

**TELENOR'S STRATEGIC SUCCESS IN MYANMAR:
STRATEGY MAKETH SUCCESS
SUCCESS MADE IN STRATEGY**



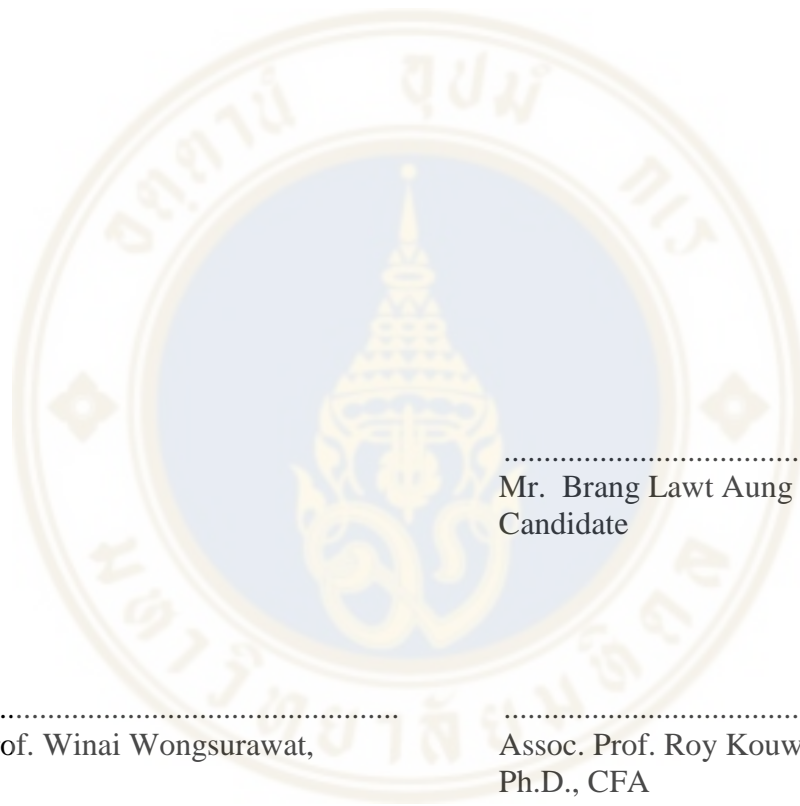
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STRATEGY MAKETH SUCCESS
SUCCESS MADE IN STRATEGY**

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.....
Mr. Brang Lawt Aung
Candidate

.....
Asst. Prof. Winai Wongsurawat,
Ph.D.
Advisor

.....
Assoc. Prof. Roy Kouwenberg,
Ph.D., CFA
Chairperson

.....
Asst. Prof. Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

.....
Ronald Surachai Thesenvitz,
Ph.D.
Committee member

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Brang Lawt Aung



**TELENOR'S STRATEGIC SUCCESS IN MYANMAR: STRATEGY MAKETH
SUCCESS, SUCCESS MADE IN STRATEGY**

BRANG LAWY AUNG 6149073

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASST. PROF. WINAI
WONGSURAWAT, Ph.D., ASSOC. PROF. ROY KOUWENBERG, Ph.D., CFA,
RONALD SURACHAI THESENVITZ, Ph.D.

ABSTRACT

The purpose of this study is to discover the strategies that Telenor Myanmar had used to make a successful greenfield investment entry into Myanmar and became one of the top multinational companies in Myanmar. Qualitative data was collected through an in-depth interview with a former top management executive in Telenor and references from the news sources.

The results of this study shows that Telenor Myanmar's success was crafted through three layers of strategies which responded strategically to the external factors.

KEY WORDS: Three Layers of Strategies/ Greenfield Investment/ Telenor
Myanmar's Strategic Success

25 pages

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CHAPTER I

INTRODUCTION

Basic needs fulfill a country's social structure. Which means access to proper health care and education are the priority of many countries despite of the country's development status. These are the fundamentals needs that help shape a society in the past and present. Perhaps, this was a traditional way of thinking of a country's most important basic needs. Thus, the basic needs that will shape the society in the future might be different from the one we usually are aware of.

Nowadays, with the world globalizing and movements of people are happening more than ever domestically and internationally, communication comes into a great play to help shape these things happen smoothly. Whether it would be in economic development, social development, technology achievements or even in times of crisis, communication is the key tool to facilitate all of them. In a simpler essence, we are human beings and we have survived by communicating with one another after all. Thus, in this century, communication, especially telecommunication technologies, are essential parts of our lives and are almost a basic need for us, human beings (Useoftech, 2019).

Even though telecommunication seems like one of the oldest technologies as mankind had always found their ways to communicate since the prehistoric times, it had always been evolving and innovating until up to this date. It is also believed that much more developments are yet to come. It is crazy to think that in the past, people communicated using various types of methods such as smokes, fire signals and light signals (Mitel), now, we can communicate and transfer large amount of data with anyone, anywhere and at any time by simply utilizing our fingertips.

Though, telecommunications had been developed in vast majority of the regions across the world, it was not the case for Myanmar, which is the country that I will be focusing on in this research paper. Myanmar, a country in South East Asia, ever since the economic reforms in 2011 (BBC, 2015), Myanmar could be seen transforming

in various aspects including the telecommunications sector as one of the obviously seen major transformations in the recent years. To further understand this research paper deeply, it is useful to know a little bit of Myanmar's history and the telecommunications sector in brief, which will be explained further in the latter paragraphs.

To begin with, Myanmar had long been isolated from the rest of the world for many decades. Though, the country was not all obsolete technologies and trends like many would have imagined, Myanmar did have technologies and some of them could be comparable to some of the countries in the region. However, Myanmar was indeed slow in catching up with the rest of the developing world. For instance, on a normal day in the early 20th century, you will be easily finding the old Beetles wagons driving on the roads or parked beside the pavements without any extra efforts to look for them. Nowadays, you must be pretty lucky to catch them on sight.

Since the economic reforms, much of Myanmar had been transformed since it has been opened up towards foreign investments and businesses. Of them all, one major significant transformation was in the telecommunications sector. Since the year 2000, MPT, a state run telecommunications operator was the only mobile services provider until the year 2014 (BBC, 2014). Based on the information from BBC in 2014, a mobile sim card could cost up to five thousands US dollars (BBC, 2014) in the black market back in the days. The sim cards prices then had dropped drastically. Now, people may acquire a sim card for more than just a dollar, thus a huge transformation could be seen. Furthermore, the internet was a special treat and not easily accessible for household consumers back in those days. For instance, just to check your emails, you would have to get out of your house, make a trip down your street, find an internet cafe and look for an available computer to browse your emails. Nowadays, most people already have access to the internet, given the condition that they are subscribed to a mobile network and own a smart phone. Thus, a huge transformation in Myanmar could be seen in the telecommunications sector.

On this transformation journey, one of the first multinational companies in the telecommunications sector ever to set foot into Myanmar, was a Norwegian telecommunications giant, Telenor. The company has mobile network operations all across the world, being invested in nine countries across the globe (Telenor, 2019). Of the nine countries, Myanmar is one of the newest market investment. Telenor first

gained their license to be an operator in Myanmar back in 2014 and now, Telenor had become the largest 3G mobile network provider in Myanmar (Telenor Myanmar, 2019).

In this paper, the writer will be mainly focusing on Telenor Myanmar and how it as a multinational company had invested in a sector where a state run company had been a sole operator of mobile networks for more than decade. The writer believes that the strategies used by Telenor to set up its operation and gain a market share as one of the top multinational companies are exceptionally well executed. Also, as Myanmar had a lot of opportunities for foreign investments as well as challenges for large scale investors to tackle. There are actually many cases of how startup companies are brought about and grow into large firms and these cases are extremely motivating to the readers. However, for this paper, the writer wants to portray a large scale startup by a well-established multinational company into a country where the business world have not yet often heard about.

The objective of this paper is for the readers to discover the strategies that a giant multinational company like Tenor used to enter Myanmar and go on to establish itself as one of the top multinational companies in this host country. Through the learning of the strategies used, the writer hopes that the readers who may have some linkage of investing in Myanmar may get some useful ideas and insights out of this. Furthermore, the learning of how opportunities, challenges, risks and many situational factors are handled by Telenor would help readers to learn the various ways a multinational company can respond to these factors in Myanmar. Last but not least, the objective is for the readers to fully understand how change management for consumers and country was implemented in large scale especially when Telenor enters a market where the consumers are pretty much behind the current mobile telecommunication practices.

At the end of this paper, the writer wishes to make a conclusion of how each of the strategies in corporate, business and functional levels worked, how some of the situational factors presented in Myanmar smoothed or slowed the growth of Telenor in Myanmar and overall, how Telenor as a multinational company could effectively took part in the transformation of Myanmar's telecommunication sector.

CHAPTER II

LITERATURE REVIEW

2.1 Multinational Company

A multinational company or enterprise is defined as a company with production facilities in other countries. The original company is known as a parent company (Zekos, 2003)

One of the way that a parent company can invest in a country is by establishing a wholly owned subsidiary in a host country. For a subsidiary, the parent company will have a “complete control over its business operations ranging from the production of its product or services to its sale” (Mukher).

The multinational company also would have to abide by the host country’s laws and regulations as well as their local traditions.

2.2 Large Scale Entry

Large amount of resources and dedication are needed for large scale entry to a foreign market. Entering as large scale may provide the company opportunities such as first mover advantage in which the company has the opportunity to satisfy the demands of the consumers, grab the market share and establish itself before other non-large scale entry companies do. (Shaw, 2015)

2.3 Greenfield Investment

When the company is planning to expand its business overseas through a foreign direct investment or FDI in short, they need to consider the type of entry mode that they would be using. Greenfield investment is one of the entry modes that a company can use. This type of entry mode focuses on starting everything from zero. For instance, building new office, factories, hiring of new people and even setting new

policies are all parts of Greenfield investment. This type of entry mode can be broken down into two types of forms, a wholly owned and strategic joint venture (Jaworek, Karaszewski and Szalucka, 2018).

2.4 Strategy

Strategy is defined as the actions that a firm may take to achieve the goal it has set. A firm will set strategies that will allow them to be better than their competitors (Rothaermel, 2017). Strategy can be clustered down in different levels. For instance, it is can be broken down into three different levels of strategies. First is the corporate level strategy, which is a type of strategy that allows the company to achieve its corporate goals. And the latter is a unit strategy (Davies, 2000), in some definitions it can be broken down into business level strategy and functional level strategies. Unit level strategy focuses on divisional and departmental levels sets of strategies. For instance, a company's Human Resources strategies will rest within this type of strategy.

2.4.1 Strategy Formulation

Strategy must be formulated depending on the various factors such as where the company is going to compete and how the company will compete. (Rothaermel, 2017). Planning a good strategy will help guide the company and all the employees inside it to move towards the correct direction (Catley, 2014).

2.4.2 Strategy Implementation

Strategy implementation are guided actions of putting formulated strategies into the organization's processes whereby executing it (Rothaermel, 2017).

Though, when formulating and implementing strategy, it is a good idea to break them down into three separate levels. They are known as Corporate Strategy, Business Strategy and Functional Strategy (Rothaermel, 2017).

2.5 Corporate Strategy

Corporate strategies are concerned with especially people of the top management and in the headquarter (Rothaermel, 2017). Mainly, the corporate level strategy is concerned with where to compete, thus coming off with various dimensions such as vertical integration, diversification and geographic scope (Rothaermel, 2017). In this paper, the focus will be on geographic scope. Which is defined as whether the company will be competing regionally, nationally or globally. (Rothaermel, 2017).

2.6 Business Strategy

One of the important and noteworthy business strategy is how the company is going to position itself in the market it is competing in. Various types of positioning can be broken down into cost leadership, differentiation, focused cost leadership and focused differentiation (Rothaermel, 2017).

In this paper, we will be mainly focusing on focused cost leadership. Focused cost leadership is when a company will have a specific product or service that they will try to sell it for cheaper than its competitors, as similar to cost leadership but the company will focus on specific products instead of all of its product lines (Rothaermel, 2017).

2.7 Functional Strategy

Functions are the business units in the companies such as finance, human resources, marketing, operations, etc. Functional strategy is concerned with executing business strategy into each of the related functional areas. (Rothaermel, 2017).

The way functional strategy is executed by the middle managers who are responsible for the business units which contributes to the success of the one level up strategy, business strategy.

CHAPTER III

RESEARCH METHODOLOGY

For this research paper, both primary source and secondary source data collection methods had been used to interpret further findings. For the primary research, the writer conducted a qualitative research method where he interviewed a reliable and quality source candidate. The interview was conducted face-to-face with one of the former Chief level executives of Telenor Myanmar. For this research purpose, a pseudonym name will be used and the person's name will be addressed as Grace. Further details of the interview will be discussed at the end of this chapter.

As for the secondary source of research, the writer collected information from Myanmar newspaper sources in order to see the bigger picture of the events as portrayed in the news media. This also reaffirms the quality of information collected throughout this research.

3.1 Primary, Qualitative Research

The primary source, qualitative research method had helped to collect the actual and detailed needed information for this paper from a source that is very reliable and very impressive especially as the writer had a generous opportunity to interview an executive level former Chief of several strategic business units of the focused company. From the interview, the writer could see a big picture from the top management point of view and all types of strategies that helped the company succeed in its goals. The interview was structured, however, the interviewee was interviewed in free-style way that allowed her to link all questions and answer them as a story, thus, enabling the writer to write up a story-like paper which would help the readers to follow through better.

The goal of the interview was to learn of the strategies of Telenor, opportunities, risks and challenges that Telenor faced as well as to overcome them in the eyes of an executive, as well as a strategic business unit owner.

The interviewee was selected for various non-arguable reasons. Firstly, as she was a Chief level executive, she oversaw top of the tree strategies that Telenor was formulating and implementing. Secondly, as she was a business unit owner, she herself had to formulate business strategies and implement them into her functional business units. Thus, she was the perfect candidate for the writer to be able to learn from every level of strategy that Telenor used in Myanmar. Furthermore, with the amount of past experience that she had before joining Telenor, she is fully aware of the external factors and situations in Myanmar and how Telenor would have and had adapted to them in details.

3.2 Research Questions

The main research question and the answer that this paper would be able to provide is “How Telenor strategically entered Myanmar and became one of the top multinational companies in the country while adapting to the external factors of the country?” The questions below had been prepared in advance in order to guide the interviewer to receive the answers that he wanted and the interviewer to provide the answers easier. However, probing questions were asked after every question listed below to uncover more details and receive the full story of Telenor in Myanmar.

The guided questions prepared for the interview are listed in Appendix A section of this research paper.

The interview with Grace was conducted on the 18th of October 2019 from 10.00 AM to 10.40 AM. It was a face to face interview as I had a chance to interview Grace at her current company’s workplace, which is located in Chatuchak, Bangkok.

The interview was done at one of the meeting rooms at her current workplace which ensures a smooth interview session without any interruption from possible noise pollution.

As the interview lasted for approximately forty minutes, all of the findings were thoroughly discussed.

3.3 Secondary Research

As the chosen topic and company for this paper is widely known, the writer was able to gather further sources of information especially through news media websites. Thus, news journal will be referred to and cited into this paper.

The advantage of referring to actual news journals will help proven this research paper's quality. Furthermore by referring to news journals, the writer will be able to discover exact timeline of events and other information that the writer might not have been able to extract out of the qualitative research interview due to limited amount of time.

3.4 News Journals Source

The majority of the secondary source of information had been collected from Myanmar Times, which is available on the internet and also available in English for the readers to refer to for more detailed information which had been described in this paper.

Most of the information that will be cited from this newspaper would be the chronological timeline of Telenor in Myanmar.

CHAPTER IV

FINDINGS

4.1 Summary of the Findings from Interview and News Media

Telenor received the license to operate as telecommunications operator back in February 2014 (MM Times, 2014). Though the license was received in the first quarter of 2014, the launch was actually in the late 2014. Due to the weathering conditions, Telenor was risk adverse in constructing the infrastructures during the rainy and stormy season and thus, further postponed the launch behind its competitor, Ooredoo, who also received the license to operate at the same time (Grace).

Myanmar was the newest market for Telenor and it was called as the Greenfield market where only one mobile network operator was operating and much of the infrastructures were underdeveloped. Entering this Greenfield, Telenor had all the intention to ensure that by 2020, majority of Myanmar will be connected through telecommunications and that was their primary goal. Which means that despite of the technological challenges which a Greenfield market presented, as Telenor would have to begin developing all its infrastructure, human resources and company policies from scratch, Telenor was committed to achieving its goal in a large scale entry.

Under the Greenfield Investment, a company can enter the market through two forms, wholly owned subsidiary or a joint venture. In this case, Telenor had entered Myanmar through a wholly owned subsidiary approach (Business Wire, 2015). Thus, with the Greenfield investment approach paired with a fully-owned subsidiary form, Telenor was like a huge startup company in Myanmar (Grace). Grace mentioned that in the early days, the environment felt really like a startup company as many local employees are heavily recruited to fulfill the local to foreign employment ratio and a lot of discussions done with various types of stakeholders to settle Telenor. Telenor had to do everything from scratch, hiring new local talents, procuring new office chairs, creating contracts with service companies to developing new strategies to custom fit the country (Grace).

According to Grace, Telenor investing in Myanmar was one of their strategic moves to further expand their international markets and to add new markets into their already matured markets portfolio. In doing this, Telenor adopted market and product strategies from Myanmar's nearest neighbor where Telenor was also operating in, India. Though some of the adopted strategies worked, some had to be formulated anew as the external environment setting in Myanmar was very different from India. For instance, land leasing complications and community management in Myanmar could get complicated from time to time (Grace).

In terms of business strategies, as Myanmar was in the age where most people still did not use internet in 2014, Telenor focused on providing voice calls at the most affordable prices (Grace). Grace mentioned that within 5 years of entry, by 2020, Telenor aims to have 75% of the country to have mobile phone usage. Areas ranging from the border areas to Chin mountains were even targeted to be covered. In order for Telenor to achieve its set goals in 2020, several business strategies with supporting functional strategies were formulated and implemented. Grace had mentioned three notable achievements and strategies as follows.

The first strategy comes in the form of people's strategy, Telenor embraced diversity with 23 nationalities in the first phase of the company establishment (Grace). They are still embracing the diversity as when she left the company, there were 17 nationalities working together in the company. Furthermore, Telenor's people pillar is "Open and Winning Culture" which represented the diversity of the people. Additionally, corporate culture values and management practices were all introduced and enforced. One of the way that the corporate culture values are enforced is by having orientation days specifically dedicated to teaching and embedding the corporate values into the new employees (Grace).

Secondly, in terms of products strategies, in order to serve the customer base which was very diverse back then. For instance, back in 2014, much of Myanmar still did not use internet in their phones. Thus, different types of products, marketing and sales campaigns were necessary. For instance, many of the people in the city had already been using the internet from local internet cafes since even before mobile networks came out, which makes it easier for Telenor to introduce a mobile internet package to the population. However, in the rural areas, many of the people did not even know how the

internet worked. Thus, to respond to this situation, Marketing, Sales, Product Development and Technology teams were put under one group, thus enabling Telenor to be much more collaborative and customer centric. A good example was the pricing and product strategy. According to Grace, Telenor focused on voice calls packages and focused on providing the most affordable voice calls prices as possible. This is to support the fact that many of the users in the rural areas were still unaware of internet usage.

Last but not least, in terms of financial strategies. Telenor was ready to spend as they knew that investment in Greenfield is going to be huge as infrastructures were underdeveloped. For instance, Telenor had to build telecommunications towers from scratch in the cities and to the outskirts of the country in order to support their goal of reaching to every customer base in the country.

4.2 Analysis

From the summary of findings, the writer had grouped the facts into some of the conceptual management frameworks to reflect upon Telenor's successful strategic executions.

4.3 Greenfield Investment Approach

Telenor setting up its business in Myanmar through a Greenfield Investment approach with a wholly owned subsidiary form was perhaps the only viable choice that the company could make to expand its operations in Myanmar. This is because Telenor would not have been able to make other types of entries such as Joint Venture or Acquisition due to limitation factors. Thus, Greenfield Investment through wholly owned subsidiary form was the best possible choice for Telenor.

A wholly owned subsidiary form also enabled Telenor to have more freedom for them to exercise their strategies that they would like to. Which might not have been the case if Telenor were to make a Joint Venture or an Acquisition. For instance, in a Joint Venture, the non-controlling stake could still have some voice

through their own thinking, which might have not have allowed Telenor to execute their strategies freely.

Furthermore, if Telenor entered Myanmar through acquisition, which would not be possible as there are no public or private company to acquire in the first place, however in a scenario that Telenor had a chance to enter by acquisition, it would mean that the acquired company would have their own strategies and policies in place, which would be very difficult for Telenor to transform their mindsets.

Thus, through a Greenfield investment and a wholly owned subsidiary approach, Telenor have the freedom to execute their strategies in the ways that they think are best as well as set up everything from scratch (Jaworek, Karaszewski and Szalucka, 2018) to be aligned with Telenor's strategies. Some of the strategies that allowed Telenor to be one of the top mobile network operators in Myanmar today are discussed below.

4.4 Strategies

Telenor had many different types of strategies. And all of these strategies were the actions that helped pave the way for Telenor towards its goal (Rothaermel, 2017). Some of the strategies were in the corporate level, some in business level and lastly, functional levels. A combination of all of these strategies, with lower levels strategies which supported the higher level strategies was in fact, a pathway (Catley, 2014) for Telenor to reach upon their goal. Furthermore, the strategies are the main factors that Telenor had utilized to help them to allocate their resources better. As resources allocation is one of the reasons why a strategy is important (Nordmeyer, 2017).

As Telenor was like a giant startup (Grace), much of its strategies had to be supportive to the situation that Telenor was in and what Telenor wanted to be, its goals. These strategies are further discussed below under three different levels.

4.5 Corporate Strategy

According to Grace, the corporate strategy that Telenor used was to expand their market geographically and in other words, their international market. This strategy had helped Telenor to build a bigger portfolio of their operations globally and help add up a new market with a lot of potential to grow into their portfolio where most of the markets are in maturity stage. This also helps Telenor to expand the customer base, as one of telecommunication business successes comes from the total number of users subscribed to its mobile network. Thus, from just a 5 million population customer base in Norway (Kishimoto, Nitta and Hayakawa, 2018), Telenor made a strategic decision to target the market where population is much bigger and opportunities are vast.

In writer's analysis to Telenor's strategy to invest in Myanmar, it worked for various reasons. Firstly, Myanmar population was at 51.48 million in 2014 (UNFPA, 2014). Which means there is a market opportunity of 51.48 million potential consumers. Secondly, much of these populations was not subscribed to mobile cellular networks. For instance, in 2013, there were 6.83 million (Holst, 2019) people subscribed to the mobile network. Thus, this gave Telenor a great opportunity to capture the potential subscribers. Last but not least, there was actually only two competitors for Telenor to compete. First, a state run mobile operator and second, Oreedoo also a new multinational company who had just won a license. Therefore, from all of these vast reasons, they were concrete supporting reasons for Telenor to begin investing in Myanmar. The strategy was proven effective since as of 2018, there were over 61 million subscribers (Holst, 2019), a dramatic growth since 2013, the year before Telenor had entered.

At this level of strategy is very important especially choosing the market because this means that Telenor was allocating resources from its portfolio into investing in opportunities which could turn out well or not (Nordmeyer, 2017). From this, it can be analyzed that choosing the right market as an expansion strategy by analyzing the opportunities is the first step and will determine whether the rest of the followed strategy will fail or succeed since the other strategies' set of activities will follow the corporate strategy that had been set (Nordmeyer, 2017).

4.6 Business Strategy

With reference to what Grace mentioned, Telenor focused on providing the most affordable voice calls compared to other competitors. From this, it can be concluded that Telenor was using a focused cost leadership approach in their business strategy on the voice products.

This move was strategically planned by Telenor as the writer went on to research the data on internet usage in Myanmar and found that in 2010, only less than 0.3 per cent of the total population were using the internet (MM Times, 2018). Thus, Telenor was focused on providing the products that most people were demanding at that time and slowly transformed the people's mindset on using internet over the time.

Thus, with the focus on providing low cost on what people truly need, Telenor was able to capture the market share easily (Grace).

Business level strategies were extremely important for Telenor as it was the intermediary to connect between corporate level strategies and functional level strategies. Corporate level strategies are directly set to achieve what the firm wants to be and functional strategies are clear activities drivers to achieve the top level strategies. Thus, by Telenor ensuring that their business level strategies of providing low cost products and services to the customers helped them to achieve a corporate level strategy of capturing the large potential subscription population in Myanmar which needed low cost products and services while paving the way for the relevant functional strategies that will help Telenor achieve its goals. These functional strategies are discussed below.

4.7 Functional Strategy

Based on the interview, writer learned three most important functional strategies that Telenor had implemented. These functional strategies were set to support Telenor's business level strategies and ultimately to help Telenor achieve its corporate goals.

Firstly, Telenor had the approach to ensure that corporate culture was in place since day one as well as the people's pillar of "Open and winning culture", which helped the company employees to have identity (Alton, 2017), which means that the culture would help shape Telenor's diverse employees to be one. In the interview, Grace

added that she nicknamed this process as becoming Telenorian, something she came up with to ensure that under Telenor's corporate values, all values are aligned with each other. With this functional strategy, people are able to work as one team and thus, able to follow the vision and thus the cascaded down strategies.

Secondly, Telenor's approach to making custom fit products and prices, in this case, country-fit products and prices was definitely a winning feature of its success. Thus, strategizing its products and pricing match towards country's need was one of successes of Telenor. This functional level strategy which was executed through forming a team together with product development and sales people are a definite key driver to Telenor's business strategy of offering low cost products to the market.

Thirdly, having a strong financial background helped Telenor to invest in building much of the lacking infrastructures in the country which allowed them to not lose out in the competition with Ooredoo who was also building many infrastructure at that time.

From three of these approaches, from people, products, price to investment strategies, they all led to the business level strategy and eventually the corporate goal that Telenor had since the beginning, which was to expand to Myanmar and ensure that at least 75% of the country would be subscribed to the mobile network by 2020.

4.8 Transformation and Change Management

The writer's favorite part of this story was how Telenor as a company took part in the transformation of Myanmar. From a mere 6.83 million subscribers towards mobile networks to 61 million subscribers within a decade (Holst, 2019) and from 130,000 internet users to 13 million internet users within a period of 6 years from 2010 to 2016 (MM Times, 2018) was indeed a spectacular transformation which Telenor was part of it.

With the thought of helping Myanmar to have mobile network users in order to boost the country's development, Telenor was also gaining their market share at the same time, which was indeed a win-win situation.

From arrangement of CSR activities such as educating people through Light House libraries (Grace) to training 100,000 students (MM Times, 2018), these do have snowball effects to benefit the country and also towards Telenor greatly.

Also from their product and pricing strategies, by focusing on providing low cost voice products at the beginning of entry, Telenor fully understood the necessary measure of change management, first by introducing what people truly needed.



CHAPTER V

CONCLUSION

The focus of this paper was to study Telenor, a giant multinational company, which successfully entered Myanmar in a large scale method and captured both the market share and the share of mind from the Myanmar consumers. The paper also portrayed the successful strategies executed by Telenor all the way beginning from their decision to invest in Myanmar into a Greenfield market. From that very decision onwards, this paper had discussed on all of the relevant strategies in all three different levels and how each of them supported the situation and the goal that Telenor wanted to achieve. All of the findings were collected through extensive research available on trustworthy sites as well as through an interview with one of the former chief level executives of Telenor Myanmar.

In conclusion, in order for Telenor to be successful in Myanmar, they carefully formulated and implemented wide range of strategies in all three levels, corporate level, business level and functional level while all of them are oriented towards achieving one goal. Thus, proper planning and executing of the strategies is definitely a success factor of Telenor Myanmar's achievements and this could be the case for many of the companies who had and will be investing in any country at any time.

Furthermore situational factors are definitely important especially when the company is doing a large scale execution and every factor is crucial to the success of the business. For in this case, Telenor making a Greenfield investment needed to consider all of the pros and cons factors that came along with it. From this research, it can be seen how some of the strategies are influenced by the situational factors. For instance, when the infrastructure is underdeveloped, truly a financial strategy must be able to support the overcoming of technological challenge. On the other hand, some factors may be in favor to the company. As such, strategies may be supported by these factors. For instance, Telenor knowing the demand of the consumers and how people

back in 2014 mostly used voice calls on mobile networks, helped shape Telenor's strategy of going with focused cost leadership in voice products. Thus, strategies must be aligned with the situational factors.

On the contrary to situational factors, the readiness of the consumers is significant to the success of ones' business. This is especially true for technological companies like Telenor, where internet was unconventional back in the days especially for the rural regions, proper change management of consumer behaviors is in fact necessary for people's acceptance of the products from the company. Therefore, the strategies that the company had set must be linked to this aspect as well.

Thus, at the end of this paper, we know the importance of strategies and how a good strategy will help companies achieve the extraordinary just like Telenor did. Also, strategy is supported by and must support the situational factors and the consumers' behaviors. A good strategy must be able to help the company reach towards its goal (Rothaermel, 2017) and it must listen and answer to all critical demands.

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Appendix A: Interview Questions

No	Questions
1	Could you please tell me a little bit about yourself and your experience in Telenor?
2	As Telenor is huge in Myanmar right now, may I ask, how it became what it is? (From this question, I was able to grab corporate strategy, business strategy and functional strategies by further probing)
3	As a fellow Myanmar citizen, I understand there may be some external (situational) factors that may affect Telenor. Could you please share me some of them that you have experienced or heard of?
4	Did these external factors positively or negatively impact Telenor? Why?
5	As you were the head of XY department, what are some of the remarkable achievements that helped Telenor? (I linked this to some of the strategies that I uncovered from the second question)