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# REVENUE.MANAGEMENT.STRATEGIES.IN.YEMEN’S. TELECOMMUNICATION COMPANIES

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## ABSTRACT

*This study aims to identify the strategies used by the Yemen’s communication organizations, (Yemen Mobile, and Saba-Fon, MTN, HITS-UNITEL(Y), Yemen Net and PTC) in the management and development of yield. This study builds on the discussion and analysis of trends in telecommunications organizations and Yemen’s information technology and its application to yield management systems through the following pillars: Optimal pricing strategies, Distribution strategies for outlets coverage, Demand management strategies according to the absorptive capacity of the networks, Continuous improvement strategies and Building strategies of ethics and values . The study describes and analyzes the data and statistics information which is issued by official authorities and published on the websites for several years. The researchers found that Telecommunications companies mainly focused on the using optimal pricing strategy, then distribution outlets for the regions and cities of the republic is a secondary strategy, followed by a demand management strategy, come continuous improvement and building values and ethics in last place strategies in terms of attention and application. There are deficiencies in the prioritization of telecommunications organizations in Yemen in terms of administration as it tries to return to the pursuit of cost management only. Considering that the practice of revenue management and the application of modern subjects, which are difficult to characterize fully. Researchers have made many suggestions that serve the subject of scientific paper and contribute to strengthening the foundations for the management of returns with the Yemeni operators.*

**KEY WORDS:** revenue management strategies, Yemen’s telecommunication companies, PTC (public telecom company; land line)

## INTRODUCTION

Capturing and maximizing money streams from both traditional and multimedia services can be daunting, especially without the right BSS systems and processes. At the same time, customers are demanding personalized packages and services along with more control over their spending – all of which makes telecom billing and charging more complex.

Telecom billing and charging operations provides revenue assurance can be a strategic enabler for communications service providers (CSPs) competing in the digital ecosystem. Billing can also be a “make or break” experience for consumers and enterprises, who will switch providers if unsatisfied.

Telecommunication companies seek to develop new business models, products, and services

to respond to changes in technologies, customer demands and behavior, and competition.

### 1. Problem Statement

This study focuses on the strategies of revenue management in Yemen’s telecom companies and finding to which extent these strategies are visible, finding out different user pack patterns depending on the customer needs then billing differently will pose a difficult task for the companies.

### 2. Objectives

Examining the practice of revenue management in Yemen’s telecom companies is the main objective for this study.

1. To study the present strategies which are followed by Yemen’s telecom companies.

2. To know to what extent these strategies are visible.
3. To suggest required for successful revenue management.

**Sample**

This study is a comparative study between (Yemen Mobile, and Saba-Fon, MTN, HITS-UNITEL(Y), Yemen Net and PTC)

**3. Measures**

For the purpose of this study the data has been collected from the company’s websites for three years, and statistics information which is issued by official authorities, the data were unloaded below according to the average obtained by paragraphs assessment was built on the availability of these themes and elements.

**THE ANALYTICAL FRAMEWORK OF THE STUDY**

The researchers followed scientific style of analytics to serve the objectives of the trends of the study, and as the study of the subject of revenue management is a new topic in the telecommunications organization sector in general and in Yemen’s environment especially, we have sought through the practical analysis of the data and companies information available through various sources of sites of telecom companies concerned and from the Central Agency Statistics and data available from the Ministry of Communications and

Information Technology as well as evidence of the connection Yemeni companies, the study was presented according to the axes contribute to the study of revenue management from several directions, the data and information was used for the purposes of the study service, considering that revenue management experience you need to develop and interest in the telecommunications sector, where it is difficult to measure and identify appropriate mechanisms in this sector because of the great diversity in the services provided to customers and the need for renewal and constant innovation, and considering that the customer service and the method of rendering the most important topics that should be focused and build on it. focus was on telecommunications companies because of the continuous increase in the number of users of the services of communication as well as the height of display from companies due to competitive presence among the companies that were distributed to four companies operating in the land-line sector, which is permitted to work in the Republic of Yemen permit, The company working in the Internet sector follow the public sector and another company operating in the land-line sector following the public sector of the country, following evolution shows in the number of customers who attested the telecommunications sector during the previous period, according to the Statistics for the year 2008-2009.

**Table1: shows the number of customers in the telecommunications and percentages escort services**

No.	Company Name / Year	Numbers of customers for three years			percentage		
		2007	2008	2009	2007	2008	2009
<b>Mobile phone companies</b>							
1	Yemen Mobile	1245720	1933133	2816145	0.29	0.30	0.34
2	MTN	1507049	1858722	2342758	0.35	0.29	0.28
3	Saba-Fon	1529788	2383870	2896717	0.35	0.37	0.35
4	HITS-UNITEL(Y)	65707	269308	257153	0.02	0.04	0.03
<b>Total</b>		4348264	6445033	8312773	%100	%100	%100
<b>Land line company</b>							
5	Landline(PTC)	1021988	960588	996981	0.21	0.32	0.47
<b>Internet Company</b>							
6	Yemen-Net	205613	305762	452132	0.67	0.68	**

\*\* the reason behind the low number of Internet services customers is because of the presence of land-line companies as a competitor in the provision of basic online services to mobile phone companies.

The data were unloaded below according to the average obtained by paragraphs assessment was built on the availability of these themes and elements, each element have been introduced and the results according to the following scale:

standard	Truly Available	available	Available to some extent	not available
Class	4	3	2	1

Researchers discussed the strategies that sponsored by Yemeni companies extensively across the following themes:

### **1- The application of optimal pricing strategy followed by Yemen's telecommunications companies:**

the companies data were studied about the strategies followed by the companies in determining the right price for the various services provided to customers, in terms of the price of providing the service for the first time and offer prices that offer continuously or periodically and the strategies has been rated according to the type of services in the telecommunications sector; post paid strategy - Phone lines to participate permanently subsequent Order - and the strategy of telephone lines and the Internet for telephone lines prepaid .

#### **Sub-strategies:**

- **pricing strategy accordance with the loyalty:**

This strategy is built on a price to the customer and according to the degree of his loyalty and depending on the time period in which he spent as a Line user, a subsidiary of telecommunications network, as well as interactive relationship with the company in terms of repetition of the charging process, and follow-up visit to sites and company events.

- **pricing strategy in accordance with product (communication service):**

This strategy is based on determining the price according to the novelty of the service where the organization is seeking to control a wide range of customers in the early stages of introduction, and also trying to keep existing customers and trying to win them over, and also seek to put a price commensurate with the prices of competitors for the same services or similar to it.

- **pricing strategy and in accordance with the cost:**

This strategy is based on focusing on the cost of providing service were companies seeking to put higher than the cost prices or put cost prices of basic services specifically This is due to the nature of the diversity of services provided by the telecommunications company and its ability to generate profits from associated basic services which is a talk service via calls service (eg, online services, sale of audiovisual services, providing prepaid cards service, etc.)

- **pricing strategy, according to the order quantity:**

this strategy focuses on the measurement of demand and peak periods and also the number of times of order and recharging methods and the use of the company's various services the most important of these services (packages, groups,

added services, youth and female, business and calling cards .... etc.) This pricing strategy is used according to Service communication. Data and information has been presented in accordance with the specific strategies as shown in Table (2.3):

Telecommunications companies track many strategies, which are similar to those applied in other service organizations, considering that the yield management in such organizations as the field of fertility remains for research and development, and this division included an attempt to make the organization to achieve the greater returns resources, and through the following strategies:

- ✓ **Postpaid pricing strategy**

This strategy to provide connectivity services through an ongoing subscription system (monthly, annually) is through the customer to participate in the services provided by the company for longer periods and permanently for a fixed price in advance were the results of the companies' compliance strategies in this area are as follows: Saba-Fon was ranked the first with a mean of (4) and this confirms the company's commitment to strategies four larger than others, and this was due to it was the oldest communication company in the mobile phone got a practicing license to provide telecommunications services, and possesses the necessary interesting strategies pertaining to the ongoing billing lines market experience. MTN Telecom and Yemen Mobile Inc. HITS-UNITEL(Y) averages (3.50 - 3.25 - 2.50), and this arrangement is due to the seniority of companies where a company that has a balance of experience cumulative high can handle in accordance with this strategic larger, companies focused to diversify their strategies to achieve the preservation of This trend, which is a source of return permanently, Yemen-Net Services Company Internet company landline (PTC wired and wireless) average (1.50-1) This confirms the low interest in these strategies dramatically, attributed the decline of attention to these strategies that These companies follow the state sector –public sector- thus serving its traditional form and not to focus on the customer as a hub in the process, but rather focus on providing connectivity services to citizens in line with the country policy and economic situation prevailing political in the country, the following table shows the details of corporate attention to those strategies.

**Table (2) illustrates the application of strategies relating to telecommunications companies postpaid**

No.	Strategic type / Company Name	Yemen Mobile	MTN	Saba-Fon	HITS-UNITEL(Y)	Yemen-Net	Landline
Postpaid pricing strategy							
1	pricing strategy accordance with the loyalty	3	3	4	2	1	2
2	pricing strategy in accordance with product (communication service)	4	3	4	2	1	1
3	pricing strategy and in accordance with the cost	4	4	4	3	1	2
4	pricing strategy, according to the order quantity	2	4	4	3	1	1
Total		3.25	3.50	4	2.50	1	1.50

#### ✓ Prepaid pricing strategy

Where MTN was ranked first arithmetic average of (4) and confirms the company's commitment to the strategies the four larger than others in the field of prepaid lines, and this was due to the company has branches in several Asian and African countries, which made it to gain a skill and an ability to find a quick check of market sectors profit and quick returns and also possesses the necessary attention to strategies that relate to prepaid lines market experience. Saba-Fon and Yemen Mobile Company averages (3.75 - 3.75) and this arrangement comes second in rank, due to the ability of both companies to take advantage of domestic and

international experience provided by the competitors in the field of prepaid lines and by offering a variety of services, but those companies because of their interest in Permanent customers it offend its focus on dropouts customers ongoing –because of their lower returns are not parallel with the permanent customers, HITS-UNITEL(Y) Company and land-line average (3), where the two companies focused on the interest in this strategy to maintain the current competitive situation, and contribute to strategy prepaid line in the collection of revenue quickly and fragmentation of the returns on the customer to pay the costs in order to facilitate faster and easier.

**Table 3 illustrates the application of the four strategies for prepaid lines operators**

No.	Strategic type / Company Name	Yemen Mobile	MTN	Saba-Fon	HITS-UNITEL(Y)	Yemen-Net	Landline
Prepaid line pricing strategy							
1	pricing strategy accordance with the loyalty	4	4	4	2	1	2
2	pricing strategy in accordance with product (communication service)	4	4	3	3	4	4
3	pricing strategy and in accordance with the cost	3	4	4	3	1	2
4	pricing strategy, according to the order quantity	4	4	4	4	2	4
Total		3.75	4	3.75	3	2	3

## 2- Distribution strategies for the coverage areas outlets.

Finding communications service throughout the country achieves for companies highly competitive advantage over competitors and access to coverage include various towns and villages and districts goal sought by all telecommunications companies, by virtue of the nature of work in the

telecommunications sector. Work needs to spread widely across many agents and offices to provide service in targeted areas, and in proportion to the coverage appropriate for the target market sector, following table describes breakdown of information relating to the preparation, distribution centers and outlets across the coverage in the Republic of Yemen.



**Table 4: shows the statistical areas, agents and centers of telecommunications companies selling**

No.	Company Name	Ports		Percentage%	
		Number of Agents	The number of service centers	Agents	Service centers
1	Yemen Mobile	25	22	23	19
2	MTN	21	22	19	19
3	Saba-Fon	24	22	22	19
4	HITS-UNITEL(Y)	16	15	15	12
5	Yemen-Net	9	15	8	12
6	Landline(PTC)	14	22	13	19
Total		109	118	%100	%100

from the above table the highest corporate control of the market sector and the prevalent areas in terms of the number of agents by Yemen Mobile Company and by (23%) followed by Saba-Fon (22%) and this is due to the Yemen Mobile Company is the sole provider of telephone services the vehicle in accordance with the CDMA Inc. Saba-Fon is the operator oldest in the GSM system, and this gives them priority in control of the market sectors in terms of agents, come MTN, HITS-UNITEL(Y), land-line, Yemen-Net in the following order, respectively, due weakness in the services of these companies to it's new rival companies compared to the rest companies, and also contributed to the weakness of infrastructure and availability of the terrestrial network and the centers provide Internet to block the spread of Yemen-Net Company for Internet Services.

**3- Demand management strategies in accordance with the absorptive capacity of the networks.**

Through policies and trends operating in the telecommunications companies and by reviewing the offers made to customers, as well as packages used by these companies to attract customers, whether they are new or veteran analysis has been sort of these services to the basic services provided by all

companies to customers is an essential part of the part of the customer's rights some of which are influential in the management of return and some of which is complementary to the role which is played by the rest of the services works, and there is the additional services it provides services in accordance with the competitive advantage enjoyed by the company which is trying to differentiate their products from competitors' products, and play these services a key role in attracting customers to the preference of service provided Company without the other companies, and come in last place bouquets which is about current offers vary according to time and appropriate based management process demand in this axis as the decline in demand or increase the capacity of the network makes the company's need to order returns and increased or reduced in accordance with the current situation and the companies are trying to deal with Current Offers -bunches- in proportion and to achieve the highest return at all times (eg, reduction of calls in times of low peak times and the same early in the morning or late at night.

It was distributed to those advertised services through literature and locations of companies according to the following schedule:

**Table 5: shows the number of service lines for postpaid and prepaid**

No	Company Name	Types of services	The number of services provided		Total	Services for the management of revenue		Total	The ratio of revenue management services to total Services	Company order
			Billing	prepayment		Billing	prepayment			
1	Yemen Mobile	Basic services	17	20	63	10	3	37	0.59	6
		Additional Services	7	12		7	12			
		Bunch (current Offers)	4	3		2	3			
2	MTN	Basic services	7	11	70	5	8	49	0.70	5
		Additional Services	15	15		7	8			
		Bunch (current Offers)	8	14		8	13			
3	Saba-Fon	Basic services	10	10	78	5	5	78	100	1
		Additional Services	22	22		22	22			
		Bunch (current Offers)	16	16		12	12			
4	HITS-UNITEL(Y)	Basic services	14	14	54	12	12	49	0.91	3
		Additional Services	8	8		8	8			
		Bunch (current Offers)	5	5		4	5			

5	Yemen-Net	Corporate Services	10	10	44	10	10	44	100	2
		Individuals Services	5	5		5	5			
		Bunch (current Offers)	7	7		7	7			
6	Landline(PTC)	Basic services	3	9	20	3	6	17	0.85	4
		Additional Services	2	2		2	2			
		Bunch (current Offers)	2	2		2	2			

from the above table the Yemeni telecommunications companies follow a set of strategies that contribute to demand management and to take advantage of the different capacities of networks in providing a variety of services and different bunches all contribute to stimulating the returns obtained by the companies at various times, both peak times or times of low peak, where services provided by companies on several types of service commensurate target of several aspects of the category (gender, age, financial capacity, events, times of low demand for calls).

Table (5) shows that companies are trying to take advantage of the services offered in revenue administration dramatically where it got the percentages between (59%, 100%) if the majority of those companies seeking to appropriate the returns, which adopted through a combination of administration Services, which focuses on capacity utilization, and customers to stimulate the consumption of services and packages provided by these companies and perhaps low interest in this trend is due to the degree of skill possessed by the management of those companies in the recruitment of optimal resources and services to achieve the expected results.

**4- Continuous improvement strategies.**

**Table 6: shows the number of service postpaid and prepaid**

No.	Company Name	Service development strategy			Customer care strategy			Attention to operations strategy		
		Website updates	Renewal offers continuously	Find ideas for new services	The existence of an online interaction	Responding to inquiries service	Highlight the company's customers	Employment and Training	Renewal Services	Feedback
1	Yemen Mobile	available	available	available	available	available	available	available	available	available
2	MTN	available	available	available	available	available	available	available	available	available
3	Saba-Fon	available	available	available	available	available	available	available	available	available
4	HITS-UNITEL(Y)	available	available	available	available	available	available	available	available	available
5	Yemen-Net	available	not available	not available	available	not available	not available	available	not available	not available
6	Landline(PTC)	not available	not available	not available	not available	not available	not available	available	not available	not available

Yemen’s telecom companies seeking to practice the process of continuous improvement in their operations, and products, as well as its relations with customers through several strategies.

These strategies are:

1. The development and improvement of services: where is keen Yemen’s companies keen to provide communication services through a variety of basic services and additional services strategy and also try to add new offers match required of the companies in their products and expansion, and is considered the expansion of the functions of the services provided and developed an essential component determines the direction of competition in the market communications and benefit in that, which provided competitors.
2. The customer care strategy: Yemeni telecommunications companies seeking to ensure the provision of services to clients in style by opening special offices to provide the service, and the addition of services to suit the needs of each customer individually and try to find a mechanism for the allocation of communication service for each customer according to their needs and requirements.
3. attention to the order of operations and tasks strategy: from the activities of companies it is trying to improve through the addition of new devices help to strengthen the coverage of remote areas and

provide current services the highest quality and the landing tenders and interesting cadres working in the corporate focus of great interest in terms of providing the appropriate atmosphere socially and physically, culturally and training for employees as the first element in improving the performance of companies.

**5- Building values and ethics strategies.**

- a. It is noted that companies are trying to get benefit from recent trends to build some ethics and values espoused by major international companies if those attempts due to official censorship or trends of the owners of the shares and can be apprehensive customers, and retreating from the company's services is an important criterion for the attention of the subject of values and ethics
- b. Social responsibility towards the community.
- c. Strategic direction of organizations.
- d. Commitment to announce the prices of different services and packages, whether basic or extra.
- e. Contribute to the social awareness difficult conditions or events or health awareness across some of the services offered through the company's original network.

**Table 7: shows the number of service postpaid and prepaid.**

No.	Company Name	Social Responsibility	Strategic direction			The announcement of the price of services	Social awareness
			Vision	Letter	Strategic plan		
1	Yemen Mobile	available	available	available	not available	available	available
2	MTN	available	available	available	not available	available	available
3	Saba-Fon	available	available	available	not available	available	available
4	Wi	not available	available	available	not available	available	not available
5	Yemen-Net	not available	available	available	not available	available	available
6	Landline	available	available	available	not available	not available	not available

**FINDINGS**

- Yemen’s telecommunications companies adopt revenue management strategies through several strategies; the most important are optimal pricing strategy, regions and ports coverage distribution strategies, demand management strategies according to the potential capacity of the networks, continuous improvement

strategies, building values and ethics strategies.

- Yemen’s telecommunications companies focus on prepaid larger strategies as per result shows in Table (2.3) by focusing on providing communication service - strategy – giving priority for customers demand, product cost, and customer loyalty.
- Yemen’s telecommunications companies trying to expand in order to achieve



comprehensive coverage of the areas of Yemen through agents and delegates, as shown in table (4) Sorted by expansion in the arena of corporate foot comes to the newer companies.

- Yemen's telecommunications companies seeking to take advantage of peak times and times of deficit in the management of the demands of customers and provide appropriate bunches and diverse that achieves effective management of demand.
- Yemen's telecommunications companies for mobile phones has the largest response strategies for the management of returns in varying proportions, but it is considered as ahead of the companies that provide these services in the sectors of government capacity.
- Operators looking for a role in attention to values related to continuous improvement through the development and improvement of services strategy.
- Ethical practices telecom companies apply through the adoption of CSR activities and various community projects and the formulation of its strategic direction more clearly in evidence and sites and pages that represent them.

## SUGGESTIONS

- Expansion of work, and pay attention to billing strategies to keep ongoing customers demand for the services.
- Establishing system to cover the cities and out areas so that telecom services will be available to all.
- Conducting workshops for telecom company's employees to train and develop them as per revenue management ethics and values.
- Companies will have to have to a market research to find out customers needs and deliver accordingly.

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