools- product/service, price, place and promotion that the firm blend to produce the response it wants in the target market.

The marketing mix consists of every thing the firm can do to influence the demand for its product.

Figure



Marketing Mix of UFONE

Product

“Ufone-last to enter, first to venture-Every time”

Product means the goods and services, combination the company offer to the target market for earning profit.

Services are particularly very important for any service providing organization as Ufone. Ufone is service-providing industry that follows GSM technology. The ufone is in a position to keep in touch with its customers through following products:

Prepaid

Josh

Jazba

Post paid

Rabta

Asaish

Lajwab

Ufone offers the most economical and affordable packages – once you had been dreaming off. Josh and Jazba are prepaid packages in the form of “SIM Card”. In Josh and Jazba Ufone provide CLI, Voice Mail, Incoming and Outgoing SMS.
The value added services in Raabta are CLI, Voice Mail, Incoming and Outgoing SMS, and Call waiting and Call Forwarding.

Market Share

Prepaid

Josh	95%
Jazba	5%

Post paid

Rabta	60%
Asaish	35%
Lajwab	5%

Product and Service Strategy

Ufone offers a large variety of cellular products and services. It specializes in providing connections to the customer and offers packages that enable them to utilize the services that are offered along with the different connection packages. Pakistan Telecommunication Mobile Limited (PTML) offers a combination of product and service. This will be discussed while discussing the companies' offerings individually.

Before someone can become a Ufone customer they have to purchase a SIM card that confirms that a mobile connection has been given by this company. The SIM card is therefore the product that the company offers as it is tangible in nature. After the SIM is purchased a customer has a wide variety of packages to choose from along with the facility of paying before or after the use of Ufone services.

Ufone offers 2 major types of packages, which include further options as to the prices and facilities available with each. These packages are mainly classified as either:

Post Paid Connections

By this we refer to the type of connection in which the customer has to pay for the mobile services after he has utilized the benefit of these services. Ufone offers three main packages that offer post-paid facilities to the customers. These are shown in the table on the coming page:

Prepaid Connections

These are the packages that allow a user to pay for the mobile services before actually rendering these services. This is another of the products offered and not a service as people purchasing the prepaid packages get a card that is tangible. These cards come in prices of RS.100, 500, 1000, 1500. After the card is purchased the customer once again has a choice of the different packages that he can choose from in the prepaid category.

It is easy to formulate the product strategy that Ufone follows. The basic strategy of Ufone is to provide a mobile telecommunication service that is affordable enough to be used by the masses. The objective of Ufone is to be capable of providing the best quality products and service with the lowest price also offering the customer with choice in choosing the type of package that they may want and think of as their best fit. With these packages the Ufone customer is not confined to be of the lower or middle class. As has been observed people of the upper class are also using Ufone. This is mainly because of the cheaper services that are available to them due to a diverse portfolio of packages that Ufone offers.

As stated earlier, there is a range of services that a Ufone user is entitled to once they have a connection.

These services are

Short Messaging Service (SMS)

Wireless Application Protocol (WAP)

Web SMS

Power SIM

Information Services

Ring Tones

Logos

International Roaming

Conference Calling

Voice Mail

Call Waiting

General Packet Radio System Network

Price

“Price is the amount of money customers have to pay to obtain the product or services”.

It is the value that one puts on the utility that one receives of goods and services. It includes price determination; pricing policies; and specific pricing strategies. Pricing your product or service is one of the most important business decisions you'll make. Products should be offered for a price your target market is willing to pay and one that produces a profit for your company.

Ufone charging very nominal charges to its service

	Airtime	15% GST	Total
Ufone to Ufone Changes	RS.2.50	.375	2.875/MIN

Local Calls to Fixed-line Networks								
	Peak Time (Rs. per minute)				Off-peak Time (Rs. per minute)			
	Airtime	Fixed-line Charge per five min	15% GST	Total	Airtime	Fixed-line Charge per five min	15% GST	Total
Ufone	2.50	-	.3750	2.875	2.50	-	.3750	2.875

Long Distance Calls (Within Same Network)								
	Peak Time (Rs. per minute)				Off-peak Time (Rs. per minute)			
	Airtime	Long Distance /NWD PSTN	15% GST	Total	Airtime	Long Distance /NWD PSTN	15% GST	Total
Ufone	2.50	0.00	0.375	2.875	2.50	0.00	0.875	2.875

Long Distance Calls to Other Cellular Networks						
Peak Time (Rs. per minute)						
	Airtime	Long Distance	NWD Access	Mobile Termination	15% GST	Total
Ufone^	2.50	-	-	-	.375	2.875

Long Distance Calls to Other Cellular Networks						
Off-peak Time (Rs. per minute)						
	Airtime	Long Distance	NWD Access / PSTN	Mobile Termination	15% GST	Total
Ufone^	2.50	-	-	-	.375	2.875

Long Distance Calls to Fixed-line Networks						
Peak Time (Rs. per minute)						
	Airtime	Long Distance	NWD Access	Fixed-line Charge Per five min	15% GST	Total
Ufone^	2.50	-	-	0.00	.375	2.875

Strategy

Prices will primarily based on the cost and Tax to be paid to the Govt will be added to the cost of the products. The firm will also make sure that the prices are in line with that of the competitors and also fit in with the overall marketing mix as well as consistent with the image of the Ufone.

Placement

Place includes company activities that make the product available to target customers.

Placement is the making available of products in quantity desired to as many customers as possible and to hold the total inventory, transportation and storage costs as low as

possible. It includes selection. Coordination and evaluation of channels; transportation; warehousing; and inventory control. Place has to do with the delivery of a good or service to a consumer and is also referred to as “Distribution.”

Normally in Pakistan every big multinational or international company prefer to place his product in Karachi, Lahore or in Islamabad. Placing of service is very important to a service providing industry because it has to survive without physical existence.

Now question arises that why ufone start its operation from Islamabad/Rawalpindi. Basically according to our finding you will keep to know that there are two reasons. First it was government project so because of political influence company launch ufone in Rawalpindi/Islamabad. Secondly when you launch a new product to market so you tried to make product successful because that’s why you select rather small market portion from all over the Pakistan.

After receiving successful from twin cities ufone launched on 23rd March. There were two holidays so company wants to cash the moment

Distribution Channels

A Channel of distribution comprises a set of institutions, which perform all of the activities utilized to move a product and its title from production to consumption.
Ufone offers its services through its sales outlets in different areas of the country and authorized dealers. Major Regional Offices in Pakistan and Authorized dealers in Peshawar, Lahore, Islamabad, Karachi, Hyderabad etc and having offices in these cities.

Promotion

“Promotion means activates that communicate the merits of the product and persuade target customers to buy it.”

The promotional campaign is run through advertisement on television, radio, newspapers and magazines. Ufone also promote the product in other markets like Hyderabad by arranging a Music concert on the day of Launch.

Strategy

To develop the promotional strategy of Ufone we have firstly identified the target market that its promotion mix will be targeting according to this plan.

Target Audience

The target audience for Ufone will be the potential market and also the customers. As the value added services and GPRS will be offered to people already using Ufone. The challenge in the promotion strategy is to balance the campaign in such a way that neither of these desired target audiences are ignored during the campaign.

On television the advertisements appear on GEO, ARY DIGITAL, PTV, AJTV, HUMTV, PRIMETV ETC.

In promotion regarding the print media placement includes magazines and newspapers such as The News, Dawn, The Nation, Daily Jung, and Khabrain etc.

Ufone has developed customized databases for the most likely customers. The sales force to be able to sell the most connections in the least time will use these databases on a continuous basis.

Advertisements are shown on television and broadcasted on radio.

Corporate Strategy

Every organization has its corporate strategy, which aims at their long-term goals. The corporate strategy of Ufone is very clear by their objective. “The vision of Ufone is to expand its business nation wide with superior quality of services”. In accordance with its corporate strategy Ufone is expanding its business day by day. Just within two and half years Ufone have established its more than 12 branches in different cities of Pakistan. Further more Ufone is planning to expand its operations in other cities also.

Advertising Strategy of Ufone---The pioneer

Before ufone launched itself with a bang, other mobile service providers did little or no advertising. Especially television advertising was unheard of before the launch of Ufone. When Ufone was launched, along with making mobile phone connection affordable for the masses of the country, it started a new trend of creating television advertising for mobile service providers. Its humorous series of ads became immensely popular with the target audience and Ufone was able to achieve its sales target for the entire year within three months. The success of Ufone’s strategy compelled others to start advertising on television as well. (ZINDAGI ASSAN KARAY)!

MOBILINK

MARKETING ANALYSIS

Strengths

- Mobilink has the lion's share of the market, 60% of the mobile subscriber base in Pakistan.
- Biggest Call Center in Pakistan, which is there to assist the customers 24 hours.
- Only cellular service in Pakistan to provide coverage on the M2 motorway.
- Bilateral roaming agreements signed with 100 countries around the world to have true roaming service operational in 151 operators of the world.
- It has approximately 10,000,000 subscribers.
- Mobilink has a very powerful brand image.
- It has abundant financial resources because it doesn’t face government constraints.
- Mobilink holds an ISO 9001 certification on understanding customer services and billing.
- Mobilink GSM has 80% urban coverage.
- Mobilink GSM has over 250 franchises. It was the first company to introduce the concept of franchise in Pakistan.
- High coverage more than 300 cities.

Weaknesses

- Constant problems with the network, late connectivity of calls, frequent call drops, noise, distortion and voice echo.
- Billing issues for post paid subscribers, including lost bills, bills wrongly charged and late delivery of bills.

Opportunities

- Being a market leader in the population of over 150 Million, and where only 5.1% of the population has some sort of phone connection, Mobilink has a great opportunity of increasing its subscriber base by adopting the right kind of marketing strategy.
- By offering good and reliable services to the customers at competitive prices, Mobilink not only can retain its present customers but can also out run its competitors in grabbing most of the country's potential customers.

Threats

- Although these companies are new in the Pakistan Telecommunication sector, both the companies enjoy great acceptance from customers, huge capital and good amount of prior experience in the telecommunication sector in other countries.
- Due to constant troubles with the Mobilink network, Mobilink faces a huge threat of its individual as well as corporate customers switching over to the new companies.
- Entry of Wireless Local Loop (WLL) operators in the market could also result in lose of potential customers for Mobilink, although WLL faces the problem of limited network coverage unlike a mobile connection, there is a huge market for WLL especially in second tier cities (e.g. Sialkot, Gujranwala) and rural areas. WLL is basically a wireless connection at fixed line rates for calls within the same region. WLL is ideal for rural areas because it is difficult to lay fiber or copper wire in the rural areas.

MOBILINK MARKETING MIX

Product

“Our people are our greatest asset”

Services are particularly very important for any service providing organization as mobilink. Mobilink is service-providing industry that follows GSM technology. The mobilink is in a position to keep in touch with its customers through, major product lines, which are as follows:

Major Product Lines

Mobilink provides two types of services

- Mobilink Indigo
- Mobilink Jazz

Mobilink Indigo

Indigo caters to the needs of high usage subscribers. It is a post paid mobile connection and the customer receives the bill each month.

Mobilink Jazz

Jazz connections are available nationwide and a subscriber has only to contact a franchisee or customer service center to get connected. Scratch card vouchers are used to recharge prepaid accounts and are available in more than 40,000 retail outlets nationwide.

Market Share

Prepaid

Mobilink jazz 65%

Postpaid

Mobilink indigo 35%

Product and Service strategy

Mobilink offers a large variety of cellular products and services. It specializes in providing connections to the customer and offers packages that enable them to utilize the services that are offered along with the different connection packages. This will be discussed while discussing the companies' offerings individually.

Before someone can become a mobilink customer they have to purchase a SIM card that confirms that this company has given a mobile connection. The SIM card is therefore the product that the company offers as it is tangible in nature. After the SIM is purchased a customer has a wide variety of packages to choose from along with the facility of paying before or after the use of mobilink services.

Mobilink offers 2 major types of packages, which include further options as to the prices and facilities available with each. These packages are mainly classified as either postpaid which is mobilink indigo and in prepaid that is mobilink jazz that we recharge our connection through scratch card while in postpaid we pay bill for connection.

Besides these post-paid and Pre-paid services Mobilink also offers various value added services that are highly appreciated by its customers. These added services provide the customers existing package more attractive, all for their convenience. Use of these services makes the use of mobile

more interesting and enjoyable. These exciting packages include:

- SMS
- G-Mail
- Power tools
- Smart messaging
- Fun messaging
- Mobilink on-line
- Mobilink banking
- Data service
- Conference calling
- Gup shup corner
- V-mail
- On call services; call waiting, call forwarding
- Logo composer

Price

Pricing your product or service is one of the most important business decisions you'll make. Products should be offered for a price your target market is willing to pay and one that produces a profit for your company.

Mobilink charging very nominal charges to its service

Prepaid tariff as on Dec 2005

	Peak Time (Rs. per minute)			Off-Peak Time (Rs. per minute)		
	Airtime	15% GST	Total	Airtime	15% GST	Total
Mobilink to Mobilink	RS.2.75	Rs.1.00	3.75	2.75	1.00	RS.3.75

Local Calls to Other Cellular Networks								
	Peak Time (Rs. per minute)				Off-peak Time (Rs. per minute)			
	Airtime	Mobile Termination	15% GST	Total	Airtime	Mobile Termination	15% GST	Total
Mobilink	2.75	-	1.00	3.75	2.75	-	1.00	3.75

	Peak Time (Rs. per minute)				Off-peak Time (Rs. per minute)			
	Airtime	Fixed-line Charge per five min	15% GST	Total	Airtime	Fixed-line Charge per five min	15% GST	Total
Mobilink	2.75	1.00	1.00	4.75	2.75	1.00	1.00	4.75

Long Distance Calls (Within Same Network)								
	Peak Time (Rs. per minute)				Off-peak Time (Rs. per minute)			
	Airtime	Long Distance /NWD PSTN	15% GST	Total	Airtime	Long Distance /NWD PSTN	15% GST	Total
Mobilink	2.75	0.00	1.00	3.75	2.75	0.00	1.00	3.75

Long Distance Calls to Other Cellular Networks						
Peak Time (Rs. per minute)						
	Airtime	Long Distance	NWD Access	Mobile Termination	15% GST	Total
Mobilink	2.75	0.00	0.00	2.00	1.00	5.75

Placement

Normally in Pakistan every big multinational or international company prefer to place his product in Karachi, Lahore or in Islamabad. Placing of service is very important to a service providing industry because it has to survive without physical existence. So when you launch a new product to market so you tried to make product successful because that’s why you select rather small market portion from all over the Pakistan.

Distribution Strategy

Mobilink have there own dealers for product and services.

Promotion

It is used to facilitate exchanges by informing one or more groups of people about an organization and its products. Technique that persuasively communicates favorable information about a seller's product to potential buyers; includes advertising, personal selling, sales promotion, and public relations.

Strategy

To develop the promotional strategy of Mobilink we have firstly identified the target market that its promotion mix will be targeting according to this plan.

Target Audience

The target audience for Mobilink will be the potential market and also the customers. As the value added services will be offered to people using Mobilink. The challenge in the promotion strategy is to balance the campaign in such a way

that neither of these desired target audiences are ignored during the campaign.

On television the advertisements appear on GEO, ARY DIGITAL, PTV, AJTV, HUMTV, PRIMETV ETC.
In promotion regarding the print media placement includes magazines and newspapers such as The News, Dawn, The Nation, Daily Jung, and Khabrain etc.
Mobilnik has developed customized databases for the most likely customers. The sales force to be able to sell the most connections in the least time will use these databases on a continuous basis.
Advertisements are shown on television and broadcasted on radio and also use billboards which we see on the road, shops, markets, plazas etc.

Corporate Strategy

Every organization has its corporate strategy, which aims at their long-term goals. The corporate strategy of Mobilnik is very clear by their objective. “The vision of mobilnik is to give a best quality product to their customers”. In accordance with its corporate strategy mobilink is expanding its business day by day. Just within 10 years mobilink have established its 300 branches in different cities of Pakistan. Further more mobilink is planning to expand its operations in other cities and rural areas.

Advertising Strategy of Mobilink

In the past Mobilink had a differentiation strategy and capitalized on its unique and different imagine and client base as compared to the low prices and mass appeal of Ufone that took the market by storm. In keeping with its image Mobilink used to come up with emotional advertising campaigns

such as the campaign called “living moments”. It was the most popular Mobilink campaign of its time and showed three separate emotional sequences where family and close ones communicated through Mobilink.

However, ever since the company changed its USP from a classy brand to a low priced affordable brand, its advertising themes are quite vague and unforgettable. When connections were being offered at half the price and now with zero connection charges, the campaigns are as forgettable and ordinary as ever. These campaigns have been diluted the good will that the latest Indigo campaign could have created minus the entire price targeted ads.

Now recent advertisements of mobilink its theme is “octane fuel your attitude”. It has humor, glamour and drama as well. Where old lady dances in a club it means that always to be young and fuel your attitude. (AUR SUNAO)

UFONE

HUMAN RESOURCE MANGEMENT ANALYSIS:

"To become the best cellular option available in the country for U"

We have a consistent focus on customers and expanding our coverage for that we ensure:

With fastest expanding coverage, unmatched product leadership and consistent focus on customers, Ufone has emerged to be the most prominent player in the market in a short span of its operations.

Create a collaborative and mutually supportive work environment that encourages people to grow. Build a team of professionals who deliver expertise by participating in business decisions.

Develop Performance Management and reward systems underlying our Business strategy.

Apply those strategies through which we compete in market and get a largest market share.

Ufone values

1.Equality:

The main value of ufone is equality. They treat all their employees in same manner and friendly environment.

2.Quality:

Another value is quality of the product. they sold their product with good quality and always focus on the quality of products not in quantity.

3.Professionalism:

They hire more professionals for their organization so that they can easily get largest market share and provide better products and services.

4.Competitiveness:

Another most important value of ufone is that they want to compete in a market with their competitors so for this purpose they need more effort to become a market leader.

5.Respect for People:

Our attitude towards others speaks volumes of our personality – both as individuals as well as a company. At Mobilink, we encourage our employees to offer likeable attributes for others to regard since respect for others eventually helps one gain respect for oneself.

HUMAN RESOURCE INFORMATION

1. PAY PROGRAMS:

UFONE pays its employees on the rank and position basis or we can say that employees are paid on seniority basis. The higher the rank the higher the pay would be. In other organizations there are different pay programs such as variable pay programs in which employees paid by the management on the basis of the work or skilled based pay programs and skills based plans where employees are paid on the basis of skills they have. UFONE does not believe on the other sort of pay programs as it gives monthly salaries. Also give bonuses every year. Ufone also having a full pension program known as “old age benefit funds” in which retired employees are compensated. Retired employees get this amount after retirement. For which RS.30 is deducted from employees salary and RS.210 give by company every month so total RS.240

is deducted every month and this amount give to retired employee after retirement. Another program that is provided fund also give to employees at the time of retirement which is 70% of their contribution in organization and deducted 10% monthly from salary and at the end retired person get this amount.

2. RATE OF RECRUITMENT OF EMPLOYEES

UFONE offers 100-150 or more than this (it basically depends upon the need of organization) vacancies in a year. It only hires 3-4 employees on the top level and the remaining are hired on the middle or low level jobs. For this huge organization, the rate of hiring employees is very low. Since the requirement of each department is different from each other. UFONE considers the more the employees more conflicts so they recruit limited workers. Once the person is hired he/she will not be fired until his/her retirement.

3. SOURCES OF RECRUITMENTS

UFONE recruits its employees through advertisement. From some sources of media like newspaper and Internet .so that job seekers drop their CV. And wait for call.

The required abilities can contact them. It also gives a chance of internship to students so that they can get idea of their organization. Ufone also gives stipend to the students for internship.

4. BASIS OF HIRING:

Ufone hires employees on qualification basis and experience. Ufone hires employees on contract as well as on temporary basis, but they become permanent because once the person is hired he/she will not be fired until his/her retirement because they are not concerned about all these recruitment

programs. Most of the time employees are hired according to the job requirement. Few years back, qualification was not of much concerned to the organization now ufone is hiring professionals and more qualified people for the better output. Most of the professionals are employed on contract basis.

5. TRAINING OF EMPLOYEES:

Ufone provides training programs to its employees. It provides off the job training because this does not disturb the work place. Only by lectures and seminars it gives training and it is also less costly. Other on the job training programs needs a lot of effort which government organization cannot provide. For engineers there is one- year off- the- job training program. A three months training is given to other employees. This training is the chance for them to learn something and get the permanent job here.

6. PERFORMANCE EVALUATION & APPRAISAL:

Ufone also evaluates its employees just like other organizations. But the difference is for permanent employees the evaluation is done at the end of every year, for the employees who are hired on contract they are evaluated on completion/renewal of the contract. Simply we can say that after the revision of the contract the employees are evaluated. The employees who are on contract they are recommended evaluation by their immediate boss and his superior counters that recommendation. Promotions are given to employees on seniority basis and it takes time. The one whose qualification is MBA or having bachelor degree gets the higher post.

7. FACILITES AND BONUSES:

There are some employee compensation programs in ufone that they get two medical gross salaries in case of hospitalization or in any emergency and get 1 bonus per year. Another program for employee is “leave fair assistance” in which employees get 1salary bonus and 1-month vacation. They offers are not more than 30 annual leaves and 20 causal leaves? If the employees want some extra leaves due to some serious situation he can take but there are strict rules for this purpose. There is less strictness in public organization as compared to the private organizations. After retirements pensions are given.

8. FIRING OF EMPLOYEES:

If the performance evaluation of any employee is not according to the requirements, which the organization wants then, that employee can be fired but there must be a disciplinary cause behind it. And a notice is given to that employee almost a month before firing.

9. ABSENTEEISM AND TURNOVER RATE:

The control exists in Ufone for absenteeism just like other organizations. People should be present on time but some relaxation is also given to the employees but employees must follow organization rules, which is very strict.

If absenteeism rises too much then the management will investigate the cause. The rate of turnover is low as the jobs are permanent in Ufone. Now they have started taking people on contract basis.

10. HR POLICIES

There are HR policies but those are implemented in the organization which are formed by the hr manager of the organization and PTCL also contribute in it .as we know that

ufone is 100% subsidiary of PTCL. There are so many policies made by the management because the officials believe in policy making. As in private organization everything is based on some rules, so if the employees of ufone do not obey on yes and no it will not affect them. The policy, which is made by the organization, is imposed on it. Like they set the objective for next six months and job analysis is taking twice year. And they have to follow it.

11. TASKS

The high level management always assigns individual tasks. It is of the opinion that they give group task, conflicts can arise and handling of conflicts seems to be very difficult to them. Even if any conflict arises they do not take interest.

12. RESOURCE ALLOCATION

As the resources are allocated annually so Ufone officials decide the resources, which they gave to different departments. Every department of Ufone has different need of resources to fulfill their assignments and they provide to accomplish their task. The needs are already mentioned so there is no conflict that arises leads to losses. If departments need any extra money, they can ask for it to fulfill their budget requirement.

13. EMPLOYEE RECOGNITION AND INVOLVEMENT PROGRAMS

No other information was given except that “each department has its own way to recognize the efforts of employees and involve them in work.”

14. IDEAS IN THE MEETINGS

The ideas in the meetings are gathered through brainstorming. Every one is free to give ideas verbally as well as written. Ideas are written on piece of paper and the paper is

submitted. There is also a special person in the meetings who records the ideas.

15. NORMS

Performance norms (tardiness, level of output, performance).
The employees are required to be on time and avoid tardiness.
The employees have to perform his or her task on time in an efficient and effective manner.

16. OTHER INFORMATION:

The ratio of male to female employees is 60:40
There is no gender discrimination as majority employees are female.
There are no labor unions.
The president and CEO are spokesperson.
Employees are motivated through motivation programs and retention tools.

MOBILINK

HUMAN RESOURCE MANAGEMENT ANALYSIS

At Mobilink, our belief is that "Our people are our greatest asset. We take great pride in acknowledging the contribution each one of us makes".

We focus on People Development and for that we ensure:

Staff Mobilink with world class Professionals and ensure that the right systems are in place to encourage them to develop to their full potential. Create a collaborative and mutually supportive work environment that encourages people to grow. Build a team of professionals who deliver expertise by participating in business decisions.

Develop Performance Management and reward systems underlying our Business strategy.

Mobilink's Values:

1. Trust & Integrity:

At Mobilink, we strive to cultivate an open, honest environment by doing what we say and saying what we do. We trust those around us and give them every reason to trust us.

2. Commitment to Total Customer Satisfaction:

At Mobilink, we realize that customer satisfaction forms the core of success. Therefore, we focus our energies on giving all customers more than they expect.

3. Respect for People:

Our attitude towards others speaks volumes of our personality – both as individuals as well as a company. At Mobilink, we encourage our employees to offer likeable attributes for others to regard since respect for others eventually helps one gain respect for oneself.

4. Passion for Business Excellence:

The outstanding performance of our employees is contingent upon their will to do their best. This passion for business excellence eventually translates into success for the Mobilink family.

5. Responsible Corporate Citizen:

At Mobilink we continue to set benchmarks in terms of social responsibility and community conscience. It is our duty to be accountable towards the environment that we operate in.

HUMAN RESOURCE INFORMATION

1. PAY PROGRAM:

Whether Mobilink pays its employees on variable basis or a skill based pay basis the employees are given a fixed pay this information was not given to us.

2. RATE OF RECRUITMENT OF EMPLOYEES:

Basically it depends upon the vacancies available as well as the business plan, which is made at the beginning of the year. If there is any vacancy Empty then Mobilink recruits the employees or when it needs more people to support expansion and growth.

3. SOURCES OF RECRUITMENT:

Employees are recruited through CVs sorted on website. Mostly recruitment is done through newspapers and third party recruitment agencies.

4. BASIS OF HIRING:

Mobilink hires the employees on the basis of work experience and qualifications. Employees are also hired on contract basis, which is 6 months and longer duration.

5. TRAINING OF EMPLOYEES:

According to Mobilink person: “We usually make our assessment of training needs for our employees and accordingly send out employees for training. These trainings can be both on the job training and off the job training.”

6. PERFORMANCE EVALUATION:

There is a performance appraisal in Mobilink on annual basis. Details of evaluation model were not provided.

7. REWARDS:

Details of rewards given to the employees on the basis of above performance evaluation were not shared.

8. FACILITIES AND BONUSES:

There are lot of facilities and bonuses given to employees at Mobilink or when there is a very good employee performance. Other details regarding bonuses and other benefits were not shared. Holidays, which Mobilink offers are just 20 working days.

9. FIRING OF EMPLOYEES:

Numbers of employees are fired annually and the criteria of firing them were not disclosed.

10. ABSENTIEESM AND TURNOVER RATE:

There is not much absenteeism since there are very strict rules and regulations. In case of a high rate of absenteeism, it is controlled through employee warnings and pay cuts. Turn over rate is controlled through motivation and employee retention programs. Due to launch of two new mobile operators there has been a lot of turnover however exact numbers were not mentioned.

11. HR POLICIES:

There are formal HR policies in Mobilink. The detailed policies however were not provided.

12. TASKS:

There are both individual and group tasks assigned to employees depending upon supervisor's decision.

13. RESOURCE ALLOCATION:

Mobilink has 12 departments on the whole. Resources are set at the beginning of the year according to needs of the departments. When we asked how you handle the conflicts if there are any among the departments, the answer was not given.

14. EMPLOYEE RECOGNITION AND INVOLVEMENT PROGRAMS:

There is employee recognition and involvement implemented in Mobilink.

No other information was given except that "each department has its own way to recognize the efforts of employees and involve them in work."

15. IDEAS IN THE MEETINGS:

Mobilink gather ideas in meetings through brainstorming. Everyone is free to give ideas verbally as well as written.

Ideas are written on the piece of paper and the paper is submitted. There is also a special person in t he meetings who records the ideas in the form of minutes of meetings.

16. NORMS:

Performance norms (tardiness, level of output, performance):
The employees are required to be on time and avoid tardiness. The employees have to perform his or her task on time in an efficient and effective manner.

17. OTHER INFORMATION:

The ratio of male to female employees is 40:60
There is no gender discrimination as majority employees are female.
There are no labor unions.
The president and CEO are spokesperson. Employees are motivated through motivation programs and retention tools.

CHAPTER 5

CONCLUSION AND RECCOMENDATION

Thus, all in all, Ufone and mobilnik can be described as today's "Modern" organizations - where policies and procedures are made keeping in mind - equality, quality, competitiveness and professionalism.etc. Ufone and mobilnik performance in the industry, since the time of its establishment has been exemplary, as it surpassed all financial and marketing goals, converting mobile phones into an everyday business and personal communication tool for all. Despite Ufone and mobilnik strategies to provide a high standard of service rather than increasing subscriber base without capacity, both organizations achieved a substantial market share in a market.

But like any other organization, nothing is perfect. Managers here do face many challenges. Integrating a group of people on a common ground, who otherwise have nothing common amongst them, is not an easy task. People come with their own set of principles, views and beliefs. It is the task of the organizations managers, that via efficient policies they inculcate amongst their employees the dedication that is required to help the organization achieve its goals. Thus retaining the "right" people is at times considered a challenge.

But all in all, Ufone and mobilnik finds their self having full grown potential in spite of the odds in its way. Their

employees feel that they are well equipped in terms of stamina, experience, and knowledge and have just the right attitude to make their organization the leader in the mobile service market.

Since Ufone entry into the market for Mobilink things have changed dramatically but no one is losing customers least of all Mobilink. Instead Ufone has forced Mobilink into reconsidering its premium services only strategy and now it is attempting to capture a growing market in the middle-income group. The changes in strategy are that now prepaid cards will be given more attention and emphasis than before.

At the present state of affairs Mobilink is suffering from network congestion. Resources overload as it made an attempt to absorb the sudden increase in demand in the expanding market, which has resulted in increased consumer complaints on their services in general.

Comparing their advertising policies Ufone has taken it on them to pursue an aggressive marketing strategy on the electronic media, which cannot be said for Mobilink, which seldom advertises, on the electronic media. The impact of the electronic media cannot be denied since the masses respond to it and this is the major factor, which has increased the sales of Ufone.

The most distinguishing feature about Ufone is its low priced packages that it offers. People buying this service are very price conscious and generally the public in Pakistan has become more price conscious. In this regard Ufone appeals to the masses as well and is now striving to strike a balance between quality and price.

Initially when Ufone started the response of the public exceeded their expectations. Sales went record high; the sales went sky high but due to these increased sales Ufone had to suspend giving new connections. This tarnished the image of Ufone considerably

Comparing Ufone and Mobilink in terms of service outlets Mobilink is faring much better than Ufone. Ufone lags behind with very few service outlets whereas Mobilink has an expanded network of service outlets, which is favorable to most customers.

In Pakistan post paid services sell like hot cakes therefore Mobilink and Ufone should make the most of this consumer base provided that they do not compromise on quality and service.

Recommendations

- Network congestion and traffic problems are faced by both organizations. They should try to over come these technological errors.
- The management at Ufone should be more efficient and should be able to foresee the consumer response and not make mistakes as they originally made.
- Public relations should be improved. There is a wide range of market forces that come into play therefore for both companies, which have a cutthroat competition, should concentrate more on sales and public relations
- Ufone should expand its network by increasing the sales and service outlets.
- Mobilink should hold on to its current consumer base by advertising in all kinds of media.

- Both the organizations should try to disclose their financial data so that we can easily analyze them financially.

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APPENDICES

QUESTIONAIRE:

Q.1 What is the marketing mix of your organization?

Q.2 What Product and services you provide?

Q.3What factors you keep in your mind while setting price of your products?

Q.4 What is the distribution channel of your product?

Q.5 How can you promote your product?

Q.6 What is the strengths, weaknesses, opportunities and threats for your organization?

Q.7 What advertisement strategy you used for your product?

Q.8 What is the recruitment policy and sources of recruitment?

Q.9 How can you compensate your employees?

Q.10 What is the criteria of hiring and firing of employees in your organization?

Q.11 how do you evaluate performance of your employees?

Q.12 What training program you are providing to your employees?

Q.13 What is the criteria of allocation of resources?

Q.14 How the organization assigned task to their employees?

Q.15 What is the norms of your organization?