Chapter III

Reliance Industries Ltd: A Profile

Introduction

Reliance Industries Limited is one of the India's largest private sector conglomerate by its market value, with an annual turnover of US$ 44.6 billion and profit of US$ 3.6 billion for the fiscal year ending in March 2010, making it one of India's Fortune Global 500 companies, being ranked at 264th position (2009). It was founded by the Indian industrialist Mr. Dhirubhai Ambani in 1966. He has been a pioneer in introducing financial instruments like fully convertible debentures to the Indian stock markets and also one of the first entrepreneurs to draw retail investors to the stock markets. Though the company's oil-related operations form the core of its business, it has diversified its operations in recent years. Due to some differences between the founder's two sons, Mukesh Ambani and Anil Ambani, the group was divided between them in the year 2006. After two years in September 2008, Reliance Industries become the only Indian firm featured in the Forbes's list of "world's 100 most respected companies".

The Reliance group after the demerger as mentioned in earlier chapter divided as, Mukesh Ambani getting RIL and IPCL & his younger sibling Anil Ambani heading Reliance Capital, Reliance Energy and
Reliance Infocomm. The entity headed by Mukesh Ambani is referred to as the Reliance Industries Limited whereas Anil's Group has been renamed Anil Dhirubhai Ambani Group (ADAG). Therefore, the present chapter deals with a brief profile of all the enterprises that come under the Reliance Industries Ltd headed by Mukesh Ambani and the enterprises that comes under the Anil Dhirubhai Ambani Group (ADAG)

**Mukesh Ambani** born on April 19, 1957 in **Aden, Yemen** is an Indian **business magnate**, **philanthropist** and the **chairman** and **managing director** of **Reliance Industries**, the largest **private sector** enterprise in India and a **Fortune 500** company. His personal stake in Reliance Industries is 48%. His personal wealth is valued at US$29.0 Billion by **Forbes Magazine**, making him the **world's fourth richest person** and Asia's wealthiest person. Mukesh Ambani directed and led the creation of the world’s largest grassroots petroleum refinery at Jamnagar, India, with a current capacity of 660,000 barrels per day (33 million tones per year) integrated with petrochemicals, power generation, port and related infrastructure. Today, he leads the largest private sector conglomerate in India. More details about him are presented in Appendix B.

**Reliance Industries Ltd:**

The Reliance Group, founded by Dhirubhai H. Ambani (1932-2002), is one of India’s largest private sector enterprises, with businesses in the energy and materials value chain. Group's annual revenues are in excess of US$ 34 billion. The flagship company, Reliance Industries Limited, is a Fortune Global 500 company and is the largest private sector company in India.
The backward vertical integration has been the cornerstone of the evolution and growth of Reliance. Starting with textiles in the late seventies, Reliance pursued a strategy of backward vertical integration in polyester, fibre intermediates, plastics, petrochemicals, petroleum refining and oil and gas exploration and production along with the materials and energy value chain.

The Group's activities span exploration and production of oil and gas, petroleum refining and marketing, petrochemicals (polyester, fibre intermediates, plastics and chemicals), textiles and retail.

The group enjoys global leadership in its businesses, being the largest polyester yarn and fibre producer in the world and among the top ten producers in the world in major petrochemical products.

The Group exports products in excess of US$ 20 billion to 108 countries in the world. The group’s major companies are Reliance Industries Limited (including main subsidiaries Reliance Petroleum Limited and Reliance Retail limited along with the Reliance Industrial Infrastructure Limited.7

Reliance Textiles

Reliance's Naroda Textile Complex is one of India's largest and modern textile complexes in the country, producing about 25 million meters of fabric both for domestic and international markets. It is the only textile complex in India to offer the maximum marketed range of product categories.

Reliance textile products are sold under the brand names of Only Vimal, Harmony, Reance, RueRel and V2 (pre-cut, pre-packed products).
The flagship brand ONLY VI MAL is India's largest selling brand of premium textiles. According to a survey conducted by The Economic Times in the year 2007, it was voted as 'India's most trusted Fabric Brand'. In the year 1975, a Technical team from the World Bank visited the Reliance Textiles' manufacturing unit. This unit has the rare distinction of being certified as "excellent even by developed country standards" during that period.  

Reliance's efforts in the field of research and development has resulted in several new products and processes, such as fluorescent shades on polyester fabrics, extended laundering colourfast fabrics in dope-dyed fibres, water and oil repellent finishes on polywool and Lycra stretch fabrics, wash-fast and flame-retardant fabrics.

**Reliance Oil and Gas**

India imports about two-thirds of its crude oil requirement. The exploration and production of oil and gas is critical for India's energy security and economic growth. Reliance's oil and gas exploration and production business is therefore inexorably linked with the national imperative. Exploration and production, the initial link in the energy and materials value chain, remains a major growth area and Reliance envisions evolving as a global energy major.

Over the years the exploration and production industry has registered significant growth, primarily due to spiraling crude oil and gas prices, growing competition and ever growing demand for energy, especially from developing countries. The global demand for oil grew by 0.8% from 83.1 million barrels per day in 2005 to 83.8 million barrels per
day in 2006 while India's share is a meager 0.5 % of global oil reserves of 1,189 billion barrels, though it consumes 3.2 % of global oil consumption every year.  

The growing demand for crude oil and gas in the country and policy initiative of Government of India towards increased exploration and production of oil activities, have given a great impetus to the Indian exploration and production industry. The International Energy Agency (IEA), in its world energy outlook, has estimated investment requirements of over US$ 8.2 trillion over the next two decades in order to bridge the demand supply gap. This is substantially higher than its earlier forecast of US$ 5.3 trillion which underlines a positive demand outlook for energy. 

Under the New Exploration Licensing Policy (NELP) of Government of India, blocks have been acquired by various exploration and production companies for exploration. The efforts have resulted in a number of oil and gas discoveries in India and have changed the perception and prospects of the Indian sedimentary basins and the focus on Indian exploration and production Industry.

The Reliance Industries Ltd is one of the largest Oil & Gas acreage holders among the private sector companies in India with 33 domestic exploration blocks covering an area of about 337,000 sq. km. This is in addition to its interest in three exploration blocks in Yemen, two each in Oman and Columbia and one each in East Timor and Australia covering an area of about 38,000 sq. km. Reliance Industries Ltd also has 5 coal bed methane (CBM) blocks covering an area of about 4,000 sq. km. 

Further details are available in the appendix C.
Reliance Petrochemicals

Reliance industries ltd is also engaged in producing a number of petrochemicals the details of them is as follows. Reliance's cracker at Hazira is one of the world's largest grassroots multi-feed cracker. The cracker can use a variety of feedstock, including naphtha, natural gas liquids and other petroleum feedstocks. The cracker produces important raw materials for many of Reliance's key products, and plays a crucial position in the overall value-integration strategy. The Propylene and Ethylene produced from the cracker are used for the manufacture of Polypropylene, Polyethylene, Polyvinyl Chloride and Monoethylene Glycol at the Hazira complex. Benzene and Xylenes produced in the cracker are used for manufacturing LAB and Paraxylene at the Patalganga complex. The polymers, polyester and textile businesses of Reliance are fully integrated, from naphtha to fabrics and plastics. The cracker has eliminated Reliance's exposure to volatility in the international market vis-a-vis procurement of basic feedstocks, like ethylene and propylene, and contributed significantly to stability and enhancement, of margins, besides ensuring uninterrupted production. The naphtha for the cracker is received at Reliance's primary feedstock supply system, the single-buoy mooring (SBM), off the coast of Hazira petrochemicals complex through sub sea pipeline. Reliance's multi-feed cracker at Hazira is one of the world's largest green-field cracker plants. The cracker can use a variety of feedstocks, including naphtha, natural gas liquids and other petroleum feedstocks. Reliance is also India's largest manufacturer of Linear Alkyl Benzene (LAB) with a world-class 100 KTA plant at Patalganga in technical collaboration with UOP, USA, the product being marketed
under the trade name RELAB. In the Aromatics products category, Reliance produces and markets Benzene, Toluene, Mixed-Xylene and Ortho-Xylene. Besides being the undisputed leader in the domestic sector, Reliance figures amongst the leading producers of Aromatics worldwide. In the Hydrocarbon Solvents product category, Reliance produces and markets Remax - 1, Remax - 2, WashOil, Renine, Heavy Aromatics and Heavy Alkylate.13

Polyester

Reliance is the largest producer of polyester fibre and yarn in the world, with a capacity of 2.5 million tonnes per annum. Reliance invests significant amounts on R&D in the polyester sector. Reliance Technology Center, Reliance Testing Centre and Reliance Fibre Application Centre constantly develop and introduce innovative products for the textile industry. Reliance enjoys a portfolio of about 120 global patents in the polyester domain.14

Polyester Intermediates

Reliance is the world's 4th largest producer of Paraxylene (PX), 7th largest producer of Purified Terephthalic Acid (PTA) and 7th largest producer of Mono Ethylene Glycol (MEG). In India, the company is the largest manufacturer of polyester intermediates with a market share of 100 per cent in some categories. Reliance is the only producer of PX while there are two PTA and four MEG producers in India.15

Reliance Retail

The Reliance Industries Ltd is gearing up to revolutionize the retailing industry in India. Therefore, Reliance is aggressively working on
introducing a pan-India network of retail outlets in multiple formats. A world class shopping environment, state of art technology, a seamless supply chain infrastructure, a host of unique value-added services and above all, unmatched customer experience, is what this initiative is all about. The retail initiative of Reliance will be without a parallel in size and spread and make India proud it is ensuring better returns to Indian farmers and manufacturers and greater value for the Indian consumers, both in quality and quantity. The integral feature of this project is to create value at all levels, Reliance is dedicated to actively contribute to India's growth.

The project will boast of a seamless supply chain infrastructure, unprecedented even by world standards. Through multiple formats and a wide range of categories, Reliance is aiming to touch almost every Indian customer and supplier.

**Reliance - Anil Dhirubhai Ambani Group (ADAG)**

Anil Ambani joined Reliance, the company founded by his late father Dhirubhai Ambani, in 1983 as Co-Chief Executive Officer and is credited with having pioneered many financial innovations in the Indian capital markets such as, he led India's first forays into overseas capital markets with international public offerings of global depositary receipts, convertibles and bonds. He directed Reliance in its efforts to raise, since 1991, around US$2 billion from overseas financial markets; with a 100-year Yankee bond issue in January 1997 being the high point, after which people regarded him as a financial wizard. He along with his brother, Mukesh Ambani, has steered the Reliance Group to its current status as India's leading textiles, petroleum, petrochemicals, power, and telecom
company.\textsuperscript{16} The following enterprises that are owned, managed and controlled by Anil Dhirubhai Ambani Group (ADAG). More details are available in Appendix D.

**Reliance Capital**

The Reliance Capital is one of India's leading and fastest growing private sector financial services companies, and ranks among the top 3 private sector financial services and banking companies in terms of net worth, Reliance Capital Ltd is a part of the Reliance Anil Dhirubhai Ambani Group, and is ranked among the 25 most valuable private sector companies in India.\textsuperscript{17}

Reliance Capital is one of India's leading and fastest growing private sector financial services companies. The company has interests in asset management and mutual funds, life and general insurance, private equity and proprietary investments, stock broking and other activities in financial services.

**Reliance Energy Limited**

The Reliance Energy Limited is a fully integrated enterprise engaged in the generation, transmission and distribution of electricity and ranks among India's top listed private companies on all major financial parameters, including assets, sales, profits and market capitalization. It is India's foremost private sector enterprise with aggregate estimated revenues of Rs 9,500 crore (US$ 2.2 billion) and total assets of Rs 10,700 crores (US$ 2.4 billion). A key constituent of the Reliance - Anil Dhirubhai Ambani Group, India's third largest business house, Reliance Energy is India's foremost private sector utility with aggregate group
revenues of Rs. 13,017 crore (US$ 3 billion) and total assets of Rs. 12,166 crore (US$ 2.80 billion).  

Reliance Energy Limited distributes more than 21 billion units of electricity to over 25 million consumers in Mumbai, Delhi, Orissa and Goa, across an area that spans 24,300 sq. kms. It generates 941 MW of electricity, through its power stations located in Maharashtra, Andhra Pradesh, Kerala, Karnataka and Goa. The company is currently pursuing several gas, coal, wind and hydro-based power generation projects in Maharashtra, Uttar Pradesh, Arunachal Pradesh and Uttarakhand with aggregate capacity of over 12,500 MW. These projects are at various stages of development. 

REL is committed to creating superior value for all its stakeholders and be amongst the most admired and trusted utility companies in the world by setting new benchmarks in standards of corporate governance, operational and financial excellence, responsible corporate citizenship and profitable growth.

**Reliance Health**

In a country where health care is fast becoming a booming industry, Reliance Health is a focused healthcare services company enabling the provision of solution to Indians, at affordable prices. The company aims at providing integrated health services that will compete with the best in the world. It also plans to venture into diversified fields like Insurance Administration, Health care Delivery and Integrated Health, Health Informatics and Information Management and Consumer Health.
The Reliance Health aims at revolutionizing healthcare in India by enabling a healthcare environment that is both affordable and accessible through partnerships with government and private businesses. The company is focused on integrating the financing and delivery of health care services by instituting cost controls and sharing financial risk.

The objective of Reliance Health is to manage a range of health care services from wellness, inpatient, outpatient, pharmacy, chronic disease, alternative medicine/therapies and cosmetic care. It is planned through a network of owned and affiliated healthcare delivery systems. Secondly, Reliance Health endeavours to help people achieve health and financial security, by providing innovative products, information and resources for its members and help them to make informed-decisions i.e. 'Patient Choice'.

The Reliance Health is focused on technologies that are beginning to transform traditional healthcare model. The telecom and technology revolution has resulted in a highly functional yet inexpensive and scalable means of connecting and transacting across clinical and administrative care, making it accessible to the common man.

**Reliance Media & Entertainment**

As part of the Reliance-Anil Dhirubhai Ambani Group, Reliance Entertainment is spearheading the Group's foray into the media and entertainment space. Reliance Entertainment’s core focus is to build significant presence for Reliance in the Entertainment eco-system: across content and distribution platforms.

The major enterprises under this group are:
Reliance BIG Entertainment

Internet & New Media

- BIGFlix.com
- BIGADDA.com
- Zapak
- Jump Games
- BIG Pictures
- Reliance MediaWorks (formerly Adlabs)
- BIG Cinemas
- BIG Animation
- BIG Music & Video
- BIG ND Studio
- BIG Synergy
- BIGOYE.com

Broadcasting

- BIG 92.7 FM
- BIG Broadcasting

Others

- BIG Street
- BIG Live
• BIG Reach
• BIG Events

The key content initiative are across Movies, Music, Sports, Gaming, Internet and mobile portals, leading to direct opportunities in delivery across the emerging digital distribution platforms, digital cinema, IPTV, DTH and Mobile TV. Reliance Anil Dhirubhai Ambani Group acquired Adlabs Films Limited in 2005, one of the largest entertainment companies in India, which has interests in film processing, production, exhibition & digital cinema.

The Reliance Entertainment has made an entry into the FM Radio business through Adlabs Radio having won 45 stations in the recent bidding, BIG 92.7 FM is already India's largest private FM radio network with 12 radio stations across the country as on 28th February 2007, with many more to be launched in the coming months.

BIG 92.7 FM is poised to create history with its pan India presence, spanning across 45 cities, 1000 towns and 50,000 villages to reach 200 million Indians across the length and breadth of the country. The company plans to take FM radio as a medium of entertainment not only to the key metros, but also to virgin markets that have never before experienced this medium of entertainment. 21

Reliance Infrastructure

Reliance Infrastructure Ltd is not only India's largest private sector enterprise in power utility but also the largest private sector player in many other infrastructure sectors of India. In the power sector Reliance is involved in generation, transmission, distribution and trading of
electricity and constructing power plants. In the infrastructure space the company is focused on roads, urban infrastructure which includes MRTS, Sealink and Airports, Specialty Real Estate which includes business districts, trade towers, convention centers, special economic zones which include IT & ITES, as well as free trade zones.

Road

Reliance Infrastructure is one of the largest developers of road and highway projects for the National Highways Authority of India under the build, own, transfer (BOT) scheme.

With an investment involving Rs 3150 crores, the company is developing 5 major road projects in Tamil Nadu totaling over 400 kms of length.\(^{22}\)

Urban Infrastructure

The Reliance Infrastructure is also the country's first and only private sector builder and operator for Metro Systems. Reliance Infrastructure is already into construction of the first line of Mumbai’s Metro system stretching 12 kms from Versova to Ghatkopar. Besides Reliance Infrastructure have also won the Delhi Metro's airport express link stretching a length of 22.5 kms. The total investment for these two projects is Rs 4900 crores.\(^{23}\)

Specialty Real Estate

Reliance Infrastructure are also the country's first and only private sector builder to build India's first 100 storied building, a trade tower and business district in 80 acres of land in Hyderabad, The total investment for this project is Rs 6,500 crores.\(^{24}\)
Special Economic Zones

Reliance Infrastructure are also developing over 180 KM sq ft of special economic zones for IT/ITES, retail hospitality in Mumbai and Noida with an investment worth Rs 31,000 crores.  

The Genesis of Reliance Communication Ltd (Earlier Known as Reliance Infocomm)

Reliance Communication, formerly known as Reliance Infocomm, along with Reliance Telecom, is part of Reliance Communications Ventures (RCoVL). Reliance Communications Limited founded by the late Dhirubhai H Ambani is the flagship company of the Reliance Anil Dhirubhai Ambani Group was launched on December 28, 2002. Dhirubhai Ambani dreamt of a New Way of Life for a New India. Reliance Communication was launched to make this dream a fact of life for every Indian.

A son of a schoolteacher in a remote village, Dhirubhai Ambani founded Reliance Industries Limited with courage, creativity and commitment as his principal assets and within a span of 27 years, he shaped it into a Rs 65,000 crores (USD 13.5 billion) group.

With amazing foresight, Dhirubhai Ambani sensed the incredible potential of the technological revolution sweeping the globe, in the areas of information and communication. He conceived of Reliance Communication as a means to bring a technological revolution to this country and usher in a digital revolution in India and visualized Reliance Communication as a powerful vehicle to percolate the benefits of the knowledge era to all sections of society in the country.
He fashioned a strategy, which was conceptually simple and sweeping in its impact and encouraged the Reliance Communication team to look for the best technology in the world and use it to reduce the cost to the consumer.

Dhirubhai Ambani envisioned an all-encompassing and affordable information and communication infrastructure to fashion a new society by building communities with shared interests and values, and empowering people by overcoming the handicaps of illiteracy and mobility. He visualized the ability of information technology to deliver new means for enlightening, entertaining and enriching people; and making livelihood an enjoyment, learning an experience, and living an excitement.

This vision signaled a sweeping revolution. Reliance Communication therefore, is an instrument for accomplishing this revolution.23

About Reliance Communication

Reliance Communication is the outcome of the late visionary Dhirubhai Ambani's dream to herald a digital revolution in India by bringing affordable means of information and communication to the doorsteps of India's vast population.

"Make the tools of Communication available to people at an affordable cost, they will overcome the handicaps of illiteracy and lack of mobility", Dhirubhai Ambani charted out the mission for Reliance Communication in late 1999. He saw the potential of information and communication technology a once-in-a-lifetime opportunity for India to
leapfrog over its historical legacy of backwardness and underdevelopment.

Working at breakneck speed, from late 1999 to 2002 Reliance Communication built the backbone for a digital India - 60,000 kilometres of fibre optic backbone, crisscrossing the entire country. The Reliance Communication pan-India network was commissioned on December 28, 2002, on the 70th - birth anniversary of Dhirubhai. This day also marked his first birth anniversary after his demise on July - 6, 2002.

Reliance Communication network is a pan India, high capacity, integrated (wireless and wire line) and convergent (voice, data and video) digital network, designed to offer services that span the entire communication value chain - infrastructure, services for enterprises and individuals, applications and consulting. The network is designed to deliver services that will foster a new way of life for a New India.27

**Reliance Communication Initiative**

Recognizing Dhirubhai Ambani’s vision of a New Way of Life for a New India will become a massive material force when it grips millions of men and women, the Reliance Communication executed the entire project as a comprehensive, unprecedented partnership between authorities, people and businesses. It began with the unveiling a new telecom policy and the Government has empowered 18 state governments, 7,000 municipal authorities, thousands of young professionals, engineers and workers.28

Proceeding in the same partnership mode, Reliance Communication brought out the convergence of information and communications to
energize enterprises by opening up new paths for profitable ventures, facilitating outsourcing of businesses and making transactions efficient. This overarching communication architecture galvanized governance by making records easily accessible, services rendered efficiently, processes made seamless and efficient. All this has made communication a means to empower and enlighten every individual, home, and office.

**Reliance Communication Services**

Reliance Communication offered revolutionary, data, video and value-added services at a cost affordable by all, in the largest and most complex rollout in the history of the information technology and communication sector worldwide.

**Reliance India Mobile Service**

Reliance India Mobile services revolutionized the consumers mobile experience by offering a host of applications on the mobile phone such as enhanced messaging in Indian languages, email access, Internet surfing, access to real time political, financial and sports news, games and video streaming etc. This enabled users to send text messages in Indian languages, access their email and other Internet accounts, surf the net at speeds of up to 144 kilo bytes per second (kbps), be the first to get breaking news, view and listen to scenes from the latest movies and experience many other exciting applications.

Initially the Reliance India Mobile services were available initially only on CDMA 2000 IX handsets specially imported by Reliance. These were light, sleek, Java enabled, multi-media ready phones with polyphonic sound and with features like 3-way conferencing, call
forwarding, in-built phonebook memory, and special lifestyle features such as organizers, calendars, world clock and lithium ion battery for long talk time. Premium handsets were coloured screen and PC synchronization support. Besides this all handsets and in-box accessories were home delivered free of cost, with a 12-month warranty, covered by insurance, absolutely free, for a period of 3 years. An analogy to the problem of multiple access is a room (channel) in which people wish to communicate with each other. To avoid confusion, people could take turns speaking (time division), speak at different pitches (frequency division), or speak in different languages (code division). CDMA is analogous to the last example where people speaking the same language can understand each other, but not other people. Similarly, in radio CDMA, each group of users is given a shared code. Many codes occupy the same channel, but only users associated with a particular code can communicate.

Code division multiple access (CDMA) is a channel access method utilized by various radio communication technologies. It should not be confused with the mobile phone standards called CDMA One and CDMA2000 (which are often referred to as simply CDMA), which use CDMA as an underlying channel access method. One of the basic concepts in data communication is the idea of allowing several transmitters to send information simultaneously over a single communication channel. This allows several users to share a bandwidth of different frequencies. This concept is called multiplexing. CDMA employs spread-spectrum technology and a special coding scheme (where each transmitter is assigned a code) to allow multiple users to be
multiplexed over the same physical channel. By contrast, time division multiple access (TDMA) divides access by time, while frequency-division multiple access (FDMA) divides it by frequency. CDMA is a form of spread-spectrum signaling, since the modulated coded signal has a much higher data bandwidth than the data being communicated. For further details about CDMA technology please see appendix E.

The Reliance India Mobile services offered an incredible value proposition to users with abundant minutes for a limited period and long distance calls to any phone in the country at low rates, a pan-India presence, superior voice quality and data capabilities, state of the art handsets, 24 hour high speed Internet access and a host of unique applications.

**Initial offers**

1. **Pioneer Offer**

   The Dhirubhai Ambani Pioneer offer was offered to pioneer subscribers with an unbeatable proposition that includes one free digital mobile phone, unlimited free incoming calls, 15 second pulse rate, abundant minutes for a limited period that include all local calls, all state long distance calls and long distance calls to any Reliance phone in the country. Within this plan, the cost of a STD call was 40 paise a minute and that of a short call up to 15 seconds was only 10 paise per minute. The scheme also allowed for exchange of current mobile handset, a suite of data applications initially at no content charge and discount coupons for various products and services from the most popular retailers.
In addition to the above, a number of value added services were offered free like a regular voice-mail service, call waiting, call hold, call divert, call conferencing, caller line identification, caller line identification restriction, dynamic STD and ISD locking and text messaging. This scheme fulfilled Dhirubhai Ambani's dream of enabling subscribers to communicate at a cost that was less than a price of a postcard.

The pricing system was in line with Dhirubhai Ambani’s dream and directive of making phone calls affordable for every Indian, and made possible due to the significant capital productivity achieved on the strength of Reliance's proven track record in project management.

The Pioneer scheme of Reliance India Mobile service was offered at a modest up front payment and monthly payments for three years, covering rental, usage charges, club privileges and plan financing charges. The users of this scheme were also given an option of paying the entire amount upfront and thereby saving financing charges.

While the 'Regular' scheme of Reliance India Mobile services was an up front payment plan, which covers only talk time and the 'Standard' plan of the Reliance India Mobile service was a monthly payment plan. 29

2. Dhirubhai Ambani Entrepreneur Programme

As a tribute to Dhirubhai Ambani, and to acknowledged icon of a new entrepreneurial wave in India, Reliance Communication fostered a new breed of entrepreneurs, an unparalleled event in the history of Indian enterprise. The Dhirubhai Ambani Entrepreneur Programme initiated with enrollment of about 200,000 individuals who were committed to
acquiring new customers and creating a new experience for them, based on flawless services and feelings of satisfaction and these selected individuals were guided and supported by 900 Reliance executives across the country.

3. **Dhirubhai Ambani Developer Programme**

The Dhirubhai Ambani Developer Programme provided a new platform for innovations in information technology and for this One thousand developers of software solutions were enrolled. These Dhirubhai Ambani Developers converted ideas into products without having to worry about resources and Reliance Communication provided the infrastructure, unlimited access to comprehensive technical documentation and support and offer special rate plans designed for the developer community.

The above programmes were a tribute to Dhirubhai Ambani's conviction that the best way a business can contribute to society is by encouraging other enterprises, and creating economic opportunities for millions of young Indians.

**Dhirubhai Ambani Knowledge City**

The headquarters for all these services, programmes and operations of Reliance Communication is located in the Dhirubhai Ambani Knowledge City, a brand new and modern campus built on a 140-acre site in Navi Mumbai, conceived by Nita Ambani, President of the Dhirubhai Ambani Foundation. The campus hosts a national operations center, applications development laboratories, data centers, and contact centers, spread over 2.2 million square feet of office space.
Digital Revolution

Reliance Communication provided knowledge workers a platform to develop and offer technology solutions for all professions and institutions across the world. It catalyzed India's formidable software talent to develop products for the global market, and realize substantially higher value for their efforts. By the end of 2003, Reliance Communication unleashed a self-sustaining economic revolution in India, a digital revolution for a New Way of Life for a New India.

The Reliance Communication transformed the way India communicates with and connects to the rest of the world. The way each and every citizen of India talks over the phone, sends messages, listens to music, news, views, videos, receives and uses information, connects to the Internet, while on the move. The way in which the young and the old learn, work, shop, bank, and form associations. The way companies transact business and provide services to customers.

"With an 'every time, every place, every device' network ethos, a sweeping span of services and a new breed of entrepreneurs, the Reliance Communication prepared India to take on the mantle of leadership in the knowledge age", says Mukesh Ambani, reflecting on the goals of this major initiative.

Initial Operational Scale

Reliance Communication rolled out the largest infrastructure and services in the information and communications sector by any new entrant anywhere in the world. A roll out that is designed not just to change the character of Reliance. But to change the face of India,
Reliance Communication embraced the whole of India. The initial target of the enterprise was to connect 673 towns and cities, and eventually, Reliance Communication connected all the 640,000 villages and all 2,000 odd towns and cities to each other and to the world in a seamless way. This gigantic effort is analogous to building virtually the entire railway system in India.31

Dhirubhai's Dream

Late Dhirubhai Ambani, Founder Chairman of the Reliance Group, had an acute sense that education alone empowers people. He was a great communicator. He communicated to inspire, to guide, to educate and to motivate. He employed telephone as a powerful tool to achieve these goals. He used telephone to defeat distance, to compress time and to remain abreast of events. He was acutely aware of the power of information and communications. He would often say: "make the tools of communication available to people at an affordable cost, they will overcome the handicaps of illiteracy and lack of mobility".

He wanted a telephone call to be cheaper than a post card. This, he believed, would enlighten every home, empower every organization, remove the roadblocks to opportunity and demolish the barriers that divide our society.

Dhirubhai Ambani was of the conviction that communication would energize enterprises, galvanize governance, make livelihood an enjoyment, learning an experience, and living an excitement.
The Reliance Communication is a fascinating outcome of this powerful conviction which is a major initiative to translate his inspiring dream into reality.27

Vision of Reliance Communication

Reliance Communication envisions a digital revolution. With mobile devices, net ways and broadband systems linked to powerful digital networks, Reliance Communication ushered fundamental changes in the social and economic landscape of India.

The Reliance Communication help men and women connect and communicate with each other. It will enable citizens to reach out to their work place, home and interests, while on the move. It enabled people to work, shop, educate and entertain themselves round the clock, both in the virtual world and in the physical world. It makes available television programmes, movies and news capsules on demand. It unfurled new simulated virtual worlds with exhilarating experiences behind the screens of computers and televisions.

Users of Reliance Communication’s full range of services would no longer need audiotapes and CDs to listen to music. Videotapes and DVDs would not be necessary to see movies.

Books and CD ROMs would not be needed to get educated. Newspapers and magazines would not be required to keep abreast of events. Vehicles and wallets will become unnecessary for shopping.

Radiance Communication disseminated information at a low cost. "Make a telephone call cheaper than a post card". These prophetic words of Dhirubhai Ambani will be a metaphor of profound significance for

Above all, Reliance Communication paved the way to make India a global leader in the knowledge age.32

National Network Operations Centre

The National Network Operations Centre (NNOC) is the nerve center of the all-India network of Reliance Communication covering, in the first phase, 60,000 kilometres of optic fiber that connects 90% of India's population, reaching 600 towns and cities.

The concept of one control center for an entire network is unique and is unprecedented in the world. Unlike most other network operations centers around the world, which are designed to support a specific product, service or geography, the NNOC of Reliance Communication is unique in the sense that it controls a range of products, services and geographies.

The NNOC monitors the pan-India network on a twenty four hours a day and three hundred sixty five days a year (24/7/365) basis. NNOC employs a state-of-the-art digital system to track, display and maintain the complex network.

NNOC is designed to handle new connections provisioning, proactively detect network faults and network degradations and initiate remedial measures of restoration or diversion depending on the situation,
even before a customer comes to know of the problem. The rationale behind this functionality is that the customer will never have to complain.

Thus, NNOC plays a vital role not only in terms of operations monitoring and control, but also in terms of supporting a high level of customer service.

Specific functions of NNOC are:

Switch Control - Remote monitoring and analysis of switches, support routing and trunking translations.

Transport Maintenance - Remote monitoring and analysis of network transport infrastructure including national and state backbones, feeder routes and distribution routes.

Administration and Business Support - On matters related to administration of network, security and business operations.

Resource Facility - On-site Resource Facility for use by NNOC technicians containing representative network elements for those used in the network.

NNOC is located at the Dhirubhai Ambani Knowledge City, Navi Mumbai. The built up area of NNOC is 110,000 sq. ft. with the main control area being 24 feet high with no columns and spread over 20,000 sq. ft. A hanging bridge running across the control room is part of the visitors' experience and an integral part of NNOC.

The main control room has two large video walls, each 100 feet long and with 80 screens each. The screens and seating modules are functionally regimented into six groups national long distance, international long distance, wireless, wire line, data and enterprise. The
main control room is designed to seat as many as 200 people, while the whole facility is designed to accommodate as many as 600 people.

The NNOC building also houses a Situation Room, which in effect serves as a war room and is equipped to handle any crisis or outage in the network. This room has its own multi-point video conferencing facility, network systems, power back up and staff.\textsuperscript{33}

**Mobile Revolution**

Reliance Communication received approval from the Telecom Regulatory Authority of India in the year 2001 for launching the Reliance India Mobile services and working with fellow service providers and regulators to ensure full interconnection.

The Reliance India Mobile services revolutionized the consumer mobile experience by offering a host of applications on the mobile phone as mentioned earlier such as enhanced messaging in Indian languages, email access, Internet surfing, access to real time political, financial and sports news, games and video streaming that you have seen in demonstrations. This will enable users to send text messages in Indian languages, access their email and other Internet accounts, surf the net at speeds of up to 144 kbps, be the first to get breaking news, view and listen to scenes from the latest movies and experience many other exciting applications.

The Reliance India Mobile services were initially available on CDMA 2000 IX handsets specially imported by Reliance. These were light, sleek, Java enabled, multi-media ready phones with polyphonic sound and with features like 3-way conferencing, call forwarding, in-built
phonebook memory, and special lifestyle features such as organizers, calendars, world clock and lithium ion battery for long talk time. Premium handsets have a colored screen and PC synchronization support. All handsets and in-box accessories will be home delivered free of cost, have a 12-month warranty and are covered by insurance, absolutely free, for a period of 3 years.

Reliance Communication’s next generation network and handsets are backed by a state of the art call center to provide 24 hours a day and 7 days a week customer service. After taking into consideration the Muhurat of Makar Sankrantri, Reliance Infocomm launched the Reliance India Mobile Service in January 2002.34

Reliance first invited some prospective customers to validate network, handset and applications related issues from a customer perspective and then opened commercial bookings.

This service offered an incredible value proposition to users with abundant minutes for a limited period, long distance calls to any phone in the country at low rates, a pan-India presence, superior voice quality and data capabilities, state-of-the-art handsets, 24 hour high speed Internet access and a host of unique applications.

**Work Environment and People Management**

Reliance Communication is in the process of setting up best-in-class work facilities across major cities in India. At Mumbai, the Dhirubhai Ambani Knowledge City hosts more than 3000 professionals with a range of office complexes, food courts, avenues and boulevards,
fountains, video conferencing and other advanced communication infrastructure.

Apart from the physical work setting, Reliance Communication is fostering a work climate marked by positive energy, team work and performance ethics, and is committed to building a non-hierarchical and open work environment, a result driven meritocracy.

**Human Resource Mission**

Facilitate, coach and enable best in class and leading edge Human Resource practices that extend enterprises of Reliance Communication and thereby nurture a customer centric, positive-energy organization which will maximize stake-holder’s satisfaction.

**Organization structure**

The organization structure defines various levels of organization i.e. Businesses, Work center, Functions, Circles, etc. The reliance Communication organization structure includes:

**Business Units:** Enterprise, Consumer, Wholesale, SAX & Web stores Work Centers: Network (O&M - Wireless, O&M -Wire line, O&M-NLD/ O&M- IDC, O&M-OSP, EWC-Long distance, EWC-wireless, EWC-Wire "line, OSS,ITC,NOC),

Call Center, BSS, (CRM, RA), Billing & Collection, Application& Solutions Group

Function: HR, Commercial, Purchase/logistics, IT Infrastructure, And Corporate Staff Function
Communication operations are spread in over 673 cities in the following Circles:

1. Andhra Pradesh   7. Rest of Maharashtra & Goa
2. Delhi            8. Mumbai
4. Karnataka        10. Tamil Nadu

**Work levels**

The organization structure also defines the organization functions considering the nature and scope of functions to be performed. The following four work levels broadly indicate the nature of accountability and responsibility assigned to role – holders at that work level.

L1 -Leadership role, accountable for participating and leading strategy creation and direction. Overall business and team performance responsibility for designated area.

L2 -Managerial role, accountable for execution of business plan and achievement of team and individual targets. Be responsible for maintenance of key company assets (Customers, physical assets, people etc)

L3-Executive role, Responsible for achieving individual and team targets.

L4- Support role, responsible for performing assigned activities, and support other work levels
Entrepreneurship and stretch

Today Reliance Communication offers challenging assignments and career opportunities to Engineers, MBAs, Telecom Network and IT specialists, Profit Center Heads and also young professionals.  

The Current Status:

The company commenced commercial operations of its nationwide GSM service on December 30, 2008 with a unique Customer Experience Program (CEP) that resulted in a record addition of 5 million new subscribers in January 2009. Overall 11.3 million new subscribers were added in quarter January to March 2009 and achieved 113 percent growth in quarter-on-quarter subscriber additions. GSM-based wireless mobile services were initially launched in 11,000 Indian towns, which were later extended to cover 24,000 towns in phased manner. During 2008-09 Reliance reached a historic landmark with launch of GSM services in 14 telecom circles in addition to operating in existing 8 circles.  

GSM (Global System for Mobile Communications: originally from Groupe Spécial Mobile) is the most popular standard for mobile telephony systems in the world. The GSM Association, its promoting industry trade organization of mobile phone carriers and manufacturers, estimates that 80% of the global mobile market uses the standard. GSM is used by over 4.3 billion people across more than 212 countries and territories.  

The Reliance Anil Dhirubhai Ambani Group currently has a net worth in excess of Rs. 64,000 crore (US$ 13.6 billion), cash flows of Rs. 13,000 crore (US$ 2.8 billion), net profit of Rs. 8,400 crore
(US$ 1.8 billion). The Equity Shares of Reliance Communication are listed on Bombay Stock Exchange Limited and National Stock Exchange Limited. The Global Depository Receipts and Foreign Currency Convertible Bonds are listed on Luxembourg Stock Exchange and Singapore Stock Exchange respectively.\(^{38}\)

Reliance Communications is India's truly integrated telecommunications service provider. The Company has a customer base of 105 million customers\(^{39}\) including over 2.5 million individual overseas retail customers. It ranks among the Top 5 Telecom companies in the world by number of customers in a single country. Reliance Communications corporate clientele includes 2,100 Indian and multinational corporations, and over 800 global, regional and domestic carriers. A pan-India, next generation, integrated (wireless and wireline), convergent (voice, data and video) digital network that is capable of supporting best-of-class services spanning the entire communications value chain, covering over 24,000 towns and 600,000. Reliance Communications owns and operates the next generation IP enabled connectivity infrastructure comprising over 190,000 kilometers of fiber optic cable systems in India, USA, Europe, Middle East and the Asia Pacific region.\(^{40}\)

**Main Subsidiaries**

Reliance Telecommunication Limited (RTL)

In July 2007, the company announced it is buying US-based managed ethernet and application delivery services company Yipes Enterprise Services for a cash amount of 1200 crore rupees (equivalent of
USD 300 million). The deal was announced of the overseas acquisition, the Reliance group has amalgamated the United States-based Flag Telecom for $210 million [roughly Rs 950 crore (Rs 9.50 billion)]. RTL operates in Madhya Pradesh, West Bengal, Himachal Pradesh, Orissa, Bihar, Assam, Kolkata and Northeast offering GSM services.  

Reliance Globalcom (RGL)

RGL owns the world’s largest private undersea cable system spanning 65,000 kms seamlessly integrated with Reliance Communications over 110,000 kms of domestic optic fiber provides a robust Global Service Delivery Platform connecting 40 key business markets in India, the Middle East, Asia, Europe, and the U.S.  

Reliance Communications Infrastructure Limited (RCIL)

RCIL provide Internet Data Centre (IDC) services located in Mumbai and Bangalore. RCIL currently has IDC capacity of 304,000 sq ft with the market share close to 60%.

Reliance Big TV Limited

Reliance Big TV launched in August 2008 and thereafter acquired 1 million subscribers within 90 days of launch the fastest ramp-up ever achieved by any DTH operator in the world. Reliance Big TV offers its 1.7 million customers DVD quality pictures across a bouquet of over 200 channels using the latest, state-of-the-art MPEG 4 technology.
Reliance Infratel Limited (RITL)

RITL’s business is to build, own and operate telecommunication towers, optic fiber cable assets and related assets at designated sites and to provide these passive telecommunication infrastructure assets on a shared basis to wireless service providers and other communications service providers under long-term contracts.

Products & Services

Products & Services promoted by the Group are Prepaid Mobile, Postpaid Mobile, Handsets, Blackberry, R World, Internet, Home-Phone, Global Calling, Data Card, and Direct to Home (DTH).

Notable awards

- Anil Ambani – The Telecom Person of the Year 2008 by Light Reading
- Most Promising Service Provider of 2003 (Asia Pacific) Award instituted by Asia Pacific Technology from Frost & Sullivan
- RCOM adjudged the World’s Top CDMA Operator at the Global CDMA Industry Achievement Awards
- Reliance Mobile amongst the "Top 10 Most Trusted Brands“ & rated as "India's Most Trusted Service Brand 2009“ by The Economic Times
• Reliance Mobile" voted as No. 8th in "India's Most Admired Marketers". The youngest Indian brand amongst the "Top 10" and ahead of P&G, Hero Honda, Samsung, LG, Colgate and Cadbury's.

• Reliance Mobile, India's Top 25 Marketers Awards 2009, Pitch, November 09

• Mobile Marketing Award(Los Angeles) at Global level for cross-media integration on digital and mobile medium of Reliance GSM

• Best Advert game award conferred by World Brand Congress for digital advertising game hosted on Zapak.com

• CMOs Council Brand Leadership Award to Reliance Communications, November 2009

• World Brand Congress, Chair for Yr. 2009-10 granted to RCOM, November 2009

• Business Today along with TAM rated Simply Reliance TVC as the most watched Ad in the month of October 2009.

• Total Network TVC's Kedarnath & Highway rated as No.1 campaign in India for the month of August 2008 & September 2008

• Most awarded single brand for Creative Excellence ABBY Awards 2007 (Advertising Agency Association of India) 44

**Subscriber Base**

The Reliance Communication subscriber base according to COAI - Cellular Operators Association of India is over 105million. 43 The following tables are showing the subscribers’ base of Reliance Communications Ltd and its various subsidiaries in the year 2009.
Table 3.1. Showing Subscribers base of Reliance Communications

CDMS Service

<table>
<thead>
<tr>
<th>Circle Name</th>
<th>Post Paid</th>
<th>Prepaid</th>
<th>Prepaid PCO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>250597</td>
<td>4454341</td>
<td>476990</td>
</tr>
<tr>
<td>Delhi</td>
<td>505724</td>
<td>3211875</td>
<td>114702</td>
</tr>
<tr>
<td>Gujarat</td>
<td>288480</td>
<td>2992165</td>
<td>115298</td>
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<tr>
<td>Kerala</td>
<td>200796</td>
<td>2054601</td>
<td>125214</td>
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<tr>
<td>Karnataka</td>
<td>236288</td>
<td>3024954</td>
<td>253848</td>
</tr>
<tr>
<td>Maharashtra &amp; Goa</td>
<td>295534</td>
<td>3457329</td>
<td>275002</td>
</tr>
<tr>
<td>Madhya Pradesh &amp; Orissa</td>
<td>187860</td>
<td>4495163</td>
<td>139575</td>
</tr>
<tr>
<td>Mumbai</td>
<td>555120</td>
<td>3223211</td>
<td>166858</td>
</tr>
<tr>
<td>Punjab, Haryana &amp; Himachal Pradesh</td>
<td>198497</td>
<td>2569998</td>
<td>92611</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>151260</td>
<td>2284651</td>
<td>96704</td>
</tr>
<tr>
<td>Tamil Nadu &amp; Andaman</td>
<td>304861</td>
<td>3854839</td>
<td>374900</td>
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<tr>
<td>Uttar Pradesh</td>
<td>270627</td>
<td>7976083</td>
<td>265494</td>
</tr>
<tr>
<td>West Bengal, Bihar &amp; Jharkhand</td>
<td>240946</td>
<td>6606050</td>
<td>203919</td>
</tr>
<tr>
<td>RCOM CDMA - Total sub base</td>
<td></td>
<td></td>
<td>56592965</td>
</tr>
</tbody>
</table>

Source: Cellular Operators Association of India
Table 3.2. Showing Subscribers base of Reliance Communications

GSM Service

<table>
<thead>
<tr>
<th>Circle Name</th>
<th>Post Paid</th>
<th>Prepaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andhra Pradesh</td>
<td>6182</td>
<td>1890923</td>
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<tr>
<td>Delhi</td>
<td>19172</td>
<td>2054393</td>
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<td>Gujarat</td>
<td>19414</td>
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<td>Kerala</td>
<td>8049</td>
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<tr>
<td>Karnataka</td>
<td>18572</td>
<td>2168131</td>
</tr>
<tr>
<td>Maharashtra &amp; Goa</td>
<td>25288</td>
<td>3301389</td>
</tr>
<tr>
<td>Mumbai</td>
<td>24884</td>
<td>2083175</td>
</tr>
<tr>
<td>Punjab, Haryana &amp; Himachal Pradesh</td>
<td>18630</td>
<td>2717375</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>6631</td>
<td>2628940</td>
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<tr>
<td>Tamil Nadu &amp; Andaman</td>
<td>25704</td>
<td>1909641</td>
</tr>
<tr>
<td>Not Defined</td>
<td>136636</td>
<td>345658</td>
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<tr>
<td>Uttar Pradesh</td>
<td>9093</td>
<td>6430945</td>
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<tr>
<td>West Bengal</td>
<td>8765</td>
<td>22154</td>
</tr>
<tr>
<td><strong>RCOM GSM - Total sub base</strong></td>
<td><strong>29262215</strong></td>
<td></td>
</tr>
</tbody>
</table>

Source: Cellular Operators Association of India
Table 3.3. Showing Subscribers base of Reliance Communications

DTH Service

<table>
<thead>
<tr>
<th>Circle Name</th>
<th>Total</th>
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<tbody>
<tr>
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<td>209118</td>
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<tr>
<td>Bihar</td>
<td>41245</td>
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<tr>
<td>Chattisgarh</td>
<td>28965</td>
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<tr>
<td>Delhi</td>
<td>73148</td>
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<tr>
<td>Gujarat</td>
<td>109013</td>
</tr>
<tr>
<td>Maharashtra &amp; Goa</td>
<td>25288</td>
</tr>
<tr>
<td>Haryana</td>
<td>65358</td>
</tr>
<tr>
<td>Himachal Pradesh</td>
<td>25822</td>
</tr>
<tr>
<td>Jammu &amp; Kashmir</td>
<td>28643</td>
</tr>
<tr>
<td>Jharkhand</td>
<td>21060</td>
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<tr>
<td>Karnataka</td>
<td>309007</td>
</tr>
<tr>
<td>Kerala</td>
<td>171179</td>
</tr>
<tr>
<td>Maharashtra &amp; Goa</td>
<td>258365</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>96609</td>
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<tr>
<td>North East</td>
<td>28518</td>
</tr>
<tr>
<td>Orissa</td>
<td>79011</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>177667</td>
</tr>
<tr>
<td>Tamilnadu</td>
<td>208692</td>
</tr>
<tr>
<td>Uttar Pradesh (W)</td>
<td>124430</td>
</tr>
<tr>
<td>Uttar Pradesh (E)</td>
<td>115058</td>
</tr>
<tr>
<td>Maharashtra &amp; Goa</td>
<td>258365</td>
</tr>
<tr>
<td>West Bengal</td>
<td>5444280</td>
</tr>
<tr>
<td><strong>DTH - Total sub base</strong></td>
<td><strong>2334996</strong></td>
</tr>
</tbody>
</table>
Conclusion

The above chapter presented a profile of the enterprises that are functioning under RIL and ADAG group. The chapter also presented in detail about the genesis, mission, offers, services and products offered by the Reliance communication. The chapter further reveals the HR mission, organization structure of the organization. In the end the current status of the organization is also presented. Therefore, the next chapter deals with the innovative human resource management practices adopted and implemented by the Reliance Communication.
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28. Compiled by the researcher on the basis of the information collected from the various Reliance Communication outlets.
29. Compiled by the researcher on the basis of the information collected from the various Reliance Communication outlets.
31. Compiled by the researcher on the basis of the information collected from the various Reliance Communication outlets.
32. Compiled by the researcher on the basis of the information collected from the various Reliance Communication outlets.
33. Compiled by the researcher on the basis of the information collected from the various Reliance Communication outlets.
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Categories: Companies listed on the Bombay Stock Exchange | Companies based in Mumbai | BSE Sensex | Telecommunications companies of India | Internet service providers of India | Mobile phone companies of India | Private equity portfolio companies