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MARKET ENTRY INTO NIGERIA

Case study: Uros ltd

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Bachelors Thesis
Spring 2016
International Business
Oulu University of Applied Sciences

ABSTRACT

Oulu University of Applied Sciences
Degree programme in International Business, DIB2SN

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Title of Bachelor's thesis: Market entry into Nigeria

Supervisor: Outi Sutinen

Term and year of completion: Spring 2016

Number of pages: 40 + Appendix

The purpose of this thesis is to look into the telecommunication market on a business-to-business basis for foreign companies like Uros with partnership. It focuses on the Nigerian telecommunication market and the possibilities for entry. The thesis could also be of help to any foreign companies that wants to enter into the telecommunication market in Nigeria.

The main reason for Uros to enter into the Nigerian market is to expand their network, gain more international audience to their product and would also help the company to gain access easily to any other African countries that has not been positively reached.

The method used as data collection for this thesis is desktop research and some of the information gathered is qualitative. Qualitative data are gathered from interviews conducted majorly through telephone with the company owners, agency organizations and the exchange of e-mails with some staff members of these various organizations as primary sources, as well as theory-driven information from books and articles as secondary sources.

In order to understand how to enter into the market, the author mention about the Nigerian telecommunication market, possibility of entry and how it can be achieved, and the importance of networking.

During the course of this research, it was found out that the Finnish company is interested in investing in Nigeria but because it's an entirely new market with different cultural issue, which makes trust a challenge. In this case it is advisable to use a 3rd party to run the internal affairs to the project for a successful entry deal. The result in this research explains better how to go about it.

Keywords: Nigerian telecommunication, Market entry, Networking, Potential partners

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1 INTRODUCTION

Nigeria is becoming the most talked about country in West Africa, due to its continuous growth in economy and also the population growth at 181.5 million (CIA factbook, 2015. Retrieved 27.04.2016) as an advantage in the business world. A lot of foreign investors or companies have shown more interest in the Nigerian market than ever before. There have been changes in the marketing and business activities around the world. These activities could be evidence in the changing technology, globalisation, deregulation in market places and heightened competition for capital and resources (Kotler and Keller, 2006,12).

The purpose of this thesis is to look into the telecommunication market on a business-to-business basis for foreign companies like Uros with partnership. It focuses on the Nigerian telecommunication market and the possibilities for entry. The thesis could also be of help to any foreign companies that want to enter into the telecommunication market in Nigeria.

The main reason for Uros to enter into the Nigerian market is to expand their network, gain more international audience to their product and would also help the company to gain access easily to any other African countries that has not been positively reached. Uros is a Business-to-Business company looking for partners in Nigeria. At the period of writing this thesis, the company has some contact of potential partners in Nigeria (Africa) but not gotten a positive deal yet. The company expanding its reach does not affect their old and existing customers, it gives the customers more advantage to be able to use the company's product more effectively no matter where they are globally. More so, the outcome of this report should bring a conclusive result to determine if the company can achieve their goal and also determine a suitable entry.

This chapter states the research questions, research methodology and the company presentation of these thesis. The information gotten on the companies' presentation is based on my observation in interviews with the company and also through company website.

1.1 Research question and Research Methodology

In every research, there is always an objective that serves as a guide to a successful result finding. For this research the objective is to increase the understanding of which issues to consider when entering Nigerian telecommunication market. These objectives will be analyzed

through the later part of this research. In order to achieve the research objective, the following research questions will be reviewed:

- What is the Nigerian telecom business environment?
- How to enter Nigerian market?
- How to network in the Nigerian market?

These questions above will be discussed appropriately which can help the company in making decision whether to enter into the market or not.

In general, while conducting a research, results are to be achieved through the approach been used to find resources or information. The method used as data collection for this thesis is desktop research and some of the information gathered is qualitative. Qualitative data are gathered from interviews conducted majorly through telephone with the company owners, agency organizations and the exchange of e-mails with some staff members of these various organizations as primary sources, as well as theory-driven information from books and articles as secondary sources.

1.2 Company presentation

UROS is a Finnish company that is involved in Uni-fi roaming solution globally. It is a company that provides global data services without bill shock. Their device itself is called Goodspeed.

The company is into business-to-business activities, which is therefore mainly about meeting the needs of other businesses. Furthermore, the demand for the products made by these businesses is likely to be driven by customers. In the case of Uros, customers yearn for improvement on saving cost on internet usage while traveling abroad. Their product would be an added value to the businesses which is Nigerian Telecoms, in order to move the products down the chain until they get to reach the general public.

Goodspeed is a mobile hotspot that works as a portable 4G router which uses the mobile network of a country any user is travelling to and converts it to the local 4G to a WI-FI connection. It has generous data of up to 1GB per day with option to refill which is also 10 to 1000 times cheaper than roaming. Goodspeed has over 55 global coverage and still expanding. The attraction Goodspeed brings are; it creates own private WLAN network that you can share with up to 15 Wi-Fi enabled devices. It's global network access via SIM cards provided by Uros Ltd (for free) and also has 10 physical SIM slot which you can choose any country of your choice since they have

operator partners globally (still growing). The following are the mobile operators presently partnering with Uros; Rogers, China Unicom, Vodafone, NOS, Telekom/Austria group, TeliaSonera, PLAY and MTC (www.uros.com, retrieved 06.07.2015)

Figure 1: Goodspeed device



source: Company website; goodspeed.io

This figure shows how the device looks and helps to know the possibility of having 10 sim slot. The weight and dimensions of the product are 123 mm x 62 mm x 13.5 mm (4.84" x 2.44" x 0.53"), weighs 125g (4.41 oz) and LCD display is 128 px x 128 px. It has 3200 mAh battery, with continuous use of twelve hours or seven days standby which can be charged for three hours.

Their target customers are corporate individual who use internet when abroad. Benefits derived from Goodspeed to travelers are the easy access to use it, no bill shock, availability connect all your devices and share with colleagues, which creates more time for productivity when abroad.

Goodspeed is the actual device made by the company that can be purchased anywhere without associating with a service provider, i.e. it is the actual sales of the device, that can be sold in web stores or resellers, then to the final consumers.

2 NIGERIAN TELECOMMUNICATION MARKET

According to it web Africa, Nigeria is the first from the top ten internet countries in Africa with users of 48.4 million, in which this recovery is been compiled by different sources including the International Telecommunication Union (ITU) and Internet World stats. (Gareth van Zyl 2014, it web Africa). With the high and increasing rate of internet users, it makes the market an attractive one for investors locally or foreign This chapter analyses the Nigerian telecommunication market, in which it will help to understand the environmental analysis, market analysis and the level of competitiveness in the country.

2.1 Business Environment in Nigeria

Strategic thinking of an organization begins when considering going abroad from an external business environment analysis. These are factors which the company cannot change in any way but has to adapt to in the host country and they also determine the mode of entry for a company and how the company should or will operate. For this, PEST analysis will be made to describe the external business environment in the chosen market (Nigeria).

2.1.1 Political factors

In the country, the administration is divided into three tiers, which is the federal government, states governors and local government chairman. There are 36 states and the federal capital (Abuja), and 774 local government areas in the country. The legal system is based on English common law, Islamic law in 12 states and traditional law. The legislative branch consists of National assembly and House of Representatives (CIA factbook, 2009. retrieved 08.04.2016). Nigeria has been under one military rule to another since independence which has ruined the economy of the country due to corruption and embezzlement of public funds by those military leaders without any check and balances. After the death of the last autocrat (Sanni Abacha) in 1998, this paves ways for a democratic election which may be regarded as a new beginning for the country (OECD report, 2001, retrieved 08.04.2016).

There was over 15 years of military rule, then Olusegun Obasanjo was elected as the president in 1999. After his inauguration, he effected series of reform which include improved macroeconomic management, financial sector reform, privatization and deregulation, institutional reforms, and

improvement of the infrastructure of the country (OECD report, 2004/2005. J. Harnischfeger, 2008, retrieved 08.04.2016).

The reform in the financial sector amalgamated the banking system by stipulating a minimum paid-up capital of \$188 million. This resulted in mergers and acquisition of number of banks from 89 in 2004 to 25 at the end of 2005 to be precise. The purpose of the government was due to the role the banking sector plays in financial economic development of the country. The privatization and deregulation also saw an improvement with the new rule of law and 45 public enterprises have been privatized among which is the communication sector which developed access to telecommunications services within the country. Downstream petroleum was also liberalized and this was supplemented by reduction in government subsidies on petroleum products (OECD report, 2004/2005, retrieved 08.04.2016).

Nigeria is a member of various international organizations. Regional organizations like the African Union (AU) and Economic Community of West African States (ECOWAS). Nigeria is among international trade, peace and health organizations, which give the country an international recognition (CIA fact book, 2009, retrieved 16.04.2016).

In order for government to create an effective private driven economy, the government have some incentives that attracts Foreign Direct Investment (FDI) which will promote innovation and competition, employment generation, improve the country's export profile, increased domestic capital and transfer of technology. Some of these incentives cover all sectors while targeting specific sectors (Baah & Jauch, 2009). Telecommunication is an incentive which is from the Nigerian Investment Promotion (NIP). In other words, government provides non-fiscal incentives to private investors, also taxes and duties do not exceed those charged on essential electrical goods.

There are some challenges in the political and economic factors, faced by the Nigerian governments among which are corruption, religious crisis and Niger Delta. Foreign oil firms are the target of the militant group in Niger Delta and in few cases foreign employees are taking hostage. Movement for the Emancipation of Niger Delta (MEND) has been responsible for most of the violence in the region which include vessel attack and hostage taken. This improvement has led to the formation of Ministry of Niger Delta by the government to see to the issues concerning the region and to end violence (OECD report, 2007, retrieved 16.04.2016)

Corruption is another vital challenge which the government is doing so much to fight. The past and the present government put enormous effort in fighting corruption in the country. Through the

work of Independence Corruption Practices Commission (ICPC) and Economic and Financial Crime Commission (EFCC), the fight against corruption has progressed in the country for some years now (OECD report, 2004/2005, retrieved 17.04.2016). Initially the governors are given immunity but after EFCC was formed the immunity was cancelled and those who are found to be corrupt are arrested and brought to justice. Also past and present senior officials that looted while in office were also arrested and brought to justice by the EFCC. Due to the new development in the country, by 2008 Nigeria was ranked 121 out of 181 by Transparency International in its Corruption Perception Index.

Religious crisis is of great challenge for the government. The introduction of Sharia law in 12 states of the country brought continuous unrest with loss of lives and property. The Muslim extremists (Boko Haram) in the north who are being influenced by politicians fight non-Muslim mostly from the southern part of the country which has been ongoing for some years now (J. Harnischfeger, 2008). Till date the fight against Boko Haram has been ongoing. The military troop has been able to take charge of those territories and victory has been made by the government, but the fight still continues.

In a business entry, it is important to also look at the legal issues that surround the situation. Nigerian communication commission (NCC) was created in the year 1992 as the telecommunications regulatory authority which includes licensing, competition policy, quality service, interconnection, scarce resources management, infrastructure sharing, universal service, tariffs regulation, penalties and sanctions and dispute resolution throughout the country. If a foreign country base their fact on online information for a new market, it would be difficult to get precise or key information because a country like Nigeria, they might not be able to get key information from the internet. For example, the NCC website does not contain a licensing regulation; they only establish the licensing requirements on the internet. (PPPIRC, 2014. Retrieved 20.05.2016). At this point, a third party would be helpful to get necessary information needed within the country that leads to a successful business deal.

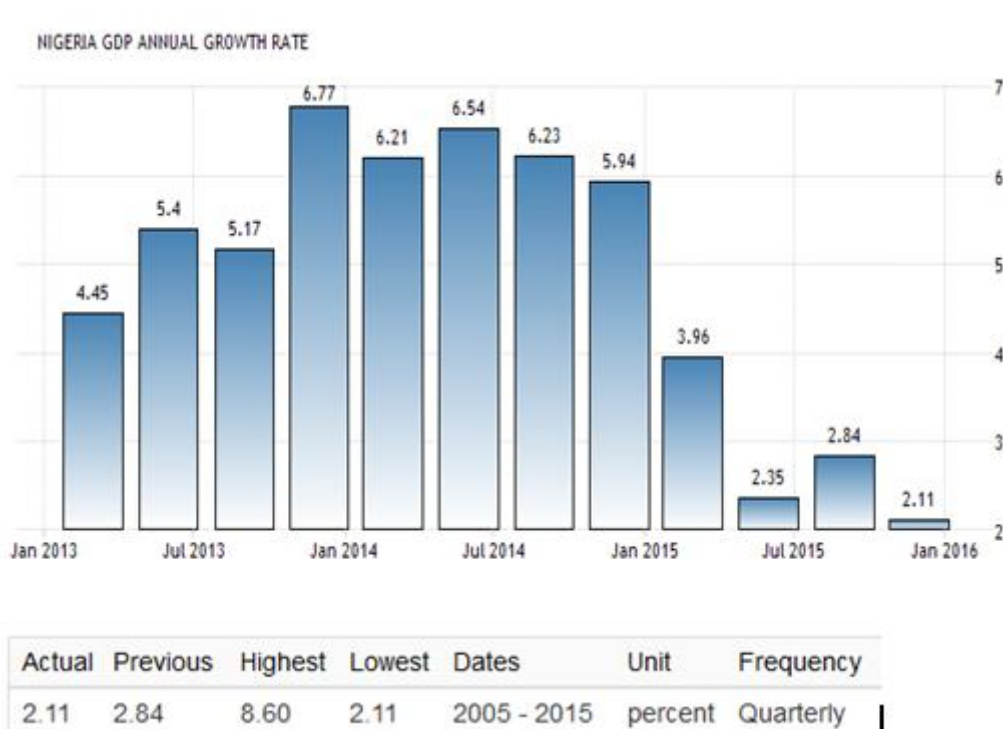
2.1.2 Economic factors

Nigeria is known for its rich oil and also the second largest oil producer in Africa followed by Angola, but political instability, inadequate infrastructure, corruption and poor macroeconomic management has crippled the country. Since the transfer of democracy, there has been a series

of economic reform to change the country into a market oriented economy as proposed by International Monetary Fund (IMF). (CIA factbook, 2009, retrieved 19.04.2016).

In the fourth quarter of 2015, the Gross Domestic Product (GDP) in Nigeria expanded by 2.11 percent over the same quarter of 2014. The country averaged its GDP Annual Growth Rate at 5.82 percent from 2005 until 2015, enabling to reach time high of 8.60 percent in the fourth quarter of 2010 and a record low of 2.11 percent in the fourth quarter of 2015. The GDP Annual Growth Rate in Nigeria is reported by the Central Bank of Nigeria (see fig 2).

Figure 2: Nigeria GDP Annual Growth Rate



Source: www.tradingeconomics.com | Central Bank of Nigeria

Annual Growth Rate in GDP is measured as the change in value of goods and services that are been produced by the country economy during the period of a year. In recent updates the Nigeria

GDP Growth slows slightly in the fourth quarter due to a slowdown in the services sector. (Tradingeconomics.com| Nigeria GDP, retrieved 20.04.2016).

“The low-oil-price environment and authorities’ willingness to maintain an artificially-strong naira drove GDP to decelerate in Q4 to levels last seen in 1999. This situation was exacerbated by the ongoing conflict against Boko Haram and an uncertain global economic outlook. GDP at market prices expanded 1.8% annually in Q4, which was down from Q3’s 2.8% increase and the economic situation is worsening. Power shortages, import restrictions and scarcity of U.S. dollars drove the PMI into negative territory in February 2016. Moreover, the value of the naira in the parallel markets fell below 400 NGN per USD in March. In an attempt to prop up oil prices, Nigeria joined the initiative launched by Russia and Saudi Arabia to freeze oil production at January levels.” (Focuseconomics, March 2016, retrieved 22.04.2016).

Telecommunication, manufacturing, commerce and agriculture performance (Non-oil sectors) has been a boost for growth with services contributing about 57 percent. Agriculture grew by 21 and manufacturing contributed about 9 percent. The economy is becoming more service oriented, mostly through wholesale trade and retail, real estate, information and communication. (Africaneconomicoutlook.org, 2015, retrieved 22.04.2016).

The Nigeria Communication Commission was established in 1992 and was mandated to promote an environment that will facilitate the participation of private sector to increase and expand the existing telecommunication sector. The possibility had not been successful until 1999, when the then president (Obasanjo administration) issued a new policy framework and set some target which includes increase in telecom growth rate by 13.5 percent minimum annually, ensuring that telephones are within 5km of walking distance throughout the country (Sheriffdeen A, *et al*, 2007).

Telecommunication in Nigeria received a boost in 2001 with the deregulation of the sector which allows for private GSM service providers to come into the country to support the existing national operator NITEL, in order to grow the sector faster. Two private companies MTN (from South Africa) and ECONET (from Zimbabwe) were issued license by NCC to operate GSM in addition to NITEL (NITEL was not mobile) the country owned telecom company. These two companies alone increased the mobile telephone line from 300,000 in 2001 to 1,660,000 in 2002. In 2003 another private provider, GLOBACOM, entered the market with its mobile service Glo-mobile (OECD report, 2003/2004, retrieved 22.04.2016).

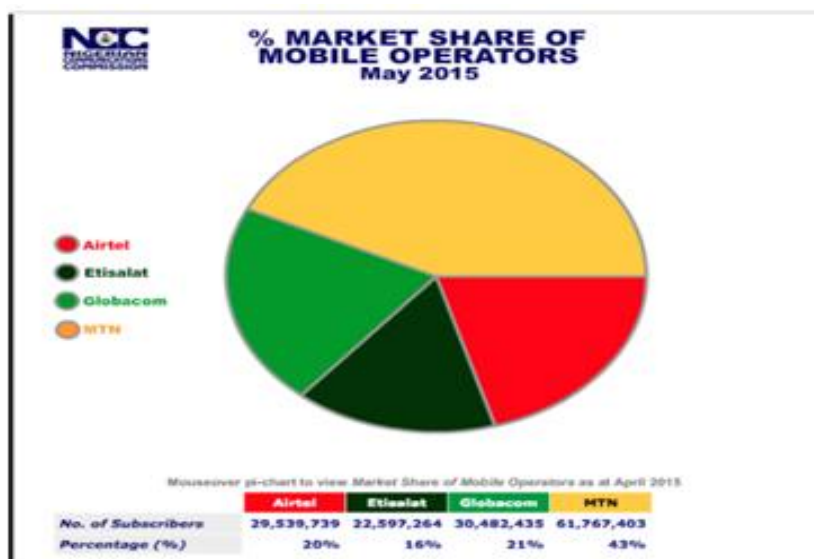
Table 1: Growth in the telecommunication sector of Nigeria

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009(June)
Pop in Million	120	120	120	120	120	130	140	140	150	151
Fixed line	553,374	600,321	702,000	888,534	1,027,519	1,223,258	1,673,161	1,579,664	1,307,625	1,435,279
Mobile(GSM)	35,000	266,461	1,569,050	3,149,472	9,174,209	18,295,896	32,184,861	40,011,296	56,935,985	59,194,972
Total	588,374	866,782	2,271,050	4,038,006	10,201,728	19,519,154	33,858,022	41,590,960	58,243,610	60,630,251

Source: Adapted from Nigeria Communication Commission (Retrieved 22.04.2016)

The growth in both fixed line and GSM mobile line could be accredited to more licenses given to private providers as seen in Table 1 above. There have been other licenses given to more private provider since 2003 and the share of the market of each of these providers can be seen in figure 3 below, shows the percentage market share of mobile operators as at May 2015, which is also shows that the level of competition has increased and there is room for many players in the telecom sector of the economy.

Figure 3: % Market share of mobile operators



Source: Nigerian Communication Commission (Retrieved 22.04.2016)

(further explanation would be made in the market analysis)

The currency fluctuation in the country is another thing one need to look at. According to the World Bank directives, the government of Nigeria devalued its currency in 2008 which brought a lot of criticism in the country.

The devaluation will as a result increase the prices of goods and services and by this means causing cost-push inflation in the country. The poor effects of devaluation on the local firms will be severe in two ways. It will increase the debts of local firms to their foreign suppliers or creditors which in the long run will clean out the company profit and in some severe cases forces the company to shut down. Secondly, local firms will require high working capital to maintain their normal scale of business (ThisDay, newspaper, Jan 2009, retrieved 22.04.2016).

According to the International Labour Organisation (ILO) report 2008, economic active population was put at 50,130 million which is one third of the country's population. The rate of economic active population has been 31 percent in the year 2000, 34 percent in 2004 and 32 percent in 2007 which show a consistency of about one third of the country's population over the years.

The labor force by occupation was 70 percent agriculture, 10 percent for industry and 20 percent for services according to CIA report 1999 estimate. The country unemployment rate put the country in number 60 according to CIA report on world unemployment index. This low rate of unemployment shows how hardworking the people are in the country despite poor economic and structural issues the country is facing.

2.1.3. Social factors

Education

With the introduction of Universal basic education (UBE) in 1999, this was aimed to provide free education to all pupils both in primary and junior secondary school, the government has increased its spending towards this and a considerable achievement has been made. The gross primary school enrolment has increased from 98 percent in year 2000 to 120 percent in 2005 while the secondary school enrolment increase also by 2 percent point as at 2008. (OECD report, 2008, retrieved 22.04.2016).

Language

In Nigeria there are more than 250 languages but the populous and politically influential are Hausa and the Fulani 29%, Yoruba 21%, Igbo (Ibo) 18%, Ijaw 10%, Kanuri 4%, Ibibio 3.5%, Tiv 2.5 percent. The 3 main languages which are considered majority are Yoruba, Igbo and Hausa and are spoken in the southern, eastern and northern part of Nigeria respectively (CIA report, 2015. Retrieved 27.04.2016). Most ethnic groups rather communicate in their own languages and English being the official language which is widely used for education, business transaction, and media and for official purposes. The official language of Nigeria, English, was chosen to facilitate

the cultural and linguistic unity of the country. Before British colonization ended in 1960, English became the official language and a large part of the Nigerian population spoke English as a result of the colonization. (UNESCO, 2008, retrieved 27.04.2016)

Religion

There are three main kind of religion in Nigeria. Muslims constitutes about 50 percent, Christianity 40 percent and Indigenous beliefs 10 percent (CIA fact book, 2015, retrieved 27.04.2016). The Northern part of the country is dominated by Muslim with 12 states practicing Sharia law while about 85 percent of the Eastern part is dominated by Christians and for the Western part, it is a mix of both dominant religions (J. Harnischfeger, 2008, retrieved 27.04.2016).

Demography

According to the July 2015 estimate by the CIA the population of the country stood at 181,562,056 million people which put Nigeria as the largest populated African nation in the world. The country is divided into 36 states and the Federal Capital Territory. These states are divided into 774 Local Government Areas (CIA fact book, 2015, retrieved 27.04.2016).

Business culture

The National Economic Empowerment Development Strategy (NEEDS) program launched by the government aims at improving the business environment, strengthening the financial sector, promoting private investment, and creating jobs. Recent developments in these areas include accelerating the privatization process, reforming the tax system, liberalizing trade, improving infrastructure, and fighting corruption which has been a major constraint for FDI (OECD report, 2003/2004, retrieved 27.04.2016)

2.1.4 Technological factors

Before the return to democracy in 1999, the nation's infrastructure has been in a collapse state. Poor and inadequate road network, telecommunication was considered for the super-rich, inadequate water supply and insufficient electricity supply. After the return to democracy, the Obasanjo administration tried to revive the nation's infrastructure and bring in new much needed technology for development.

An example of recent government development in the transport sector is rehabilitation of Nigeria rail systems. Railway sector is owned, managed and operated by the Federal government. Most

of the rail systems are those put in place during the colonial period and needs rehabilitation and restructuring. China has signed an agreement with the Nigerian government on the modernization of Nigeria's one track rail to standard gauge rail from Lagos to Kano via Abuja which has to be constructed in 5 segments over a period of 5 years and the project worth \$8.3 billion (Baah & Jauch, 2009).

Electricity generation in Nigeria is very poor and inadequate and has for many years fell below the minimum government target of 6000MW/H (megawatts per hour). The current rate of supply is 3850MW/H which is one third of what a population of 150million people needs. Many production companies/factories have moved out of the country or closed down. Those that are still in the country uses generating plant for production which are very expensive and also make them produce below capacity due to the cost associated with using generating plants. This has led the government to intensify its effort in rehabilitating the electricity sector of the country. According to the Minister of Power, Dr. Lanre Babalola in an interview with ThisDay newspaper March 2009, he said a total of \$5.3 billion has been approved by National Economic Commission for some of the project to tackle electricity problem in Nigeria in which he is optimistic that by the end of 2009, the government would be able to achieve its target of 6000MW/H.

The telecommunication sector since its privatization and liberalization in 2001 has received a series of developments. In September 2003, Nigeria launched its first satellite (NigeriaSAT-1) into space via Russia which cost \$13million and the satellite was to monitor the country's water resources, soil erosion, deforestation, natural or man-made disasters and also to study military facilities and the country's crude oil pipelines and infrastructure (RedOrbit, 2003).

According to a BBC report, in May 2007, Nigeria launched its communication satellite NIGCOMSAT-1, which is expected to offer broadcasting, phone and broadband internet services for Nigeria and Africa. The contract for the launch was worth \$311 million and was won by China.

The government has issued some strategies regarding technology innovation and development in the country. This includes tax relief of up to 120 percent that will be given to any organisation that maintain locally based research. Also long-term research will be considered as capital expenditure and will be written off against profit. Also important national development will not be based on unproven foreign technologies (NIPC, 2009)

2.2 Market Analysis

In 2016 Africa, Nigeria has one of the largest and fastest growing telecom market. The population of the country and users also help to attract foreign investment given the potential for further growth. The flexibility of the country in telecom has led to hundreds of companies providing all kinds of telecom and value-added services in an independently regulated market. Five years in a row the mobile sector got triple-digit growth rates after competition was introduced. Apart from the key mobile network operators, there are a number of additional players operating under a unified licensing regime. This regime has also boosted the country's underdeveloped broadband sector. Mobile services using third and fourth generation technologies, as well as WiMAX wireless broadband services, are being rolled out rapidly, backed by new national and international fiber links. After years of failed privatization attempts, the incumbent national telco Nitel and its mobile arm M-Tel are in liquidation, with the NATCOM Consortium acquiring the telco in March 2015 for some \$252 million. By 2016. (Peter Lange, Budde comm researcher, retrieved 07.04.2016.)

In spite of the stride of change with Nigeria's telecom infrastructure, parts of the country remain underdeveloped. In the Northern part of the country, the terrorist attack brings interference to the telecoms services. The last election presented additional challenges for the government is forced to measure up against Boko Haram. President Muhammadu Buhari first came to power in Nigeria in a military coup in December 1983 – August 1985. This ushered in almost two decades of military rule in Nigeria, led by a sequence of Generals each noted for corruption and for formulating decrees which curbed the press. Buhari, as a Muslim, will need to convince a largely Christian south that he can tackle Boko Haram, return the country to peace, and secure a stable environment more suitable for foreign and domestic investment in infrastructure projects. Him being re-elected was because of his military background/approach to issues and also the fact that he's from the North. In which the people of the country decided to give him a trial to help shape the country of the terrorist and corruption mess they find themselves. In the recent state of government's interference, they propose reduction in Telco's taxes to boost sector investment which will help in the development of telecommunication in Nigeria. (Peter Lange, Budde comm researcher, retrieved 07.04.2016.)

The information below is based on interviews and own observation in order to understand and analyze the telecommunication market. In Nigeria, there are about nine communication network providers which are Airtel, Etisalat (EMTS), Globacom, Starcomms, MTN Nigeria, Mtel & NITEL (which is now NATCOM Consortium), Multilinks (Telkom), Visafone and Zoom Mobile. The most widely operating communication network provider companies in Nigeria are:

- Airtel Ng

- Globacom Ng
- Etisalat Ng
- MTN Ng

It could be challenging to know which of the four network provider, one would want to collaborate with because of their zeal to achieve their aims and objectives, which improves their services to their customers. They are competitors to themselves but still, they all make massive sales over the years. Due to the bad infrastructure level in Nigeria, people tend to have more than one sim card because:

- Some operators may not be working in certain areas (if one operator doesn't connect your call, the other one will) and people wants to be reachable all the time.
- Charging a phone battery is not possible all the time (because of the bad electricity network).

Furthermore, due to the zeal of making good use of every opportunity to make earns means, so communication availability is key.

According to the interviews and survey being done, in order to find out about the competition level. It was clear that there is no network provider that has the kind of features Goodspeed has, some companies have something in common but their customers would still have to roam if they want to go out of the country. In other word Goodspeed has an upper hand in Nigeria.

In other to get accurate information, emails were sent to staffs (who stood as representatives) of different telecoms in Nigeria. Their contacts were gotten from friends, social media and LinkedIn. Here are some questions that were sent and got answers from the representatives of the companies.

- What is the present statistics of customers?
- What mobile data does your company have or which of your data's are similar to our data?
- Price range of the specified data and what is the population of customers using it?
- What is the percentage of customers that roam per year?
- What are the challenges you face?
- Do you think your company can collaborate with us?

The response was low and not encouraging, so I resulted to using the information from their

Etisalat Ng

- Present statistics of customers is a little over 16 million active subscribers.
- Similar data close to Goodspeed is a service called ewifi
- Percentage of customers that roam per year is about 30%.
- Challenges: Subscribers want cheaper deals and consistent service that cuts across many more locations.
- Do you think your company can collaborate with us? Yes.

website. The representative from Etisalat gave precise answers and the result are reviewed below in figure 4.

Figure 4: Results from representative/website

MTN Ng

- MTN operates in 21 countries across the Middle East and Africa.
- They reached a limestone of 200 million subscribers (45 million subscribers in Nigeria and still counting).
- Mobile data & price range: (<http://www.mtn.com.ng/products-services/international-roaming/rates.>)

VISAFONE

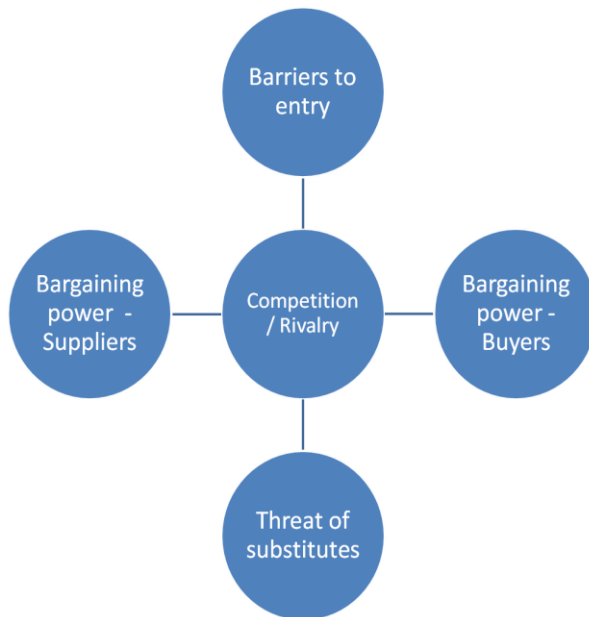
- Their present statistics according to them is over 1 million subscribers.
- Mobile data and the price range can be found from their website, (<http://www.visafone.com.ng/visainternet.html>.)
- Percentage Roaming: 10-15%.
- Challenges: Visafone operates with Unified Access Service License, 800MHz spectrum using CDMA technology which is not directly compatible with Goodspeed device specification.
- Collaboration: The device needs to be tested on the network before collaboration can be discussed.

According to the result gotten, Etisalat is the only network provider as at the time of these research, that has a device that is close to Goodspeed but not as good. This gives the company a promising market.

2.3 Competitor Analysis

According to Michael Porter, he identified five forces that determine the long-run attractiveness of a market. These five competitive forces are competitive rivalry, potential entrants, threat of substitutes, bargaining power of suppliers, bargaining power of buyers (Kotler and Keller, 2006. 342-343). These forces should be considered as external factors into which the company operates.

Figure 5: Porter five forces



Source: Marketing Management, Kotler Keller, 2006, 342.

These forces examine the role competition plays and how marketers can manage their brands, depending on their market position. The forces are briefly explained further.

2.3.1. Threat of new entrants

The entry and exit barrier in an industry will determine the attractiveness of the market. A market in which the entry barriers are high and exit barriers are low is considered to be attractive. In this situation, only a few companies will enter the industry and the poor performing ones already in the market could be bought out by the successful ones or could exit the market. In the case of when both entry and exit barriers are high, the profit potential will be high but this could pose more threats to all the companies in that industry as poor-performing companies stay in and fight it out (Kotler and Keller, 2006).

In the case of a telecommunication industry, the threat of new entrant largely depends on the entry barrier. Government policies and capital or investment requirements for the startup make the threat really low which gives the market to few companies that can meet these requirements.

2.3.2. Threat of competitive rivalry

The telecommunication situation in Nigeria since its privatization in 2001 is that it still has only five mobile phone operators (See Fig 3 above). The fixed costs are high and exit barrier high which makes the competitors stay in the market and thus makes the segment unattractive. Rivalry is

considered to be less since the industry has a clear market leader (MTN, see Fig 3 above) but most of the players are pursuing aggressive marketing strategy to have more market share.

Each of the players in mobile telecommunication in Nigeria has a market share but some with less than a million users (EMTS and M-TEL) still remain in the market to grab the most they can milk. This could be due to the high cost of exiting the market. With more and more intense competition it is just a matter of time before the industry giants acquire the weaker rivals.

2.3.3. Threat of substitutes

As of the time of this report, there is not a direct substitute to the mobile telephone. With the introduction of internet telephone like Skype, this poses no threat to mobile telephone as it requires a computer, mobile broadband and a headset.

2.3.4. Bargaining power of suppliers

In the telecommunication industry, the suppliers mainly consist of mobile phone makers and supported industries for technologies. There are numerous suppliers of these supported technologies which make the bargaining power to be very low. Also there are quite a large number of mobile phone makers with reputable names and good quality which makes it easy for mobile telecommunication companies to have a good bargaining power. Most of these mobile phone makers are in alliance with mobile operators for the marketing and sales of their product. This also makes the suppliers bargaining power to be weak/low.

2.3.5: Bargaining power of buyers

The bargaining power of buyers in the mobile telecommunication is very high because of the low switching cost to different providers of the same service. Also some of the products like the mobile phone are undifferentiated from all the market players and thus make it easy for the buyers/customers to switch. The only factor in such a situation is the services provided and the network coverage of some of these providers as is the case in many developing countries where there are few providers with full network coverage.

The following (table 2 below) is the summary of the Porter five forces where the threats will be assessed from very low (1), low (2), moderate (3), high (4) and very high (5). The marks given are intended to see the competitiveness of the market.

Table 2: Summary of Porter five forces

The five forces	Strength
New entrants	Low (2)
Intense competitors	High (4)
Substitutes	Very low (1)
Power of suppliers	Moderate (3)
Power of buyers	High (4)
Average total	$14/5=2.8$

With a total average of 2.8, it shows that the threats that could affect performance in the market is very low and the market potentials is worth engaging into.

In the case of UROS, one of the proposed competitors is a company called Oxygen Broadband which is deploying several Wi-Fi-hotspots through Nigeria. Their target is to have a countrywide expansion by 2014. Their target is mostly on urban area where about half of the Nigerians live, so the other half is depended on the 3G network (Okocha, S. 2012. Venture capital of Africa, retrieval 07.04.2016). 3G mobile Internets usually have a certain amount of download data per month. Some only charge for the used data and the price changes during the day or time. The speed of the 3G network is changing all the time and some areas have better connection than others. (Okocha, S. 2012. Venture capital of Africa, retrieval 07.04.2016). Many cell phones also use the dual-sim function which is a bit of a problem. Still most of these dual-sim phones work only on a 2G network, so the speed is not very fast.

Etisalat Ng are close to be seen as a competitor. They have a new service called eWifi which enables etisalat subscribers to have unlimited Internet access when travelling abroad via wifi hotspots using android wifi enabled devices, for example handsets and tablets. With these eWifi, expenses are still high because it requires their customers to roam.

3 ENTERING NIGERIAN MARKET

In international market, not all market strategies work in every situation. The decision of how to enter a foreign market can have a substantial impact on the results. The basic way of entering a foreign market is the mechanisms of entry but importantly, motivations in entering any market is building trust in a convincing way. Using motivation is to install strategies which lead to early trust, particularly among multi-active and reactive employees, managers, customers and prospective partners. Setting a clear, transparent aims and goals, preparing clear instructions, communicating them effectively, insist on an information-sharing policy, providing practical user-friendly tools, set-up time-efficient process, recognize contributions, acting on team's recommendations and working towards transparency are used as trust building strategies to ensure a smooth running team based on mutual trust. (Richard D. Lewis, 3rd edition, 2013. Pg 144-145).

3.1 Agents in telecoms market

In the case of Uros, the major information they have about Nigerian telecommunication is either from the internet or from researches done by students, so it could be challenging to feel comfortable to trust just anybody that can help in executing the project, due to the level of corruption in the county. Another way to build trust is to research about some existing agents (3rd party) that has helped foreign investors execute and succeeded in setting up a business deal.

Basically, what the agent does is to take responsibility in handling the business affairs in Nigeria, in which the duties depends on the foreign company. They work on behalf of the foreign investors in terms of negotiation, analysis of legal issues, contacting potential customers and knowing the right approach to us in the country. Practically an agent stands as a middle man. In this report, two agents were contacted via email concerning the possibility of market enter of Uros into the country. Reasons why these two agents were selected are explained below; what they do and how their field can be an advantage in the telecommunication sector.

3.1.1 Mobile Monday Nigeria

Mayowa Owolabi is presently a Co-Founder in Mobile Monday Nigeria. MOMO is a global community of mobile industry visionaries, developers and influential fostering cooperation and cross-border business development through virtual and live networking events to share ideas, best practices and trends from global markets. MoMo is organized by a group of dedicated volunteers from around the world. Originating in Helsinki, Finland, in the year 2000, Mobile Monday has grown into the world's leading mobile community and currently has presence in over 100 countries. MOMO has the following global objectives:

- Foster an open and independent innovation platform within the mobile sector.
- Facilitate industry networking between small and large companies and individuals.
- Bridge partnership exchanges between domestic and international organizations.
- Present innovative visions, trends, studies and forecasts from the mobile marketplace.
- Provide opportunities for local members to effectively participate in global initiative.
- Contribute to the education of the broader public through its publications, online presence and media partnerships.

Basically, Mayowa Owolabi has history with discussing business opportunities with network providers, in which it would be easy to propose new business ideas to them since there is a level of trust between them.

3.1.2 NuCollabo (Nig) Ltd

Tunji Iromini who is the CEO of NuCollabo (Nig) Ltd, holds a first degree in Electrical & Electronics Engineering with over 15 years experience in Information and Communication Technology (ICT) and 10 years in Product Management and Business Development. At ExxonMobil, he was a Project Engineer on Domestic & Industrial Electrification at Qua Iboe Terminal amongst other projects including Fire & Gas Alarm Detection Systems. He gained significant experience in ICT Infrastructures & Applications at Resojurcery Ltd integrating solutions for MNCs (BAT, MTNN, Mobil, GTBank etc) before joining Accenture as a dynamic and structured Business Analyst with excellent Stakeholder Management skills and extensive experience delivering successful business solutions with technical insight working within MIS, Payment Systems and Technology.

He had since delivered solutions for a number of local and international banks including UBA, FCMB, Standard Bank, RBS and Barclays. He was responsible for the delivery of a \$10million dollar transformational project in one of the leading banks.

His quest for a sustainable green energy solution to the incessant power problems in Nigeria saw him engaged with Global Energy Innovations (GEI) Fuel Cells in Flint Michigan. He is currently working with the Banks and the MNOs to adopt the Fuel Cells Power Systems as more efficient alternative and environmental friendly systems over the conventional combustion diesel generators.

Tunji 's ability to see a problem from top to bottom; to understand the strategic and commercial impact, risk management as well as how the technical story fits together is a big factor in his dynamism and numerous achievements in different fields of endeavour.

In addition, he is an Associate Member of the British Computer Society (AMBCS) and an Affiliate Member of the Chartered Institute for Securities & Investments (CISI).

In 2007, NuCollabo was established as a limited liability company. Over the years, NuCollabo has built an effective business relationship with various tiers of government, semi-government organisations and more importantly private organisations.

As an extension of system integration in the SME market, NuCollabo Ltd also works on behalf of its Principals to secure contracts, and provide necessary after-sales services to its customers. In the case of turnkey projects, NuCollabo Ltd provides Project Management, Design, Logistic, Administrative, and Local Support to the Principals in order for them to execute the contract(s) in a timely and professional manner.

NuCollabo Ltd has collaborations with a number of Local and International Companies who leverages our knowledge and market experience to extend their products and services.

NuCollabo Ltd adopts the most efficient and cost effective path in delivering solutions to clients. Their teams of highly qualified professionals are instrumental in achieving the company's enviable position based on an integrated value chain and competence in all practicing business areas.

3.2 Mechanisms of entry

There are various ways in which a company can enter into foreign market. Not all market entry works for all international market. Direct exporting may be the most appropriate strategy in one market while another may need to set up a joint venture or Partnering. Some factors affect the influence in choosing a strategy to use, including, tariff rates, the degree of adaptation of product

required, marketing and transportation cost. Foreign market expansion can be achieved via the following five mechanisms which can be an option of entry to choose from:

- Exporting
- Licensing
- Partnering
- Joint Venture
- Direct Investment

3.2.1 Exports

Export is the typical primary mode for entry and it is one of the market entry strategies that are used by most companies when entering different markets, because it's a way of reaching foreign market. It is highly flexible but has low control and risk.

Hill et al. (1990) define exporting as the moving of goods from the home country to a foreign country and selling them locally. A function of international trade whereby goods produced in a country is shipped to another country for sale or trade. The sale of exported goods adds to the producing nation's gross output. If used for trade, exports are exchanged for other products or services.

Export channels are classified to indirect export, direct export and cooperative export (Hollensen 2011, 335). According to Friesner, T. (2014), there are direct and indirect approaches to exporting to other nations. Direct exporting firms make a commitment to market overseas on its own behalf. This enhances a higher control over firm brand and operations overseas. Indirect exporting involves employing a home country agency which handles exporting on your behalf to get your product into an overseas market.

The advantage of exporting is that it is less expensive and less risky when compared to other market entry modes. It gives the company the required knowledge about the consumer's requirements and develops a relationship between the distributors and consumers. Starting to distribute abroad through exporting can also give an international recognition to the particular product brand (J.Gionea, 2005 p.289).

3.2.2 Licensing

Licensing is a legal procedure that permits or gives the right to market a product. It is important to have the presence of a lawyer in order to require legal assistance during business agreement, which is also another alternative that is used in market strategy modes.

Licensing has the advantages of local production, low cost mode and low commitment without any ownership. The payment is given to the licensor who gives the right to the licensee to use an intellectual property such as a patent, technology, trademarks or brand names. The legal contract terms of licensing are generally specified in issues such as the boundaries of agreement, compensation, rights, privileges, constraints and the duration of the contract (Griffin and Pustay 2015, 370-374)

3.2.3 Partnering

Partnering is almost as important when entering into a foreign market and it is been required in some part of the world (e.g. Asia). It is a useful strategy in market where their culture (business and social) is substantively different because they bring local market knowledge, contacts and possibly customers (www.tradestart.ca retrieved 23.05.2016). Before partnering can be achieved, trust is very essential and it would help in the running of a smooth running of the business.

3.2.4 Joint venture

Joint venture is another important mode when entering a new market and can be achieved successfully with a local partner. JV are established risk sharing partnerships between two or more parties with a common interest such as combining complementary resources, opening a market entry to closed markets and prohibiting ventures of potential competitors with dangerous opponents. A joint venture may include private or public corporations, and even states (Young, Hamill, Wheeler and Davies 1989, 17-18).

One of the advantages of joint venture investment mode is that the risks are shared between the local partner especially if there is a political or social instability in the target market. The foreign firm could also benefit from the local partner's knowledge on the competitive conditions, cultural, political systems and the business systems of the host country (J.Giunea, 2005, 295).

There are several reasons to establish the joint venture, if to compare with fully owned facility they are the following: (1) easier and faster mode to enter new location and achieve objectives

than to make it on your own (Johnson & Turner 2003, 121), (2) the reduction of risks concerning the failure (Terpstra & Sarathy 2000, 396) or the host country restrictions compared to the fully owned ownership (Albaum, Duerr & Strandskov 2005, 355), (3) companies in joint venture benefit from each other (market knowledge, technology, capital etc.) (Czinkota, Ronkainen & Moffett 2003, 296)

There is no market entry mode having only advantages for the international company, and joint venture is not an exception. There are not so many disadvantages but they can be very powerful: (1) the cooperation between the partners, problems in management style and strategy (Czinkota, Ronkainen & Moffett 2003, 297), shares of responsibilities and profits (Johnson & Turner 2003, 121), product design and quality standards (Terpstra & Sarathy 2000, 396), different objectives (Luostarinen & Welch 1997, 160), (2) the profit is smaller than in fully owned facility mode, because it should be shared between partners (Albaum, Duerr & Strandskov 2005,355). It is possible to avoid the problems between partners and be more successful if both parties will work with trust and meet own commitments (Czinkota, Ronkainen & Moffett 2003, 297) and if partners will make an agreement about joint venture purposes, strategies, structure and involvement before organizing the company (Johnson & Turner 2003,121).

3.2.5 Direct Investment

Foreign direct investment (FDI) is one of the many strategies used by companies; it's when a company invests in another company in a different country or having ownership of a company in a target market.

The drawback this kind of investment mode has is that joint venture can result in conflict between partners because none of the partners has a final say on decision making. The firm investing in a foreign country will risk control over its technology to its partner in the joint venture. The parties involved in joint venture can reduce the possibilities of conflict and indecision by one of the parties holding the majority ownership in the venture and thus has more voting rights over decisions (J.Gionea, 2005, p. 296; J.J Wild *et al*, 2010, p. 398).

In order to know what market entry into, it is important for the company to know and understand how business is been done through cultural or legal issues. This helps the foreign company know what works or not.

4 NETWORKING IN NIGERIA

It is important to look at the internal cultural issues facing networking in Nigeria. The natural friendly and hospitable nature of Nigerians to foreigners is very high. An effort in interest to know the locals gives a right signal for them to repay back uncontrollable. This chapter talks about the internal cultural issues and also cultural issue according to Hofstede. Hofstede cultural issues are talked about because he analyses the Nigerian cultural issues, so this help to understand more from a foreigners points of view. Some of the information in this chapter is based on my own knowledge about the cultural issues in the country.

4.1 Cultural issues in Nigeria

Nigerian been one of the most oil-rich countries in the world and also Africa's largest economy, although great impacts have been made within the corporate world in the country but the country still suffers from corruption and the lack of infrastructure (which is getting better in recent years). Nonetheless, doing business in Nigeria is challenging, as illustrated by numerous international business surveys. Most remarkably, the country ranked 169th (out of 189 countries) in the World Bank's 2016 Ease of Doing Business Survey, marking a slight improvement from its 2015 ranking of 170. The country performed reasonably well in factors such as getting credit (59th) and showed significant improvement for protecting minority investors (20th), but it continues to rank extremely poorly in factors such as getting electricity (187th) and registering property (181st). (www.expatarrivals.com retrieved 23.05.2016).

Cultural issues in Nigeria could be a little different from other countries with different rules of conduct among various cultures of the nations; business etiquette tends to be the same everywhere you might go in Nigeria. The main keys to success are adaptability, flexibility, and some background on cultural knowledge. Firstly, it is important to know how to address people. Nigerians prefer to be addressed with titles (Mr. /Mrs. /Ms. and surname) and also with occupations as well (Engineer, Doctor E.t.c.). In terms of greetings, it is not common to greet someone in passing without exchanging pleasantries and asking about each other's well-being. Shaking of hands is common and greets people individually in groups but it is important to start in order of seniority either in position or age. Making eye contact when speaking to higher superiors

or seniors is seen as being disrespectful, so it is better to avoid eye contact when talking to them. Basically, Nigerians use less of eye contact during conversation in order not to give a wrong impression like rudeness or aggression. (www.internations.org retrieved 25.05.2016).

During business meetings, it is normal to have a bit of small talks either at the beginning or in between meetings. This act reduces tension in the meeting room and it helps to know each other better, besides business terms and also the concept of personal space is almost unreal because it is quite normal for people to stand close to you when talking or in a line, it's not seen as a big deal. A good way to survive that is to be tolerant. (www.internations.org retrieved 25.05.2016).

In the case of a foreign investor who wants to enter into the Nigerian market but doesn't know or have any strong connection with a key person that would help make a successful business deal, the presence of a representative from the foreign company is important because trust and assurance has to be built. It is quite difficult to get the contact of a potential personnel from the internet, most networking are done through connections from person to person and not from public information. High potential personnel are skeptical about who they give their contact to but prefer to work with trusted people who they have work history with. Therefore, it is easier for a foreign investor to look for people who work as agents or has successful work history with potential personnel in order to get adequate contacts.

Corruption in the country has a great hold of the affairs of every sector. Getting connections with prominent ministers and governors is necessary to have successful business entry in Nigeria. Although not advocated, it's an unfortunate reality that many companies have an extensive margin written into their budgets for bribes, given not just to legislators and decision makers, but also to their assistants, and often security guards and even receptionists. To avoid the tension in this area for foreign investors, the use of an agent is essential (The importance of an agent is discussed in chapter 3.1). (www.expatarrivals.com retrieved 25.05.2016). Also there are foreign companies who are already operational in Nigeria, for example, Kone Oy (Finnish Elevator Company) has being partners with Kresta Laurel for over 20years and still running. Companies like this can be asked how they went about their business in the early stage of entry.

4.2 Cultural issue according to Hofstede

Hofstede dimension on culture, he identifies five major issues concerning culture. In his analysis about Nigeria, he ranked Nigeria, Ghana and Sierra-Leone together due to the similarities in these three countries. Comparisons will be made with the Asian countries average as the company is already operating in some Asian countries. (The Hofstede center. Retrieved 05.05.2016)

Power distance

This is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. In his analyses he gave Nigeria 74 compare to the Asian average of 69.

Masculine/Feminine

This refers to the distribution of roles between the genders which is another fundamental issue for any society to which a range of solutions are found. He ranked Nigeria 42 and the Asian average 49.

Individualism

This could be otherwise called collectivism, which is the degree to which individuals are integrated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty. Nigeria was ranked 15 and the Asian average is 20

Uncertainty avoidance

This deals with a society's tolerance for uncertainty and ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Nigeria ranked 50 and the Asian average is 54.

Long vs. Short term orientation

This describes how every society has to maintain some links with its own past while dealing with the challenges of the present and future. Nigeria was ranked 11 and the figure for the Asian average is 80.

Table 3: Summary of Hofstede cultural dimension

Country	PDI	IDV	MAS	UAI	LTO
Nigeria	74	15	42	50	11
Asia average	69	20	49	54	80

Source: The Hofstede center (Retrieved 05.05.2016)

These cultural dimensions should be considered by any company trying to enter a new geographical foreign market especially Uros which is a European company. The table above summarises Hofstede cultural dimension between Nigeria and Asia. (The Hofstede center, retrieved 05.05.2016)

4.3 Exhibitions

Exhibition can be described as a public showcasing quality or trait of goods or services that enable people visualize their want. For these report, Trade fairs would be analysed on other to understand the whole concept of the fair. It can also be defined as the collection of goods or services for public display.

4.3.1 FUNCTIONS OF EXHIBITION

These functions explain what exhibition is used for and how they work together, in other to create awareness and recognition of goods and services.

Business functions

Trade fairs are when new products are being tested and can also be a function of market research instruments. It serves to develop and cultivate customer relations, search for partners and personnel, and positioning of a company. At early stage of entering a market, a visit to the fair is advisable to new companies, in other to gain an overview of competitors, their performance and their product. (auma.de, trade fair market. retrieved 05.05.2016).

Macro-economic functions

These function of exhibition does not only benefit exhibitors and visitors but also the local economy in the region where trade fair is being done. Hotels and restaurant trades, transport companies, companies providing trade fair services for organisers and exhibitors (such as stand construction and logistics) are part of those that benefits from the fair. (auma.de, trade fair market. retrieved 05.05.2016).

Social functions

Social function can be linked to networking, that helps in knowledge based society. The more your network, the more you gain information which is an attractive form of exchanging knowledge and it enables rapid response. Trade fairs and congresses can be seen as a platform for exchanging knowledge which means information that is processed, redefined and placed in the right framework. (auma.de, trade fair market. retrieved 05.05.2016).

Trade fair can be seen as one of business promotion tools used in sale promotion. In Nigeria, trade fairs hold every first quarter of the year and organized with the support and co-operation of the Federal and state Government. It embraces all aspect of business and economic activities in Nigeria and offers unique market for manufacturers, suppliers, buyers and users of wide range of good products and co-operate promotion.

Lagos international trade fair (LITF) is done annually and audience are mainly professional visitors. The past edition was in November 2014. LITF is for Commerce and economic

development in Nigeria. The fair is a platform for national and cross-border communication, perspective, and discussions on the location and regional development in Africa. The event gives the opportunity to introduce new ideas, strategies and projects and discuss them. (www.tradefairdates.com, retrieved 02.05.2016).

Networking is important when entry a new market because it helps stimulate creativity about new approaches for business, find potential people, learn things needed to know in order to manage and grow business, and helps increase sales through referrals.

5 CONCLUSION & RECOMMENDATIONS

This section will give summary of the report and the conclusion will be drawn based on the analysis made in the report. Also some recommendation will be stated for the company.

The analysis made from the business environment shows some improving and attractive conditions in the chosen market. From table 5 below, the average score for the business environment is 3.5 which shows the market attractiveness in terms of external factors which the company cannot affect in any way but has to adapt to if invested in this market. The political situation has been stable over the years and the country experienced the transition of power from one democratically elected president to another in 2015 which show a big progress.

Table 5: Summary of business environment analysis

Factor	Political	Economic	Social/Cultural	Technology	Avg. Total
Grade	3	4	4	3	14/4=3.5

The economic condition has a major boost since 2001 and the current president continues with the same trend as the past administration. This continuity has led to the recent improvement in macroeconomic aspect of the country. The social cultural aspect also receives some improvement since the transition to democracy. The introduction of UBE in 1999 and the rise in school enrolment from 98 percent in 2000 to 120 percent in 2005. The only stumbling block is the issue of Sharia law in the Northern part of the country and Uros can employ the locals to handle the operation in this region while having the headquarter in other part of the country. The analysis made with Hofstede cultural dimension shows some similarities between Nigeria and the Asian average which will surely be an advantage for Uros in dealing with the cultural diversity in the country.

Technology development in the country has receive some extensive improvement. The \$5.3 billion electricity project awarded by the government in 2009 will also contribute to the improvement of the countries technological development. Millions of dollar contract has been awarded to Chinese contractors for the construction and repair of the country's rail system.

The market shows high opportunities with the Porter's five forces having threats average total of 2.8 which is between low and moderate scale. If one looks at each of the five forces of Porter as

explained in relation to Nigeria, one would see that the market is attractive for new entrance and has a huge business potential.

Uros has gained international experiences in over 55 countries (including Asian countries) which has some cultural similarities with Nigeria according to the conclusion in the Hofstede cultural analysis but in terms of internal cultural issues they are quite different, right from greetings to business environment. The Asian countries are all developing economy like Nigeria which is an added advantage.

In other for Uros to get an effective partnership or joint venture, a representative from the company needs to go to Nigerian to meet with the telecoms because there are cultural differences in business environment or it can be easier if an Agent (3rd party) is involved, to help with internal issues that can help achieve a successful business deal.

The answer to the questions in the introduction has been solved and Uros management should start thinking of when to enter this new market since as at the time of writing this report, Uros still has a high advantage of winning the market because there is no existing competitor at the moment.

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APPENDIX

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