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Telecommunication Market and Business Opportunities in Nigeria

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The aim of the thesis work is to study carefully how Finnish companies and businesses can be introduced and incorporated into Nigerian market in years to come. With different views of market analysts and major players in the world economy, Africa is considered as one of the continents with great potentials and enlargement possibility in the future. Nigeria is blessed with a lot of natural resources and inhabitant these natural gifts and the entire inhabitant are still not fully utilized towards the nation's growth. How these inhabitants and the market potential of the country could be fully utilized by both Finnish and Nigerian customer is the core focus of this thesis work.

Many companies and industries both public and private failed to function well due to the fact that the country lack effective and efficient telecommunication despite all the telecommunication in Nigeria like MTN, GLO and NITEL majority of the inhabitant are still lacking the benefit and important of telecommunication, It is recommended that network operators should increase capacity of their network to solve the problem of network failure, unemployment, qualities of services in mobile system, Labor management, employers and Government.

This thesis work will concentrate on how the Telecommunication market of the country could be better-quality for the customer by both Finnish and Nigerian without violating all guiding rules of the International communication Policy of market investment as well as the living of Nigerians at large.

The methodology used was Secondary Sources which is the collection of the existing data information gathered from eBooks, materials from library, internet, newspaper and couple of article written by concern Nigeria and foreigners on Telecommunication issues.

Because of the huge inhabitant and the demand for the telecommunication in Nigeria is more than the supply which result to lack of customer satisfaction.

According to market experts, after Asia market growth Africa would be the next continent to witness market growth and already countries like China has started exploring this great business opportunities because there is lot of china companies in Nigeria with different investment because the chine's can try it and they are making it therefore if the Finnish investors can try it they will also make it because Nigeria is a land of huge opportunities for business. I can assure you that in less than 5 years, you will recoup back your investment.

Keywords: Telecommunication, Business opportunities, Nigeria.

Introduction and General Outline

Many companies and industries both public and private failed to function well due to the fact that the country lack effective and efficient telecommunication despite all the telecommunication in Nigeria like MTN,GLO and NITEL majority of the inhabitant are still lacking the benefit and important of telecommunication, It is recommended that network operators should increase capacity of their network to solve the problem of network failure, unemployment, qualities of services in mobile system, Labor management ,employers and Government.

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INTRODUCTION

The world is fast becoming a global village and communication is a very essential tool for communication. Telecommunication is a leading light, the telecommunications industry all over the world is growing very rapid as one innovation replaces another in a matter of weeks. A major development is the wireless telephone which comes in either fixed wireless telephone lines or the Global System of Mobile (GSM) communication is absolutely a major driver of any economy.

In Africa, mobile subscriber numbers have improved by over 1,000 per cent between 1998 and 2003 to reach 51.8 million; mobile user numbers have long exceeded those of fixed wired line users which stood at 25.1 million at the end of 2003. Mobile telephone has been critical in boosting access to telecommunications in Africa and has significantly helped lift telecommunications users, mobile penetration had reached 6.2 per cent at the end of 2003. In contrast to 3 per cent for fixed line, the rise of mobile phone usage has been driven by a combination of factors, such as demand, sector reforms, the licensing of new competition and the emergence of major strategic investors, such as Vodacom, MTN, and Celtel (Blake 2004 and Moholi 2005).

Therefore Nigeria has made wonderful improvement in the last few years in telecommunications most importantly in the Global System. It was pointed out as noted by Okoruwa (2004) that Africa still lags far behind the more industrialized parts of the world in telephone penetration and Internet access, but that as demonstrated by GSM, huge opportunities exist for Africa to leap frog the gulf, self-indulgent backing on the advances in cellular technology.

By 2002, mobile subscribers in Nigeria stood at 1.5 million (Nigerian Tribune, 2003) but by the end of 2003, MTN alone had 1,650,000 active subscribers on its network, Econet Nigeria (Vmobile) had subscriber base of over one million, new entrants Globalcom and M-Tel (owned by NITEL - Nigerian Telecommunications

Limited) have not less than one million subscribers (The Guardian, 2004). This shows that there is rapid growth in mobile phone subscription and usage in the Nigeria. The growth rate of GSM in Nigeria is a bold pointer to how much it impacts on life itself. The growth in telephone penetration in Nigeria and the future potential for even more growth and pervasiveness tends to shift the paradigm of thought and maximize the fears of what was once morbidly referred to as the digital divide (Okoruwa, 2004).

According to Frank Aneke Nigeria is the fastest growing telecommunications market in Africa and third in the world behind China and Brazil which also lead to more movement of mobile in the country. As a virgin market experiencing rapid growth, Nigeria has become a favorite destination for international technology investors from South Africa, Middle East, Europe, Asia and North America. Competitors are other mobile with low price. Some years ago industries experts predicted the growth of telecommunication and ICT in Africa, but never reckoned that Nigeria could grow exceedingly from teledensity figures of .04 lines per 100 inhabitants in year 2000, to teledensity figure of 42 lines per 100 inhabitants in October 2008.

The Nigeria Telecommunication market gained more than 11.3 million new customers in the first half of 2008, growing by 28 percent to reach 51, 7 million mobile users. Nearly 4 million customers were added in the first quarter of 2008, while an impressive 7.3 Million were added in the second of 2008.

Nigeria is obviously a major market in the West African sub-region with a population of over 100 million people. Nigeria remain African's most densely inhabited nation and blessed with abundance of material resources and therefore has what it takes to attract attention of potential investor's to this largely telecommunication market.

Presently, communications quality is low and ICT Penetration is still inadequate considering Nigeria's size and population it is also important to build up the internal linkage that will make up the national telecommunications networks.

Finland has known Nigeria since 7 October 1960 and establishes diplomatic relationship with the country in 1963. And this relation still exists. The two countries representatives have met a couple of times to discuss how these relations could be bilateral strengthened as to increase their bilateral cooperation since beginning of the new democratic government in Nigeria. Nigerian representative have invited the Finnish government twice, President Olusegun Obasanjo in 2004 and the recent visit by the president Good luck Jonathan with other important dignitaries in 2009 to discuss how the Finland and Nigeria relationship could be improved on the basis of exchange of ideas which will better improve the two countries' economies.

Also According to the Finnish president website "President Halonen met with President Umaru Yar'Adua on the first day of the official visit, Monday 9, March 2009 in Abuja. President Halonen and President Yar'Adua discussed bilateral relations between Finland and Nigeria and especially Finnish expertise which Nigeria could benefit from.

Development on mobile is the connecting and increasing communication among the people of the world. One of the problems that we face as we move into a new wireless lifestyle in Nigeria is to create innovative technologies that enhance equal opportunities for all. Some communities are unable to benefit from the opportunities because of the low level of technology. Nigeria is a place for market opportunities with a population of 150 million inhabitants. Investors are coming into the sector gradually but there is much room for more investors to come in. Europe investors/companies can come with better technology with mobile, lower call rates/tariff if they want to beat competition. I can assure you that in less than 5 years, you will recoup back your investment.

1.1 Thesis Objective

This thesis work concentrate on the development of Telecommunication and business opportunities in Nigeria market. Telecommunication has always been one of the basic requirements of human societies and today its demand is far greater than ever in our high technology world. This is explained by the fact that Telecommunication is vital for human life and for technological advancement. By creating regulatory environment for the supply of telecommunications services and facilities and to promote fair competition and efficient market opportunities in Nigeria, In addition to improve the challenges of network, qualities of services in mobile system, Labor management, employers and Government also to examine customer's expectation and perception towards service. For example Customer view on telecommunication in Nigeria is about self services which are precious because it is convenience and flexible to provide an independent communication channels which enables customers to shop for services that fit their needs and allowing customer to make changes as well as enables interaction between the customers and operators.

The growing European market and new technologies on Telecommunication is important for Nigeria industries. Therefore, the focus here will be on Business Opportunities in Nigeria, it telecommunication industries, customer expectation of service as well as observations of service their policies and industrial strategies.

Moreover, seminar and Networking for Business Opportunities in Africa on mobile was held on the 30th September 2010 in Astoria-Hall, Helsinki to inform Finnish companies on the business possibilities in Africa.

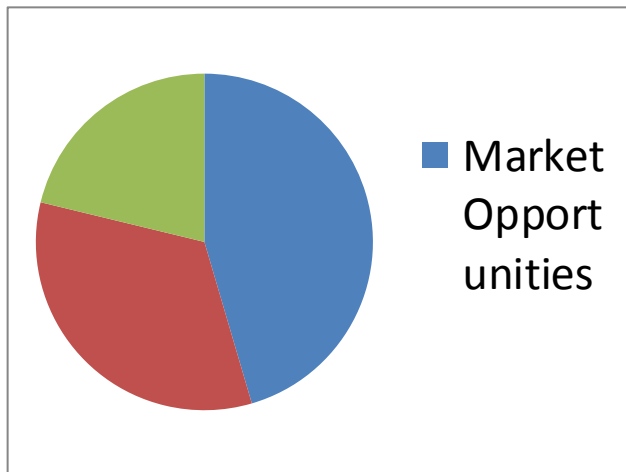


Diagram 1, **Pie Chart for Telecommunication Market and Business Opportunities in Nigeria**

1.2 Thesis Methodology

All facts and figures used throughout the thesis are gathered from secondary data sources such as eBooks, materials from the library, internet, newspapers and couple of articles written by concern Nigerians and foreigners on Telecommunication issues in of the country in the past and at present. Apart from the above mentioned sources, information used in this thesis was also obtained from, foreign Telecommunication journals. Secondary data is the best method to use in this kind of research because of the following:

1. It is economical.
2. It is time saving.
3. It helps to improve the understanding of the problem.
4. It provides a basis for comparison for the data that is collected.

As mentioned above the following four requirements are fulfilled

1. **Availability-** It was seen that the kind of data I want to use is available.
2. **Relevance-** the requirements of the problem will be meet.
3. **Accuracy-** In order to find how accurate the data is, the following points was considered: -
 - a. Specification and methodology used.

b. The reliability of the source was seen.

4. **Sufficiency-** Sufficient data was available.

Management study Guide [Online publication]. [Ref 12 may 2010]. Available at:
<http://www.managementstudyguide.com>.

2. COMPETITION THEORIES

2.1 Porter Generic Strategies

The Generic strategies of cost leadership, differentiation and segmentation are objective of the whole Porter strategic system. The further element are strategic groups which can also refers to as the strategic sets, The value chain , the five force analysis and the position of the market strategies of value based, needs based and access based market positions.

According to Michael Porter he has defined a classification containing of three overall types of strategies that are frequently used by businesses. Originally Porters was an Engineer, an Economics before he specialist in Strategy and looks at the size and composition of the market you plan to target. In addition he identified two competencies that he felt were most important they are the product differentiation and product cost productivity.

Basic writing. [Online publication]. [Ref. 15 April 2010] Available at:
http://en.wikipedia.org/wiki/Porter_generic_strategies.

Uncertainty the main objective of any firm's is profitability which is the attractiveness of any business in which it operates or want to operate and the essential

secondary objective is the position within that businesses. Even supposing a business may have below-average success, a firm that is optimally positioned can produce superior incomes.

A firm place itself by leveraging its strengths. According to Michael Porter he claimed that a firm's applying these strengths in either a comprehensive or constricted scope, three generic strategies result are applied at the business unit level. They are called generic strategies because they are not firm or industry dependent .The following table illustrates Porter's generic strategies:

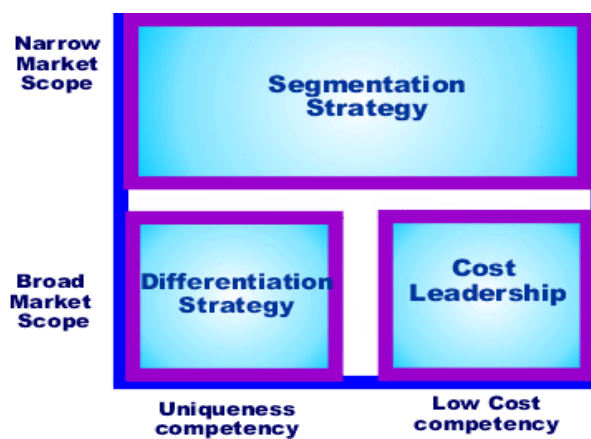


Diagram 2, Competitive Theory

Market segmentation is contracted in possibility while both cost leadership and differentiation are relatively comprehensive in market opportunity.

As for the hole in the middle problem which indicated in profit impact of marketing strategy, Porter's description of this is that firms with high market portion were successful because they followed a cost leadership strategy and firms with low market share were successful because they used market segmentation to concentrate on a small but profitable market position. Firms in the middle were less profitable because they did not have a practical basic plan.

Segmentation Strategy

This strategy can also refer to as the focus strategy or niche strategy, which is focused on a contracted market segment and within their suppliers. Therefore, firm chasing a concentration strategy often enjoys a high degree of customer reliability and this entrenched reliability discourages other firm from competing directly. Due to the contracted market focus a firm that is chasing a focus strategy has lower capacities. Therefore, firms chasing a differentiation –focused strategy may be able to pass advanced costs on to customers since close substitute products do not take place.

Focus strategy is based on customer needs of particular brands, trademarks, patents, health related problems and solutions, hobbies, social and cultural differences, software developments, specific education and skills, and many others. This gives rise to niche market

Actual risk of focus strategies contains imitation and changes in the target segments. In addition, it may be equally easy for a broad-market cost leader to adapt its product in order to strive in a straight line. More so, other focusers may be able to shape out sub-segments that they can serve even well.
Willy, F. 2011 Niche Marketing as example of focus Strategy

Cost Leadership Strategy

The strategy laid emphasis on efficiency, which entail firms to strike up competently and consistent produce founding. This generic strategy calls for being the low cost producer in an industry for a given level of quality. The firm sells its products either at average industry prices to earn a profit higher than that of rivals, or below the industry price to gain market share. In the occurrence of the price war the firm can retain some success while the competition undergoes sufferers. Even without a price war, as the industry matures and prices decline, the firms that cost leadership strategy commonly target a comprehensive market.

The Cost Leadership strategy is exactly that – it involves being the leader in terms of cost in an industry or market. Merely being amongst the lowest-cost manufacturers is not good enough, as wide open to outbreak by other low cost producers who may undercut your prices and therefore block your attempts to increase market share.

Therefore one needs to be confident that to achieve and maintain the number one position before choosing the Cost Leadership route. Companies that are successful in achieving Cost Leadership usually have the following below

- * Access to the capital needed to invest in technology that will bring costs down.
- * Very efficient logistics.
- * A low cost base (labor, materials, facilities), and a way of sustainably cutting costs below those of other competitors.

The greatest risk in pursuing a Cost Leadership strategy is that these sources of cost reduction are not unique and that other competitors can copy ones cost reduction strategies. This is why it's important to continuously find ways of reducing every cost. One successful way of doing this is by adopting the Japanese Kaizen

Porter's Generic Strategy 2006 [Web Page]. [Ref 28 Nov 2010] Available at: http://www.mindtools.com/pages/article/newSTR_82.htm

Differentiation Strategy

This differentiation involves creating a product that is observed as unique. A differentiation strategy calls for the development of a product or services that offers unique attributes that are valued by customers and that customer recognize to be better than or different from the product of the competitor. The charge added by the uniqueness of the product may allow the firm to charge an exceptional price for

it. The firm hopes that the higher the price of a product which covers the additional costs sustained in offering the unique product. Because of the products unique attributes. To maintain this strategy the firm should have strong research and development skills, creativity skills Good cooperation with distribution channels, marketing skills Innovation skills and Attract highly skilled resourceful people.

2.2 Theory of competitive Strategy

The main objective of any organization is profit maximization. According to Michael Porter's 1979 structure uses concept developed in micro-economics to derive five forces that verify the attractiveness of a market. They consist of those forces close to a company that affect its ability to serve its customers and make a profit. A amend in any of this force requires a company to re be of assistance it market place.

The four forces consist of the following. The bargaining power of customers, the bargaining power of suppliers, the threat of new entrants and the threat of substitute products come together with other variables to influence a fifth force, the level of competition in an industry.

The Diagram theory is shown below:

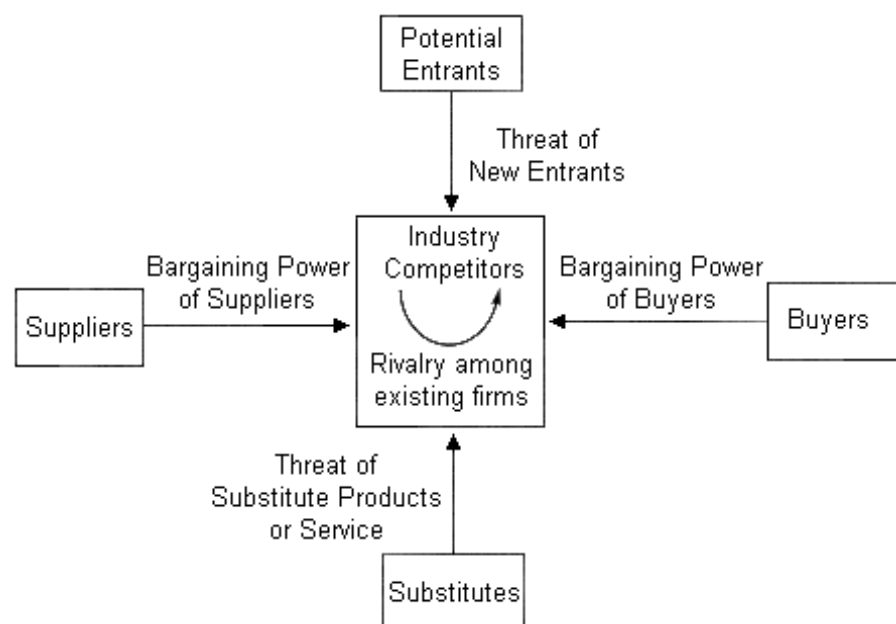


Diagram 3, Theory of competitive Strategy

3. BASIC FACT OF NIGERIA

Nigeria lies at the extreme inner corner of Gulf of Guinea in West Africa. With an estimated number of 140 million inhabitants, Nigeria is the most populous country in Africa. It became a British protectorate in 1891 and became independent in 1960. Nigeria has more than 250 different ethnic and linguistic groups, with the major divide running between the predominantly Muslim north and the predominantly Christian south. Nigeria has rich history and business culture because of its ethnicity and various tribal differences as well as past contact with the colonial master like Great Britain. Nigeria is a recognized country in the African continent and also to those European and American countries that have traded with Nigeria. Apart from the above mentioned continents, Nigeria has also witnessed a couple of Asian countries residing and doing business in the country and a few of these businesses formed are still functioning today though many of them have stopped their operations due to the political and economical problems the country encountered in the past. Nigeria is an influential member of the African Union and the Commonwealth of Nations. It is also a member and hosts the secretariat of the Economic Community of West African States (ECOWAS), which was founded in 1975.

3.1 Nigerian business history and culture

Nigeria is one of the most populated countries in Africa. With the fact that the country is abundant in many other natural resources and has good potential facilities, one might think that international business would be fighting for a piece of the action in Nigeria. Nigeria is Africa's most populated country with a population of about 150 million. It is also one of the largest oil producers on the continent creat-

ing huge inflows of foreign income. In attempt of the Federal Government to achieving these objectives many international agreements have been entered into by the Federal Government and Economic and Financial Crimes Commission (EFCC) was setup to fight the nation's long financial crimes and scams scaring many foreign and indigenious investors to invest in Nigeria's economy.

The explosion of industries such as the mobile telecoms market and the unparalleled success of foreign companies such as South Africa's MTN, have also demonstrated that potential could be turned into reality in Nigeria. However, despite persistent problems of corruption and bureaucracy, the international business community increasingly sees Nigeria as the central driver of a vast African market that remains the last under-developed commercial market in the world.

3.2 Economics and political history of Nigeria

Nigeria is located in West Africa, bordering the Gulf of Guinea, between Benin and Cameroon. Nigeria also shares boundary with countries such as Lake Chad and Niger. Nigeria has 36 states plus the Federal Capital Territory and all the 36 states are shown on the map. The states in the north include Sokoto, Kano, Kaduna, Zamfara, Gombe and other depicted on the map whereas on the west we have Oyo, Ogun, Lagos, Ondo and others. The states in the South include: Abia, Anambra, Imo and others (Teach anywhere 2009).

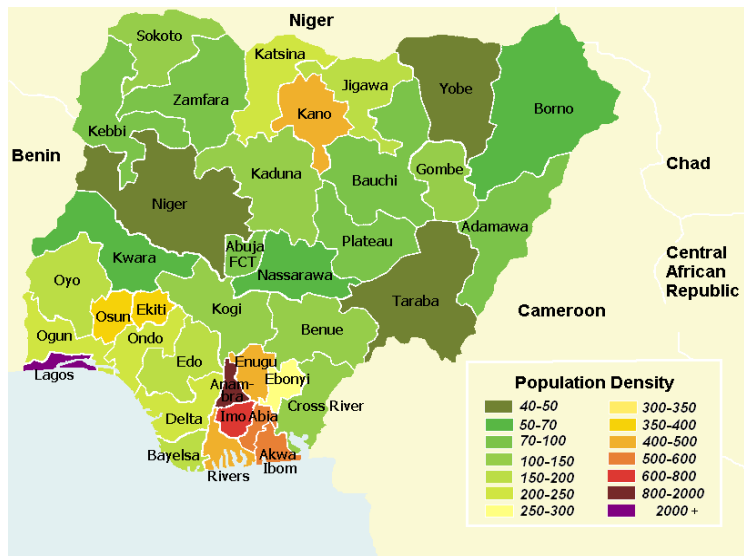


Diagram 4, Map of Nigeria

Map of Nigeria

The above diagram 5 shows the location of different States in Nigeria. According to statistics, about 150,000,000 people live in Nigeria making Nigeria become the most inhabited country in Africa. Life expectancy in Nigeria is around 47 years and literacy level is around 68 % (UNICEF).

In Nigeria, English is an official language and the other indigenous language includes Yoruba, Hausa and Igbo. Nigeria is compressed of more than 250 ethnic groups. The following includes the most common recognise ethnic groups: Hausa and Fulani 29 %, Yoruba 21 %, Igbo 18 %, Ijaw 10 %, Kanuri 4 %, Ibibio 3.5 %, and .Nigeria religion setting comprises the following: Muslim 50 %, Christian 40 %, and Traditional belief 10 %

Nigeria's Political History

Nigeria was established as a nation in 1914 when the southern protectorate was amalgamated with the northern protectorate by Governor Lord Lugard, the area formerly detached and under control of different British Governor Generals. British persuade and control over what would become Nigeria grew through the 19 century. Quite a number of constitutions after the end of the Second World War gave Nigeria a greater sovereignty. Nigeria became independent on 1 October 1960 but still under British control until 1963 when Nigeria finally became a republican state. The control of government between 1960 and 1966 were in the hands of the civilians. Between this period, Nigeria was controlled by both Dr. Nnamdi Azikiwe who was the President and Sir Abubakar Tafawa Balewa who was the Prime Minister due to the Parliamentary System of Government practised. After this regime, Nigeria has witnessed 16 years of military involvement. In 1999, a new constitution was adopted and a quiet transition into civilian government was completed for the second time in the country. Presently, Nigeria is experiencing its first longest period of civilian rule since independence in 1960. In April 2007, general election marked the first transition of government from civilian-to-civilian and that is what gave the incumbent Nigerian President the grace of being the Commander in the Chief of Armed Forces (President Umaru Musa Yar'Adua 29 May 2007). As part of Nigeria's political history, Nigeria also witnessed civil war (Biafra War) between 1967-1970 and this led to the murder of many Igbo, Hausas and few Yoruba during this war.

Nigeria's Economy

Nigeria has a double economy with a recent subdivision dependent on oil earnings, overlaid by a traditional agricultural and trading economy. At independence in 1960 agriculture accounted for well over half of GDP, and was the main source of export earnings and public revenue. The oil sector, which emerged in the 1960 and was safely established during the 1970, has made the nation to solely depend on the oil revenue for its survival. Oil provides 20 % of GDP, 95 % of foreign exchange earnings, and about 65 % of budgetary revenues. Since the detection of oil in Nigeria, important sectors such as cultivation has been neglected and this

has drawn Nigeria back from its cash and food crops production and the citizens now spend almost all their wages in buying food and other necessities. So, the largely continuation agricultural sector has not kept up with rapid population growth, and Nigeria, once a large net exporter of agriculture produce now imports food. Based on GNP per capita, Nigeria is among the world's 20 poorest countries. Economic growth since the early 1970s has been unstable, caused primarily by the fluctuations of the global oil market. During the 1980s and 1990s Nigeria faced growing economic turn down and falling living standards, a reflection also of political instability, corruption, and poor macroeconomic management, most notably the failure to diversify the economy. Proving this, in 2001, oil revenue alone accounted for about 98.7 % of exports and 76.5 % of total government revenue. Although, Nigeria is an oil and gas rich country, many of the citizens still live below the normal per capita earnings. This is because the nation's oil and gas generated revenue is not effectively distributed; the nation has been struggling with long financial and economy corruptions from the past and current political leaders. Although, the long history of the country money laundering advanced fee fraud, failed banks and financial malpractices in banks have been reduced to their limit in the recent years due to the establishment of EFCC in 2004 under President Olusegun Obasanjo's administration (Nigeria Economy).

3.3 Historical Background of Mobile Market and Customer Services

The Nigeria telecommunication market provides a plain and stimulating opportunities for the Finnish companies that are ready to benefit from the opportunities in telecom operation in Nigeria and also to meet the needs of customer services in the country, this system is not applicable to Nigeria only also to all other west Africa countries because we operate mostly on the same system and most of the challenges and needs are similar. Mobile market and customer services is highly in step with the broad range of telecoms operators, the market have move from nothing to something great in just few period of years and the customer services is

below the expectation of the customer because of the low range of competitors in the market and lack of effective and efficient in research and development for needs of the customer and how to improve the standard of telecommunication. The mobile market can now be seen as the leading opportunities for the customer and the Finnish companies who will come with their technologies and meeting the needs of the customers.

Nigeria mobile Market and customer satisfaction service will become more significant important - in the event that the operators cannot provide an effective and satisfied service, which can lead to customers immediately change product.

At the same time as for the essential to protect the existing customers the management can be in two directions; that is, increasing the switching cost to prevent customers from changing product or accelerate the service quality to satisfy customer's needs.

According to Hargrave (2004:14) gave some idea about consumer behavior that consumers easily change new product. Fuelled by the high promotional activity in the market, Nigeria consumers have become reputedly unfaithful.

Customers have more choices and if they have found that there is something new, fresh and exciting, they tend to give that product or services an attempt. If the customers perceive significant different or better performance in new brand/product/Service they are likely to change.

On the other hand, a study by Heart suggests that consumers will steadily shift to more expensive product or services when non-refundable income and times increase.

Currently, Nigeria economy grows rapidly and one reason is because of the spending sprees, especially amongst young working generation, on automobiles, homes, mobile phones and other big purchase.

According to Hill (2004:20) said about customer decay that the average business loses between ten and thirty percent of its customers each year, but often don't know why they were lost; he clarified that discontent is the basic reason for customer decay. A significant amount of research has been undertaken in the area for several years found that there are customer gaps that obstruct company to meet customer satisfaction. The overall gap which results in a discontented customer is the gap between potential and experience, which can usually be traced back to one of five earlier gaps (promotional, understanding, procedural, behavioral and perception) Customers are not constantly happy with the quality and value of the services they receive (C.lovelock & L.wright, 2002) but no organization intends to provide poor service. Gaps usually occur because of differences in opinion between what the business thought it was providing and what the customers believe they received. Merely regular customer satisfaction capacity will enable the business to identify and close the gaps.

4. TELECOMMUNICATION QUALITY OF SERVICES MANAGEMENT.

The quality of services management is an important function in the provision and maintenance of a telecommunication service. It is important to understand the role of management of quality of services and the main characteristics. The effective management would reveal in best possible use of network, human and financial resources of any network or service provider. The below factors are the management of quality of services for telecommunication services:

4.1 Quality of Services Management of a Telecommunication Services

The management should be able to meet the poeticise level of quality services to attract customers and maintain their loyalty. If a firm or supplier does not provide the quality that is expected by the customer and another competitor provide the customer is more likely to switch its custom to the other party.

Optimisation of Resources of the Network/Services Provider

Customer requires a level of quality of services at a competitive price. In a growing competitive industry optimisation of resources, to provide services at minimum cost is essential for effective management of a telecommunication services. The analysis of telecommunication have shows that different customer has different quality requirement resulting in varying rankings and levels of performance of quality of services.

The use of Quality as the Differentiator in the Market

Service providers who offer quality and reliability will enjoy a more positive elasticity of customer loyalty in times of economic difficulties and downturns .Though traditionally it is the more established and older services providers who offer quality and reliable services .Meanwhile newer entrances to the industry can equally well provide quality and reliable services and support to customers.

4.2 Foreign Market

Foreign market is the direct ownership of facilities in the target country. It involves the transfer of resources including capital, technology, and personnel. Foreign market may be made through the acquisition of an existing entity or the establishment of a new enterprise.

Direct ownership provides a high degree of control in the operations and the ability to better know the consumers and competitive environment. However, it requires a high level of resources and a high degree of commitment.

Foley, J. F. 2010 Research the global entrepreneur. [Ref 2 Feb 2011]. Available at <http://www.quickmba.com/strategy/global/marketentry/>

4.3 Global Strategy

At present we are living in a global economy in which the time taken for people to move between regions has been significantly reduced and in which internet, mobile phone and other connections make instant connections possible. The business response of large business administration has to know that they now function in a global market place and to improve on appropriate strategies. For instance some companies like Nokia, Hp, MTN network, and Dell, they have improved globally in the spreading and marketing networks base on the market leading brand that are been known by most country in the world.

The significant aspects of international strategy are:

1. Handling the global market as the domestic market
2. forming a global market mix
3. generating global production and allocating systems by covering major area of the world
4. Attentiveness on power brand

A significant element of the global strategy is to decide on which countries and destinations to focus activities. The telecommunication will need to figure out a strong global brand image so that it is rapidly recognised and valuable. Marketing activities will involve constructing up loyal customer support in targeted markets, and out competing the competition through superior customer support in targeted markets and out- competition through up loyal customer services, trustworthiness and other customer welfares. (www.thetimes100.co.uk/theory/theory--developing-global-strategy--324.php)

4.4 Foreign Market Entry Modes

The decision of how to enter a foreign market can have a important impact on the results. Development into foreign markets can be achieved via the following four mechanisms:

- * Exporting
- * Licensing
- * Joint Venture
- * Direct Investment

Exporting

Exporting is the marketing and direct sale of internationally-produced goods in another country. Exporting is a traditional and well-established method of reaching foreign markets. Since exporting does not require that the goods be produced in the target country, no investment in foreign production facilities is required. Most of the costs associated with exporting take the form of marketing expenses. (www.quickmba.com/strategy/global/marketentry/)

Exporting commonly requires coordination among four players:

- * Exporter
- * Importer
- * Transport provider

* Government

Licensing

Licensing essentially permits a company in the target country to use the property of the licensor. Such property usually is intangible, such as trademarks, patents, and production techniques. The licensee pays a fee in exchange for the rights to use the intangible property and possibly for technical assistance.

Because little investment on the part of the licensor is required, licensing has the potential to provide a very large ROI. However, because the licensee produces and markets the product, potential returns from manufacturing and marketing activities may be lost.

Joint Venture

There are five common objectives in a joint venture: market entry, risk/reward sharing, technology sharing and joint product development, and meeting the requirements to government regulations. Other benefits include political connections and distribution channel access that may depend on relationships.

The main issues to consider in a joint venture are ownership, control, length of agreement, pricing, technology transfer, local firm capabilities and resources, and government intentions.

Some of the Potential problems are:

* Conflict over irregular new investments

- * Mistrust over trademarked knowledge
- * Performance ambiguity - how to split the pie
- * Lack of parent firm support
- * Cultural clashes
- * If, how, and when to terminate the relationship

Foreign Direct Investment

Foreign direct investment (FDI) is the direct ownership of facilities in the target country. It involves the transfer of resources including capital, technology, and personnel. Direct foreign investment may be made through the acquisition of an existing entity or the establishment of a new enterprise.

Direct ownership provides a high degree of control in the operations and the ability to better know the consumers and competitive environment. However, it requires a high level of resources and a high degree of commitment.

4.5 Nigeria Enterprise Foreign Market Expansion Models

A foreigner planning to do business in Nigeria should be aware that subject to a few compromises, he is free to do so alone or in partnership with any other person. The organisation should also be aware of the Nigerian government's taxation policies in place, aimed at promoting foreign investments.

A foreign investor is generally categorized into three:

1. Those exempted from registration under section 54 Companies and Allied Matters Act Cap. C20 L.F.N. 2004

2. Portfolio investors who buy into a Nigerian company without actual participation: section 26 of the Foreign Exchange (Monitoring and Miscellaneous Provisions) Act Cap. F34 L.F.N. 2004

3. Direct investors who invest in the Nigerian market (primary or secondary) with foreign currency.

Therefore, foreign companies intending to start and carry on business in Nigeria must undergo the process of registration as a separate entity before they can operate: section 54 of CAMA, and until the foreign company incorporates as a Nigeria company, it cannot carry on any business in Nigeria or exercise any of the powers of a registered company. This endowment does not affect the liability of a foreign company to be sued by Nigerians in Nigeria or their right to sue Nigerians

In Nigeria: section 60 CAMA. It is an offence not to incorporate as a separate entity before carrying on any business, and any act of the company shall be void [sections 54(2) and 56. The transaction is not only void it is also illegal since a penalty is imposed.

Furthermost, business ventures are registered as either Public or private companies limited by shares: This discussion will be based on incorporation of private companies limited by shares.

Joint Venture Agreement

The Preparation of a joint venture agreement (where necessary) along with any other pre-incorporation agreement or documents between a Nigerian and the foreigner. Of course, this is unnecessary if the business is to 100% foreign owned.

Name of the proposed company: The name of a private company limited by shares shall end with the word "Limited" or the abbreviation "Ltd".

Availability of Name: Before a company is incorporated, the legal practitioner must ensure that the proposed company name is available for use. CAMA allows the promoters to file a request for "Reservation and Availability of Name." (Form CAC 1) The proposed name is then checked against existing registered names. If the name is available, it may be reserved for sixty days. During the period of reservation, no other company shall be registered under the reserved name or under any other name that in the opinion of the CAC bears too close a resemblance to the reserved name

Preparation of the Company's Constitution: This comprises the:

Articles of Association

The Memorandum must be registered along with Articles of Association that propose regulations for the administration of the company: Section 33.

The form and contents of the Articles of Association are prescribed in Table A of Schedule 1 to CAMA as follows:

Part I - Public Companies having a share capital

Part II - Private Companies having a share capital

However, the organizers are allowed to make such additions, omissions or alterations as they may require. The Articles must be printed, stamped as a deed, divided into paragraphs numbered consecutively and they must be signed by each subscriber of the Memorandum of Association in the presence of at least one witness who should also supply his name, address and signature [7]:

Memorandum of Association

Model Memoranda of Association of companies restricted by shares are prescribed in schedule 1 Table B to CAMA as follows:

Contents of the memorandum The Company's memorandum must comply with the provisions of section 27.

- * It must bear its name
- * It must stipulate that the registered office of the company is situated in Nigeria
- * It must state the company's objects;
- * It must state that the liability of the company's members is limited by shares
- * It must state the authorised share capital; the minimum authorized share capital is N10, 000 in the case of private companies or N 500,000 in the case of public companies. The share capital must be divided into shares of a fixed amount;
- * It must state the number of shares to be taken by each subscriber which shall not be less than twenty-five per cent of the authorised share capital
- * Each subscriber (minimum of two) must sign the memorandum in the presence of at least one witness who must attest the signature of the subscriber.

Statement of the Authorised Share Capital Form CAC 2.4

The authorised share capital (otherwise known as nominal share capital) is the amount of capital with which the company is registered. The total sum is usually divided into equal units of shares bearing the same value. It is required that subscribers of the Memorandum of Association take among them a total number of

shares of a value of not less than 25% of the authorised share capital (Section 27 (2)(b)) the rest may be allotted as the need arises.

Submission of Documentation to the CAC and Registration Fees

Incorporation and other documents are submitted to the CAC. A prescribed fee is payable at the office of the CAC's office, Abuja. See seventeenth schedule to CAMA and Companies and Allied Matters (Fees) Regulations, 2003 for fees payable.

Basic Writing. [Online Publication]. [Ref. 15 May 2011]. Available at: <http://www.tomalegalretrieve.org>

5. SERVICES RENDER AND CUSTOMER EXPECTATION AND REQUIREMENT

5.1 Customer Expectation and Requirement

The quantity of service in any segment should take into account customer expectation of service as well as observations of service. Therefore, as Robin (1999) concludes that "It is apparent that there is little consensus of opinion and much difference (about how to measure service quality)". However "Quality" in a service organization is a measure of the extent to which the service supplied meets the customer's expectations. The nature of most services is such that the customer is present in the delivery process. This means that the perception of quality is influenced not only by the "service outcome" but also by the "service process" The "perceived quality" lies along a choice. "Unacceptable quality" lies at one completion of this range, while "ideal quality" lies at the other end, the Points in between represent different stages of quality.

“Customer expectation” is the a priori appearance of what will be received when the consumer purchases a service. Numerous factors influence the “a priori image”. These include: personal needs; past experience; word of mouth; market communications; image; and price. Thus, the provider of service can be active in shaping the “customer’s expectations” through its marketing and external communication efforts.

“Actual quality” is the real level of “service quality” provided. This is determined and controlled by the “service provider”. “Perceived quality” is the customer’s feel for the “quality” of the service. It determines the extent of the customer’s satisfaction. The three significant possible “quality” outcomes are:

1) Satisfactory quality, where customer’s expectations (CE) are exactly met: that is to say, $PCE = PQ$;

2) Ideal quality, where perceived quality is higher than customer’s expectations: that is to say, $PQ > PCE$;

3) Unacceptable quality, where perceived quality is lower than customer’s expectations: that is to say, $PQ < PCE$.

Perceived Quality (PQ) = Prior Customer Expectations (PCE) + Actual Process

Quality (APQ) + Actual Outcome Quality (AOQ)

I.e. $PQ = PCA + APQ + AOQ$

Source: www.emeraldinsight.com/journals.htm?articleid=840138

Customer satisfaction is a growing contest for telecommunication companies. In the previous years, the mobile telecom market has observed an important growth and fast globally changes, as well as nationally in Nigeria. Customer satisfaction is

a critical issue in the success of any business system.

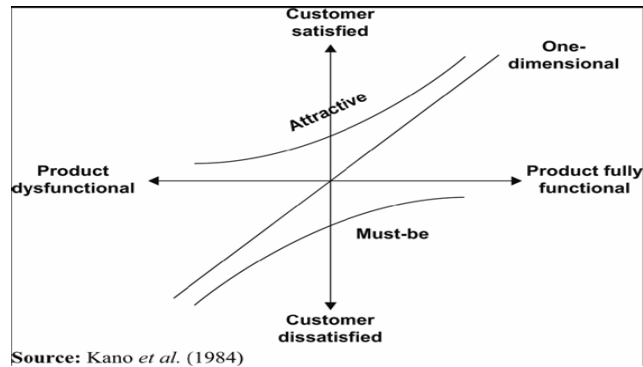


Diagram 6, Customer Satisfaction

Basic Writing [Online Publication] [Ref 10 August 2011]. Available at: http://en.wikipedia.org/wiki/Kano_model

5.2 Network/Services Management by Customers

Network management can be seen as the activities, methods, procedures, and tools that pertain to the operation, administration, maintenance, and provisioning of networked systems.

- * Procedure deals with keeping the network (and the services that the network provides) up and successively efficiently. It includes monitoring the network to spot problems as soon as possible, ideally before users are affected.

- * Administration deals with keeping track of resources in the network and how they are assigned. It includes all the "housekeeping" that is necessary to keep the network under control.

- * Maintenance is concerned with acting repairs and upgrade for example, when equipment must be replaced, when a router needs a patch for an operating system image, when a new switch is added to a network. Maintenance also involves corrective and preventive measures to make the managed network run "better", such as adjusting device configuration parameters.

* Provisioning is concerned with arranging resources in the network to maintain a given service. For example, this might include setting up the network so that a new customer can receive voice service

From my own point of view Nigeria Telecommunication services can only be gained by giving better value to the consumer's needs. The customers decide between the different contributions based on the one the customers perceive to give the most standards.

The reduction in the tariff of the customers may lead to increase in the purchase or patronage of a particular telecommunication services which can lead to the increase of the market share and which can also lead to loose of customer to other competitor due to this reaction the same customer will change to any lower – priced market or services .

Therefore, the telecommunication companies like MTN, ETISALAT and GLO etc can have a great product or services with pleasant price but without good customer care to guarantee customer needs or satisfaction. For example before I left Nigeria to Finland I was using MTN services and when I went home last year there was new net work which is ETISALAT and the customer were friendly and Tariff was low I have to change my brand and shift to ETISALAT also I could remember some years ago when Glo come newly to Nigeria I wanted to change my brand but the seller responded rudely to me and this make me ignore the product but the product was good and the tariff was also low then. From my point of view you can perceived that customer satisfaction /needs must be in apply by improving customer satisfaction.

In Addition, for Finnish telecommunication companies to invest in Nigeria and be successful in the Nigeria telecommunication market should aim and come up with a unique technologies and useful brand separation from other competitors which will serve as something different in the brain and mind of the customers.

5.3 Infrastructure of Mobile Network in Finland

For instance the European integration extends; Finland is leading the liberalization of the telecommunications market. In the EU, only Finland, Sweden and Great-Britain have liberalized their markets for competition. EU's general principle of liberalization is to remove the entry obstacles and to change the ground of telecommunications into a normal business that is controlled by competition and consumer protection laws. The telecommunications markets shall be opened up in the EU as well as in Japan and the U.S. from the beginning of 1998.

The Finnish telecommunications market was first opened up to competition when data communication and business networks were relaxed. The Telecommunications Act of 1987 introduced the first elements of competition to Finnish telecommunications market ending all privileges based on former law. In 1990, competition was broadened to cellular networks. In 1994, the telecommunications market was fully opened and each segment of the telecommunications market, e.g. the long-distance and international operations, has been subject to competition ever since.

From the start of August 1996, the by-law of telecommunications fees was dissolved in the adjustment of the Telecommunications Act. The Act also relieved the entry into business for new companies and defined more precisely the rights and obligations of service providers.

Telecommunications Administration Centre are:

- Technical management and inspection of telecoms and radiocomms

- Regularity and totalling planning

- Type supports

- Standardization

- International

cooperation

5.4 Grabbing the Opportunities

When the Finnish organisation arrived in Nigeria, They'll realize the amount of networking and diving events. There are so many prospects in Nigeria because it is a virgin land which is yet too developed, Therefore it will be guaranteed to have some reasonable observer on when you're planning your moves to establish Telecommunication services in Nigeria. I would like to stress the fact that pre-planning your visit to some degree to Africa especially Nigeria to take the greatest trip and see the land of opportunities where your business opportunities can boom with the large amount of inhabitant receding in the country Beforehand you can visit the companies and people you would like to meet and mark events of your interest in your calendar by setting up first company meetings one week before you leave to the Nigeria. If you can't find a proper contact person on the company web site, just be sure to contact a person that is in a relevant position to make decisions that you would like to achieve. Remain strong-minded. Acquire and grow into the feel of the culture. Whether you should stay there is completely up to you it's a place for your business opportunities.

5.4 Culture

Confidently, the organisation is aiming for global markets and their thinking should be globally. The greatest way to broaden your views is to go abroad and learn from different markets and different people with different culture. Nigeria is an excellent place to get started with the market opportunities. The entrepreneurial culture there is a real eye opener. People are really tolerant and helping other entrepreneurs because they have been helped

and will be helped in the future as well. Entrepreneurs have attitude and desire for building success stories.

Networking should really be a vital part of your business development. When speaking to new people with different backgrounds you will always get treasured feedback and ideas.

Nigerians wish to develop personal relationships earlier to conducting business. As a result, if this is the first time you are meeting with a Nigerian company, you should expect to devote a polite period of time to getting to know people on a personal level. This may take as long as two hours for an initial meeting. Any attempt to avoid this protocol will slow down your business success.

It is a good idea to maintain a polite and to some extent reserved manner until the person you are meeting drops some of his procedure. Try to avoid using exaggerated claims when presenting a business case as Nigerians are naturally suspicious of a deal that sounds too good to be true.

Team members should present a united front at meetings. Any disagreement between members will be interpreted as meaning that you are not relaying the entire story and that they should proceed carefully.

If there would be a plan to work from a plan it is a good idea to send it in advance of the meeting. Nigerians will generally follow the plan point by point and may want to consult with key stakeholders who will not be there prior to the meeting.

Operational practices in Nigeria is more relaxed attitude to time, always schedule business meeting in advance, preferable a month or two before the intended visit. Also confirm the appointment by calling some days before the schedule day.

The Working hours in Nigeria are Monday to Friday, 8-8.30 am to 5pm. Friday is a holiday for the Muslim community.

The organization and hierarchy in Nigerian companies are the senior executives and colleagues expect a scale of respect. As a result, be prepared for interruptions by people of a higher rank when in meetings. Nigerian business culture, decisions are usually made by the most senior manager. However, contribution from employees is compensated and encouraged.

In addition, Nigerians like to be addressed by Mr/ Mrs/ Ms and their last name. Titles are often used, as the person having a title sees this as a privilege. Shaking hands is the common greeting practice. Women normally don't shake hands due to the various cultures and languages common in Nigeria, greeting one another in English are the most common practice. Business dress in Nigeria is smart and moderate. Outer appearance is very important, because it's an indicator for status.

6. BUSINESS OPPORTUNITIES IN NIGERIA

The statistics communicate for themselves. With GDP growth increasing every year (forecast at seven per cent in 2011), a population of 150 million set to double over the next 40 years, an expanding middle class and rich reserves of natural resources, UK and Finnish companies cannot afford to overlook Nigeria as a potential target market for business. Nigeria is the UK's second largest market in Africa (after South Africa), exporting £2.3bn worth of goods and services in 2009. And there are ambitious plans to double this under the Government's Growth and Prosperity program in the next five years.

Certainly, Nigeria has a solid foundation from which to trade. Nigerians often look to British goods and services first before considering other countries - thanks to our significant, language and constitutional ties. And with Nigeria's huge economic potential, coupled with the rich of knowledge base, supported by the skills and technology and Nigerian growth, in partnership, to achieve great deals.

The Telecom business is the fastest growing area in Nigeria. The growth of Telecom in Nigeria has exceeded all estimations and predictions. Really the question has not been where the demand is, but instead the question has been how to meet the demand.

But then doing profitable and sustainable telecom business in Nigeria is not an all comers affair. It requires the right information and connections to ensure success and achieve your objectives in your business project. And Project management frequently plays a major role.

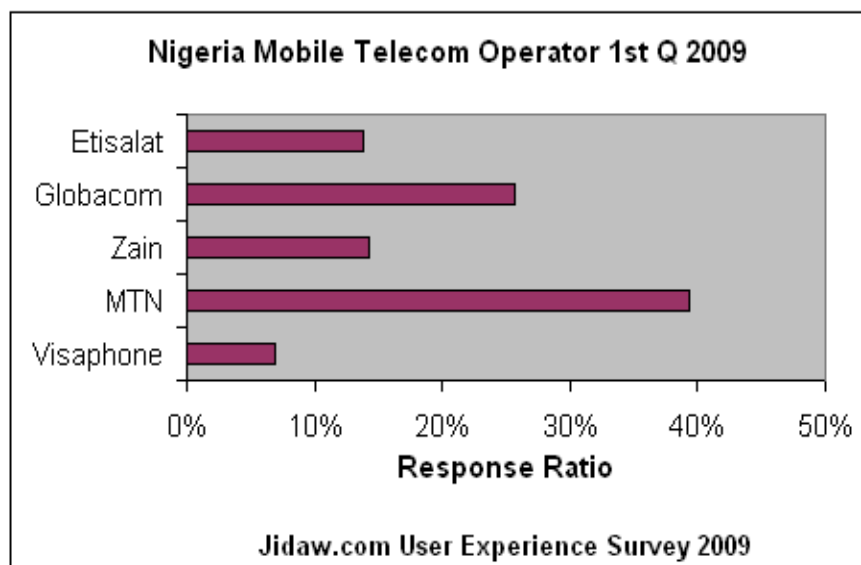


Diagram 7, Nigeria Mobile Telecom Operator

6.1 Importance of employment relationship

An employment relationship mostly determines how good a job or an employment is and such important range of the good employment which is the employer and employee relationship which brought about the commitment and loyalty, economical and psychological security, legal attachment and rights of the employee. To the extent that employment relationship are dynamic, it is very important that workers, employer, governments, labor market stakeholders constantly respond to the challenges that are often constantly posed by challenging employment relationships.

The labor law provides an outline for the negotiation of any additional entitlements or employment benefits. The Labor Act also addresses the critical principle of good faith in managing the employment relationship, with the relationship that the employers and employees as well as labor unions must deal with one another honestly.

More so, understanding the potential effect that employees have on the business, Companies are providing incentives and programs to keep their employees happy and productive. 'A happy worker will work twice as hard as and more efficient than an unhappy worker.' Incentives provided for e.g. are (case study) Coca Cola providing twice the amount of shares in their company that the employee purchases, (case study) McDonalds providing employees discount purchases from companies that are connected to McDonalds. Employment relations are a key role in which business must manage to improve their employees and thus lead to improving their business. With good human resource management a business can gain the advantage they need.



Businesses and employers need to make sure they are taking great care over the employee relations in order to ensure they are in a strong situation to grow as the stagnation ends, an expert statements.

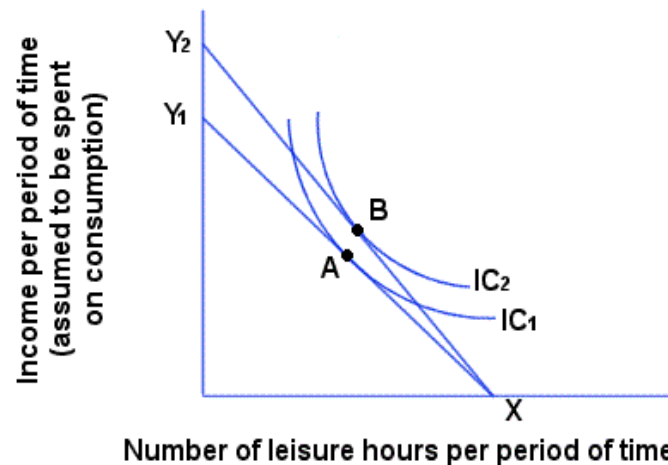


Diagram 8, leisure hours per period of time

If wages increase, this individual's constraint line pivots up from X, Y_1 to X, Y_2 . He/she can now purchase more goods and services. His/her utility will increase from point A on IC_1 to point B on IC_2 . To understand what effect this might have on the decision of how many hours to work, you must look at the income effect and substitution effect.

From the above diagram if the wage raises it shown the pure income effect as the movement from point A to point C assuming leisure is a normal good — leisure time increases from XA to XC (employment time decreases by the same amount; XA to XC). (en.wikipedia.org/wiki/Labour_economics)

The employment relationship in Nigeria is a relationship between a person called an employee (frequently referred to as a worker) and an employer for whom the employee performs work under certain conditions in return for compensation. It is through the employment relationship, on the other hand reciprocal rights and obligations are created between the employee and the employer. The employment relationship has been, and continues to be, the main medium through which workers gain right of entry to the rights and benefits connected with employment in the

areas of labor law and social security. It is the key point of reference for determining the nature and extent of employer rights and obligations towards their workers.

6.2 Emerging Market

By means of Information Communication Technology being a growing market, especially in the developing countries like Nigeria, Finland sees many opportunities in reinforcement the economic dimensions of developing countries through ICT. Therefore, Finland's next step in development co-operation is to build new kinds of partnerships in ICT-markets that are emerging in developing countries. The excellent relations with long-term partner countries are based on a long history of working together. Today, these relationships can also be developed to new levels of partnership, including in business, facilitating the identification of new and advanced ways of working together for development. In addition, the main idea behind the partnerships is that developing countries like Nigeria and Finland can work together towards achieving sustainable environmental, economic and social development that can be promoted by ICT.

More so, the likely challenges they may face are the effort to create a market economy and to ensure sustainable development, emerging markets still face huge challenges that come from essential problems associated with their traditional economic and political systems. A market economy requires those countries to redefine the role of the government in the development process and to reduce the government's unjustified intervention. Another serious problem that has to confront is controlling corruption, which changes the business environment and delays the development process. More challenging duty for Nigeria is to carry out structural reforms with financial system, legal system, and political system, In order to assure a disciplined and stable economy that is reasonably free of political disturbances and interference.

Emerging markets are the "key swing factor" in the future growth of world trade and global financial stability, and they will become serious players in global poli-

tics. They have a huge untapped potential and they are determined to undertake domestic reforms to support sustainable economic growth. If they can maintain political stability and succeed with their structural reforms, their future is promising for their Business to succeed.

6.3 New Opportunities

The mobile has great advantages over other communications channels – it is affordable, easy to use and convenient, without needing an everlasting power supply. For these motives the mobile will become the principal means for retrieving the internet in emerging markets. Mobile communications will have an increasing impact on everyone's lives. People will use mobile devices to become involved in new societies in which they will cooperate to create content and services for themselves, for entertainment and for business purposes. Certainly, absolutely new business models will emerge as mobile communications stimulates enterprises and encourages closer global cooperation. The mobile will continue to provide limitless new opportunities in education, employment, healthcare and public amenities.

6.4 Bridging the Gap between Domestic and Global Markets

Finnish industry can practice the Global Workstation Collection Programmer's structure to access important foreign markets and international networks in which to build new business partnerships and struggle for further business growth. The Global Calculating Collection Programmed recognizes the potential for worldwide cross-cluster collaboration. The strategic objectives are to increase the use of ICT in different areas of society, to accelerate the commercialization of ICT-based ideas and products in the global business arena and to support the development of new technologies that bear risks for business. In the fields of research and technology, stages, pilots and solutions all based on the latest wireless and ambient intelligent technologies are developed using Living Workshops. It is vital to promote networking between businesses in different ICT domains in order to generate product ideas and requests which are better appropriate to leading market needs. Living Workrooms are established in order to support the development of user-driven applications as well as for speedy up business innovation and product-to-market developments. The challenges presented in business networks, production and commercialization are all focused into the business innovation process so as to create an improved understanding of user needs and of the possibility of business developments.

Basic Writing. [Online publication. [Ref 17 Dec 2009]. Available at: http://www.tieke.fi/mp/db/file_library/x/IMG/36422/file/ictcluster09_net.pdf

6.5 Labor Management, Employers and Government

Operational organizations that generally operate at both levels of industrial relations systems such as Nigeria's, if they are to effectively pursue the hidden goals of productivity, profitability, social services, survival and continuity etc. assurance also effectively manage the demands of the employment relationship. The approach of labor as a pre-eminent and most cultured resource in the organizational performance or productivity process, when compared with the various other factors of production such as finance capital, entrepreneurship, land etc. The successful management of an enduring employment relationship is therefore a direct

challenge to all stakeholders and partners in the organizational production process.

It is therefore, concluded that employment relationship in Nigeria's complex organizations will endure, especially when such relationship are founded on the following parameters: equality and fairness, humanistic working conditions and environment industries peace responsible. The concern and care about human resource futures, especially in terms of after-service or post-retirement prospects which calls for greater attention to functional and tractable pension and gratuity schemes and the prudent management of the pension fund for sustainability.

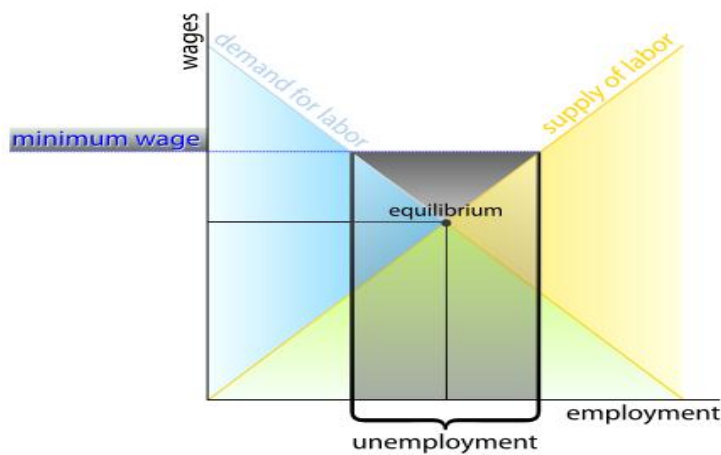


Diagram 9, Labor Management

7. CONCLUSION

As it was earlier mentioned in this thesis work, that telecommunication is vital for human life and for technology advancement, Nigeria has the market potential for telecommunication market in Nigeria because of the huge inhabitant and the demand for the telecommunication in Nigeria is more than the supply which result to lack of customer satisfaction and if the finish companies come to Nigeria with their technology and good customer satisfaction skills to improve the challenges of networks , improvement in the qualities of services in mobile system, labor management and perception towards services which can help to improve the country and also make their companies a market leader because on their unique services and increase their profit maximization.

Nigeria has lost many of its industries just because of the lack of good telecommunication service and customer satisfaction according to the research carried out on the market possibilities in Africa, more attention was placed on Nigeria because of it market potential and a huge population. I would like to disclose some of the business opportunities within the Nigeria Telecommunication market and more information about these business opportunities could be obtained from the home page of the country's websites as well as from the organizers of the examiners project (www.mobilebrainbank.org).

According to market experts, after Asia market growth Africa would be the next continent to witness market growth and already countries like China has started exploring this great business opportunities because there is lot of china companies in Nigeria with different investment because the chine's can try it and they are making it therefore if the Finnish investors can try it they will also make it as well because Nigeria is a land of huge opportunities for business.

More so, result presented support the huge inhabitant in Nigeria which will bring about business opportunities to the Finnish investors and improve the telecommu-
nication industries, customer expectation of service as well as observations of ser-
vice also their policies and industrial strategies with this I can assure the Finnish
investors in less than 5 years, they will recoup back their investment.

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