5.1. Analysis of questionnaire and feedback.

The questionnaire was administered to 20 respondents. The questionnaire is divided into 2 parts.

1. Respondent’s profile.

2. Understanding of telecommunication environment.

The questionnaire is designed in such a way to capture quantitative and qualitative comments. The quantitative analysis was carried on with the help of questions from 1 - 15. Question no 16 allows to capture pure qualitative comments, suggestions etc. as reflected in the end of questionnaire analysis.

Respondent Profiling.

The profiling analysis is illustrated as below.

1. Total Number of Respondents - 50. This number was chosen as a minimum criterion so as to enable and represent their views on Indian telecommunication. The sample had a minimum criterion of awareness of Indian telecommunications and its developments. Most of the respondents are from telecommunication industry or who have worked for telecommunication industry in India. Number of responses for the analysis - 20.
2. Working Profession.

Chart 8 - Work profession of respondents.

The above table illustrates, out of the 20 respondents 19 were working professionals and 1 was academician. And out of 19 working professionals 17 belongs to telecommunication Industry who is either working for service providers or other telecom verticals. 2 of them belonged to IT and other industry respectively.

3. Working Experience.

Chart 9 - Work experience of respondents.

The respondents profile in terms of number of years of experience consists of 70% of them had over 10 years of experience, 20% was in the range of 9-10 years, about 10% was equally shared between 1-3 years and 3-7 years.
The objective of work experience band is to ensure good amount of experience in telecommunication so that feedback is most accurate.


Chart 10 - Position of respondents in organizational hierarchy.

Above chart illustrates, The organizational hierarchy band was a mix of 40% top management, 50% from mid management and 10% from junior management profiles. This mix was adopted as awareness to policy and its implications are more of strategic inputs and top and middle management’s work nature keep them aware of these strategic inputs and implications. Hence the above mix was chosen.
Understanding of Telecommunication Environment.

Each question is analysed as below.

Q1. Are you aware of National Telecom Policies in India?

Chart 11 - Understanding of telecommunication environment by respondents.

National Telecom policies in this context related to National Telecom Policy 1994 and New Telecom Policy 1999-2000. The awareness of National Telecom Policies in India was 100% among the respondents. All of the respondents were aware of the policies in terms of their importance and contribution. This is strongly attributed to the fact that most of them are working for services providers or had an opportunity to experience telecom situation in India.
Q2. How do you rate the planning of current telecom policy initiatives in India?

Chart 12 - Rating of current telecom policy of India by the respondents.

Planning is very vital for any policy initiatives. From the responses we notice that the rating is been between good to average. There are no responses that favored poor or worst policy planning.

The current policy initiatives in India are the National Telecom Policy 1994, New Telecom Policy 1999 and the subsequent amendments. The policy initiatives have been planned keeping in view the larger interests of the end consumers and the national interest. The very fact that India offers lowest call charges in the world is the testimony that policy initiatives have been planned keeping long term results and best interests of consumers. It is also evident from the survey results that planning has been effective as far as initiatives in Indian telecommunication environment are considered.
Q3. Do you agree that our telecom initiatives favor telecom privatization in India?

Chart 13 - Perception of telecom initiatives in India by the respondents.

The survey opinion and the feedback indicate Indian telecommunication policy initiatives favor privatization in India. All the policy initiatives, the roadmap, the end objectives are inline with principles of privatization. This has allowed the authorities to throw open telecommunication in India for private player participation.

Today, privatization of telecommunication sector has enabled end users to have options for telecom services. The fact that most of the telecom segments have been thrown open for private player participation has triggered telecom revolution in India. This has ensured increased foreign participation and Foreign Direct Investments.

Thanks to the initiatives today this telecommunication revolution is contributing to the socio economic development.
Q4. In your opinion do you think emerging competitive environment was duly considered while framing current telecom policy initiatives?

Chart 14 - Respondents opinion on consideration of competitive environment during policy making.

Competitive environment is one of the key factors to be considered while privatization. From the survey analysis 55% of the respondents consider emerging competitive environment was not duly considered during policy process. However 15% of them are the opinion that this particular factor was emphasized and considered.

Competitive environment is a situation that is experienced after the privatization process. The process of privatization brings in new players and innovative services to be offered. Today in India a subscriber can opt between at least 4 service providers.
Q5. Do you feel current policy initiatives considered new and innovative services that are emerging as a result of privatization?

Chart 15 - Respondents opinion on consideration new and innovative services in current policy initiatives.

Another aspect of privatization is that it gives scope for new and innovative services. For examples, Voice over internet protocol, Managed Communication Services, Triple Play etc.

65% of the respondents feel that there was scope to consider such services that are new and a result of innovation could have been considered. And the rest of respondents feel that these set of new services have been duly considered while arriving at the strategic initiatives to boost telecommunication sector in India. Value added services emerge as new services as a result of privatization. These services are adopted and seen by the service providers as revenue streams and the end users also benefit from these services. Due consideration of these services as strategic inputs is essential for a privatized telecommunication sector.
Q6. Were the price and implication of price competitiveness were duly considered while forming new telecom policy?

Chart 16 - Respondents opinion on consideration of price and implication of price competitiveness while forming new telecom policy.

One of the predominant results of privatization is that it allows price competitiveness. Creates an environment that is competitive enough to create price wars between service providers across all the segments. This environment is the key contributor for reduced prices and options that will be offered to the end users of every kind. The survey results emphasis that price and implications of price competitiveness could have been considered during policy making process. However 30% of the responses favor that price and its implications have been duly considered during the process.

Price and confusions based on its implications is a natural phenomenon for a privatized sector, be it telecommunication or any other. The determination of exact price and its variables is difficult to arrive at. The very fact that India offers lowest call rates than any other nation is the testimony that the privatization process has contributed a lot to end users.
This indicates although the objective of privatization is met, but the way this price sensitive environment is allowed to evolve could have adopted a more systematic approach.

Q7. India could have learned lessons from the experiences of other similar countries that have privatized earlier to India. Do you agree with this statement?

Chart 17 - Respondents opinion on India could have learned from the experiences of other similar countries that have privatized earlier to India

The respondent's feedback favors the statement that India could have learned from the experiences of similar telecom economies that have privatized earlier to India. Table no - 1, chapter -1 indicates that many economies have privatized not early enough ago. There was scope to learn for such economies and the learnings could have been effectively utilized in policy making and privatization process.
Q8. Do you feel that benchmarking can be a vital tool and a strategic reference for a pro-active telecom policy in Indian context?

Chart 18 - Respondents opinion on benchmarking as a vital tool and a strategic reference for a pro-active telecom policy in India

Benchmarking in this context relates to the learning that could have been adopted from a similar or advanced telecom economy that has already undergone the process of privatization. Benchmarking is a ready reference and will be a key learning tool which enhances effectiveness of any process or a phase.

All of the feedbacks from the questionnaire survey indicated that benchmarking is a very vital tool and a strategic reference. And no respondent favored benchmarking can be ignored and not vital.
Q9. Has the telecom policy implementation in India happened at an appropriate speed?

Chart 19 - Respondents opinion on implementation of telecom policy in India.

The survey feedback indicates that the speed at which implementation has happened is not appropriate enough as 61% favor no. However 39% of the respondents feel that the speed is appropriate.

Chart 20 - Respondents opinion on speed of telecom policy implementation in India.

And most of responses comment on the speed of implementation as fast. Although few favor slow and medium as per the above chart. Speed is an essential factor for a privatization process and the survey indicates that implementation process required faster process.
Q10. Was there a scope for more systematic and structured approach to telecom policy in India?

Chart 21 - Respondents opinion on scope for more systematic and structured approach to telecom policy in India.

The approach to the telecom privatization in India could have been more systematic. Structure in this context refers to planning well ahead of times.

55% of the respondents strongly agree and 30% of them agree that there was a scope for more structured approach to telecom policy in India. 15% of the respondents partially agree for this statement.

The approach to telecommunication privatization in Indian context is very critical. The policy favoring privatization needs to me more structured keeping in view the keys to privatization process. In the current context of reactive measures, it is noticed that the scope for more systematic process was very much a requirement.
Q11. Do you feel the current telecom situation in India could have been managed still better with focus and vision?

Chart 22 - Respondents opinion on managing telecom situation in India with better focus and vision.

From the survey 95% of the respondents indicated that the current telecom situation in India could have managed better with focus and vision. However 5% does not agree with this statement. In a complex emerging scenario like India, the requirement for focus and vision is always advised. The study indicates that the same is a key requirement for a more structured and systematic approach.

Keeping in view the keys for privatization namely, competitive environment, consideration of new and innovative services, price and price implications, benchmarking and speed of implementations, it is evident that there was a scope for more effective telecom effectiveness and results in India and the same could have managed with better focus and vision.
Q12. How do you rate effectiveness of current policy initiatives in India?

Chart 23 - Respondents rating of effectiveness of current policy initiatives in India.

On a five rating scale of 5, the responses indicate that 55% rate effectiveness as average and 45% rate as effective. On an average the effectiveness rating have been good and does not favor ineffective.

As most of the respondents mention the effectiveness of current policy initiates like NTP 1994 and NTP 1999 with subsequent amendments, there was a scope to plan the initiatives more effectively and thus ensure that they facilitate in telecom development and growth in India. From the survey results it is noticed that, although the current situation of telecommunication has given scope to increased service standards and lowest prices across all the segments, there was scope to make these initiatives more effective.
Q13. How do you rate effectiveness of current policy initiatives in terms of their results?

Chart 24 - Respondents rating of effectiveness of current policy initiatives in terms of their results.

The survey indicated that 60% of the respondents favor the statement that policy initiatives could have delivered more than what is delivered. 30% of them indicated that the delivery in terms of results is as per the expectations. The objectives set in the NTP 1999 have been achieved as far as teledensity is considered. The growth has been phenomenal in a short period of time. However the survey results indicate that the policy initiatives are much more capable in terms of results than what is being achieved.

In a very complex telecom environment like India, the policy initiatives have definitely contributed to the phenomenal growth and have brought India to the notice as the most favored destination for telecom investments. This visibility indicates that telecom revolution in India is going in a right direction. However from the survey it is noticed that there is still an opportunity to deliver more than the current outcomes.
Q14. In your opinion does India need a robust regulatory framework? Is there a requirement for structured monitoring system for progress and situation of telecom policies?

Chart 25 - Respondents opinion on need for a robust regulatory framework with structured monitoring system for progress and situation of telecom policies.

The need for a robust regulatory framework and a structured monitoring system is 95% from the survey results. Survey indicates that apart from the policy making and implementation, there is a need to monitor and regulate the same by the authorities. Since our policy initiatives favor privatization, and the same will result in price wars, new services, new service level standards etc which needs to be monitored and regulated. The survey feedback supports the fact that a robust regulatory framework is a requirement today.
Q15. Do you prescribe for a strategic review of telecom progress in India, by the telecom regulation?

Chart 26 - Respondents opinion on requirement of strategic review of telecom progress in India, by telecom regulation.

All the respondents agree that it's time to prescribe for a strategic review of telecom progress in India by the regulation authorities. Keeping in view of further telecom developments and strategic initiatives, it is essential to review the progress of telecom as of today. The findings will be keys to develop new and improved strategic steps to formulate an action plan for coming years.

Q16. Any other comments / suggestions.

The comments by suggestions by the respondents are as follows.

1. "There are too many bodies that interface one regulatory framework. We need a strong body to create a vision, implement and monitor progress with all the stakeholders."

2. "Telecom policy = Time to think ahead"
3. “NTPs needs to be more liberal and proactive in releasing and implementing the same”

4. “Telecom policy needs to be more open to privatization with responsibility. I.e. we must package lucrative areas with backward zones to boost teledensity in non metro / B+C class towns”

5. “In a complex situation TRAI has done a good Job”

6. “BSNL / MTNL should not be given different treatment, Any telecom provider expanding network should get more support as it helps to increase the teledensity / information reach and access possible”

7. “Our policy has to be more pro active and should factor in the goals and objectives lines up the Govt and opportunities that would come up in the near future”

8. “Practical implementation of the policy designed to be looked at in participation with private operators, vendors and telecom regulatory authority”.
5.2. Outcome of analysis and propositions.

This study consists of a much focused number of respondents, the analysis of which will not be quantitatively proved using any statistical tool. Since the hypothesis and proving of the same using statistical will not be possible, the word hypothesis is being replaced by word proposition. The propositions are proved using the qualitative analysis in the research work further. Hence the word proposition is being used instead of hypothesis.

Proposition - 1.

"India had a clear advantage in forming a sound, more structured telecom policy in the context of experience gained by other countries similar to India, which it could have exercised" - This proposition can be analyzed with the help of the question which reads as - India could have learned lesions from the experiences of other similar countries that have privatized earlier to India. Do you agree with this statement?

From the questionnaire survey, the respondent’s feedback favors the statement that India could have learned from the experiences of similar telecom economies that have privatized earlier to India. From the previous chapters we can say that many economies have privatized not early enough ago. There was scope to learn for such economies and the learnings could have been effectively utilized in policy and privatization process.
Chart 27 - Respondents opinion on India could have learned from the experiences of other similar countries that have privatized earlier to India.

Hence we can say that *India had a clear advantage in forming a sound, more structured telecom policy in the context of experience gained by other countries similar to India, which it did not exercise.*

Proposition - 2.

*India did not exercise its strategic option of due scanning of environment in respect of countries which have already liberalized.*

1. *Had this been ensured, there was a scope for more structured and systematic policy*
2. *Could have ensured far improved results than what are being delivered.*
3. *The current telecom situation could have managed still better with focus and vision.*
Sub Proposition - 2.1.

The same can be analyzed with the help of analysis of question no 10 which reads as - Was there a scope for more systematic and structured approach to telecom policy in India?

Chart 28 - Respondents opinion on scope for more systematic and structured approach to telecom policy in India

The approach to the telecom privatization in India could have been more systematic. Structure in this context refers to planning well ahead of times. From the survey, 55% of the respondents strongly agree and 30% of them agree that there was a scope for more structured approach to telecom policy in India. The policy favoring privatization needs to me more structured keeping in view the keys to privatization process. In the current context, more of reactive measures are noticed. Hence the scope for more systematic process.

Sub proposition - 2.2.

The answer to this can be taken from proposition no 1. Answering sub questions the relevance can be correlated to question number 13. Which reads as - how do you rate effectiveness of current policy initiatives in terms of their results?
The survey indicates that 60% of the respondents favor the statement that policy initiatives could have delivered more than what is delivered. The objectives of NTP 1999 have been achieved as far as teledensity is considered. The growth has been phenomenal in a short period of time. However the survey analysis indicates that the policy initiatives are much more capable in terms of results than what is being achieved. In a very complex telecom environment like India, the policy initiatives have definitely contributed to the phenomenal growth. This visibility indicates that telecom in India is going in the right direction. However scope to achieve more is enormous.

Sub proposition - 2.3. The current telecom situation could have managed still better with focus and vision. This can be answered with the analysis of Q11 - which reads as - Do you feel the current telecom situation in India could have been managed still better with focus and vision?
From the survey, 95% of the respondents indicated that the current telecom situation in India could have managed better with focus and vision. In a complex emerging scenario like India, the requirement for focus and vision is always advised. The study indicates that the same is a key requirement for a more structured and systematic approach. Keeping in view the keys for privatization, the telecom situation in India, could have managed with better focus and vision.

Proposition - 3.

*India needs a comprehensive, integrated telecom strategy considering one of the key factors for privatization i.e. benchmarking.*

From the entire analysis it can be stated as India certainly needs a more comprehensive integrated telecom policy which constitutes one of key factors of privatization benchmarking. Further this can be proved with the analysis of Q8. Which reads as - do you feel that benchmarking can be a vital tool and a strategic reference for a pro active telecom policy in Indian context?
### Chart 31 - Respondents opinion on benchmarking as a vital tool and a strategic reference for a pro active telecom policy in India

<table>
<thead>
<tr>
<th></th>
<th>Count</th>
</tr>
</thead>
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<td><strong>Very Vital</strong></td>
<td>12</td>
</tr>
<tr>
<td><strong>Vital</strong></td>
<td>8</td>
</tr>
<tr>
<td><strong>Can Be Ignored</strong></td>
<td>0</td>
</tr>
<tr>
<td><strong>Not Vital</strong></td>
<td>0</td>
</tr>
<tr>
<td><strong>Not At All Vital</strong></td>
<td>0</td>
</tr>
</tbody>
</table>

Benchmarking in this context relates to learning that could have been adopted from a similar or advanced telecom economy that has already undergone the process of privatization. Benchmarking is a ready reference available and will be a key learning tool which enhances effectiveness of any process or a phase. All of the feedbacks from the questionnaire survey indicated that benchmarking is a very vital tool and a strategic reference. And no respondent favored benchmarking can be ignored and not vital.

The next chapter (chapter - 6) focuses on evolving an integrated telecom strategy for India in the next decade keeping in view the learnings from the UK telecommunication. An attempt is made to learn from the UK telecom systems to ensure a strong Indian telecom strategy for the next decade. This chapter covers need policy research, how the same helps in decision making, how evolving policy is a vital area and how policy making can take references from researches. This chapter also covers the benchmarking process, why benchmark and justifications to benchmark in detail.