



**Høgskolen i Telemark**

**EKSAMEN/FINAL EXAMINATION**

**5208 INTERNASJONAL  
MARKNADSFØRING/INTERNATIONAL MARKETING**

**14.12.2009**

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Hjelpemiddel/ Aid:	Engelsk ordbok (engelsk til aktuelt språk)/English dictionary (from english to language of student)
Merknad/Note:	Ta nødvendige forutsetninger/Make necessary assumptions.
Vedlegg/ Enclosure:	Ingen/None

**Eksamensresultata blir offentliggjort på studentweb.**



**Avdeling for allmenne fag**



## Minicase Telenor

### General Information

More than 150 years of accumulated experience within telecommunications, coupled with a pioneering spirit and a quest for knowledge and development – are what have brought Telenor to where it is today. Telenor Group has operations in 13 markets around the world and is still expanding.

The Telenor Group is a leading provider of telecommunications services worldwide. The company has a strong footprint in Central and Eastern Europe and Asia and a leading Nordic position in mobile, broadband and TV services.

The Telenor Group is listed on the Oslo Stock Exchange, with headquarters in Oslo, Norway. The company was ranked top performer by the Dow Jones Sustainability Indexes in 2007 and 2008.

- the Telenor Group is currently ranked as one of the world's largest mobile operator (in terms of subscriptions).
- we provide voice, data, content and other communication services
- the revenues were NOK 110 billion in 2008.
- the Telenor Group has 172 million mobile subscriptions worldwide (Q3 - 2009).
- we have telecom operations in 13 countries.
- More than 40.000 employees go to work every day in these 13 countries.

The Telenor Group is dynamic and flexible in its business approach, always exploring new markets and new technologies to make long-term investments. This is part of the reason why Telenor has grown from a national telephone service company in Norway to become one of the world's largest mobile providers in less than two decades. At the time of its Initial Public Offering in 2000, Telenor had a mobile subscriber base of 15 million. By the end of the third quarter 2009 this reached 172 million. The Telenor Group is now a driving force in the industry, engaging in pioneering research and technology development and other areas that are important to develop the core business of Telenor further.

### Core services of Telenor – what we do

These are the main services we provide to consumers and enterprises around the world:

- **Voice:** Talk on the phone. We provide fixed voice communication services in three Nordic countries and mobile voice in 12 countries across Europe and Asia.
- **Data:** Internet and broadband. We offer fixed-line data in the Nordic countries, and mobile data services in 12 countries.
- **Content:** TV services and mobile content. Telenor offers TV services via cable, digital terrestrial and satellite networks in four Nordic markets. In several markets we also offer mobile content services.
- **Other services:** We offer a wide range of telecom-related services, and the service portfolio varies from country to country.

### Global presence – where we are

The major part of our business is organised in three regions:

- **Asia:** Bangladesh, Malaysia, Pakistan, Thailand and India.
- **Nordic countries:** Denmark, Norway, Sweden and Finland.
- **Central and Eastern Europe:** Hungary, Montenegro, Russia, Serbia and Ukraine.



## **Vision and values**

Our vision is simple: Telenor exists to help customers get the full benefit of communications services in their daily lives. We're here to help.

Our vision and values define a common approach for all our employees setting out how we do business at Telenor. They provide a fundamental guide for taking care of our customers.

Together they set the standard for how we work in order to create sustainable value for our shareholders, customers, employees and partners.

Our values are a constant reminder to us of how we should serve all our customers around the world. They inspire us to be a driving force in modern communications and customer satisfaction.

We want to make it easy for our customers to get what they want, when they want it. We will keep promises and do what we say we will do. We will innovate to deliver fresh ideas. And, as an international company, we will respect our customers and their local cultures.

Telenor Group's ambition is to be a leading global mobile operator, while delivering attractive returns to our shareholders.

To deliver on our ambitions, the Telenor Group's main focus areas in 2010-2012 are to:

1. Capture growth in our three regions and evaluate new markets
2. Strengthen operational performance and leverage Group scale and competence
3. Ensure capital discipline

Telenor Group should maintain or improve our position in the following non-financial areas:

- Customer satisfaction
- Brand preference
- Human resources: Strength of our leadership pipeline
- HSSE: Total Recordable Injury Frequency
- Climate change: Carbon intensity of our operations.

## **Governance principles**

In order to secure strong and sustainable corporate governance, it is important that we ensure good and healthy business practices, reliable financial reporting and an environment of compliance with legislation and regulations across the Telenor Group.

We believe good corporate governance involves openness and trustful cooperation between all parties involved in the Group: the owners, the Corporate Assembly, the Board and Group Executive Management, employees, customers, suppliers, creditors, public authorities and society in general. When submitting reports, Telenor provides both financial and non-financial information, emphasising transparency so that interested parties may be able to make informed decisions.

Good corporate governance principles are reflected in our values – Make it easy. Keep promises. Be respectful. Be inspiring. By applying our values in what we do as an organisation, we create value and maintain a healthy corporate culture.

Telenor is subject to specific rules and regulations in all the countries where the Group conducts business.

The Telenor Group has developed a set of principal documents, for example the Codes of conduct, as well as policies and complimentary procedures, to ensure good and efficient controls. Internal rules are adapted and implemented at international subsidiaries in which the Telenor Group has operational control.



The Telenor Group works continuously to ensure that policies, procedures, training and control mechanisms are current and adequate. They should meet our own requirements as well as the justified expectations of other interested parties.

Our efforts to ensure socially responsible business conduct involve more than just good business ethics at all levels. They concern the manner in which we treat our employees, our relationship to nature and our surrounding environment, our efforts to ensure safe products, as well as a number of other factors.

## Oppgaver

### BOKMÅL

#### Oppgave 1 (40 %)

- Hva skiller etter ditt syn internasjonalisering av Telenor fra internasjonalisering av en vareproduserende bedrift?
- Redegjør for de viktigste analyser en bedrift må gjøre i forbindelse med internasjonalisering
- Hva er de viktigste eksterne faktorer Telenor må ta hensyn til ved en evt. ekspansjon til Afrika. Velg den av disse faktorene du mener er viktigst og kommenter denne spesielt.

#### Oppgave 2 (30 %)

- Hva er inngangsstrategier? Redegjør for hovedalternativene.
- Hvilke inngangsstrategier mener du er egnet for Telenor i den videre internasjonale ekspansjon? Begrunn hvorfor.
- Hvilken/hvilke inngangsstrategi(er) vil du anbefale Telenor å bruke ved en evt. ekspansjon til Afrika.

#### Oppgave 3 (30 %)

Besvar en av følgende oppgaver:

- Hva er de viktigste etiske problemstillingene i forbindelse med globalisering og internasjonal markedsføring? Gi eksempler på situasjoner der bedrifter har håndtert situasjoner bra og dårlig.
- Redegjør for de utfordringer transaksjoner i utenlandsk valuta kan gi bedrifter som driver internasjonalt og de viktigste måtene slike bedrifter kan beskytte seg på for å redusere risikoen for valutatap.

### NYNORSK

#### Oppgåve 1 (40%)

- Kva skil etter ditt syn internasjonalisering av Telenor frå internasjonalisering av ei vareproduserande bedrift?
- Gjer greie for dei viktigaste analysane ei verksemd må gjere i samanheng med internasjonalisering
- Kva er dei viktigaste eksterne faktorar Telenor må ta omsyn til ved ein mogleg ekspansjon til Afrika. Vel den av desse faktorane du meiner er den viktigaste og kommenter den spesielt.



### **Oppgåve 2 (30%)**

- Kva er inngangsstrategiar? Gjer greie for hovudalternativa.
- Kva for inngangsstrategiar meiner du er eigna for Telenor i deira vidare internasjonale ekspansjon? Grunnje kvifor.
- Kva for inngangsstrategi(ar) vil du tilrå Telenor å bruke ved ein mogleg ekspansjon til Afrika?

### **Oppgåve 3 (30%)**

Svar på ei av dei 2 fylgjande oppgåvene:

- Kva er dei viktigaste etiske problemstillingane i samband med globalisering og internasjonal marknadsføring? Gje døme på situasjonar der verksemder har handtera situasjonen bra og dårleg.
- Gjer greie for dei utfordringane transaksjonar i utanlandsk valuta kan gje verksemder som arbeider internasjonalt og dei viktigaste måtane slike verksemder kan beskytta seg på for å redusera risikoen for tap på valuta.

## **ENGLISH**

### **Question 1 (40%)**

- In your opinion, how does internationalization of Telenor differ from internationalization of a company producing goods?
- Give an overview of the most important analyses a company must do when internationalizing.
- What are the most important external factors Telenor must take into consideration in a possible expansion to Africa? Chose the factor you consider as the most important one and comment on this one in particular.

### **Question 2 (30%)**

- What are "Market Entry Strategies"? Discuss the main alternatives.
- Which market entry strategies are most suitable for Telenor in their future international expansion? Give reasons for your answer.
- Which market entry strategy or strategies do you recommend that Telenor should use if they should expand to Africa?

### **Question 3 (30%)**

Answer one of the two questions below:

- What are the most important ethical topics relevant for globalization and international marketing? Give examples of situations in which companies have handled situations good or bad in ethical terms.
- Give an overview of challenges that transactions in foreign currency may give companies with international operations and the most important ways such companies can protect themselves against risk of currency losses.