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To identify the overall impact of Jio on the  
telecom industry of India - A study on  
Reliance Jio

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**Reliance**



## **EXECUTIVE SUMMMARY**

The present study is based on Reliance Jio Infocomm Limited which is popularly known as Reliance Jio. The main aim of the research is to identify the overall impact of Reliance Jio on the telecom industry of India. With the base of 1.19 billion subscribers, the Indian telecom industry is the second largest telecom sector in the entire world. The business model is defined as the plan which is devised and implemented by companies with an objective to carry out successful operations and activities in the long run. The business model of Reliance Jio also includes a partnership with eight different global brands in the telecom industry which are MTS, Milicom, TeliaSonera, Orange, British Telecom, Rogers, Tim and Deutsche Telecom. For conducting the present study in the most effective manner inductive approach has been adopted. Further, interpretivism philosophy has been adopted, sample size of 10 managers working in Reliance Jio has been undertaken and primary data has been obtained with the help of questionnaire from the managers working in Reliance Jio.

The entire analysis carried out has supported in knowing that the overall telecom industry of India has become very competitive and large number of players are operating in this market. Different companies are introducing different plans so as to retain customers and satisfying their overall needs in the best possible manner. Primary analysis has clearly supported in knowing that with the presence of loss strategy Reliance Jio has been positively benefitted. One of the main recommendation is associated with conducting market research on continuous basis as through this it will become possible for Reliance Jio to understand the actual need and requirement of the target market

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# CHAPTER 1: INTRODUCTION

## 1.1 Introduction

In the present scenario, the competition among businesses operating in the telecom industry of India has become very intense, and now it has become very complicated for companies to sustain in the marketplace. Currently, India has been recognised as the second largest and the most potential communication sector in the world (Middlemiss, 2017). It can be expressed that a substantial number of the subscriber base of 1.19 Billion is the critical factor which has contributed to such rapid growth and development of the Indian Telecommunication industry. Over the past decade, the nation has witnessed drastic changes and growth on telecom sector and at the same time, the telecom sector has contributed a lot to the overall development of India's GDP. Apart from this, strong demand from customers is also a critical factor which is contributing to long-term growth and sustainability of the telecommunication industry of India.

At present, the customers in the industry are looking forward to service providers which can offer high-speed internet and effective connectivity at prices which are satisfactory and convenient (Arnold *et al.* 2016). However, it can be argued that apart from customer demand, the liberal and reformist policies and regulations of Indian government is also a critical factor which has supported the telecom industry to carry out the smooth flow of all operations and activities in the long-run. The businesses in the industry are getting adequate support, assistance from the government and this has further provided them with an opportunity to attain the desired volume of sales and profitability.

Currently, the Indian Telecom industry is also contributing to economic development of the country by creating adequate and compelling opportunities for employment. It can be asserted that in the next five years, the industry is expected to create more than four million indirect and direct jobs within the nation (Amutha & Rajini, 2015). By the end of the year 2020, it is also expected that the size of Indian telecom industry will reach to US\$ 217.37 billion (*Indian Brand Equity Foundation*, 2018).

The present study is based on Reliance Jio Infocomm Limited which is popularly known as Reliance Jio whose entry has resulted in creating a transformation of the entire telecommunication industry of the country. Reliance Jio is also considered as the game changer in the whole market, and its entry has adversely affected the sales, profits, market share and customer base of the existing market players such as Airtel, Idea, Vodafone and BSNL. The

services offered by Reliance Jio are innovative, high satisfactory and at the same time, the brand has employed a low price strategy.

The result of this is that Reliance Jio has been able to penetrate the Indian telecommunication industry within a short span of time (Erumban & Das, 2016). The study will outline a business model of Reliance Jio which has played a critical role in bringing innovations in the telecom industry of India. In addition to this, the ways in which the evolution of Reliance Jio has affected players such as Airtel, Vodafone, Idea and BSNL has been explained with the help of present study. The entire business model of Reliance Jio has been critically analysed so as to understand the key attributes that are present in the model of the business on the basis of which the company is able to gain competitive edge in the market. Company is targeting both rural and the urban areas in the most effective manner.

### 1.2 Research Questions

- What is the present situation of the Indian Telecom Industry?
- What are the key attributes in the business model of Reliance Jio
- What are the ways in which reliance Jio has affected other players in the telecom industry of India?
- How Reliance Jio has dominated the entire telecom industry?
- What are the ways through which Reliance Jio can become leader in the Indian Telecom sector

### 1.3. Research Motivation

It can be expressed that there are wide ranges of factors which have encouraged and motivated the researcher to carry out the present study on identifying the overall impact of Jio on the telecom industry of India. The personal interest of researcher towards innovations and creativity is the first and most important factor which has motivated the researcher to carry out the current investigation. The present research will support in identifying the innovative ways, strategies and services which have been employed by Reliance Jio to enter the telecommunication sector of India and gain a competitive advantage over the existing players in the industry.

The personal interest of researcher towards the innovative services offered by Reliance Jio is also a significant factor which encouraged the researcher to carry out and conduct this investigation. Another factor which has motivated the researcher to conduct the present investigation is the growth and success of Reliance Jio within a short span of time. For a very

long period, the existing market players such as Airtel, Idea, Vodafone and BSNL were ruling the Indian market, but the entry of Jio in the telecommunication sector has affected the sales and profitability of these players to a great extent.

#### 1.4 Significance of the study

The present study is significant because it will highlight the key strategies which have been employed by Reliance Jio within the Indian market. It has been identified that there are limited studies and research papers conducted in the telecommunication industry of India. However, most of the studies focus on providing the overview of Indian telecom industry, and not a single research is directed towards identifying the overall impact of Jio on the telecom industry of India.

It can be asserted that data from different primary and secondary sources will be collected in this study to understand the innovative business model and strategies adopted by Reliance Jio to carry out its business operations in the highly competitive telecommunication industry of the country. The study is significant in an academic context as it will help the readers to understand the value of innovations in today's corporate era. From a business viewpoint, the study is crucial as it will outline the strategies which can be incorporated by companies to gain competitive advantage and dominate the entire market. Therefore, it can be asserted that the study is going to play a critical role in both academic as well as corporate level.

#### 1.5 Research objectives

##### **Aim**

“To identify the overall impact of Jio on the telecom industry of India - A study on Reliance Jio”

##### **Objectives**

- To gain an overview of the present situation of the Indian Telecom Industry
- To identify key attributes in the business model of Reliance Jio
- To define the ways in which reliance Jio has affected other players in the telecom industry of India
- To assess the key ways in which Reliance Jio has dominated the entire telecom industry
- To recommend ways through which Reliance Jio can become leader in the Indian Telecom sector

## 1.6 Limitations of the study

Research limitations can be defined as the factors or elements which creates restrictions for a researcher in carrying out the study in the desired and best possible manner. Time and resources are considered as the significant and most significant limitations of the present study. It can be stated that for investigating identifying the overall impact of Jio on the telecom industry of India, the researcher will be available for a limited amount of time and resources. Furthermore, the researcher will be required to ensure that the best quality of researcher is carried out within the provided time and resources.

Lack of financial resources will create obstacles for the researcher in areas such as data collection, analysis and interpretation of the same. Apart from this, limited availability of literature on the telecommunication industry of India and Reliance Jio business model is going to be another significant constraint linked with the present investigation. It can be stated that effective plans and strategies will need to be developed by the researcher to overcome the identified limitations and attain the aim and objectives of the current study.

## 1.7 Organisation of the study

The present study will be organised in a well-structured manner and below mentioned are the key chapters which will be covered in the survey:

**Chapter 1 Introduction:** This is going to be the first and foremost chapter of the study, and this chapter is critical because it will provide the readers with an overview of the entire researcher being conducted. The readers will be able to develop insight into the investigation which is being carried out by the researcher. In addition to this, the chapter will also explore the significance and limitations associated with the investigation.

**Chapter 2 Literature review:** It is going to be the second chapter of the study, and it is important because it will outline the views and opinions of other researcher's on the topic selected for investigation. The importance of literature review is that it will help the researcher to gain insight and develop knowledge about the topic chosen for the study.

**Chapter 3 Research methodology:** This chapter will describe and explain different types of tools and techniques selected by the researcher for a process such as collection, analysis and interpretation of the data collected from various sources.

***Chapter 4 Data analysis and findings:*** It will be the fourth chapter of the study and will carry out the analysis and interpretation of the data which has been gathered from different primary and secondary sources.

***Chapter 5 Conclusion and recommendation:*** This will be the final chapter of the dissertation in which the researcher will be concluding the findings of the study. Here, recommendations for future growth and development will be provided by the researcher.



## **CHAPTER 2: LITERATURE REVIEW**

### 2.1 Introduction

The chapter of the literature review is considered as the most critical chapter of a study as it directly contributes to enhancing the knowledge base of the researcher with regards to the subject matter. In this chapter, the researcher focuses on searching and evaluating differently available literature to gain a better understanding of the topic selected for investigation. The viewpoints and work carried out by other researchers and authors are taken into consideration in this chapter. Here, different themes are developed by the researcher to gain in-depth information about the topic chosen for the study. The key themes covered in the present section of the literature review are an overview of the Indian Telecom sector, the business model of companies in the telecom sector, the impact of Reliance Jio on other players in the industry and the ways in which Reliance Jio has dominated the Indian Telecom industry.

### 2.2 The overview of the Indian Telecom sector

As per the view of Purkayastha, Kumar & Lu, (2017) with the base of 1.19 billion subscribers, the Indian telecom industry is the second largest telecom sector in the entire world. Furthermore, the industry has emerged as one of the most potential and rapidly growing sector within the country. On the other side of this, Panda & Shastri, (2016) has argued that India is also considered as the fourth largest application economy in the entire world. It can be stated that there are two significant reasons because of which the telecom industry of India is growing rapidly. The first and foremost factor or reason is linked with increasing demand of the consumers in the country. The customers in the Indian market are now looking forward to a telecom service provider who can offer services such as fast internet connectivity and efficient mobile network at prices which are affordable and convenient.

However, Panigrahi (2017) has critically argued that it is because of the increasing competition which has forced the existing market players to offer high quality of services at low prices to sustain in the marketplace. Apart from this, the policies and regulations of Indian government have also played a critical role in enhancing the growth rate of the Indian telecom industry or sector. It has been identified that the policies have resulted in carrying out reform in the entire industry as the businesses were encouraged to improve their services in the best and every possible manner (Amarawat et al. 2017). The Indian government has been very supportive

to mainly to the telecom sector, and this has further resulted in carrying out the smooth flow of all operations and activities in the sector.

According to Sharma & Pandey, (2015) the Indian government has taken almost every possible step to boost up the performance and growth of the telecom industry. The statement can be justified by the fact that Indian government has developed effective strategies with an objective to ensure easy accessibility of the telecom equipment.

In addition to this, the plans of government are also directed towards facilitating a proactive and fair regulatory framework with an objective to ensure that customers in the industry are provided with the best quality of services at prices which are affordable. As per the view of Dhar, (2016) the Indian government is supporting the telecom sector because it is directly contributing to the growth and development of the country's economy. The statement can be justified by the fact that the Indian telecom is expected to create more than four million opportunities for employment in the country.

In the year 2018, the government of India is also looking forward to implementing a new policy which is National Telecom Policy. The principal and most important objective behind the implementation of this policy is to bring different types of technological advancements in the telecom industry. On the contrary of this, Aurn, (2018) has critically argued that at present the Indian Telecom sector is passing through the most challenging era.

The author further explained that many companies have closed down their operations and at the same time profits of many brands has started shrinking. Apart from this, cases such as 2G scam have also resulted in affecting the overall operations of the Indian Telecom industry. The entry of Reliance Jio in the year 2016 challenged the business model of existing companies and players in the market. Jio introduce technology such as LTE, and this resulted in creating several issues and complications for other brands operating in the market.

### 2.3 Business model of companies in telecom sector

The business model is defined as the plan which is devised and implemented by companies with an objective to carry out successful operations and activities in the long run. The business model is also defined as the plan which outlines the way in which different functions of a company will be carried out to attain desired goals and objectives. According to Dhar, (2016) companies operating in the Indian Telecom sector are operating with a different business model with an aim to carry out the desired flow of their operations and functions.

As per the view of Curwen & Whalley, (2018) Reliance Jio entered the Indian telecom industry in 2016 and had resulted in giving intense competition and a significant challenge to the business model of existing companies in the marketplace. The services offered by Reliance Jio were innovative, and this further resulted in attracting people and existing customers of a brand such as Idea, Vodafone, BSNL, Airtel and other players in the telecom industry. Reliance Jio business model emphasised on offering high speed and 4G data at prices which were very cheap and the strategy has supported the company in carrying out effective penetration in the Indian market. The tariff plans introduced by Reliance Jio were innovative, and during the initial stage, they seemed to be unrealistic.

The entry of Reliance Jio was a shockwave to the entire telecom industry as the brand started offering services such as free voice call. The overall business strategy of Reliance Jio was so compelling that it has resulted in making it very complicated for existing market players to retain their customers. On the other side of this, Airtel, (2016) has critically argued that the business model of Reliance Jio seems to unbelievable as it is not possible for a company to make sustainable profits by offering innovative services for free and at such low prices. However, the selected business enterprise has been backed up with an investment of more than 150000 INR which has supported the brand in carrying out the smooth flow of all operations even after offering services and products.

As per the view of Mittal, (2017) the business model of Reliance Jio also includes a partnership with eight different global brands in the telecom industry which are MTS, Milicom, TeliaSonera, Orange, British Telecom, Rogers, Tim and Deutsche Telecom. The innovation in the business model of Jio is that it has introduced 4G and LTE technology which is entirely new in the Indian market. The brand has installed fibre cable in the country, and at the same time, Reliance Jio has installed more than 90000 environmental friendly 4G towers in India. The overall impact of these installations is that they have supported the company in providing high and lightning speed internet to the customers.

It has further supported the selected brand in enhancing the overall degree of customer satisfaction to the best possible extent. The feature of Reliance Jio's business model includes affordability and high quality of services which has encouraged the customers of other brands to switch towards Reliance Jio (Saini & Khurana, 2018). The company has carried out massive investment in the development of infrastructure and after this investment; Reliance Jio is

increasing its income level through the average revenue per user or the monthly bill which is being paid by the user.

The difference between the business model of other telecom companies such as Idea, Vodafone, BSNL, Airtel and Reliance Jio is that the other companies have voice customers, but Reliance Jio at present does not have voice customers. Therefore, Reliance Jio has nothing to lose by offering free voice calls to its customers, and this has further provided a competitive edge to Jio over other network providers in the industry (Gupta, Tyagi & Upadhyay, 2018). The average revenue per user for Reliance Jio is very high, and this has further provided the company with an opportunity to offer voice calls for free.

The business model of Reliance Jio is innovative because it has provided customers with an opportunity to access 4G and high-speed internet network and eliminate the need for a normal voice call. Nowadays, different types of applications such as WhatsApp and Viber are now available, and through the 4G network provided by Reliance Jio, customers can easily get connected with their family, friends and other individuals for free (Ramachandran, Sebastian & Pillai, 2018). The company has been able to earn sustainable and adequate profits by providing customers with an opportunity to make data-based calls and charge the satisfactory amount against the same.

#### 2.4 The impact of Reliance Jio on other players in the industry

As per the view of Jose, (2017) the entry of Reliance Jio is considered as shockwave for the entire Indian Telecom industry, and it became very complicated for the existing network providers in the country to sustain in the marketplace. The impact of Jio's entry in the India market was so compelling that it had forced the other companies to emphasise on strategies such as merger and acquisition to deal with the intense competition provided by Reliance Jio. By the end of April 2017, Jio has acquired more than 109 million subscribers in the market, and this has further resulted in creating complications for other players in the industry.

It can be stated brand such as Airtel, Vodafone, Idea and BSNL started struggling even in terms of making sustainable profits in the country. Offering almost all services at free of cost is that the strategy of Jio which has created a sensation in the marketplace and created issues for other network providers in India. The impact of Jio's entry on telecom industry of India is that the entry has resulted in creating a price war in the industry.

However, Gochhait & Tripathy, (2016) has critically argued that the rapid growth of Jio within such short span of time in the Indian market has come at the cost of other brands or network providers in the country. In August 2017, the top three market players in the telecom industry of India have lost more than 5 million users, and this was the impact of Jio's entry in the sector. It can also be expressed that declining profitability and customer base have emerged as the two most significant issues for brands such as Airtel, Vodafone, Idea and BSNL because of Jio's entry in the Indian market (Pattnaik, Lu & Gaur, 2018). The brand has been able to penetrate the Indian telecom industry in the best possible manner through its strategy of offering deep discounts and low price services.

In August 2017, Vodafone has lost approximately 2.4 million customers whereas Idea has lost 2.8 million customers. On the other side of this, Airtel which used to be the most prominent and most dominating player in the Indian Telecom industry has lost more than 200000 customers by the end of August 2017. Over the past few years, the revenues generated by the Telecom industry of India are no shifting towards Reliance Jio, and now the other players in the market are struggling to make adequate profits.

The first and foremost impact of Reliance Jio on existing market players in Indian telecom industry was that brands such as Airtel, Vodafone, Idea and BSNL started losing their customers. In the modern era, the only and most convenient way to sustain in the highly competitive marketplace is to retain customers in every possible manner (Mahalaxmi & Kumar, 2017). Customer retention is significant for almost every business operating in any industry as it supports in carrying out the smooth flow of all operations and activities. However, it can be critically argued that customer retention is not an easy task for companies because they are required to offer innovative and high-quality services at competitive prices to attain the same.

Considering the case of mobile network providers such as Airtel, Vodafone, Idea and BSNL, these brands failed to retain the customer because the services were not innovative and at the same time the pricing strategy employed by these brands was also very high (Dhar, 2016). The impact of Jio on the market as mentioned earlier players can be understood by the fact that Jio has not only attracted the existing customers of these players but now the new customers are also going towards Jio. It means that the brand such Airtel, Vodafone, Idea and BSNL are now struggling not only in retaining their existing customers but these businesses are also facing issues in attracting new customers

As per the view of Singh, (2017) declining sales, profitability and market share is also a critical impact which Airtel, Vodafone, Idea, BSNL and other players in the market had because of the entry of Jio. Apart from products and services, the aggressive strategy of marketing and advertisement of Reliance Jio has also played a significant role in affecting the overall functioning of the Indian telecom industry.

The other network providers in the country are not able to generate even sustainable profits, and this has further decreased their capability of carrying out aggressive marketing and promotion of their services and products (Elango, Dhandapani & Giachetti, 2018). The impact of Reliance Jio on other businesses operating in the industry is that it has resulted in carrying out price drop in the entire telecom sector of the country. According to Kumar et al. (2018), the entry of Reliance Jio in the industry has forced the other network operators to reduce their prices. It can be asserted that to sustain in the market, the businesses were not left with any other options to reduce their price. The strategy employed by Reliance Jio is highly capitalism, and this has further resulted in carrying out a considerable impact on the entire telecom industry of the country.

To sustain in the marketplace, Airtel has employed the strategy of carrying out the acquisition of brand such as Telenor which was previously known as Uninor. The objective of carrying out this takeover was to enhance the market share and gain the MHz band across the entire telecom circle (Damle, Raval & Thenuan, 2016). On the other side of this, Idea and Vodafone are also developing plans and strategies to merge with each other and become the most extensive network providers in the country.

### 2.5 The ways in which Reliance Jio has dominated the Indian Telecom industry

As per the view of Mir, (2017) the competition within the Indian telecom industry has always been very intense and it was never easy for a new brand to enter and dominate the market within a short span of time. However, the mentioned above statement cannot be considered as correct in context of brand such as Reliance Jio. The company has started dominating the entire industry within a period of one year and the performance of existing players in the industry has been affected greatly by the same.

According to Panigrahi, (2017) for a brand like Reliance Jio entry and carrying out dominance in the sector was not an easy task but the strategies and action plan of the company were so effective that they have directly contributed to the success of the brand. Reliance Jio has

also become popular for bringing in the much needed digital tsunami in the entire telecom sector of the country. To dominate the market, Reliance Jio has employed the strategy of loss leadership and as per this strategy, the brand started providing free voice calls to its customers and such kind of offer was not provided earlier by the other players in the Indian Telecom industry. In addition to this, the brand also offered nil roaming and a diverse portfolio of application which result in attracting more and more customers.

However, Curwen & Whalley (2018) has critically argued that Reliance Jio charged customers only for the data consumed and the data was also offered on prices which were super competitive. The impact of implemented loss leadership strategy is that it encouraged customers of other mobile network providers to switch towards Reliance Jio.

On the other side of this, the strategy resulted in creating complications for brands such as Airtel, BSNL, Idea and Vodafone to retain their existing customers and attract the new ones. As per the view of Gochhait & Tripathy, (2016) developing the largest 4G network in the country is the critical strategy which has supported Reliance Jio to dominate the Indian Telecom industry. The interesting thing here is that instead of targeting urban population, Reliance Jio has also focused on targeting rural population which covers the major segment of the company. It can be also expressed that the Reliance Jio is the only mobile network provider in the company which is offering effective 4G coverage across PAN India.

The selected business enterprise has been able to dominate the Indian telecom industry through its Data Sachet Strategy. According to this strategy, Reliance Jio is offering the cheapest data plan in the entire country and this has supported Jio in attracting more than desired number of customers. On the other side of this, Kumar *et al.* (2018) has critically argued that Reliance Jio is dominating the Indian Telecom industry through strategy which is no blackout days.

The other network providers in the country used to increase their tariff on festivals and special occasions. However, considering the case of Reliance Jio, the company has focused on keeping its tariff same even on special occasions and holidays. The strategy has encouraged the customers in the industry to switch from other brands towards Reliance Jio and at the same time, the brand has been able to attain high degree of satisfaction among customers.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

It is one of the most important part of the study that takes into consideration the different tools and techniques adopted for conducting the overall study in the most effective manner. Further, the different areas that are covered in the research methodological part takes into consideration research approach, design, data collection, data analysis, research limitations etc. Each and every part in the research methodological section has its own importance and it brings favorable results for the entire study in the best possible manner. One of the ultimate objective of the methodology chapter is to provide experienced investigator proper information so as to replicate the study. It is one of the most important part in the research as it describes the broad philosophical underpinning to the adopted research methods undertaking the real technique adopted for analyzing the information.

### **3.2 Research approach**

It is regarded as the procedures and the plans for the research that spans steps from the broad assumption to the detailed method of data collection, analysis and interpretation. Research approach undertakes the different decisions through which study can be carried out in the most appropriate form (Taylor, Bogdan and DeVault, 2015). Further, two form of research approach are present that involves inductive and deductive.

In the inductive approach the research starts when investigator collects data that is fruitful for the study. In this form of approach the patterns in the information is searched that is most effective in the development of theory and helps in explaining the patterns. This form of approach generally takes place with the set of observations and mainly the results move from specific to general. Inductive approach has link with generation of the new theory emerging from the information (Mackey and Gass, 2015). The main motive of this form of approach is to explore the new sort of phenomena or the previous one is also undertaken. In short, this approach is associated with the qualitative study and it relies on the main findings that are derived from the literature review.

On the other hand deductive approach is somehow different where it has link with the development of hypothesis on the basis of existing theory and in turn research strategy is developed so as to test the hypothesis. This form of approach can be explained through the hypothesis that is mainly derived from proposition of the theory. In this approach the research



flows from general to specific. This approach contributes a lot in development of the theory and it ends with confirmation.

For conducting the present study in the most effective manner inductive approach has been adopted where the entire study has been carried out specifically from the point view of reliance Jio so as to know the business model of the company and how it has affected the entire telecom industry of India. Moreover, on the basis of analysis the research can be conducted in generalized form also where the results can be applied to the other telecom firms also where they can focus on building more effective strategies. On the other hand, main reason due to which deductive approach has not been adopted as the research is not carried out from the point view of entire telecom industry.

### 3.3 Research philosophy

Philosophy highlights the belief that is linked with the way data about phenomenon can be obtained, analysed and interpreted. Further, it helps in knowing about the key assumptions of the investigator that mainly acts as base for the research strategy (Flick, 2015). It contributes a lot in building relationship between the knowledge process and the data collected in the research. Two form of philosophies are present that are used in the study and this involves positivism and interpretivism.

The positivism philosophy relies on the key belief that reality is stable and its observation can take place from the objective viewpoint. It is directly linked with epistemology and can be considered as the philosophy of knowing. In this type of philosophy the role of the investigator is restricted to collection of information and interpretation is mainly conducted with the assistance of objective approach (Silverman, 2016). This type of philosophy mainly claims that objective reality can only be observed without the bias and with the proper assistance of the standardized instruments.

On the other hand in interpretivism philosophy the results of the study are interpreted for better understanding. Further, in this form of philosophy data is mainly analyzed quantitatively with the assistance of statistical tools.

In the present study interpretivism philosophy has been adopted where the key facts associated with the study have been interpreted for better understanding. Through this type of philosophy it is possible to understand how Reliance Jio has influenced the entire telecom industry of India and in turn it is possible to gain knowledge of the business model of the firm in

the most effective manner. On the other hand, main reason due to which positivism philosophy has not been adopted as no such positive facts are present that can be undertaken in the entire research.

### 3.4 Research design

Design is considered to be blueprint of the study and it is somehow the framework of the research so as to answer the key research questions of the research. With the assistance of the research design it is possible to know about the real techniques that are undertaken in the research (Vaiolati, 2016). Different form of research designs are present that are used in the research and it involves exploratory, descriptive, correlational, meta analytic etc.

In descriptive design main focus is on providing description of the topic that is selected for the research. It assists a lot in understanding about the topic in the most appropriate manner and through this the overall research is carried out in the proper manner. Descriptive design mainly involves interaction with certain group of people and it usually takes place with the help of survey. Three main methods are present through which the descriptive study is carried out and it undertakes survey, observational and case study.

In exploratory research main stress is on exploring the new ideas that are linked with the study. This type of design is considered to be highly effective in case of exploring the new form of ideas and it benefits the entire research in the best possible manner.

Considering the nature of the present study where the main aim of the study is to know the real impact of the Reliance Jio on the telecom industry of India and for accomplishing this aim descriptive design has been adopted as through this design it is possible to understand about the topic in the proper manner. It has lead to proper analysis of the topic and in turn all the key objectives of the study can be accomplished easily. This is the main reason due to which descriptive design has been adopted in the present study rather than exploratory design.

### 3.5 Sampling

This part is linked with the selection of the sample size so as to obtain adequate amount of data that is beneficial for the entire study (Ledford and Gast, 2018). Further, in every type of study it is necessarily required to select right sample size so that right form of data is present for the overall benefit for the study. Generally two forms of sampling techniques are present that undertakes probability and non probability one. In the probability technique every individual has equal chance of being selected and in non probability one there are no chances of selection and

on the basis of assumptions only the respondents are selected (Lushey, C.J. and Munro, 2015). The probability sampling undertakes systematic, random, stratified and other form of techniques that are adopted for the selection of respondents.

Considering the nature of the present study where main focus is on identifying the key attributes in the business model of Reliance Jio in the Indian market probability sampling technique has been undertaken where purposive sampling has been undertaken. Sample size of 10 managers working in Reliance Jio has been undertaken for obtaining information from them in the best possible manner. The main reason due to which purposive sampling technique has been undertaken as through this the data from the respondents is obtained on the basis of main purpose behind conducting the study. This is the main reason behind undertaking purposive sampling technique as compared with others.

### 3.6 Data collection

This part in the methodological section undertakes the main sources through which information can be obtained so as to carry out the entire study in the best possible manner. Further, two main sources of data collection are present that are adopted in the study and it involves primary and secondary sources (Smith, 2015). In case of primary information it is collected for the first time and the information obtained is not used in other form of studies. The main sources through which primary information is obtained involves questionnaire, interview etc through which face to face interaction takes place with the respondents and in turn it contributes a lot in obtaining right form of information that is most beneficial for the study.

On the other hand secondary sources are different where it involves the books, articles and the journals that have been published in the past and in turn it contributes a lot in accomplishing the key objectives of the study.

In the present study primary data has been obtained with the help of questionnaire from the managers working in Reliance Jio. Further, questionnaire has been prepared where different questions have been asked to the managers so as to know about the business model of Reliance along with the key tactics that have been adopted by the company due to which it has become possible to influence the entire telecom industry of India. Apart from this, different articles have been accessed that provides overview of the Indian telecom industry and the key players that are operating in the market. Therefore, in this way both the sources have been undertaken for obtaining information and it has proved to be beneficial for the entire research.

### 3.7 Data analysis

This part is linked with analyzing information so as to know the actual results obtained after conducting the overall study. Mainly two techniques of data analysis are present that involves qualitative and quantitative. In case of qualitative technique the data is present in the non numeric form and mainly thematic analysis is carried out (Panneerselvam, 2014). Further, different themes are formed that helps in knowing the real response of the respondents and it contributes a lot in understanding about the overall results in the most appropriate manner. On the other hand, in quantitative technique statistical tools are adopted through which analysis is done. It involves computation of mean, mode, median etc for the overall analysis.

In the present study both data analysis techniques have been undertaken where the results have been shown with the help of different themes. Along with this, data has been represented with the help of pie charts, bar charts and other form of diagrams for better understanding.

### 3.8 Research limitations

Limitations in the study help in knowing the hurdle or some sort of restrictions that influences the entire research (Choy, 2014). Considering the present study main focus is on knowing the overall influence of the Reliance Jio on the entire telecom industry. This is directly representing that research is only confined to reliance job with respect to the Indian market and not other companies have been undertaken in the research that are operating in the market of India. Apart from this, the overall analysis is restricted to one company only named reliance and this is the main limitation associated with the present study. Apart from this, another main limitation is time where the researcher has to approach different managers working in Reliance and approaching different form of managers in single time period is also time consuming. So, this is the also one of the main limitation that has affected the entire study. These limitations have acted as hurdle in accomplishing the key objectives associated with the research

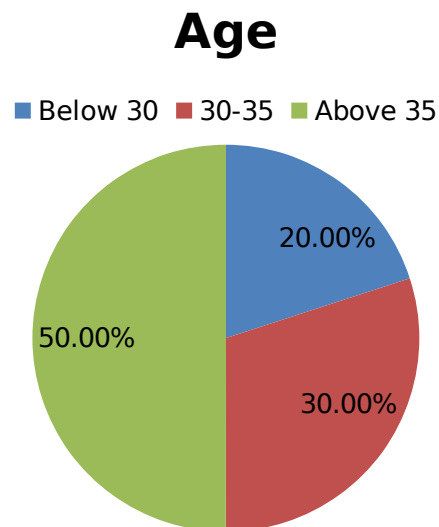
## CHAPTER 4: RESULTS

### 4.1 Introduction

The chapter of data analysis and findings is considered as the most critical chapter in the study. In this section different tools and techniques are employed by the researcher to carry out evaluation of the information collected from different sources. Here, the data collected has been presented with the help of different charts and tables and analysis of the same has been carried out using different themes.

#### Theme 1: Age

Age	Number of respondents
Below 30	2
30-35	3
Above 35	5

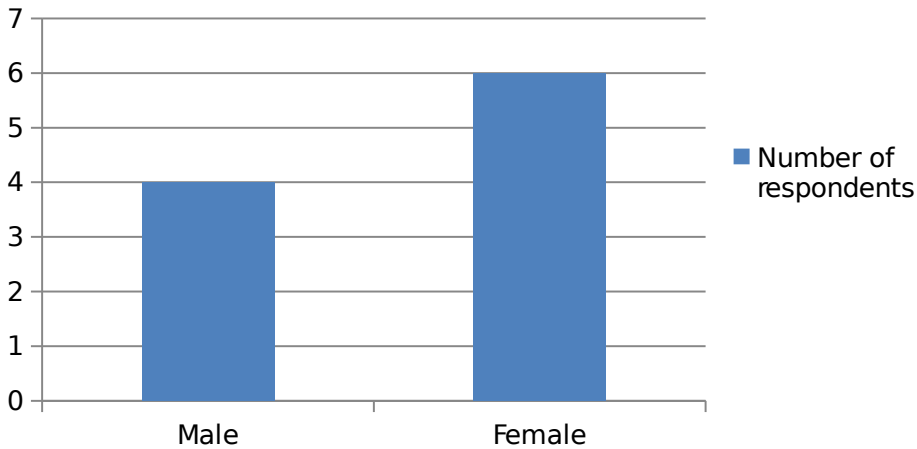


**Interpretation:** The data has been collected by ten managers of Reliance Jio and it has been analysed that majority which is 50% of the total respondents were above 35 years of age. In addition to this, 20% of the respondents were below 30 years and the remaining 30% were in the age group of 30-35 years.

#### Theme 2: Gender

Gender	Number of respondents
Male	4
Female	6

## Gender



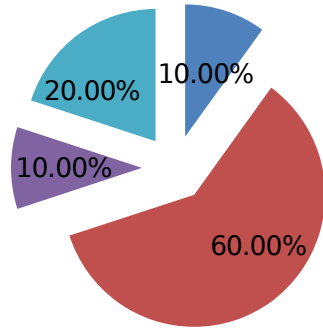
Interpretation: From the data collected, it has been identified that 60% of the total respondents were female whereas the remaining 40% of the respondents were male managers working in Reliance Jio.

### **Theme 3: The Indian telecom industry has become very competitive.**

At present, the Indian Telecom Industry has become very competitive	Number of respondents
Strongly Agree	1
Agree	6
Neutral	0
Disagree	1
Strongly disagree	2

## The Indian Telecom Industry has become very competitive

■ Strongly Agree    ■ Agree    ■ Neutral  
■ Disagree    ■ Strongly disagree

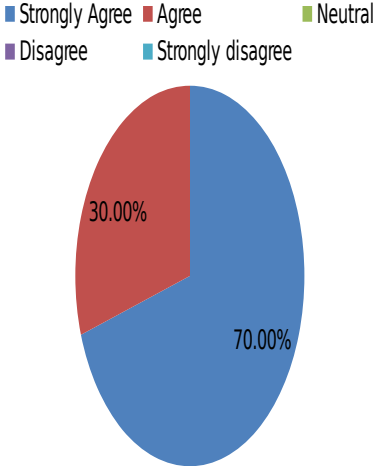


Interpretation: The data has been collected from ten different managers working in Reliance Jio and it has been analysed that at present, the degree of competition with Indian telecom industry has become very intense. Out of the total ten respondents from whom the data has been collected, majority which is 60% agrees with the mentioned above fact and the other 10% strongly agreed with the same. On the other side of this, 10% of the respondents disagreed whereas the remaining 20% strongly disagreed with the same. Based on the response provided by majority of the managers, it can be asserted that the Indian telecom industry is going through the stage of fierce competition and it is no longer easy for a brand to sustain in the industry. It has been also analysed that the network providers operating in industry are facing several issues and challenges in context of attracting new customers and retaining the old ones.

### Theme 4: Reliance Jio has carried out digital transformation in the Indian Telecom Industry

The entry of Reliance Jio has resulted in digital transformation of the Indian Telecom Industry	Number of respondents
Strongly Agree	7
Agree	3
Neutral	0
Disagree	0
Strongly disagree	0

**The entry of Reliance Jio has resulted in digital transformation of the Indian Telecom Industry**



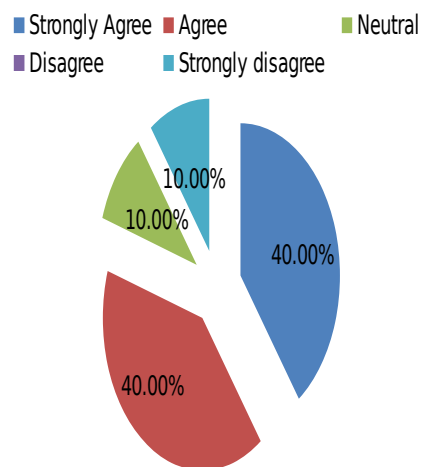
Interpretation: From the data collected, it has been analysed that the Indian telecom industry has undergone through digital transformation because of the entry of Reliance Jio within the same. Out of the total ten respondents, majority which is 70% strongly agrees with this fact and the remaining 30% agrees with the same. The respondents have further explained that the services linked with voice call and mobile data of reliance Jio is high advanced and up-graded in terms of technology. The respondents also explained the because of Jio’s entry in the industry, other network providers have been forced to introduce advanced and up-graded technology in their services and overall business strategy. This has further supported in carrying out digital or technological transformation of the entire telecom industry of India. To sustain in the marketplace and maintain their customer’s base, the other network providers in the country have forcefully employed advanced and latest technologies. However, the respondents have also argued that ultimately the end customers are getting benefits of this digital transformation of the technological sector in the country.

**Theme 5: The sales and profitability of brand has been affected adversely because of Reliance Jio**



The sales and profitability of brand such as Airtel, Vodafone, Idea and BSNL has been adversely affected because of the entry of Reliance Jio in the industry	Number of respondents
Strongly Agree	4
Agree	4
Neutral	1
Disagree	0
Strongly disagree	1

**The sales and profitability of brand has been affected adversely because of Reliance Jio**



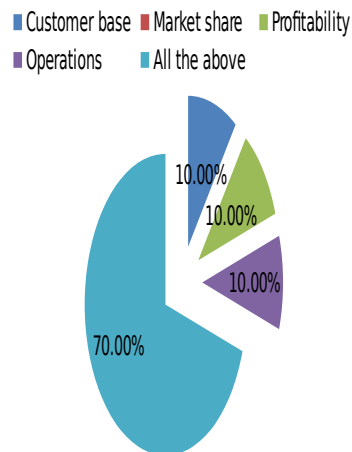
Interpretation: From the information gathered through primary sources, it has been analysed that the entry of Reliance Jio in the market has resulted in affecting the sales and profitability of other brands operating the telecom industry of India. Out of the total ten respondents, majority which is 40% strongly agreed with this fact whereas the other 40% agreed with the same. The remaining 10% of the total respondents strongly disagreed with the fact mentioned above. Based on the response provided by majority of the participants, it has been analysed that the overall volume of sales and profitability of brands such as Airtel, Vodafone, Idea and BSNL have been affected negative because of Jio’s entry within the telecom industry. These respondents further

explained that the reason behind falling volume of sales and profitability is ineffectiveness of the other network providers in context of retaining the old customers and attracting the new ones.

**Theme 6: Different areas of other brands have been affected because of Jio’s entry**

What are the areas of other brands which has been affected because of Jio’s entry in the industry	Number of respondents
Customer base	1
Market share	0
Profitability	1
Operations	1
All the above	7

**What are the areas of other brands which has been affected because of Jio's entry in the industry**



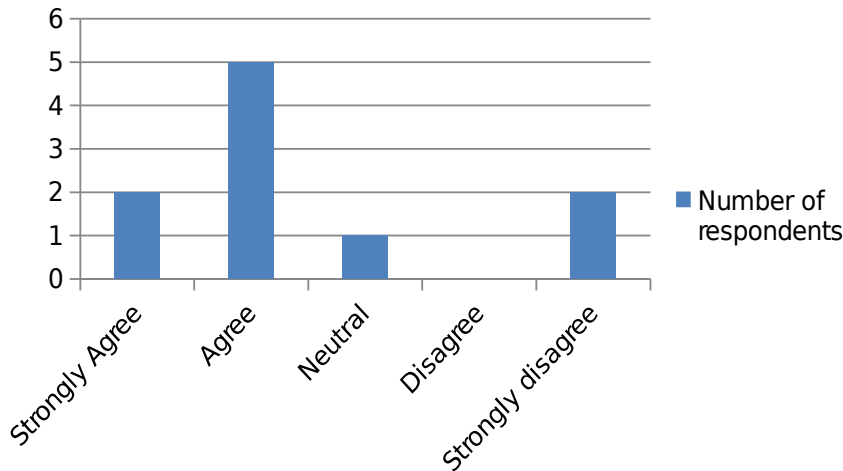
Interpretation: It has been also analysed that apart from sales other areas of mobile network providers in the country have also been affected because of the entry of Reliance Jio in the market. The data has been collected from ten different managers working in Jio and it has been found that 10% of the total respondents stated that customer base of brands such as Airtel, Idea, BSNL and Vodafone has been affected by Jio’s entry whereas the other 10% stated that profits of these companies has been affected because of the same. The other 10% of the respondents explained that overall operations of other network providers have been affected because of Jio’s entry whereas the remaining and majority of the respondents which is 70% favored the fact all the mentioned above areas of other network providers in the country have been affected. These

respondents further explained that Jio has encouraged the customers of other brands to switch towards Jio and this has created complications for the market players in attaining desired profits, customer base and market share. The other companies in the industry has been forced to make changes in their operations and business activities to compete with Reliance Jio.

**Theme 7: The 4G network of Reliance Jio is very effective**

The 4G network provided by Reliance Jio is very effective	Number of respondents
Strongly Agree	2
Agree	5
Neutral	1
Disagree	0
Strongly disagree	2

**The 4G network provided by Reliance Jio is very effective**



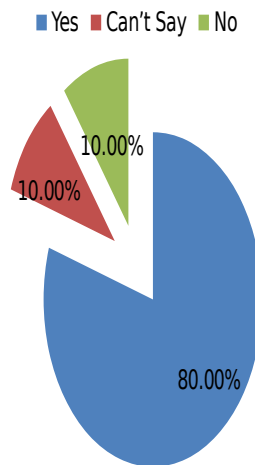
Interpretation: From the information collected, it has been identified that the 4G network of Reliance Jio is highly effective and this is a major factor which has supported the brand in enhancing its dominance in the telecom industry of India. Out of the total ten participants, majority which is 50% agreed with the above mentioned fact whereas the other 20% of the total participants strongly agreed with the same. The other 10% of the respondents were neutral and the remaining 20% strongly disagreed with the fact mentioned above. Based on the response provided by majority of the respondents, it has been analysed that the 4G network of the Reliance Jio is very effective and this has been one of the major factor which is supporting Jio to

attract more and more subscribers. The customers are getting attracted towards Jio because its 4G network is supporting in offering better voice calls and internet speed to the customers.

**Theme 8: Customers of other network providers in the country are switching to Reliance Jio at a rapid pace**

Customers of other network providers in the country are switching to Reliance Jio at a rapid pace	Number of respondents
Yes	8
Can't Say	1
No	1

**Customers of other network providers in the country are switching to Reliance Jio at a rapid pace**



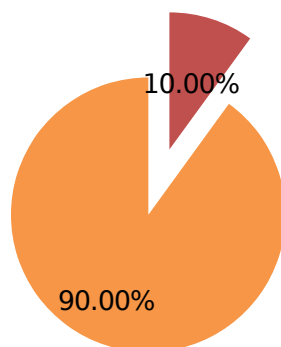
**Interpretation:** The data collected from primary sources outlines the fact customers of other network provider are switching to Reliance Jio at a rapid pace. The data has been collected from ten different managers of Jio and it has been identified that majority which is 80% of the respondents agreed with this fact. On the other hand 10% of the total participants were neutral and the remaining 10% disagreed with the fact mentioned above. Based on the information provided by most of the respondents, it can be asserted that customers are switching from other brands to Jio and this has created issues for other companies to sustain in the marketplace. The respondents also explained that the other network providers in the country should focus on introducing innovative strategies and products/services to sustain in the marketplace.

**Theme 9: There are different attributes of the business model of Reliance Jio**

What are the key attributes of Reliance Jio's business model	Number of respondents
High speed data	0
Effective pricing strategy	1
Innovative services	0
Fiber cable and eco-friendly towers	0
Non-voice customers	0
All the above	9

### The key attributes of Reliance Jio's business model

- High speed data
- Effective pricing strategy
- Innovative services
- Fiber cable and eco-friendly towers
- Non-voice customers
- All the above



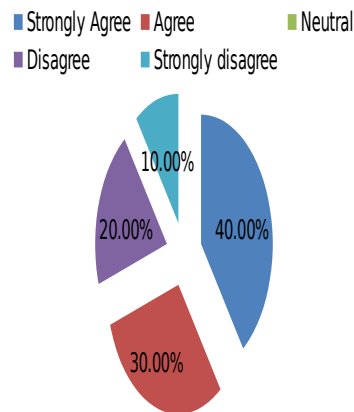
Interpretation: The data collected from primary sources outlines the fact that the business model of Reliance Jio is highly effective and has several attributes which are supporting Jio in getting competitive advantage over other players in the industry. Out of the total ten respondents from whom the information has been gathered, 10% of the total participants explained that effective pricing strategy is the key attribute of Jio's business model. On the other side of this, majority which is 90% of the respondents explained that the business model of Jio includes different attributes. For instance, the model emphasises on providing users with high speed internet data which is further creating high degree of satisfaction among the customers. The respondents also explained that in comparison with other network providers in the country, the data speed provided by Jio is better, fast and effective. Offering innovative services, targeting non-voice customers along with installation of fiber cable with eco-friendly towers are the other attributes of Jio's business model. The respondents have also argued that in comparison with other

businesses operating in the telecom industry of India, the business model of employed by Jio is unique and innovative.

**Theme 10: Reliance Jio has been able to dominate the Indian market because of its loss leader strategy**

The loss leader strategy of Reliance Jio has played a critical role in providing the brand with an opportunity to dominate the market	Number of respondents
Strongly Agree	4
Agree	3
Neutral	0
Disagree	2
Strongly disagree	1

**The loss leader strategy of Reliance Jio has played a critical role in providing the brand with an opportunity to dominate the market**



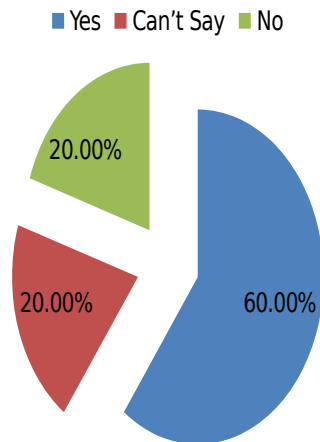
Interpretation: From the information collected, it has been analysed that Jio has employed loss leader strategy and this strategy has played a significant role in providing the organisation with an opportunity to dominate the entire Indian Telecom industry. The data has been collected from ten respondents and majority which is 40% of the total participants strongly agreed with this fact whereas the other 30% agreed with the same. It has been found that 20% of the respondents were disagreeing and the remaining 10% of strongly disagreed with the fact mentioned above. Based on the data provided by most of the respondents, it has been analysed that Jio has been able to dominate the industry because of its strategy of loss leader. The respondents have further

explained that because of this strategy, Jio has been able to offer its services and plans at prices which seem to be unbelievable. Even the competitors of Jio are shocked that how the company is able to offer innovative services at such low prices.

**Theme 11: The Company has carried out huge investment in developing the network infrastructure within India**

Reliance Jio has invested a lot in developing network infrastructure within the country	Number of respondents
Yes	6
Can't Say	2
No	2

**Reliance Jio has invested a lot in developing network infrastructure within the country**



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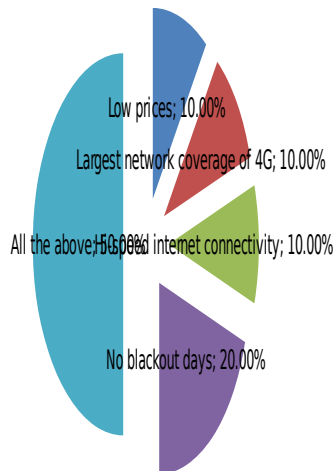
Interpretation: From the data collected, it has been identified that to offer high speed data and better connectivity of mobile network, Jio has carried out considerable investment on development of infrastructure network within the country. Out of the total respondents, majority which is 60% agreed with this fact whereas the other 20% were neutral and the remaining 20% disagreed with the same. However, the information provided by most of the participants outlines the fact that Jio has done huge investment in installation of 4G line and fiber cable within the country. The cost of investment has also increased because Jio had used fiber cables and eco-friendly towers which are considered as expensive. The benefit of carrying out such a big

investment is that it is directly contributing to the long-term growth and development of Reliance Jio in the Indian Telecom Industry.

**Theme 12: Jio has been able to gain competitive advantage over other players due to various factors**

What are the factors because of which Reliance Jio has gained competitive advantage over other players in the telecom industry	Number of respondents
Low prices	1
Largest network coverage of 4G	1
Hi-speed internet connectivity	1
No blackout days	2
All the above	5

**The factors because of which Reliance Jio has gained competitive advantage over other players in the telecom industry**



Interpretation: It can be evaluated that within a short span, Jio has been able to gain competitive advantage over the network providers which are operating in the country from many years. Out of the total ten respondents, 20% stated that no blackout strategy has supported Jio in getting competitive advantage whereas the other 10% favored Jio’s low price strategy. The other 10% were in the favor of network coverage provided by Jio and the other 10% of the total respondents favored hi-speed internet connectivity offered by the company. However, majority which is 50%

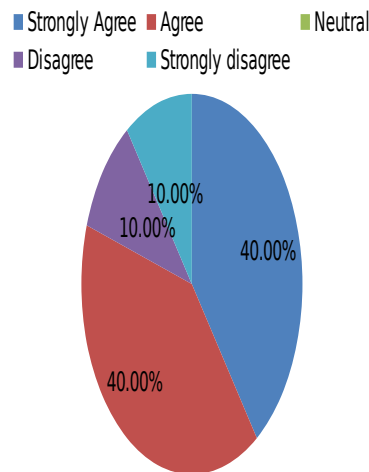


of the total respondents stated that all the mentioned above factors are have played a critical role in providing Jio with competitive edge over other players in the market. The respondents further explained that the other brands operating in the Indian telecom industry are not focusing on these factors and therefore, customers in the industry are now getting attracted towards Jio.

**Theme 13: Intense competition and frequent call failure are the major challenges faced by Reliance Jio**

Stiff competition and call failure are the two major issues which Reliance Jio is facing in the Indian Telecom Industry	Number of respondents
Strongly Agree	4
Agree	4
Neutral	0
Disagree	1
Strongly disagree	1

**Stiff competition and call failure are the two major issues which Reliance Jio is facing in the Indian Telecom Industry**



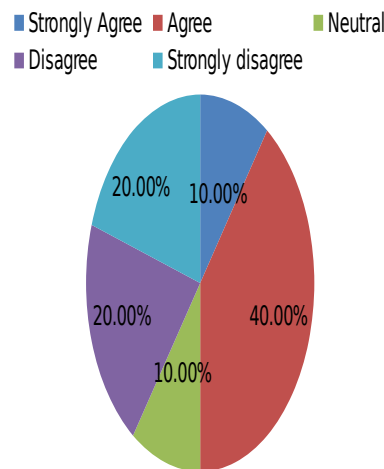
Interpretation: From the information collected, it has been analysed that call failure and stiff competition are the two critical issues which Jio is facing in the Indian Telecom industry. Out of the total ten respondents, majority which is 40% strongly agreed with this fact whereas the other 40% agreed with the same. The other 10% of the respondents were disagreeing and the remaining 10% strongly disagreed with the fact mentioned above. Based on the response provided by majority of the managers, it has been analysed that Jio is facing issues such as call

failure and intense competition in the industry. The competition has increased because brand such as Idea and Vodafone are planning to merge with each other to become the largest network operators of India. On the other side, Jio customers are now struggling to connect call with users of other mobile network and this has resulted in creating high degree of dissatisfaction among the customers.

**Theme 14: Declining speed is also a major issue which has been faced by Reliance Jio**

Declining speed of data is also a critical challenge which has been faced by Reliance Jio	Number of respondents
Strongly Agree	1
Agree	4
Neutral	1
Disagree	2
Strongly disagree	2

**Declining speed of data is also a critical challenge which has been faced by Reliance Jio**



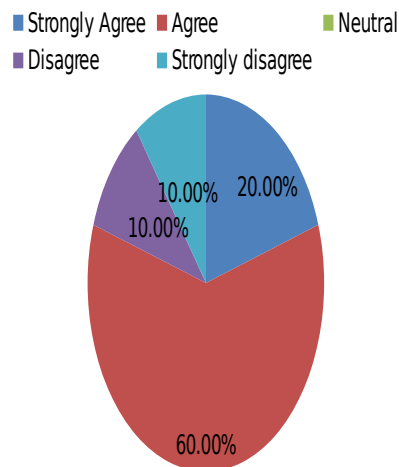
Interpretation: From the information collected, it has been found that the data speed offered by Jio is now declining and this has emerged as another critical issue for the brand. Out of the total respondents, majority which is 40% agreed with this fact whereas the other 10% strongly agreed with the same. The other 10% of total respondents were neutral whereas the other 20% disagreed and the remaining 20% strongly disagreed with the fact mentioned above. It can be asserted that the speed provided by Jio was the major factor in attracting customers and now the speed has

declined with the passage of the time. The respondents stated that the management is still working on identifying the ways through which the data speed and network connectivity of Jio can be enhanced in the best possible manner.

**Theme 15: Reliance Jio is giving intense competition to the other network providers in the country**

Reliance Jio is giving intense competition to other network providers in the country even after the above mentioned issues and challenges	Number of respondents
Strongly Agree	2
Agree	6
Neutral	0
Disagree	1
Strongly disagree	1

**Reliance Jio is giving intense competition to other network providers in the country**



Interpretation: It has been analysed that even after facing issues such as call failure and reduction in data speed, Jio has been able to give intense competition to other brands operating in the Indian Telecom industry. Out of the total ten respondents, majority which is 60% agreed with this fact whereas the other 20% strongly agreed with the same. The other 10% of the respondents disagreed and the remaining 10% of the respondents strongly disagreed with the fact mentioned above. Most of the participants in the study explained that better network and low tariff are the

critical factors which are still attracting customers from different urban and rural areas of the country. In addition to this, the low price strategy and hi-speed internet connectivity is also encouraging the customers of other brand or network providers to switch to reliance Jio.

## CHAPTER 5: ANALYSIS

The entire analysis carried out has supported in knowing that the overall telecom industry of India has become very competitive and large number of players are operating in this market. Different companies are introducing different plans so as to retain customers and satisfying their overall needs in the best possible manner. Primary and secondary study has shown that presence of high level of competition in the market has benefitted customers a lot where they are able to obtain wide range of services from the telecom companies and in turn it is contributing a lot in satisfying their needs in the best possible manner.

Primary study has supported a lot in knowing that with the help of Reliance Jio the overall digital transformation has been carried out in the proper manner. Some of the key services of the company on which its business model depends are highly advanced such as the mobile data especially 4G and the voice call also is also effective that contributes a lot in enhancing the satisfaction level of the target market. Along with this, after entering into the telecom industry reliance has changed the scenario of the industry and in turn the main focus of the firm is on enhancing the level of customer satisfaction by offering best form of services to the target market (Amutha & Rajini, 2015). The business model of Reliance depends on latest technology and this is the main reason due to which services of the company are well known in the entire market and in turn it has contributed a lot to become leader in the market. Secondary analysis has also somehow shown that for the different companies to sustain in the market it is necessary to adopt digital technologies so that it may positively influence the business performance. Along with this, in case if some of the companies have not adopted digital technologies then in such case it is having adverse impact on their overall performance.

With the entrance of Reliance Jio in the market the other players in the market have been adversely affected such as Vodafone, Bsnl, Airtel etc. Overall reliance is working with the latest technology and this is the main reason due to which the firm is able to deliver advanced services. One of the ultimate objective of Reliance is to dominate the entire telecom industry of India and this is mainly done by the company with the superior services that the company is offering to its target market (Dhar, 2016). Apart from this, due to the latest tools adopted by Reliance Jio the sales and the profitability level of the other telecom brands is declining at faster pace and their market share is also declining. In short, it can be stated that Reliance Jio has dominated the entire telecom industry of India and in near future it can become leader in the market. In near future

also it is required for Reliance Jio to focus on maintaining this type of performance in the market so that it is possible to grab the range of opportunities in the business environment.

Due to entrance of Jio in the Indian market other players have been affected where they are unable to focus on enhancing their sales volume and the profitability level also. Along with this, other brands such as Idea, Airtel, Vodafone etc were previously able to focus on enhancing the sales and profitability level as Reliance is offering services at a cheaper price and due to this reason all the customers are easily attracted. In the modern, customers prefer to purchase such form of services in the market that are offered to them at an affordable price and in turn it is convenient for them also. Therefore, the new business model that has been adopted by Reliance Jio is highly effective and it contains some unique attributes also.

In the Indian market Reliance Jio is mainly known for the 4G network that is highly advanced and it is unique too where internet can be accessed easily and it is very fast too. This is the main effectiveness of this network that makes it totally different from other form of telecom brands operating in the market. At present in the Indian market no other company is offering advanced 4G services and only Reliance has been able to do this after modifying the business model of the firm. In short, the adoption of the new business model has allowed to gain competitive advantage and in turn it has acted as development tool for the entire company in the best possible manner.

Further, it is a well known fact that development of the advanced 4G network requires large investment and proper knowledge also. So, in case of Reliance with proper financial and other form of resources the company has managed to build highly advanced network that is superior with the other telecom companies operating in the market (Jose, 2017). Previously the presence of Reliance in the telecom industry was very low but after bringing best possible changes in the business model the company has been able to focus on enhancing its long term performance and it has acted as development tool for the business.

Primary information obtained has supported a lot in knowing that customers of other service providers such as Airtel, Idea, Vodafone etc are switching towards Reliance Jio as they are not at all satisfied with the other brands in the market. The main issue is linked with network as strong coverage is not all present and along with this not a single company is offering 4G service that meets with the expectation of the target market. This is the main reason due to which customers prefer to port in Reliance Jio as the services are offered to them at cheaper price and it

is quite convenient for them. In short reliance is targeting both the rural and the urban area and this is the main reason due to which popularity of the brand is very high in the market. Results from the secondary analysis is also same where many of the customers are shifting towards reliance jio as it is convenient for them.

Without the effective business model it is not at all possible for the Reliance Jio to enhance its overall operations in the market. Moreover, it is a well known fact that well established brands are also operating in the market in the telecom industry such as Airtel, Vodafone etc but some issues are present with their services and this is the main reason due to which customers are dissatisfied from the services offered to them. Moreover, after the introduction of 4G service the entire scenario has changed where services of Reliance are considered to be highly superior as compared with other companies in the market. Reliance Jio is well known for its 4G and other form of advanced services (Sharma, & Pandey, 2015). The main benefit is that it is under the purchasing power of people and in turn they can easily afford the services of the Reliance in the best possible manner.

Apart from this, previously Reliance was operating with ineffective business model in the market but after brining the best possible changes such as introducing the 4G service it became quite easy to sustain in the market for longer period of time and in turn it has acted as development tool for the business in the best possible manner. Main different areas of the other brands have been affected after launch of Jio services in the market. Further, the key areas involve profitability, market share, customer base etc. Other brands are unable to focus on enhancing their market share and profitability level and due to this reason their overall performance has declined due to this. Moreover, the secondary analysis has also shown same results where Reliance Jio has dominated the entire market and it is considered to be leader in the market.

Mainly in the rural areas the services offered by the Reliance Jio are highly beneficial as they are offered at an very low price due to which every individual is able to afford the key services of the firm in the every possible manner (Pattnaik, Lu & Gaur, 2018). Apart from this, in comparison with the other brands in the market Reliance is offering services at very low cost and this has allowed to retain the loyal customers for longer time period. This has positively influenced the business performance and in turn has supported to deal with the challenges present in the business environment.

The primary analysis has directly assisted a lot in knowing that different attributes in the business model of Reliance Jio are present that has contributed a lot in making the services of the business much more effective. Further, it has been identified that the towers installed by the company are of fiber cable and eco friendly too due to which its overall installation takes place in the most effective manner. Along with this, the pricing strategy of the firm is also effective where it has already been stated that pricing of the firm is little bit low as compared with other brands in the market. Data speed is very high that surely meets with the expectations of the target market. Further, it is a well known fact that every customer needs high data speed and in turn every telecom company promises to provide high speed data but this promise is not fulfilled properly (Mahalaxmi & Kumar, 2017). Therefore, in case of Reliance Jio the network connectivity is very strong where in every area whether it may be rural or urban the network connectivity is strong and this has become one of the main reasons behind success of the firm in the market. The services of the Reliance Jio are considered to be highly innovative and it has become one of the main reason behind the success of the business in the overall market. Apart from this, the results of the primary and the secondary analysis are almost same where Reliance has been benefitted with the presence of innovative model and this has brought favorable results for the firm in the best possible manner.

Primary analysis has clearly supported in knowing that with the presence of loss strategy Reliance Jio has been positively benefitted and with the help of this it has become possible for the firm to dominate the entire market of India. Further, it is a well known fact that dominating any specific market and becoming its leader is very difficult but with the loss strategy it became easier for the firm to operate efficiently in the market and in turn Reliance is able to grab the range of opportunities that are present in the business environment. In short, without the adoption of loss strategy it was next to impossible in case of Reliance to focus on the accomplishment of its desired goals (Haq, 2017). Secondary analysis has also somehow supported in knowing the same results where it has been found that strategies adopted by Reliance Jio in the market are highly effective as compared with the other competitors in the market. So, this has become one of the real strength of the company in the market and one of the main reason due to which Reliance has become one of the main leader in the market.

Further, it has been witnessed that within the telecom industry level of competition in the market is very high and the key players that are operating in the market are Reliance, Airtel,



Vodafone, Idea etc. This is representing that every company has to face tough competition from others and in turn there is a need in case for every firm to focus on some unique strategies so as to stay ahead of the major competitors in the market. One of the main alternative present is adopting new form of business model and offering latest services which Reliance Jio has mainly adopted in the market. This can surely provide long term benefits to the business operating in the market like Reliance Jio.

There is no doubt that Reliance Jio has done huge investment in the development of infrastructure within India and this is the main reason due to which adoption of every type of service offered by Reliance is very high as compared with other brands in the market. The best example can be witnessed from the investment that is done in the 4G and the fibre line and this has contributed a lot in delivering high quality services to the target market as per their real expectations in the market (Erumban & Das, 2016).

Further, it is a well known fact that offering high quality service requires high investment and this has been done by Reliance Jio in the most effective manner. In short, if Reliance would have facing the issue of lack of financial resources then it would be next to impossible to focus on the development of effective infrastructure. Secondary analysis has also shown the clear results where it has been identified that financial strength of Reliance has assisted a lot to perform efficiently in the market and in near future also it can provide numerous benefits to the business. Company like Reliance is having proper knowledge and experience of the customer like what form of telecom services they prefer to access, at what price etc. So, all these factors are considered by the company in the most effective manner and this is the reason why brand awareness level is also very high in the market.

It has also been witnessed that Reliance is able to gain competitive advantage over other players in the market due to presence of different factors. One of the main significant factor that has been identified is offering services at an low price where it is a well known fact that the services of Reliance Jio are cheap as compared with other telecom brands in the market. Network strength and the overall coverage of the company is also very strong and this attracts customers towards the range of services that are offered by the company in the market. Due to this basic reason, Reliance Jio is able to obtain long term benefits and in turn it has acted as development tool for the business in the best possible manner.

On the other hand, primary analysis has shown that different issues are present that have adversely affected the business performance. One of the main issue that is faced by the firm is presence of high level of competition in the market (Amutha, & Rajini, 2015). The level of competition in the industry is rising at faster pace and in turn it has become difficult for the businesses to sustain in the market. Therefore, one of the best strategy that has been undertaken by Reliance Jio in the market is the adoption of unique business model through which the business position is managed and in turn it has contributed a lot to survive in the market easily. Hence from the overall analysis it is quite clear that Reliance Jio is offering unique and some advanced form of services in the market and majority of the customers are shifting towards this brand in the market.

## CHAPTER 6: DISCUSSION AND CONCLUSION

The aim of present investigation was to identify the overall impact of Jio on the telecom industry of India and it can be concluded that Jio has carried out huge impact on the entire industry. It can be discussed that digital tsunami was required in the Indian telecom industry and Jio has played a critical role in transforming the entire sector by bringing the digitalization within the entire industry.

The first and foremost objective of the present research was to gain insight and overview of the Indian Telecom industry and it can be concluded that the industry has become very competitive. In context of the total number of subscribers, it can be asserted that Indian telecom sector is the second largest sector in the world with more than 1.19 billion subscribers. It has been also found that Indian Telecom industry is considered as the fourth largest application economy across the entire globe. Over the past few years, the industry has witnessed rapid growth and development and there are several factors which are responsible for the same. For instance, increased demand of mobile network and internet among Indian customers is the major reason which has facilitated high growth rate within the entire telecom industry of the country. The growing demand of people in the market has also provided the businesses in the sector with a potential opportunity to carry out smooth flow of all their operations and activities. In addition to this, businesses are also able to attain the desired volume of sales and profitability because of increasing customer demand in the industry.

The government of India has also played a critical role in overall growth and development of the telecom industry. The government has emphasised on developing effective plans and policies which can contribute in success and growth of the entire industry. Here, regulations and laws are developed which provide companies with an opportunity to carry out desired and smooth flow of all operations in the long-run. The rationale behind immense support of government to the industry is that the telecom industry is contributing a lot in the development of Indian economy. It can be concluded that more than four million direct and indirect jobs are created by the sector and this is further supporting the country to deal with major issue such as unemployment.

However, it can be also inferred that the main and most critical challenge which has been faced by the entire telecom industry of the country is related to competition. Due to increasing demand, the competition has become fierce and now companies in the market are struggling to

attract new customers and retain the existing ones. The competition within telecom industry of the country has forced the businesses to offer highest and best possible network related services at prices which are low or at-least competitive. It can be also expressed that long-term growth and sustainability is almost impossible for companies if they are operating with the high or premium pricing strategy in the industry. Nowadays, aggressive marketing and promotion of services and brands needs to be carried out so that new customers can be attracted and the interest of existing customers can be maintained in every possible.

The results of both primary and secondary data outline the fact currently the Indian telecom sector is very competitive. It can be discussed that the current era of Indian telecom industry is very critical and challenging. Furthermore, businesses have closed down operations because they failed to attain sustainable profits in the long-run. Even the existing players in the industry such as Idea, Vodafone, Airtel and BSNL are facing issues in context of attaining the desired profits and retaining customers.

It can be also concluded that the country's government is now looking forward to develop and implement effective plan which will facilitate technological development in the telecom sector. The customers will be getting the ultimate benefit of digitalization of the country's telecom industry. The statement can be justified by the fact that customers or subscribers will be able to obtain better network coverage, connectivity at prices which are going to be either low or competitive.

The second objective of this study was to identify the key attributes of the business model which has been developed and implemented by Reliance Jio. It can be concluded that companies operating in the industry has employed different type of business model and the model of Jio is considered as unique and very innovative. The effective of Jio's business model can be identified by the fact that Jio has been able to take away the customers of Idea, Vodafone, BSNL, Airtel and other players in the telecom industry.

The key and most important feature of Jio's business model is that it has provided the company with an opportunity to offer services at prices at the lowest possible extent. In fact, during the initial stage, Jio has offered mobile data and services at free of cost and the implementation of this strategy created shockwave in the entire telecom industry of the country. The plans and offers introduced by Jio seem unrealistic and resulted in creating sensation in the

entire Indian market. Innovative services such as free voice call have encouraged the subscribers of other network providers to switch towards Reliance Jio.

It can be critically argued that other brands in the industry not only started facing issues in attracting new customers and they also started finding it very challenging to retain their existing customers. Initially, customers and other businesses in the industry have argued that it is not possible for any company to offer such innovative services at low price or at free of cost but somehow Jio has managed to operate effectively with its low price strategy. The company has entered the Telecom industry in 2016 and has made huge and adverse impact on sales and profitability of other network providers in the country.

High speed internet data is also a key element within the business model of Reliance Jio. It can be concluded that till now the selected business enterprise has been able to provide high speed internet to all its subscribers and this has resulted in creating or enhancing the overall degree of satisfaction within the same. Jio has been able to attract new customers and the existing one because its business model focuses on providing speed which no other network provider in the country is offering.

It can be inferred that apart from price and high speed data, innovative services such as free voice calls and installation of fiber cable with eco-friendly towers are some other attributes of the business model which has been implemented by Reliance Jio. The company is getting adequate financial support and assistance from other global brands as it has formed partnership with MTS, Milicom, TeliaSonera, Orange, British Telecom, Rogers, Tim and Deutsche Telecom. The business model of Jio emphasise on offering something new and unique to customers and this strategy has supported the company to introduce LTE and 4G technology which was entirely new for the country. The cables and towers installed for connection are also environment friendly and this strategy is contributing in the long term development and sustainability of Reliance Jio.

The third objective of present study was to identify the overall impact of Reliance Jio on other players operating within the telecom industry of the country. The data has been collected using primary and secondary sources and it can be concluded that Reliance Jio has made a significant impact on the performance and productivity of other companies or network providers in the country. Furthermore, it can be also expressed that within short span of time, the impact of Reliance Jio was so huge that other brands even started struggling to sustain in the marketplace. The statement can be justified by the fact that because of Jio's entry in the market, network

providers such as Vodafone and Idea are planning to merge with each other so that they can give intense competition to Reliance Jio.

The entry of Jio in the market has emerged as the biggest threat for the companies operating in the industry and it has been inferred that within short span, Jio has been successful in acquiring more than 109 million subscribers which is very impressive. From the primary and secondary data collected, it has been concluded that declining sales, market share, customer base and profits are the issues which brands such as Airtel, Vodafone, Idea and BSNL started witnessing after the entry of Jio in the telecom industry.

In addition to this, the mentioned above brands also started facing challenges in context of attracting new customers and retaining the existing subscribers in the long-run. It can be inferred that the operations and overall business activities of these brands have also been affected because of Jio's entry in the market. For instance, Jio entered the market with free data, voice calls and later on the company offered services at lowest possible tariffs. This move of Jio has forced the other players in the market to focus on identifying and implementing ways through which they can reduce their cost of operations. Even the overall budget related to marketing and operations of Airtel, Vodafone, Idea and BSNL has been affected because of Jio's entry. These brands have been also encouraged to decrease their prices and offer high speed data and mobile network at low prices. Decline in the subscriber base is considered as another major impact on the brands because of Jio's entry in the market.

It can be concluded that Vodafone lost more than 2.4 million customers while loss of 2.8 million subscribers has been reported by Idea. Airtel used to be the king of Indian telecom sector and the brand has reported the loss of more approximately 200000 subscribers after the entry of Jio in the marketplace. Thus, it can be asserted that the entry of Reliance Jio in the Indian Telecom sector has resulted in affecting different areas of the other companies operating in the industry.

The fourth objective of this study was to identify the ways in which Jio entered and started dominating the entire telecom industry of the country. It can be concluded that it was not easy for Reliance Jio to enter the market which was already very competitive and start dominating the same within short span. However, the strategies developed and implemented by Reliance Jio proved to be very effective and has helped the organisation to attain its all its desired aim and objectives. From the results of primary and secondary data, it has been inferred

that loss leaders strategy of Jio has helped the brand to carry out and enhance its dominance in the entire industry. During the initial stage, the selected business enterprise has offered data and voice calls at free of costs and this strategy has helped Reliance Jio in attracting customers from both urban and rural areas of the country.

When, Jio introduced such innovative offers and services in the country, no other player was offering or focusing on offering such services in the industry. In addition to this, no charges on roaming and a diverse range of applications has also supported Jio in increasing its dominance in the market. The customers or subscribers of other network providers in the country started getting attracted towards Jio and they switched from other network towards Reliance Jio. It can be also concluded that most the brands focused on targeting and attracting customers from urban areas of India while Reliance Jio started emphasising on both urban and rural customers. This move has also played a critical role in increasing the dominance of Jio in the industry and provided competitive advantage to the company.

The main and most interesting thing here is that instead of focusing on using a single strategy to dominate the market, Jio has used diverse strategies to penetrate and dominate the Indian telecom industry. For instance, it has employed Data Sachet Strategy through which the brand has been successfully able to attract more than the expected number of subscribers. On the other hand, the strategy of no blackout days has also played a critical role in enhancing the degree of dominance in the industry. It can be concluded that in situations where other brands in the telecom sector used to increase their prices during festivals and special occasions, Reliance Jio has decided not to charge additional amount from customers during such occasions and festivals. The impact of this strategy was that it created high degree of satisfaction among customers and encouraged the subscribers of other brands to shift to Reliance Jio.

Hence from the overall analysis it is quite clear that the business performance of Reliance Jio is highly effective and in turn it has become one of the main strength of the business in the overall market. Apart from this, with the effective business model the firm is able to offer high quality services to the target market and in turn it has allowed to gain competitive advantage also. The main area that business is required to focus on is maintaining the level of advanced services that are offered. The company is required to keep focus on the technological trends in the Indian market and with maintaining the latest technology it will be possible to retain the customers for longer time period and in turn it will act as development tool for the enterprise in

the best possible manner. In order to become market leader it is must to target both the rural and urban areas. Along with this, in case if the company focuses on advancement of its 4G technology then in such case it will be favorable for the enterprise on long term basis.

On the basis of conclusion various recommendations are present to Reliance Jio so that overall performance of the firm can be easily managed with the help of this:

- One of the main recommendation is associated with conducting market research on continuous basis as through this it will become possible for Reliance Jio to understand the actual need and requirement of the target market. This will assist a lot in modifying the existing services and introducing the new one so as to operate efficiently in the overall market.
- Obtaining customer feedback on continuous basis is also vital as with the help of this it will be possible to know whether the customers are satisfied with the range of services offered to them or not. Along with this, if the satisfaction level of customer is low then in such case Reliance Jio can modify its services accordingly.
- More focus must be on building the advanced services as in the modernization it is necessary for the telecom brands to offer advanced services that can assist in providing convenience to the customers and in turn can lead to rise in the performance level of the brand also. Company must identify in continuous basis like what form of techniques they can adopt for delivering better services.
- Main focus must be on research and development as this is quite crucial area where proper research can assist a lot in the introduction of the latest services and in turn it can become one of the main reason behind success of the firm in the market. This will directly contribute a lot in enhancing the level of customer satisfaction and can assist a lot in gaining competitive advantage also.
- Customer retention is most crucial in the entire telecom industry and it is recommended to Reliance to focus on this aspect in the every possible manner. The company is required to adopt every form of tactic through which customers can be retained easily. This is possible by offering discount on the services offered or other form of attractive services. This can assist a lot in influencing the purchase behavior of the target market and in turn can deliver different benefits to the business also
- Competitor analysis is necessary as through this the strategy of the competitors can be easily known what sort of different activities they are doing and through this the present



performance of Reliance Jio can be easily known in the market. On continuous basis competitor analysis can be conducted and in turn Reliance can know how its services are superior from those of other telecom companies operating in the Indian market

- More marketing and promotion related activities are required to be adopted in the rural areas as the customers expect telecom services at a low cost. Through this it will be possible for Reliance Jio to attract the people living in the rural areas and in turn it can provide a competitive edge to the business in the best possible manner.
- Main stress must be on network coverage as it is the major issue in the modern era where customers have to face issues due to poor network and installing towers in different areas more superior services can be offered to the customers in the market.

So above are some of the main recommendations that the company can adopt so as to maintain its long term performance in the market. By working on all these recommendations it will be possible to become market leader and in turn the range of opportunities present in the business environment can be easily grabbed with the help of this. All these recommendations will assist in customer satisfaction, enhancing brand loyalty level and can provide long term benefits to the business in the best possible manner.

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## APPENDIX

### Questionnaire

Name

Age

Below 30

30-35

Above 35

Gender

Male

Female

At present, the Indian Telecom Industry has become very competitive?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

The entry of Reliance Jio has resulted in digital transformation of the Indian Telecom Industry?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

The sales and profitability of brand such as Airtel, Vodafone, Idea and BSNL has been adversely affected because of the entry of Reliance Jio in the industry?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

What are the areas of other brands which has been affected because of Jio's entry in the industry?

Customer base

Market share

Profitability

Operations

All the above

The 4G network provided by Reliance Jio is very effective?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

Customers of other network providers in the country are switching to Reliance Jio at a rapid pace?

Yes

Can't Say

No

What are the key attributes of Reliance Jio's business model?

High speed data

Effective pricing strategy

Innovative services

Fiber cable and eco-friendly towers

Non-voice customers

All the above

The loss leader strategy of Reliance Jio has played a critical role in providing the brand with an opportunity to dominate the market?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

Reliance Jio has invested a lot in developing infrastructure within the country?

Yes

Can't Say

No

What are the factors because of which Reliance Jio has gained competitive advantage over other players in the telecom industry?

Low prices

Largest network coverage of 4G

Hi-speed internet connectivity

No blackout days

All the above

Stiff competition and call failure are the two major issues which Reliance Jio is facing in the Indian Telecom Industry?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

Declining speed of data is also a critical challenge which has been faced by Reliance Jio?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

Reliance Jio is giving intense competition to other network providers in the country even after the above mentioned issues and challenges?

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

What are the strategies which can be employed by Reliance Jio to become market leader in the Indian Telecom Industry?

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