



MARKETING ANALYSIS AND THE OLIGOPOLISTIC MARKET OF CHINA MOBILE

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Abstract Firstly, the study aims to find the market position of China Mobile Company. Secondly, its purpose is to see peoples' satisfactions of China Mobile's domination. Thirdly, it aims to see the future development of China Mobile and to give some suggestions based on the survey. Currently, China Mobile has the largest customer bases and dominates the Chinese telecommunication market. The new definition (oligopoly) is brought in the thesis to see the oligopolistic market position of China Mobile. The methodology used in the thesis was quantitative method and it was conducted by questionnaires. A customer satisfaction research was conducted from the people who are mobile phone users. Two ways of collection were used, Internet (emails, chatting programs) and leaflets to the passers. The answers were collected in 5 days from 16 th July 2011 to 20 th July 2011. 200 questionnaires were released, and all of them were received. 172 of them were valid, the rate was 86%. According to the marketing analysis, the China Mobile in telecommunication market is oligopoly. After China Mobile took the domination in telecommunication area, it caused both satisfactory and unsatisfactory responses. As a result from the questionnaires, we can conduct that since China Mobile took the oligopolistic condition, there is a lot of dissatisfactions among customers. The opacity fare charge always occurs, and people hope there would be more kinds of pricing packages which were more beneficial for the customers. 3G technology should be developed to be more competitive on getting new customers.		
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Note		

CONTENT

1 INTRODUCTION	8
1.1 Introduction of China Mobile Company	8
1.2 The Position of China Mobile	10
1.3 Aims of the Study	11
2 MARKETING ANALYSIS AND OLIGOPOLISTIC CONDITIONS.....	12
2.1 Organizational Culture and Target Groups	12
2.1.1 Organizational Culture.....	12
2.1.2 Target Groups.....	15
2.2 Marketing Mix.....	16
2.2.1 Product.....	17
2.2.2 Price.....	17
2.2.3 Placement.....	18
2.2.4 Promotion	19
2.3 SWOT Analysis Between China Mobile and China Unicom	20
2.4 Oligopoly.....	22
2.4.1 Oligopolistic Conditions.....	22
2.4.2 The Advantages of Oligopoly	22
2.5 Development of China Mobile and Telecommunication Market.....	24
2.6 Oligopoly in the Development of China Mobile.....	25
2.7 The Customer Perspective in Telecommunication Competition.....	26
3 RESEARCH PROCESS.....	27
3.1 Research Method and Objectives.....	28
3.2 Data Implementation	28
3.3 Data Collection	29
3.4 Non-response.....	30
3.5 Reliability and Validity of the Research.....	30
3.6 Limitation of the Research	31
4 ANALYZING THE SURVEY RESULTS	32
4.1 Background Information of the Respondents.....	32

4.2 Reasons on Choices of China Mobile	35
4.3 The Negative Attitude on China Mobile from Respondents	38
4.4 Open Suggestions for China Mobile According to the Questionnaire.....	41
5 STRATEGIES AND SUGGESTION FOR CHINA MOBILE FUTURE.....	43
5.1 Feasibility of the Oligopoly	43
5.2 The Strategy on 3G Development.....	44
5.3 Specific Suggestion for China Mobile	45
5.4 The Solution of Opacity Fare Charge.....	45
6 CONCLUSION AND DISCUSSION	47
REFERENCES.....	48

APPENDICES

APPENDIX 1. Questionnaire of Telecommunication Market.....	51
APPENDIX 2. Questionnaire of Telecommunication Market Chinese Version.....	53

LIST OF FIGURES AND TABLES

List of Figures

Figure 1. The market share of three telecommunication corporations in China.

Figure 2. China Mobile Organizational Culture.

Figure 3. Gender of the Respondents.

Figure 4. Age Group of Respondents.

Figure 5. The Consideration on Selecting China Mobile.

Figure 6. People Used Other Operators Before.

Figure 7. What Do You Think of China Mobile Fare Charge?

Figure 8. People are possibly changing the operator.

List of Tables

Table 1. The target groups.

Table 2. Marketing mix.

Table 3. SWOT Analysis of China Mobile.

Table 4. SWOT Analysis of China Unicom.

Table 5. Telecommunication market in 2009.

Table 6. Age Group in Different Networks.

Table 7. What do you think of the advantages on China Mobile?

Table 8. The reason that people changed the operator (N=98, 57%).

Table 9. What do you worry about when you are using China Mobile?

Table 10. The reason people prefer other operators.

1 INTRODUCTION

In today's telecommunication business environment, the competition is extremely fierce. There are very few companies are able to meet the demands and requirements of the customers. The one, who can serve customers good services and meet their needs, will be more competitive in this market. However, when one company has already taken the domination place in the market, there is a danger that it will start treating the customers in a different way than at the beginning on image building state. As there is no real competition, the quality of customer service in the business might degenerate.

Generally, companies always want to expand their customer groups and keep the previous customers. However, the customers have their own bottom line to bear the bad services from the companies. When the business develops, managers have to seek more ways to meet the customer's needs and avoid the loss for both customers and companies.

1.1 Introduction of China Mobile Company

China Mobile Communications Corporation ("China Mobile") was established on April 20th 2000 and the original registered capital was 51.8 billion CNY. Until September 30th 2008, the assets had already overtaken 8,000 billion CNY and became the first company who had the largest networks and client scale in the world; it was also the global partner of the Beijing 2008 Olympic Games and the 2010 Shanghai World Expo.

China Mobile has listed subsidiary companies in 31 provinces, in Hong Kong and New York. Currently, China Mobile Limited is one of the abroad listed companies, which has the largest market value, and China Mobile has the world's largest market value in Communications Company. Until October 2008, China Mobile network has 100% coverage in any city in China. And it launched an international roaming service including 237 countries and regions, 381 GSM operators, Hong Kong, Macao and Taiwan, it launched GPRS international roaming service including 176 countries or regions, 242 operators, Hong Kong, Macao and Taiwan.

China Mobile mainly runs mobile voice, data, IP telephony (Internet Protocol) and multimedia services, and they keep the right of managing computer network of international units and managing international gateway services. In addition to provide the basic voice services, China Mobile also provides fax, data, IP telephony and other value-added services. Currently, the total number of China Mobile customer is over 0.95 billion and it is increasing 7 million customers monthly. China Mobile has ranked in the top 500 companies by the U.S. *Fortune* continuously for 9 years, latest ranking was 99 in the world.

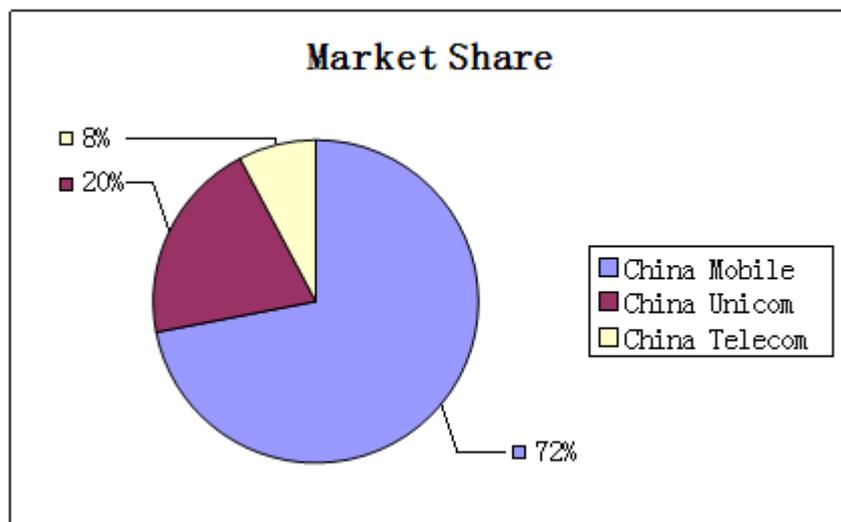


Figure 1. *The market share of three telecommunication corporations in China.*

As we can see from the figure 1, China Mobile has taken 72% of market share. It has become domination in China telecommunication market. However a lot of disadvantages have taken place and they may have a bad effect on the company. Therefore, it is important to find out the company's weakness, and look for a way to improve the situation and keep the dominated position in the market.

1.2 The Position of China Mobile

Before starting the market analysis, it is important to know the position of China Mobile Company. As I mentioned before, China Mobile has taken a large domination in telecommunication market. Monopoly and Oligopoly need to be misunderstood, so brief definitions of these two words will be needed in understanding the market positions better.

Monopoly

Monopoly is an ownable space for a useful period of time, capable of being controlled and producing high profits for a defined period. (Miliand Lele 2005, p25.) However, normally a monopoly situation means that one large company is taking the whole business in the area and there are no competitors. But for China Mobile, it has competitors which are China Unicom and China Telecom. Even though those two competitors do not take a big market share, they still exist.

Oligopoly

Oligopoly is a situation in which a particular market is controlled by a small group of firms. (Investopedia: oligopoly.) This reasonably matches the situation of China Mobile. At the same time China Mobile holds a majority of market share, it has competitors. So according to the definition, we could know China Mobile is an oligopolistic phenomenon in telecommunication market.

Oligopoly is a kind of closer to the monopoly market structure which contains both monopoly and competition. Its distinguishing feature is a few vendors in the market have a corner in an industry, the production of these manufacturers have taken a high proportion of the whole output in such industry, which controls the supply of the products in this area.

1.3 Aims of the Study

The aim of this study is to know China Mobile's market position and to know whether Chinese people are satisfied with this position or not. After finishing the research, we will know people's attitudes toward China Mobile. Meanwhile, we may get some suggestions on developing the company's services, and to find out how the company will improve itself. It will be easier to get how China Mobile will do to make this feasibility of domination last long.

2 MARKETING ANALYSIS AND OLIGOPOLISTIC CONDITIONS

Before starting the research, we need to know the market conditions of China Mobile. So the marketing analysis and the information about the company will be fully necessarily needed. This chapter will be introduced into several parts, which includes the internal terms and external terms. Internals are organizational culture, swot, and historical development. Externals are target groups, marketing conditions and marketing mix.

2.1 Organizational Culture and Target Groups

The core value, enterprise mission, and the a good vision will lead the company a prosperity.

2.1.1 Organizational Culture

Here we could see the organizational culture in China Mobile in following figure.

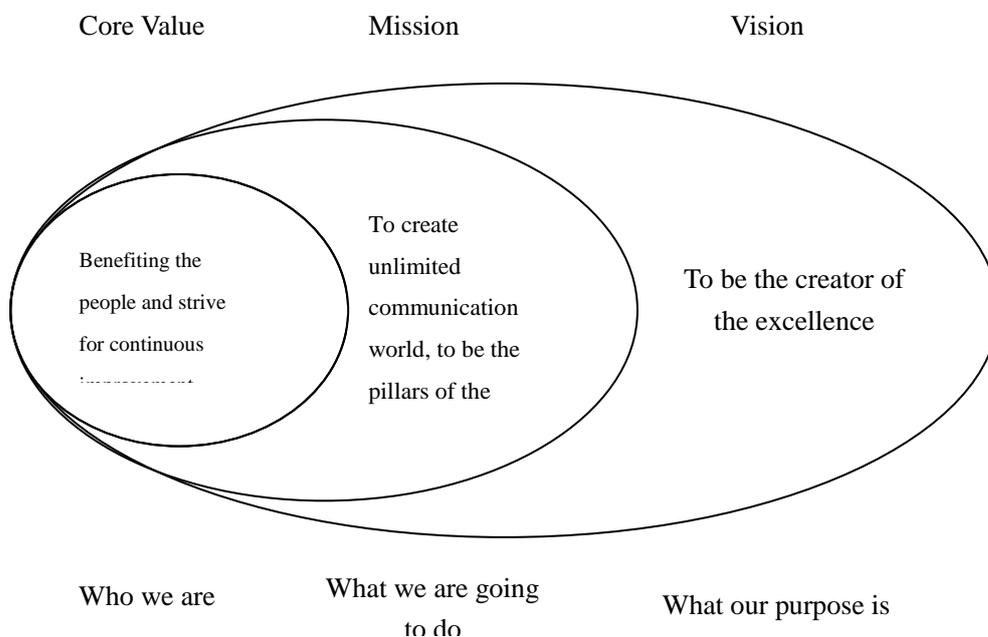


Figure 2. *China Mobile Organizational Culture.*(10086.cn 2006)

From the figure 2, we know that excellent business culture is a soul of an enterprise, it's the enduring foundation to establish and implement a series of clear values (chinamobiletd.com 2006.)

The core value shows “who we are, what our belief is”. It reflects the common pursuit, the value of the evaluation criteria, the spirit of the enterprise and each member pursuits. The mission expresses “what our career is”. It implies the basic reason and purpose of the existence for one enterprise. The “vision” indicates what our purpose is, it is the strategic objectives and blueprint of the enterprise. The core value is also the core of an enterprise culture value. And vision is the fundamental driving force, spiritual source, and determinants of the mission and the vision.

Benefiting the people and strive for continuous improvement-----Core Value

“Benefiting the people” is the principle of responsible behavior, China Mobile promotes responsibility, self-awareness and encourages responsible self-conscious behavior, China Mobile keeps the attitude to get on well with its users, government, partnerships, competitors, suppliers, and the employees.

“Strive for continuous improvement” is a kind of status of continuous progressive and growing, China Mobile pays attention on innovation, creation to make everything new, and they show the position they have been on to be the leader in telecommunication area.

The core content of China Mobile value is “responsibility” and “excellence”. It shows that China Mobile pursuits responsibility and excellence as a member of society. With this core content, China Mobile can unite all levels of managements in the company.

To create unlimited communication world, to be the pillars of the information---Mission

China Mobile will always be standing forefront of technological developments and changes in market demands. They make the innovative and creative business model and solution. In the future development, China Mobile will not only keep the good performances but also focus on making the better improvements. "Unlimited communication" requires China Mobile to take measures as demand requires, to make changes as demand requires. "To be the pillars of the information", in which information is an irreversible trend of the economy and social development. To some extent, it has become a measure of evaluating a country and evaluating regional international competitiveness, modernization and economic growth. Information creates a broad base of knowledge on sharing technology, so that a large-scale sharing for the human civilization is possible. With the current information technology development speed, we can foresee, the information will become the theme of future world development for a long period of time, the information industry will always have an important effect on social development.

To be the creator of the excellence-----Vision

"To be the creator of excellence" is the focus of a new leap on adapting to market demand, and maintaining the value of growth in the new environment for China Mobile. With the development of information society, the future consumer demand will gradually change from simple way to complex. In order to form long-term competitive advantage, operator has to pay high attention to the product's functionality, service, systematic, experience and fashion, to keep the advantage in 2G era continue to 3G era and ultimately to make a new leap. (chinamobileltd.com 2006.)

Table 1. *The target groups.* (yidaba.com online)

GSM	M-Zone	Easyown
Target group: 25-45 middle class	Target group: 15-25 teenagers, students	Target group: original people
Monthly expenses: >100 CNY	Monthly expenses:<100 CNY	Monthly expenses: <100 CNY
Driving factor: Service Feedback	Driving factor: Pricing packages	Driving factor: Pricing packages
Service items	New service items	

2.1.2 Target Groups

China Mobile made the unique pricing packages for the unique target groups which is one of the competitive strategies. As there are three main packages which are GSM, M-Zone, Easyown. China Mobile aims to make the target groups at the age between 15 and 45.

As we can see from the service items in China Mobile, they made different items for unique target groups of people. People could choose suitable one for themselves. China Mobile pays more attention to the middle class and young people and it becomes a big potential group in market. China Unicom, which is the second largest enterprise in the area, does not have any unique target groups, they have a minority of customers, so once they get a new customer into a Unicom network, they do not care about their classification.

2.2 Marketing Mix

“The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return”. (Kotler 2009, p 29.) This is the definition of marketing. For the development of enterprises, to analyze the marketing mix is important. It will be much easier to know what the enterprise should do for the future development and it is also a better way to get a good relationship with the customers.

Table 2. *Marketing mix.* (Kotler et al.2008)

Marketing Mix	
Product	Developing the right goods and services for the target market, changing existing products and deleting unsuccessful product lines, and developing branding, packaging and other product features.
Pricing	Selecting the right base-price level, setting special prices, and deciding on discounts, allowances, and whether and how to charge delivery costs.
Placement	Selecting distribution channels to make the product available to customers.
Promotion	Informing and persuading the market about the company's products, using advertising, personal selling, public relations and sales promotion.

2.2.1 Product

“Product – Anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organizations and ideas. Services – Activities, benefits or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything.” (Kotler 2008, p 500.)

As China Mobile has always been the largest telecommunication services provider in China, it used to create new services to keep itself in the top position of oligopoly and attract more customers. Fetion, for example, is a service released in May 2007, which customers use to send sms to friends or for video chatting from PC to PC or from PC to mobile phone. The difference in the service is that it counts the costs by using the flow rate instead of fare charge. With TD-SCDMA (Time Division Synchronous Code Division Multiple Access) released, high-speed mobile Internet-surfing and video chatting by phone call have come true. More and more customers are choosing to launch 3G services. With 3G opportunities, China Mobile released more services like wireless music, reading online, mobile mailbox. And currently China Mobile has had the business with mobile brands such as Apple (iPhone), HTC, Nokia, Sony Ericsson.

2.2.2 Price

When making the decision on price, it depends on what kind of goal it needs to achieve, the clearer business goals are made, the easier price will be made. However, in current telecommunication market, the prices caused the market disruption, the vicious competition still exists. Low price is the main measure that companies always made to win the competition.

Each company would like to make low price to gain the market share, the appropriate pricing strategies aim to pay more attention to the effective development. In terms of the 3 big packages, to make the “price discrimination” strategy could achieve the goal. It aims to make the different pricing package to the unique customers, depending on how much they spend monthly. For example, for the customers whom are involved in “M-Zone”, they are mostly teenagers and students, China Mobile would like to make new service packages like flow rate, color ring (ring tone) for young people, as they are always interested in trying new things.

2.2.3 Placement

Normally, the distribution strategies need to solve several following problems.

1. Self-operating

To make more profit, China Mobile try to establish more and more independent stores and branches. For example, in Tianjin province, they aim to offer more convenient services like monthly calls inquiry, and balance charging, network switching, new service package request. To improve the ability of sale, the core is to improve the training skills on new services selling, so that they would have better skills on new service selling. And another strategy is to decrease the fixed monthly costs, which include the rent and the utilities.

2. Society

While operating the branches company, China Mobile distinguished the partner into three different levels which include core partners, close partners and premium partners.

3. Electronic

With the development of marketing, nowadays, Internet service also plays an important role in China and all over the world. China Mobile established the e-commerce models for the mobile customers, such B-C marketing could solve the problems of logistics of mobile selling and balance charging.

2.2.4 Promotion

Promotion strategy aims to propagate the enterprise, the brand, and the production to the customers.

Promotion is that part of communication that consists of company messages designed to stimulate awareness of, interest in, and purchase of its various products and services. Companies use advertising, sales promotion, salespeople, and public relations to disseminate messages designed to attract attention and interest. (Kotler 2003, p 18.)

Currently, the main measure that China Mobile has taken is commerce or advertisement. We can see the commerce everywhere around us on newspapers, magazines or television channels. Commerce aims to focus on the quality of service and to leave a good image to public in order to get the recognition and support from the original people.

2.3 SWOT Analysis Between China Mobile and China Unicom

In order to know the market performance and market weakness between China Mobile and China Unicom, Swot analysis has been done on the comparison.

- SWOT Analysis of China Mobile

Table 3. *SWOT Analysis of China Mobile.*

<p>Strengths:</p> <ul style="list-style-type: none"> -Competitive market share accounting for 72% -Higher technology, experience, capital (1.7times than China Unicom) -Larger number of customers involved -Various packages services offered for different target groups -Reliable image of company of customers' awareness, high brand awareness -The increase of the marketing scale -The releasing of TD-SCDMA (3G) into the market 	<p>Weakness:</p> <ul style="list-style-type: none"> -Lack of broadband Internet -Imperfect on operating system, browser and application -Unknown charges appear often
<p>Opportunities:</p> <ul style="list-style-type: none"> -The development of TD-SCDMA (3G) -The low price network should be improved among the age between 15-40 group of people -Every detail of the charge should be informed in a transparency way -The government encourage the large enterprises to make an entry to the world 	<p>Threats:</p> <ul style="list-style-type: none"> -Lack of support on TD-SCDMA(3G) from the government -The treats of the creation and innovation on technology -Competitor existing in monopolistic telecommunication industry

-SWOT Analysis of China Unicom

Table 4. *SWOT Analysis of China Unicom.*

<p>Strengths:</p> <ul style="list-style-type: none"> -Lower access fee, competitive calling package -Good services attitude -The support getting from government policies -Better development on WCDMA (3G) with assistance from government -Better calling hardware -High speed on development on network coverage 	<p>Weakness:</p> <ul style="list-style-type: none"> -Small market share accounting for 20% -Relatively lack of network coverage which makes a limitation of calling area and quality -Poor brand image, facing a big competitor when it established -Short operating time and it is not mature -High speed of development makes high pressure on future market development -The quality of roaming network needs to be improved -Fewer packages services comparing with China Mobile
<p>Opportunities:</p> <ul style="list-style-type: none"> -China Mobile didn't do anything for opacity of charge, some customer has changed to China Unicom -Higher technology can be a great shock to China Mobile -China Unicom offer more which China Mobile doesn't have -More stations were being constructed all around China 	<p>Threats:</p> <ul style="list-style-type: none"> -China Mobile has started to improve its weakness to get higher reputation on image -China Mobile has taken measures to shorten the disadvantages between China Mobile and China Unicom—price -China Mobile has improved its services and network coverage -With China made the entry of WTO, there might be more competitors in the future -Opacity in fare charging occurs somehow

2.4 Oligopoly

From the previous marketing position and SWOT analysis, China Mobile has been positioned as oligopoly situation in telecommunication market, some knowledge and details about oligopoly need to be known.

2.4.1 Oligopolistic Conditions

As it has been explained, oligopoly is the least understood market structure. Consequently, it has no single, unified theory. Nevertheless, there are some agreements as to what constitute an oligopolistic market. Three conditions for oligopoly have been identified.

First, an oligopolistic market has only a few large firms. This condition distinguishes oligopoly from monopoly, in which there is just one firm.

Second, an oligopolistic market has high barriers to entry. This condition distinguishes oligopoly from perfect competition and monopolistic competition in which there are no barriers to entry.

Third, oligopolistic firms may produce either differentiated or homogeneous products. (Cliffsnotes: the condition for oligopolistic market.)

2.4.2 The Advantages of Oligopoly

Specially, oligopoly is the reflection of the objective demands on large-scale in modern society, oligopoly has a comprehensive advantage.

On the side of fund raising, due to the strong economic strength, the risk of bankruptcy is relatively lower. Then it can get lower interest rates, a relatively large amount of loans to make more savings for the capital cost and higher guarantee of capital.

On the side of production, due to the large scale of production, normally, it can make the cost lower and make profits more.

On the side of market information collection, advertising and sales channels, oligopolistic company could be more competitive than the others.

On the side of internal management, oligopolistic company could save more management cost and be more efficient by united command and division responsibility for internal management.

As the general implementation of diversification, the overall risk of enterprises will be much lower, oligopolistic could balance the profit and loss in a variety business. Therefore, it has a strong adaptability and survivability.

Because of the advances technology, innovation and a strong financial support, the companies can invest a lot on the research and development; therefore, companies could make more new products. (Zhang 2010.)

2.5 Development of China Mobile and Telecommunication Market

This chapter is to see how China Mobile developed in the recent 12 years, and how it got the position of oligopoly in next.

In February 1999, China Telecom was divided into four parts, which were China Mobile Communications Corporation, China Telecommunications Corporation, China United Network Communications Corporation and China Mobile Satellite Communications Corporation. In 2001, China Railway Communication Corporation was established, after 3 years' reorganization and integration from 1999, China Telecom had been divided into two branches which are China Telecom in Southern area and China Network Communications Corporation in Northern area. On 15th October 2008, China Unicom and China Netcom had merged together into China Unicom Network Communications Corporation. With the China Mobile Satellite Communication Corporation withdrew the market, China Mobile purchased China Railway Communication Corporation. Currently, it has become the big three companies which are China Mobile, China Unicom and China Telecom.

Until the end of 2002, Telecommunication had established the biggest network scale of GSM and CDMA (Code-Division Multiple Access), the number of mobile phone users had already increased to 0.19 billion, the original situation of competition between China Mobile and China Unicom occurred. We could see from the history of the countries with developed telecommunication, they all had been through oligopoly or domination stage, and oligopoly is the future market structure of competition between China Mobile and China Unicom. (Chen & Xue, 2010.)

To compare with China Mobile, there used to appear one competitive telecommunication network operator which is called PAS (Personal Access System), and PAS used to be a small competitor against China Mobile. It was established in 1998, until 2008 they had got 80 million users attracted by its lowest cost. However, as PAS grew fast and had the problems with limited amount of the base stations, more and more people realized that even though China Mobile costs are a little bit higher, the signal will be connected all the time wherever. With lack of the valid base stations and bad signal, from 2008 to 2010 PAS had been losing customers and as in meantime the 3G technique had been developing fast, PAS 2G technique was gradually phased out. At the beginning of 2011, PAS is completely withdrawing the Chinese telecommunication market.

2.6 Oligopoly in the Development of China Mobile

The telecommunication in China has been through a monopoly, and this situation did not last long since China Unicom was established in 1994. After the establishment of China Mobile in 1999 and reorganization and integration during the last 12 years, the situation of three oligopolistic positions of China Mobile, China Unicom and China Telecom shows up.

Table 5. *Telecommunication market in 2009.* (360doc.com, stock.sohu.com 2009)

Operators	Users (million)	Income (billion)	Net profit (billion)	Market Share
China Mobile	464	452,103	147,008	77.2%
China Unicom	134	158,368	11,355	22.3%
China Telecom	2.893	209,370	22,658	40.5%

In 2009, the market has formed double oligopoly between China Mobile and China Unicom, there is so few market share for other China Telecom. As telecommunication industry is a unique situation of nature monopoly. A natural monopoly exists when there is great scope for economies of scale to be exploited over a very large range of output. Indeed the scale of production that achieves productive efficiency may be a high percentage of the total market demand for the product in the industry. At the same time with the support from the government, this oligopoly situation could exist and continue long. (tutor2u.net.)

2.7 The Customer Perspective in Telecommunication Competition

Even though China Mobile has taken big market share, offers the convenient and fast services in oligopolistic market, the problems of high price and opaque information still exist. China Mobile always has competitors, China Unicom and China Telecom. In 2010, the turnover of China Mobile was 485.2 billion CNY, net profit was 119.6 billion CNY. To make the comparison, the turnover of China Unicom in 2010 was 176.2 billion CNY, net profit was 3.85 billion CNY. China Mobile's business includes GSM (Global System for Mobile communications), M-Zone, Easyown. In 2010, China Mobile made a big adjustment on GSM, aimed to save charge for the customers. However, after a period of time, the customers found out that at the same time when the prices went down, the expenses increased even more and customers were not satisfied with such growth in disguise. The reason was found, the net flow went much more and faster, and even though the calling price was lower, the talking time was "shorter", it was counted 40 seconds as 1 minute. That's why some of the people changed their minds into China Unicom and China Telecom. In terms of this adjustment, many people think this action was a vicious competition.

3 RESEARCH PROCESS

This chapter aims to conduct the problem of services from China Mobile and to solve the problem China Mobile has.

Quantitative method was used as a methodology, and the information was collected by using questionnaires. The aim was to get an overview of the market share or performance, to get the feedbacks from the customers, and to collect the comments and suggestions from customers. After the data collection was done, the numerical data had been processed into the tables or charts for analysis. The reason why quantitative method was chosen was because if we need to know what customers thought on China Mobile, it would be a big job, qualitative method will cost a lot and take more time, so it is not working. The aim of the study was to find out people's idea and attitude toward China Mobile. Quantitative method is more suitable for that because it measures the group opinions instead of individuals and the results can be generalized. The process can be divided into three parts, the decision making of the research which includes the formulating of the research, the data collection and the data analysis. The decision has been made into quantitative method questionnaire, the data will be made into charts or tables, and it will be explained into details.

3.1 Research Method and Objectives

The research method used for this research is a questionnaire survey. As I aimed to figure out the customers' attitude about the oligopolistic situation of China Mobile, about their satisfaction and acceptance of China Mobile, and what the customers' future expectations for China Mobile for making the future development. The aim was also to collect the suggestions from the customers for the China Mobile future improvement. Based on the data collected, the marketing improvement and suggestion could be made.

3.2 Data Implementation

The survey was made on 15th July, 2011, and it was conducted within 5 days from 16th July, 2011 to 20th July, 2011. The target group is mainly 18-50 years old people, because that is also the main customer group of China Mobile. Half of the survey was conducted outdoors and the other half of the answers was collected in Internet.

100 questionnaires were delivered to the public by my friend's help, and 100 were delivered in Internet. 172 questionnaires were valid for data analysis which is about 86% of all the answers. 28 out of 200 were invalid ones, because of lack of complete information or something else. All of the questionnaires were translated into Chinese, because of the limitation of language skills. 100 were conducted by me through Internet, including email and qq (a Chinese chatting program) and another 100 were released by my friend to the public and the answers were collected in a local market place. The questionnaires could be collected fast and easily in 3 days, and I went through them and picked up the valid ones for another 2 days.

3.3 Data Collection

The quantitative research was done by me in July in Tianjin province, which is my hometown., and it is convenient for me to do the research in my hometown where I am familiar with. Half of the responses were got from the Internet by email or chatting program, another 100 were got by my friend's colleagues by hand writing, 172 questionnaires were valid. All the respondents were classified into the groups of people who are China Mobile users, the collected information may represent the situation of China in telecommunication field. It was easy to get more than 100 people who are using China Mobile due to its market share in China.

Denscombe (2003, p. 41-42) evaluates the strengths and the weaknesses of the Internet research and tells that the Internet became an excellent way for doing research because it has the fastest speed and efficient cost. Denscombe calls this method as "questionnaire attached to an e-mail". Actually, that is the way I did the Internet data collection part and it was very easy to implement..

All the respondents could finish the questionnaires in 10 minutes, so there was no pressure for the respondents. They could answer the questionnaire individually in a relaxed situation. The answers were collected by random respondents, all the answers from the questions could represent the current thoughts of people, and at least these current thoughts could not be changed in 2 years because of the market condition. Therefore, the questionnaire in quantitative method is reliable and valid in the thesis in general.

3.4 Non-response

For the 100 questionnaires, there was no situation of non-response for me. At the beginning I was also worried to have large numbers of non-responses, even though my research was not very large. However, I fortunately got all 200 back in hand including 100 from the outdoors and 100 from the internet by emails and chatting program. I think, the reason why there were no non-responses was that the people who I send the questionnaire in the Internet were people I am familiar with, like my friends, my friends' friends or my classmates. And I could also be sure the questionnaires can be reliable, I sent it to familiar people just in order to get the questionnaires back as soon as possible, but there is no influence on what they would answer in the questions. On the contract, I think familiar people would answer the questions more carefully.

I gave the respondents one day time to answer the questionnaire, because it would take only 10 minutes of them and I evaluated that one day deadline would be enough for them to answer.

I send the reminders to the ones who did not response on time. Finally, only in 3 days, I got all 100 back from the Internet.

3.5 Reliability and Validity of the Research

To ensure the reliability and validity, this questionnaire was standardized and neutral. The questions were made by me, and collected by me and my friend on the road or through the Internet. There was no present or reward for anyone, so it is equal for everyone. It does not depend on any reward that the respondents will answer well on the questionnaire. The questions given on the paper were neutral and could not influence the responses. Moreover, the same questionnaires were given to the people separately for respondent in an anonymity way, which to be sure there is no influence on any of them.

Before releasing the questionnaires, I asked my parents and two of my friends to have tests on it. The test was made to know how long it normally takes the answer in questionnaire and also to improve the questions. As a result I noticed that for one respondent 10 minutes is quite enough to finish, and I found out there were some errors in the first version of my questionnaires. To make every respondent to understand each question in the right way, the questions were made in simple and all of them were open questions. All the questionnaires and respondents were Chinese, which ensured that they could easily understand. This language generally increases the reliability because of the well understanding on the questionnaire. In spite of the incomplete questionnaires, one can state that the research is reliable.

The number of questionnaires I released was fairly big (N=200), 172 out of 200 were valid, which to some extent strengthened the reliability and validity. When I designed the questionnaire, I have read some people's questionnaires and already got some ideas in mind, then I got other reference frame. Validity was achieved since the research was totally done. The data were collected by questionnaires in the thesis in order to meet the requirement.

3.6 Limitation of the Research

When my friend was delivering the quantitative research to his colleagues and to strangers passing by, maybe the passer is not that interested in our project. Moreover, it is uncertain, whether the respondents could understand the questions completely or not and it might be a problem for the validity of the research. We don't know neither if the feedbacks from the respondents were their "real" point of views. However, most of responses can be considered reliable.

4 ANALYZING THE SURVEY RESULTS

After the secondary data had been conducted from the questionnaires, the charts are made as followings to show data clearly.

4.1 Background Information of the Respondents

The chart are made by the order of questions.

The following figures shows the background information of respondents

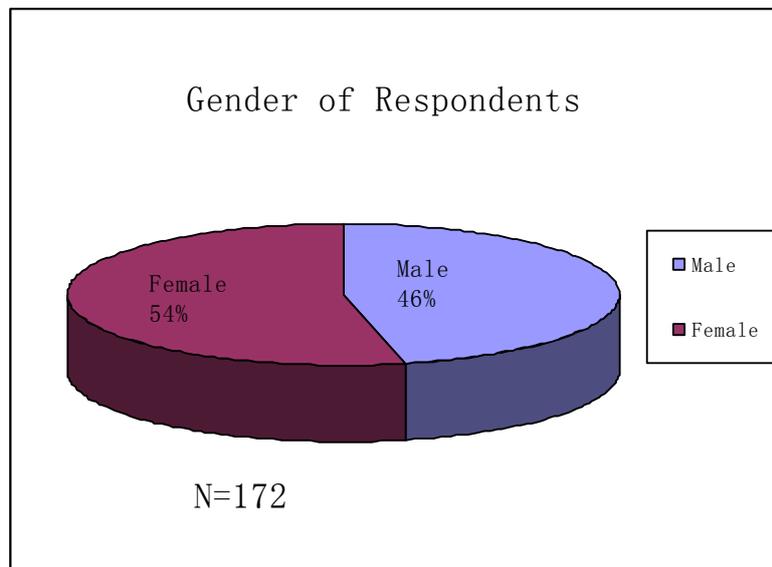


Figure 3. *Gender of the Respondents.*

The first question aims to get respondents evenly on male and females. From the figure, we could see, I got 80 from gentlemen and 92 from ladies of my questionnaire. Male accounts for 46% female accounts for 54%, generally half and half.

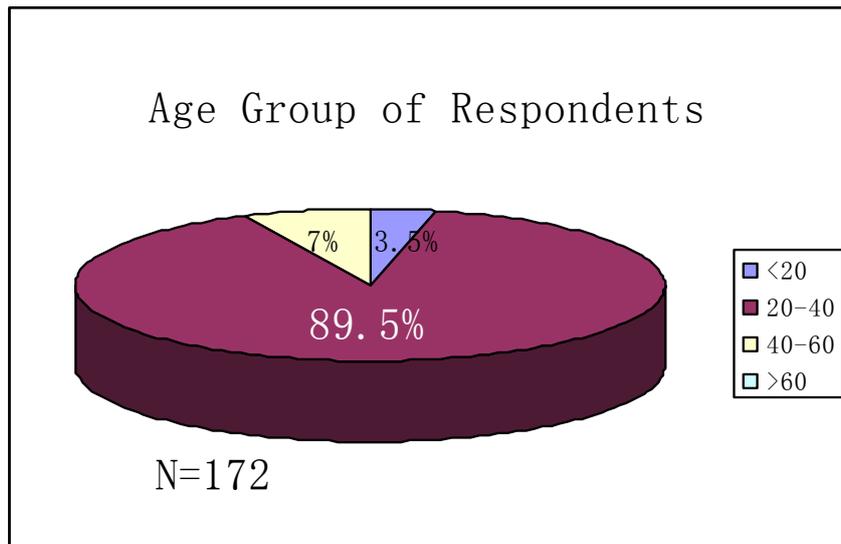


Figure 4. *Age Group of Respondents.*

As I mentioned before that 172 responses out of 200 were valid and the respondents informed to be China Mobile users. Among the 200 respondents, only 22 people are using China Unicom or China Telecom, 6 were lack of information in the questionnaires.

Table 6. *Age Group in Different Networks.*

Brand networks	<20	20-40	40-60
GSM		17	6
M-ZONE		123	
EASYOWN	7	12	7

From the age distribution, this table can be shown to match the target group of China Mobile service packages. And as table shows that M-ZONE users are general young people at the age between 20 to 40.

People like to choose the network which is affected by the people around them. For example in the school, students like to choose M-zone as their network, because normally, the way of using mobile, the message, the calls and mobile Internet always cost them a lot. However, the package released by M-zone is always suitable for students, like 5 CNY for 100 messages, 10 CNY for 70 MB flow rate, 0.05 CNY for phone call between people who is also a member of M-zone in the same city. Normally, such measures can be popular around students in the same city. Value-added services are welcome by the young people like coloring ring back tone and 3G services.

Maybe the statistic of the people who are using GSM will differ in different areas, it depends on the job and career of people. Generally, people who are working in one city while his family is in another, the proportion of people using GSM will be higher. The same thing also concerns people who are always on business trips or visiting other cities. Because GSM generally has a good policy on calling long-distance or calling abroad.

Easyown is often owned by the people who always stay in the same city. Easyown focuses on messages and phone calls much more, but not value-added services. This is welcome by old people, or the people who are not interested in value-added services that much.

4.2 Reasons on Choices of China Mobile

As this question for customers is an multiple choice question, the topic is about what people's considerations when they chose China Mobile. We aimed to know what the customers exactly care about and what China Mobile's advantage has compared with Unicom.

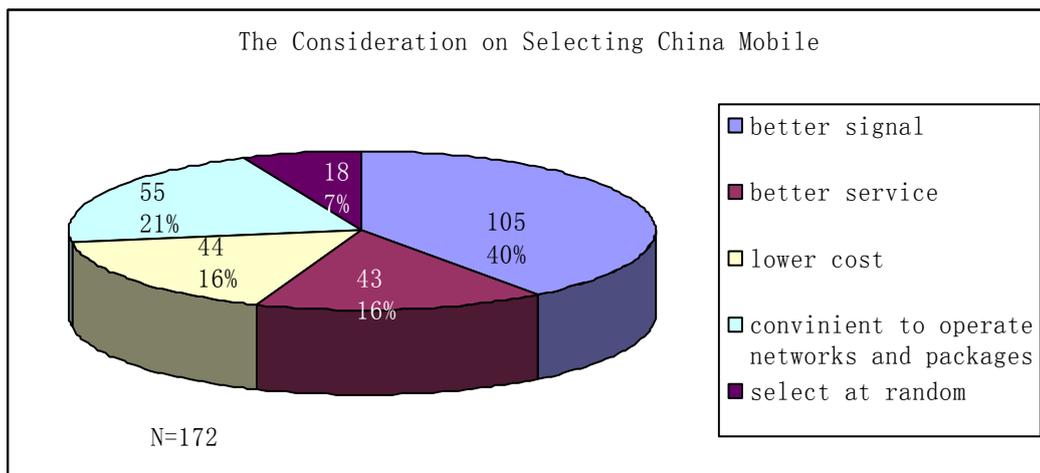


Figure 5. *The Consideration on Selecting China Mobile.*

I got 265 options totally, as it is a multiple question. We could see from the figure, nearly for 40% of the respondents the reason for choosing China Mobile is because of the better signal. China Mobile has its strategies on signal coverage all over the world. In terms of China area, the network has already covered every single district, town, village, even every mountain.

About 16% of the respondents paid attention to the service like packages and after sales services. Another 16% of the respondents focused on the lower cost. Generally, people prefer the low cost on dialed calls, or free charge on received calls. The package of free received calls with the price of 8 CNY monthly solved this problem released by China Mobile.

21% ideas show that networks and packages are also the points on attracting people. People like to call the ones who are in the same networks, like M-ZONE to M-ZONE, because of the low price. Furthermore, it is free of charge to change the network to another.

What is the advantage that China Mobile has comparing with China Unicom in your opinion? Let's take a look at what customers worry about when they are using mobile. This question is aiming to find out some suggestions on improvement and some changes to avoid the customers' worries for China Mobile. The question is also a multiple one.

Table 7. *What do you think of the advantages on China Mobile.*

Better signal	80
Large market share	86
Good service attitude	12
Accurate billing	6
Good business promotion	25
Convenient package operating	18
Various of packages	49
Solve problem fast	7

From the table, we see the advantages that China Mobile has in people's opinions. These advantages are: better signal, larger market share, higher reliability, and the more various packages. The key point why China Mobile could seize the users, is because people regularly focus on these three issues, the signal, the convenience and the trust. Various packages could offer different services to different group of people.

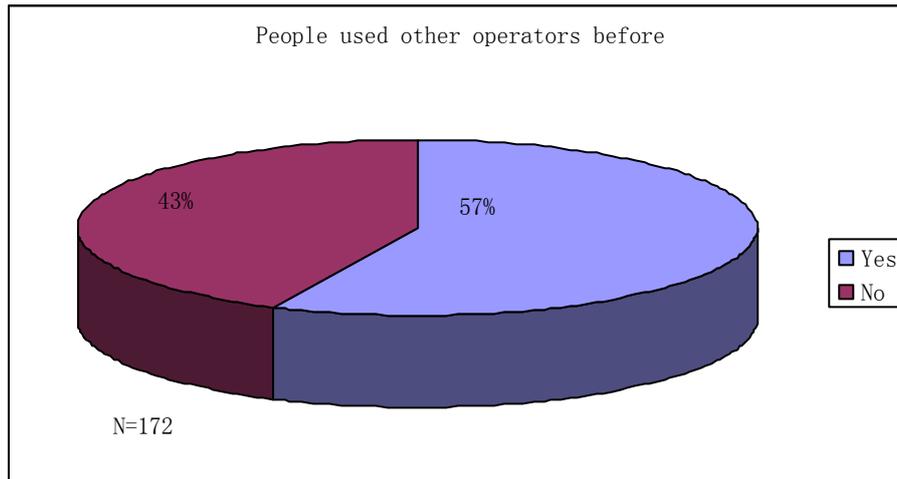


Figure 6. *People Used Other Operators Before.*

Table 8. *The reason that people changed the operator (N=98, 57%).*

Better services	25
Higher reputation	18
Better signal	37
Lower fare charge	19
More package services	31
Friends around me are using China Mobile	26

This question is also aiming to see how China Mobile advantages work better than China Unicom or China Telecom. Figure 8 and table 6 aim to conduct the reason why people like to choose China Mobile as they were not China Mobile users before. The pie chart shows how many people have ever used other operators and over a half of respondents were the users of China Unicom or China Telecom. The reason, why people change their operators, from the table, better signal is still the first choice to consider about, and package service is the second consideration. Generally, if one's friends are using China Mobile, he or she would like the change her network into China Mobile as well, because it will be cheaper to call or send messages between friends in the same operator.

4.3 The Negative Attitude on China Mobile from Respondents

Table 9. *What do you worry about when you are using China Mobile?*

Unreasonable service fee	92
Passive out of service	61
Out of signal	98
High charges	86
Unsatisfied service	30

As I said, China Mobile still has something made customers unsatisfied. At the same time China Mobile seizes users with its advantages, but at the meantime, disadvantages occur. I aimed to know its disadvantages from the users' negative attitude toward China Mobile.

The table tells that when people use mobile phone, e.g. making phone calls, surfing the Internet, sending messages or doing 3G video calls, they are always worrying about the unreasonable service fee. Such kind of value-added services are always added in an opacity way. There are 61 votes on the passive out of service, for example, under the situation when the people do not know how much balance there is on the account, even though the balance is finished, the operator might give the customer credit and he could still make phone calls. How much credits one can owe depends on his/hers reputation. However, for one's limitation of arrears, once the service will be closed and the operator does not inform the customer, it will be a problem for him/her, because it is not able to call either.

There are 98 people informing that being out of signal is one of the matters that worry them. That is also the reason why many people choose China Mobile. As I mentioned in the previous paragraph the network of the base stations could reach any corner in China. Currently China Mobile has the best signal all around the whole country.

“High charges” as I know from the respondents, it causes opacity in faring charge, the charge is always unreasonable going higher and higher without informing anything to customers.

30 respondents votes on the dissatisfaction with after sales services as a matter that concerns them.

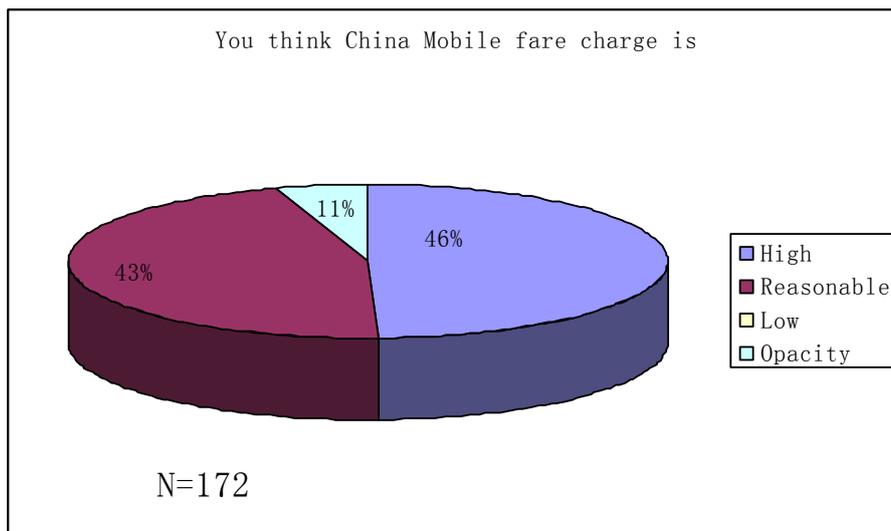


Figure 7. *What Do You Think of China Mobile Fare Charge?*

The people age from 20 to 40 always think the fare charge of China Mobile is too high. The reason might be, in this age group many are students or career beginners, so their earnings are low. The opacity on fare charges still exists.

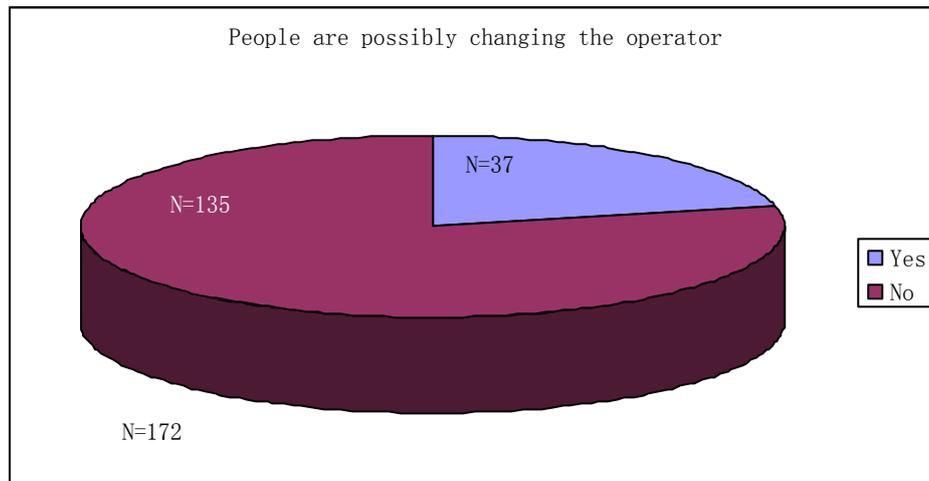


Figure 8. *People are possibly changing the operator.*

From the result we can that see even if China Mobile has the largest market share and has been through the oligopolistic market for years, some people are not satisfied with their policies or services. 37 out of 172 respondents were ever thinking to change the operator. Even though China Mobile is currently having the largest market share. Even if China Mobile believes that they will get more users in the future, they do not believe the situation will remain the same. Their basic action is to keep the current users and not lose them. It is a time for them to take some measures.

Table 10. *The reason people prefer other operators.*

Lower fare charge	30
Better services	1
Accurate fare charge	2
More package services or functions	3
Convenience to operate	1

From this question, it is on what China Mobile needs to improve. Among these 37 people who ever want to change their mobile operators, 30 out of them paid more attention on the fare charge and as I mentioned, the accurate fare charge is a main factor. At the same time, as 3G is becoming more popular and it also becomes an important factor on company's strength. However, China Unicom WCDMA is much more advanced and more mature than China Mobile TD-CDMA.

4.4 Open Suggestions for China Mobile According to the Questionnaire

The last two questions in questionnaire aim to get the expectations on China Mobile new services and to collect some reasonable suggestions from respondents in order to do some improvements to cover the disadvantages for China Mobile.

The expectations on China Mobile's new services are, such as people would prefer more variety packages released in 3G flow rate, and more improvements on 3G development. People, whose relatives in a different city wish more promotions on long-distance calls. If possible in the future, it will be a good opportunity to release a network binding with family ADSL (Asymmetric Digital Subscriber Line). Nowadays, shopping online is more and more popular around young people, if it could be made easier, it will attract more people in the future. Currently, China Mobile has a policy on agreement with customers, that if years' charge could be prepaid, he/she can get a mobile phone for free. Furthermore, if China Mobile can do more partnerships with hardware companies and release the more promotions, it will be fully welcome by people.

In the last question, the respondents give reasonable suggestions to China Mobile. The respondents wish on lower and reasonable cost on fare charge. Lower cost on long-distance calls or packages is also mentioned. To avoid the opacity charge, transparency bill list is more necessary. Young people would like to get lower cost on GPRS (General Packet Radio Service) charge.

5 STRATEGIES AND SUGGESTION FOR CHINA MOBILE FUTURE

After the research has been done, we specifically get the ideas on the attitude from China Mobile users. Meanwhile, it is important to know the company's future on oligopoly condition, and to give some constructive suggestions to the company.

5.1 Feasibility of the Oligopoly

From the results of my research, we know even there are minorities of people who want to change their mobile operator, they are still the minority group. If China Mobile could take some measures, make some new policies, do some changes or improvements to solve the problem mainly on opacity fare charge and 3G networks, China Mobile will keep the domination in telecommunication market in the future. Even though there appears new telecommunication operators like PAS, China Mobile still has its advantages and reputation in people's minds.

China Mobile is now on top 500 enterprises all around the world; its business has spread into the USA and other Asian countries. Recently, the statistics show that 43 million users are surfing online by mobile phone. Therefore, mobile surfing online is a potential goal. It is possible for China Mobile to take the large oligopolistic market share in future years without a problem on bankrupt. (022net.com 2011.)

5.2 The Strategy on 3G Development

As I mentioned in previous chapter, 3G is a potential development for China Mobile and also China Unicom. During recent years, both of them are trying to develop 3G strategy and service. According to this, the future tendency will be the one who has stronger 3G service can seize more users. 3G not only represents the technical revolution and the favorably profound services, but most importantly, it represents the great changes of industrial patterns.

In the impending approach of 3G times, the capability of operators' highly integrate industrial chain determines the development conditions of the 3G business. To establish the closely-knit industrial chain and vigorously stimulate the competition in the industrial chain is a new challenge strongly posed to mobile phone operators.

In terms of product customization orientation, the customized products should be further extended to the low-end market to establish the three dimensional product systems and highlight the product advantages. It is good to customary the detailed directive specification and strengthen the regulating management on the in-built new business. And in the future to regulate the development flow from terminal and accelerate the support of terminal to the new business will be a good chance for China Mobile.

The terminal and business and the Tie-in sale mode demonstrates that customization terminal will mainly focus on China Mobile's independently operated channel. A Tie-in sale or lease is ordinarily defined as one in which the seller of the "tying" good requires that one or more goods used with the tying good are also be purchased from him. (Burstein 1960, p 68-73.) On the basis of its independent sales channel, China Mobile will strengthen the win-win operation of the social channel and takes its initiative to explore that multi-channel mode.

In terms of the sales promotion strategy, for the future development, it needs to strengthen the communication with customers by establishing the cell phone clubs and gradually establishing the 3-in-1 market mode (namely sales, service and trial use) in the name of the cell phone service clubs.

5.3 Specific Suggestion for China Mobile

With the demand of the users in the future development, and as the target group of people of China Mobile is generally from 15 to 45 (15-25 M-zone, 25-45 GSM), which is a large group for China Mobile. People like to chase the fashion trend like the new functions of the packages or mobile 3G. Therefore what China Mobile has to do is to get more and more users and not to lose anyone in order to keep the long-term domination position in the future.

5.4 The Solution of Opacity Fare Charge

As China Mobile has known its weaknesses, they have already taken some measures to avoid the opacity fare charge. China Mobile operator send information messages about the deduction of fare charge every day, and they release a business that users could send a message "0000" to service platform to inquire daily or monthly fare charge which is more convenient.

In the future, China Mobile should cancel the value-added services automatically, or ask the users to confirm the services that they would like to have. So the users could cancel the unnecessary services in order to make the fare charge more transparent.

Even though there will appear some new telecommunication enterprises, due to the position and reputation of China Mobile, it won't probably affect on China Mobile and they will keep having their dominated market share for years. If the weaknesses are improved, China Mobile will be more and more competitive in the future.

6 CONCLUSION AND DISCUSSION

From the conduction and analysis from the research, we know that China Mobile has taken a dominated position in telecommunication market which is called oligopoly. And it has competitors with China Unicom and China Telecom. Even though China Mobile is a current big boss in this area, there is still existing dissatisfactions from the users. Transparent fare charge should be informed to users in stead of opacity charge, 3G and new services packages need to be improved to keep the dominated position.

As I got the large number of questionnaires, it ensures the reliability and validity. The respondents were all coordinated, and interested in my topic. This questionnaire is also a reflection of the China Mobile's customers' needs and what they want to tell to China Mobile Company.

Generally speaking, the quantitative method was a very useful way for me to do the research. I finally got the idea of how people react to China Mobile company services, and what is even more important, customers' suggestions are useful for China Mobile's future development. I collected customers' suggestions and organized them as a list and called China Mobile customer services to tell them about the research I did. They were interested in it, and kept the suggestions I got, and I hope China Mobile will do some changes in the future to solve their problems. Therefore, I truly believe that this information will be useful for China Mobile's decisions on their future development.

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APPENDIX 1.

Questionnaire of Telecommunication Market

1. You are

- A. Male B. Female

2. Your age is

- A. <20 B. 21-40 C. 41-60 D. >60

3. Your monthly income

- A. <2000 B. 2001-5000 C. 5001-10000 D. 10000

4. Your education level

- A. Primary school B. Junior Middle C. Senior High D. College E. Postgraduate F. Doctor H. Other

5. Your current occupation

- A. Student B. Working (please write your working field)

6. Your current mobile network operator

- A. China Mobile B. China Unicom C. China Telecom

7. At what age you started to use mobile phone?

- A. <18 B. 18-25 C. 25-30 D. >30

8. Which service package you are using? (China Mobile users)

- A. Easyown B. GSM C. M-Zone

9. What do you consider about when you choose China Mobile? (multiple)

- A. Better signal B. Better service C. Lower fare charge D. Convenient

E. Randomly bought

10. What do you think of the fare charge? (multiple)

- A. High B. Acceptable C. Low D. Opacity billing

11. What do you worry about when you are using China Mobile? (multiple)

- A. Unreasonable service fee B. Passive out of service C. Out of signal D. High charges E. Unsatisfied service

12.What do you think of the advantages on China Mobile to compare with China Unicom? (multiple)

- A.Better signal B.Large market share C.Good service attitude D.Accurate billing
 E.Good business promotion F.Convenient package operating
 G.Various of packages
 H.Solve problem fast

13. Which do you use most frequently?

- A.Phone call B.SMS C.MMS D.Monternet F.Internet
 by GPRS

14.Have you ever used China Unicom or China Telecom?

- A.Yes B.No

15.The reason you changed to China Mobile?

- A.Better services B.Higher reputation C.Better signal
 D.Lower fare charge E.More package services F.Other

16.Are you planing to change to China Unicom or China Telecom?

- A.Yes B.No

17.The reason you want to change?

- A.Lower fare charge B.Better services C.Accurate fare charge
 D.More package services or functions E.Convenience to operate F.Other

18.How much do you spend monthly on mobile service?

- A.<50 B.50-100 C.100-150 D.>150

19.You mostly spend on

- A.Phone call B.SMS C.GPRS flow rate D.Other

20.What do you expect on the new service of China Mobile?

21.What reasonable suggestions do you have for China Mobile?

APPENDIX 2.

移动市场调查问卷

1. 您是

- A. 男士 B. 女士

2. 您的年龄

- A. <20 B. 21~40 C. 41~60 D. >60

3. 您的月收入

- A. <2000 B. 2001~5000 C. 5001~10000 D. >10000

4. 您的学历

- A. 小学 B. 初中 C. 高中 D. 专科

E. 大学或本科在读 F. 研究生或研究生在读

G. 博士或以上 H. 其他

5. 您的职业?

- A. 学生 B. 工作 (请写明工作领域)

6. 您目前使用的是哪个运营商的手机卡

- A. 中国移动 B. 中国联通 C. 中国电信

7. 您是什么时候开始使用手机

- A. <18 B. 18~25 C. 25~30 D. >30

8. 如果您是中国移动用户您使用的是中国移动的哪种业务

- A. 神州行 B. 全球通 C. 动感地带

9. 您选择中国移动时出于哪方面的考虑 (可多选)

A. 信号较好 B. 服务好 C. 资费低

D. 入网, 办理业务方便 E. 随意购买

10. 您认为当前中国移动的资费, 您认为 (可多选)

A. 太高了 B. 可以接受 C. 太低了 D. 收费不明确, 收费不准

11. 在使用移动手机的过程中, 您最担心 (可多选)

A. 乱收费 B. 手机突然停机 C. 手机无信号 D. 话费太高 E. 服务不满意

12. 中国移动相比联通电信, 您认为优势在于? (可多选)

A. 信号整体较好 B. 市场占有率高, 可信赖 C. 服务较好 D. 计费准确

E. 业务宣传做的好 F. 办理业务方便 G. 业务功能较多 H. 有问题能及时得到解决

13. 您经常使用的业务是?

A. 通话 B. 短信 C. 彩信 D. 移动梦网 E. 网络服务 GPRS

14. 您之前是否曾经用过联通或电信?

A. 有 B. 否

15. 您更换至中国移动的原因是?

A. 服务好 B. 信誉高, 可信赖 C. 信号好 D. 资费低 E. 网络业务多
F. 其他 (请写明)

16. 您是否打算更换至联通或电信?

A. 是 B. 否

17. 您打算更换运营商的理由是?

A. 优惠的资费 B. 良好的服务, 有问题能及时得到解决 C. 精确的计费
D. 业务功能多 E. 办理业务方便 F. 其他 (请写明)

18. 您的月话费大概

A. <50 B. 50~100 C. 100~150 D. >150

19. 您认为您的话费大多用于

A. 通话 B. 短信 C. GPRS 流量 D. 其他 (请写明)

20. 您最希望移动运营商有什么新的服务?

21. 您对中国移动有什么合理化建议?

