



## A Study of Strategic Management in Telecom Sector: With Reference to Private Service Provider.

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### Introduction:

Strategic Management as “The field that deals with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources to enhance the performance of the firm in their external environments must include mobilization of digital assets and play a keyrole in maintainingcompetitive consistency across various touchpoints, across the value chain. The matter becomes more valuable and critical, when it comes to the strategicplanning partof management, it implies a more visionary andlong-term aspects of managing company’s decision process. It includes future soundproofing of Strategic Decisions a ‘tactical’ decision. Strategic decisions are typically characterized by the following features: Strategic decisions: • Tend to have a long-term orientation. • Focus on the “Big Picture”. • Have significant cross-functional implications. • Involve a significant commitment of resources. • Are not easily reversible. • Involve a conscious choice of what to do and what not to do.

Strategic management is setting up sustainable and achievable processes, empowerment of all employees in entire value chain in creating, managing, and developing its process in such a way that it works on market spectrum to enable organization to have sustainable corporate advantage as well as competitive advantage in tuned with business environment.

Purpose of strategic management and its process is to enable a comprehensivesupport to organization in getting and improving resources allocation, strategicchoices,and recognition globally, boosting revenue, multifold profit spectrum for allexisting stakeholders as well as for new addition in stake holders, by establishing a comprehensive strategy for all verticals that raised organization strategical goals and benefiting businesses to attain long runvision.A strategymangement is a blending of tactics aimed at building unique position andcompetitive identity of a competitive allowing to increase communication quality at

customer touchpoints ultimately enhancing selling power for competitive, improve competitive perception through thrust, results in moreretention, customer loyalty and competitive value. It clearlydifferentiatescompetitive to leverage other product variety of same category as competitiveitself, activateemployees, stake holders and value chain to feel closer to the organization and most important make organization less vulnerable to drastic changes in domestic as well as in global competition.

Creating a space in corporate, is quite a long journey as well as consumption of huge, mobilized resources like finance, human resources, and marketing –sales advertising efforts as corporate strategy,which create niche position in product category. Creating a competitive position at corporate space can be tricky but it could be easier with appropriate choosing of competitivestrategy, an appropriate competitive strategy established and authenticated the value a company upholds and should be customer –centric in communication.

Achieving a strategic positioning, organizationmust choose appropriate competitive strategy from lot many alternatives, which helps- in aligning competitive positioning and value, improving, and monitoring competitivereputation, ensure stake holder how to use competitive material and continuous analyzing of competitive performance.

Further to this creating a solid competitivestrategy, is to determine the exact positioning of competitive and what organization wants to attain, it includes researching of competitive positioning of competitors too so that differentiation would become much easier and allows to access both corporate as well as competitive advantage enable in generating value across the departments.

In strategic management plays a vital role in competitiveenvironment too, by mobilizing resources in media monitoring and social listening as a tool, which make sure that audience know everything about what's being said, where its being said and by whom its being said. Since the role of competitive strategic management is influencing competitive perception and activities which create the same and monitor too.

In strategic management, competitive strategy plays very critical role in analyzing competitive performance thru competitiveaudit internally as well as externally. Organizational culture and external competitive also help in enriching customer experience, sales processes.

As most of the organization competing for customer attention and assessment of their perception toincreases, effective strategic competitive management has become a clear market differentiator and create a unique identity at marketplace. The competitive audit defiantly focusses withinthe organization and externally with customers, target market and with competitorscompetitive. Internally competitive audit examines the products, services, people, business plan and sales –marketing approach. Externally competitive audit examines the niche market and how the target audience percept competitive as their ultimate solution. In competitive audit, organization analysis competitive internal and external environment,competitors, whichincludes both market share and positioning, sales and

marketing activity, distribution, and pricing matrix along with more detailed customer reviews.

For effective strategic management, it is mandatory to have a business strategy and competitive strategy need to work collaboratively, it is also important to have the clear demarcation between sales, marketing, and competitive. A go to market strategy (GTM) is a part of market offerings to ensure market penetration, revenue and profitability goals and focus on product and its service lifecycle. It also determines current market position, also input valuable insight into, where to go next in further developing and sharpening present competitive strategy and strategic planning. All this stage of process, a closer encounter of the buyer especially at the top of the layer, will help in gauging the current awareness, familiarity, and consideration of competitive image.

Strategic competitive management clearly defines competitive values and major driving force behind competitive, business, optimum behavior, and strategic competitive decisions, it also act as strong competitive pillars helps in key differencing by creating individual competitive attribute. Strategic competitive management process is very important in for converting into competitive equity as well as competitive identity. Developing an effective competitive strategy that optimally sustains or improves competitive awareness, consolidate programs competitive associations activities and elements, major emphasizes on quality of competitive and its utilization, is a part of competitive management process. The competitive strategy of a competitive means an optimum allocation of funds and other resources in research and development, advertisement and publicity, social network advertisement post purchase, and customer services.

To decide among the various strategic options. One must conduct an analysis. A tool that is fundamental to study strategic analysis is a SWOT analysis. It essentially involves looking at internal factors, the company's strengths and weaknesses, and external factors. The opportunities and threats posed by the environment. SW of SWOT stands for strengths and weaknesses and stands for opportunities and threats. As we look at each of these factors, it is important to keep in mind that the final decision should be made based on the holistic analysis that include all factors rather than one factor.

As we already have chosen telecom sector, which is having global image for its competitive in every sector and industries. Is the competitive who successfully creating individual attribute in the mind of customers and enable to make clear-cut positions as strong competitive in telecom sector. Regulator policy of going with own towers for telecom industry to deployment of own 5G network, is a part of long-term strategic goal and competitive strategy, it helps in establishing Indian telecom sector in market with major chunk of market share by defeating big competitive like IDEA, AIRTEL, VODAFONE, RIL Jio defiantly demonstrated the true competitive personality. Corporate strategy, ultimately gaining competitive as well as competitive advantage in industry as well as helps in gaining corporate advantage globally.

A firm is said to possess competitive advantage when it can deliver superior performance on a parameter of its choice compared to its competitors. But remember the goal of strategy is not just to create competitive advantage, the goal is to create a sustained competitive advantage. A firm is said to have sustained competitive advantage when the advantage that the firm has over its rivals is sustained over a long time and exists despite attempts by competitors to neutralize it to be chosen by private telecom provider sector.

## (2) Review of Literature:

**Carboan (2002)**, suggest how to perfectly examine the industry' perceptions and views for the parent or principal competitive and their reaction or perception towards the further extensions of competitive, she conducted by doing exploratory researching on the topic in the new context of one of the most prominent emerging EU markets. Carboan (2002), in her work highlight the comprehensive conclusive description, and further analysis of the main characteristics and features to the extending competitive strategy. Carboan (2002) purpose of her primary research is to explore and understand the mindset of Croatian consumers (an upcoming liberal EU country)', respondents perception pertaining to the global parent competitive brand in telecom sector, and its adaptability, attitudes towards its extensions on the Croatian market in resources allocation and competitive position. The findings comprehensively augmented the hypothesis that stakeholders value, so that must introduce various competitive extensions, when confirmed of the exact position of the competitive parenting advantage and its former extensions in the consumers' mind plane and its usage. Results supports previous findings, demonstrate the importance of global parent competitive and its existing level and competitive affect, thrust on competitive loyalty, and trust on competitiveness, as they already have different stimulus impacts on consumers' perceptions for competitive extension. The main contribution of paper highlights adaption and buying behavior (terms of the extended level of the market development and consumer societal culture). Also added value to the existing knowledge with strong insights and findings from the new market (Croatia),

**Funiber, (2020)**, suggest the objective of strategic competitiveness is to develop long-lasting sustainable relationship with the consumer and end user. Products' and its related services' features are no longer be the decisive for the end users' choices since marginal product differentiation of those among from producers. Related product emotions are the sound reason for correct decision making. The issue is not just to produce what is available for consumers but generating real expectations in terms of the products and its rational characteristics attributes in consumer interest. Choice of the competitive mainly depends upon VALS system of the consumer. One of the most important aspects of strategic competitive issues is clearly creating and developing of niche competitive positioning in highly competitive market by capturing all the above aspects.

**Ries and L. Ries** suggests the critical value of consumer in strategic management process: "Advertisers and agencies as a part of marketing strategies do not position telecom product but consumers can do. Companies need to determine what position their products already occupy in the consumers mind and relative to other products: only then they can act to reinforce or change that position." The importance given to niche positioning in market is relay on the producer (marketer, advertiser) of the said competitive but on only to the



consumers. Other fallow researcher's co relate positioning closely to market segmentation of the market to attain competitive as well as corporate advantage through class product differentiation. **Kuss and Tomczak, 2008**, stated that under niche positioning "achieving a competitive advantage throughout specific target group as a part of business strategy" (**Kuss & Tomczak, 2008**), same is "the art and science of fitting the product or service to one or more segments of the broad market in such a way to set it meaningfully apart from competition to maintain the profitability of SBU's" (**Belch & Belch, 1995**), pronounced, targeted segment audience and external competition are major drivers of class product differentiation of a competitive moves, which need to scan both internal and external business environment. (Kroeber-Riel, 2000), relate positioning with consumer emotional associations and competitive image/competitive identity, which describing niche positioning as "measures leading to subjective customer perception towards the offer given, which is differentiated from the competition and therefore majorly preferred"\*(**BedBary .S, 2002**). Suggest: "The positioning which generate competitive advantage is that the competitive has some sustainable or unique selling proposition develop thru optimum resources allocation. Such a selling proposition gives consumer and industry a compelling reason why they should buy or sell a particular product. Thus, one critical success factor for the corporates especially in telecom sector, is that it has some strongly held, favorably evaluated associations that function as a point of differentiation and are unique to the competitive and imply superiority over other competing competitiveness" (**Keller, 1998, str. 77**). **Aakers** suggest in their work, "Competitive position is part of the corporate identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing competitiveness as a part of business strategy" (**Aaker, 1996**), The further development shifts niche positioning product categories of strategic marketing tools as discussed and brought by (A. Tybout and B. Sternthal, 2005) in Kellogg's on "Competitive positioning plays a key role in the building and managing of a strong competitive by specifying how the competitive is related to consumer's goals." (**Tybout & Calkins, 2005**), suggest the niche positioning, mainly blending and composition of four parts, (1) targeted consumer, (2), frame of reference, (3), point of difference and (4), reasons to believe. Compared to other them researchers, more emphasis on identification of the frame of reference as a potential source of future growth. The niche positioning is, despite having its long history, a very contemporary tool in strategic competitive marketing and also suggested by (Tare.S, 2015), which also emphasis on unique identity for the businesses, which enable exact positioning, competitive image/identity.

their consumers surely win their loyalty and harvest the enormous success when the times get better and confident as a view of resource based business strategies.

**Deryck J. van, Ransburg (2014)**, Majority of Competitive entrepreneurs and competitive managers believes in disruption: Competitive management system in any organizational must act ethically, through which large corporations wanted to attain competitive as well as corporate advantage. Author also suggested, success starts believing in a mindset that considers venturing new competitive venture management and uniqueness from existing competitive management system in the firms. In such circumstances large corporations have adopted strategy to acquiring or merge with new entrepreneurial competitive firms for growth and disruptive competitive franchise. In large corporations it must allocated with time for its human and capital asset resources in such a way between established strategic competitive

management and businesses and new competitive ventures. Strategic competitive ventures have the capabilities to access competitive and its marketing and how that process disruptive values (**Van Ransburg, 2012**). Emphasis on a different type of competitive managers is required to address key internal venturing activities and always aspired for “Upgrade” a promising new competitive project to a more experienced competitive executive get registered especially in telecom sector.

**K. Keller (2013)**, strongly, suggested his model of competitive resonance, proposing a consumer rational and emotional association to competitive resonance which is highly effective which enables strong and sustainable competitive advantage. According to the findings emotional behavioral route to competitive resonance by identifying competitive affections as a route to attain real competitive resonance.

Study also substantiated the intermediary role of competitive affection in maintaining relationship between competitive experience and competitive loyalty in the customer mindset. However, the competitive resonance model indicates other appropriate variables to be used as mediators, such as competitive attachment, competitive community, competitive engagement, and product efficiency, (**Huang, 2017; K. Keller, 2013**). Suggest, since behavioral competitive experience is a critical dimension, already excluded from the core findings, due to the prior findings of that dimension's proves irrelevance with competitive affection.

According to (**Elliot RH 2015**), formulating, niche competitive business strategy for corporate as well as SBU's is all about to identify a trigger for a competitive in marketplace as well as in consumer mind. A consumer should easily identify that this is the competitive which ultimately satisfy need and want. If competitive fails to do this, results in are nothing but, just another product or commodity on supermarket or mall's shelf with low shelf value.

(**Permeswaran M.G 2011**), profoundly suggest, or Competitive is not only considered critical for companies but they carry equal importance too, for customers or consumers, which comes from by choosing an appropriate competitive strategy. Author also suggested thru consumer or customer point of view, that competitive is necessarily important for various reason and aspects, as. A Competitive for a customer will become guaranteed commitment towards quality from sellers there by reducing time spent, value for money along with limited amount of information search, in coming to a purchase decision. For a customer Competitive from companies will indicate a mark of quality, trust as well as customer expectation, a point of strong product differentiation from competitors and a steady stream of profit too for other competitive variations.

Emerging technologies poses new challenges to strategic competitiveness. Industries have more access to rich information than ever before enormously helps telecom sector as competitive strategy. As digitalization has become a strong tool through which product/company and competitive element information proliferate across the target audience effectively and efficiently, which clearly raising expectation bar for operating companies. Companies or corporates have responded to their external marketing environmental

challenges by improvising in such a way, they can execute their marketing campaigns, by exploring new avenues to showcase or demonstrate their products. For example, sponsorship of any events and teams or association with social and religious cause. Since there are in each market innumerable products and services are offered by different companies and competitors and hence identity developed for this product and services over a period, through marketing strategies and consistency etc. is referred to as competitive. In this process, a stage is reached where competitive gets established.

**According to (Jacob L 2018), Product** always come first for consumer to which enable them to make a solid opinion for competitive. Competitive marketing strategies play around product to highlight not only core benefits but also process of smooth buying too and would be responsible not only for purchase but for long customer-competitive association. **Pricing is crucial for competitive image.** Author also suggest that in establishing price, only product cost cannot be taken under consideration. But consumer perception too for potential product value, along with competitors of various levels and their prices too.

**(Fournier SM, 2008),** suggest when an organization is involving in active competitive strategy with respect to various product lines, enabling creation of multiple competitive; too provides depth to product width. For example- various telecom provider and telecom giants such as - Aircel, Telenor, they developed multiple competitive to expand the product class category from SUV to sports models and so on. This sort of strategy is also used by fast moving consumer goods giant P & G and Unilever.

**(Brexendort T.O, 2019), is given a strong reason to create competitive equity and competitive image thru** Strategic competitive management process, companies must design and executes well suited and fitted competitive marketing programs with strong intent, which clearly impacted consumer mind. In today's competitive marketing environment consumer is the king, and its choices or mood of swing. The power of competitive equity arises from academic strength of competitive knowledge/ image/identity in consumer mindspace. Competitive awareness is about creating deep attachment so that competitive can instantly recognize thru its claim's physical elements like logos, symbol, packaging, etc. and besides telecom product itself in terms of quality, service, low maintenance, etc.

Competitive equity equates into innumerable advantages for the company **(Chemev A 2020).** Pricing of any Competitive claims, enjoy strong competitive equity can easily charge a price premium which is not readily available to other players in same product category. Products with strong competitive equity can command great respect and attention across the value chain and there, marketing programs and strategies developed by the company always receives a favorable response from, stake holders, competitors too. The Competitive with strong competitive equity can take the mature competitive extension decisions with considerable confidence and less efforts. Competitive can be built only after persistent and well thought out strategy framework or strategic management process. Establishing a competitive is a very long process majorly depends on competitive elements, corporate identity like symbol logos, etc., simultaneously along with competitive audit for profits, is directly related with corporate strategy.

(Keller 2013, 2017), suggest Competitive awareness, Competitive recognition helps thru neuro marketing process. While competitive recall is place strong potential of customer to recover a competitive from his memory when given the product class/category, needs satisfied by that category or buying scenario as a signal helps organization thru neuro-marketing process.

Following are the types of competitive awareness:

1. **Aided awareness-** As customers recognize competitive from the lists of competitive shown or product catalogue.
2. **Top of mind awareness (Immediate competitive recall)-** It means that on mentioning the product category, the first competitive that customer recalls from back of his mind. **Building competitive awareness is essential for building competitive equity.** Includes use of various renowned marketing, direct selling channels of promotion –communication, Competitive Loyalty is a state where the consumer fears of purchasing and consuming product from another competitive which he does not trust is completely abolished. It can be measured through, Juggling etc. Competitive loyalty is the extent to which a consumer constantly buys the same competitive within a preferred product category

**Competitive loyal consumers are the backbone for any organization.** Greater the loyalty levels lead to less marketing expenditure, time, more premium shelf space because but also create positive environment. Also, it acts as a means of launching and introducing more new products and its variant to consolidates category as well as market position, as are targeted to same customers at less marketing expenditure or even to different market segment too. It also restrains or almost stop new competitors or become the barrier to new entrant in the market. Competitive loyalty is a key component of competitive equity.

**Kotler** (2005), suggest use of emerging strategies especially in area of supply chain management, operational management or overall business strategy management, helps industries to gain sustainable competitive advantage

**Scope:** This research would be an open and having enormous scope to various industries, will choose emerging telecom sector, which is connecting all aspects of industry, human potential, connectivity, it enables all stake holders across the value chain in prominent manner. Since Telecom Industry especially private telecom players is having highly successful Indian corporate, operating globally in various sectors as well as across the industries. is a highly successful in their respective industry but few become one of the flagships competitive in



telecom sector in no time, so study of strategic competitive management process of defiantly helps others to attain competitive advantage.

### (3.1.1) Limitations

A questionnaire or any other survey method(s), would be applied in the collection of market information. . However, there may be some limitations can be experienced in the administration of questionnaires. May be, many of the respondents be not interested to respond the questionnaire defiantly be prepared in English language, may be possible, most of the respondents will not understand., especially users. The target audience will be composed of telecom companies Clients/Users/Officials/Dealers from diverse financial backgrounds. Disseminating the questions and analyzing the responses required substantial time and expenses to understand the market trends. Similarly, the questionnaires may not express the true changes of consumer characteristics such as changes of emotions, competitive loyalty behaviors or feelings or spending. This implies that the responses may not show the valid reactions of respondents. Since study of strategic management process is a quite academic process, so it can consume time as well as a quite expensive too.

### Conclusion:

Over the past twenty year since the inceptions new telecom products flooded in the market, there has been insistence by management on corporate planning, culture and identity in huge but disorganized telecom market with all size of player Organization have been totally preoccupied with integration of human resources, mobilization of technologies and overall dynamization. This resulted in external expansion through the absorption of firms and technology or from changes in identity arising from expansion. The meaning of the competitive is not solely the concern of marketing management but everyone from the highest to the lowest echelons of the firm, must consider the competitive in a professional light, becoming an active living support and an integral part of its functioning. This implies a constant stimulus and awareness of the objectives on the part of all those involved in the production process. Few telecom operators, which truly reflects the inculcation of strategic competitivemanagement, study on this, surely explore more avenues in competitive management helps other product to manifest the same and improve overallcompetitive identity which create more competitivevalue.

With growing competition across the global markets, having a competitive(s) has become more ng importance in consumerbuying.Companies in telecom sector selectivelyhelps to choose productsintelligently that satisfy their ultimateneeds, totheir emotions and help them to demonstrate their place in the society,workplaces. In current financial disturbance and pandemic crises proved that only strong competitive strategies are doing well and survived, even in bad times. Since due to pandemic even global brandswhich is ranked at the top of the most valued world’s market share also put a lot of efforts in development of the righniche

positioning again, keeping it up-to-date and consistent across all corporate activities, market volatility and economic shading.

Since the consumer is having ownership of its decision-making during purchase of telecom operators or their products. A target audience or a niche market segment is a real user group of consumers, and also the largest segment that can be concisely described in term of their real interest in companies and its services, point of difference where actually strategic management process works.

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