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Mapping the generic competitive action types peculiar to the Turkish mobile telecommunications network operating industry

Abstract

This research work is aimed at thoroughly mapping the action based competitive landscape of the mobile telecommunications network operating industry using the Turkish industry as a case study. It is based on findings from the first installation of the series of studies, which focused on isolating, identifying and classifying the industry specific actions specific to the industry under study through a structured content analysis of publicly available secondary data. It then uses Nokelainen's (2010) generic typology code sheet to qualitatively transform the 112 industry specific competitive actions. The transformation process produced generic action types of a nature that conforms to six of the eight elementary action categories in the code-sheet namely: bring about, forbear to bring about, suppress, preserve, destroy and forbear to destroy. These elementary actions were observed to be dependent on all eight resource categories posed by the code-sheet namely: financial, physical, legal, human, organizational, relational and product attribute resources. Finally it was observed that the bring about elementary action category accounted for the majority of all generic competitive actions observed, while most of the generic competitive action types isolated were observed to be dependent largely on financial and product attribute resources among others, for their initiation or execution.

Keywords: competition, competitive dynamics, competitive interactions, competitive actions, marketing, competitive strategy, market competition, competitive markets, competitive intelligence.
JEL Classification: D21, D43, M19, M20, L10, L13, L25, L29.

Introduction

The need to understand the patterns of competitive interactions among firms within an industry is explained theoretically in the ground breaking works of Joseph Schumpeter the forerunner of the Austrian School of Economics. The theoretical concept which forms the core foundation of this school of thought is the concept of 'creative destruction' first implied by Karl Marx in his seminal works and introduced to the management field by Schumpeter and further developed by the Austrian School of Economics (Jacobson, 1992; Smith et al., 1992; D'Aveni, 1997; Emeagwali & Çalıcıoğlu (working paper). The whole idea of creative destruction is based on the principle that organizations within an industry basically engage one another in competitive rivalry characterized by the exchange of competitive actions and responses in a bid to acquire or sustain competitive advantage (Nokelainen, 2010). Schumpeter implied in his work that for businesses to succeed, they must engage in competitive actions capable of disrupting the industry, thus destroying existing competitive advantages while creating new ones in the process (Schumpeter, 1950). He believed that entrepreneurial and innovative actions were crucial tools for successfully engaging rivals in the fiercely competitive business environments characteristic of most industries in the 21st century (Turgay & Emeagwali, 2012).

Today, competitive dynamics researchers are generally of the opinion that the fundamental basis of the strategic management discipline is hinged on the dynamics of action-response based competitive interactions (Chen & Miller, 2012). For instance, Mintzberg (1978) and Ferrier (2001) implied in their separate works that a firm's overall strategy can be described as the overall pattern of competitive actions and responses it carried out within a given time period. Competitive dynamics researchers also note that since competitive actions form the core of a firm's strategy and since the success of a firm depends on its repertoire of competitive actions and responses, it is thus important to understand the competitive actions peculiar to different industries, those key to a firm's success, as well as the nature of those actions.

Realizing the above, more and more competitive dynamics scholars occupied themselves with conducting empirical studies on competitive interactions, focusing a great deal on competitive action research.

However, a review of extant competitive action research revealed two major gaps in the competitive action literature among others. These gaps include the fact that there was no study conducted on competitive actions from an emerging or developing country perspective as all of the existing literature on competitive dynamics were carried out in developed countries with the United States of America accounting for over 90% of all extant literature (Nokelainen, 2010). Secondly, despite the fact that the mobile telecommunications network operating industry is a highly competitive industry, there has been no previous study examining and classifying the competitive action types within this industry as well as their nature.

This study is the second installation of a series of studies initiated by the first author as a fundamental part of his doctoral dissertation, designed to fill these gaps in literature by completely mapping the types of competitive actions peculiar to the mobile tele-communications network operating industry, taking evidence from the Turkish industry. The first part of this series of studies was aimed at isolating the industry specific action types specific to this particular industry, and was able to isolate a total of 112 industry specific actions. However according to Nokelainen (2010), while industry specific competitive actions provide a lot of information and intelligence to industry practitioners, it provides fairly little useful or comprehendible information to non-industry prac-titioners for example general manage-ment teams or investors with a portfolio of investments across industries. It is thus pertinent that industry-specific actions be transformed and presented in a more generic format to enable generalization across industries.

In light of the above, this second research installation poses the research question: What generic competitive action types are peculiar to the Turkish mobile telecommunications network operating industry?

1. Methodology

In order to answer the research question posed, this study uses the qualitative methodological approach applying a multi-industry generalizing typological code sheet developed, tried, tested and recommended by Nokelainen (2010). In particular, this metho-dology required that industry specific action types isolated for an industry be transformed to generic competitive action types using the generic competitive action typology code sheet developed by Nokelainen (2010). In this case, the 112 industry specific actions isolated in the first part of this research (Emeagwali & Çalıcıoğlu (working paper) series were used. These competitive actions were isolated through a structured content analysis of publicly available news sources such as the Hurriyet Daily and the Turkish Zaman newspapers spanning a period of 10 years and retrieved from the LexisNexis digital database in 2012.

2. Analysis

As mentioned in the above section, the quest to understand and map the competitive action types within the Turkish mobile telecommunications service providing industry was carried out in a series of research installations. In the first part of the series of studies, the aim was mapping the Industry Specific action proper with the aid of Offstein & Ngawali's (2005) guide (used specifically for domain and subdomain categorization). In the second installation (which this study represents), mapping the generic action types of the industry specific actions isolated in the first stage is carried out by coding them into Nokelainen's (2010) generic action typological coding scheme. In the following section the study will proceed to transform the 112 industry specific actions proper isolated in the first stage of the study [Emeagwali & Çalıcıoğlu (working paper) into generic action types.

2.1. The coding scheme. The coding scheme used here is the generic typology of action coding scheme developed by Nokelainen (2010). This scheme transforms isolated industry specific actions into generic action types which enables the action type to be generalizable across industries. The essence of a generalizable version of action types is to go beyond understanding the nature of the action, to understanding the inherent impact of these actions, and the resources they depend on.

Theoretically grounded in the resource advantage and philosophical theories of competition, Nokelainen (2010) generated the coding scheme to give an industry specific action a generalizable interpretation by identifying the original intention of the action, its expected impact and the resource domain which facilitates the action. In developing the typology, Nokolainen theoretically derived eight elementary action categories which accurately identified the intentionality inherent in every action carried out from the philosophical theory of action. These elementary action types are 'Bring about', 'Forbear to bring about', 'Suppress', 'Forbear to suppress', 'Preserve', 'Forbear to preserve', 'Destroy', and 'Forbear to destroy'. Subsequently he derived eight distinct resource domains of action from the resource advantage theory of action. The resource domains postulated by Nokelainen (2010) are: 'Financial resources', 'Physical resources', 'Legal resources', 'Human resources', 'Organizational resources', 'Informational resources' and 'Product attributes'.

A sample of Nokelainen's (2010) generic code sheet is presented later in this section when the 112 industry specific actions isolated in the first stage of the study will be mapped into it. However, in order to accurately map each of the action types into the code sheet, each of the 112 action types must first of all be transformed into the two categorical components of the code sheet – Elementary actions and Resource domains.

While the domain and subdomains presented in the first stage of the study showed the functional and physical description of the industry specific action such as 'Corporate domain' and 'Corporate alliance'

respectively, they tell us very little about the intention of these actions thus actions like 'Introduce roaming services' are within the 'Marketing' domain and the 'New product introduction' subdomain. However, if after reading the new item, the reader understands that the action was carried out perhaps to counter an action carried out by a rival firm, the elementary nature of the action according to Nokelainen's coding scheme will thus be to 'preserve' an advantage or a competitive position, the resource involved in carrying out this action will now pertain to 'product attribute' according to the scheme. In essence, this classification scheme shows not just the physical appearance of the action but the inherent intention of the action alongside the resource base necessary to carry it out – a vital knowledge in the hypercompetitive business environments of today's world.

3. Findings

Table 1 (see Appendix) presents all of the 112 industry specific action types isolated for the Turkish mobile telecommunications service providing industry and the corresponding elementary action and resource domain they fit into after carefully reading through each one of them and interpreting them using the guidelines provided by Nokelainen (2010).

Having transformed the industry specific actions into components of the generic form, the information is coded into Nokelainen's (2010) generic typology code sheet in Table 2.

The sheet shows the total number of actions within each resource domain and within each elementary action type carried out by Turkcell A.S. Vodafone TR, and Avea A.S. The code sheet went further to separate the intended actions from the performed action by enclosing all intended action in parentheses. Cells within the code sheet which appear indicate that no industry specific action types isolated fit the description the cells stand for. For example, the very first cell sitting on the intercept between 'financial resources' and 'bring about' indicate actions whose intentions are to cause to bring into being a situation, or event which is not already in existence, and which rely on financial resources to be carried out.

Table 2. Industry specific actions mapped into Nekolainen's (2010) generic typology code sheet

Elementary actions / Resource domains	1. Bring about	2. Forbear to bring about	3. Suppress	4. Forbear to suppress	5. Preserve	6. Forbear to preserve	7. Destroy	8. Forbear to destroy
A. Financial resources	T: 6 (8) V: 4 (1) A: 1 (4)	T: 0 (1) A: 0 (1)			T: 2 (0)		T: 0 (1) V: 1 (0)	T: 0 (1)
B. Physical resources	T: 5 (2) V: 2 (0) A: 5 (0)				T: 1 (0)			
C. Legal resources	T: 11 (3) V: 1 (0)				T: 1 (0)		T: 1 (0)	
D. Human resources	T: 2 (0) V: 0 (1)							
E. Organizational resources	T: 2 (0) V: 1 (1)	T: 1 (0)	T: 1 (1)					
F. Informational resources	T: 2 (0) V: 1 (2) A: 1 (0)							
G. Relational resources	T: 1 (1) V: 3 (1) A: 2 (0)				T: 1 (0)			
H. Product attributes	T: 11 (4) V: 2 (1) A: 2 (0)		T: 2 (0)		T: 1 (0)		A1 (0)	

Notes: T = Turkcell A.S., V = Vodafone TR, A = Avea A.S. Parentheses represents intended actions.
Source: Code sheet. Adopted from Nokelainen (2008); Contents: Author generated.

Now having successfully transformed and interpreted the industry specific actions into more generic ones using Nokelainen's (2010) generic typology code sheet, the following section goes ahead to understand the distribution of each generic action type first for the industry as a whole and next, on a company based level.

3.1. Industry-wide distribution of elementary actions. An analysis of the 112 transformed generic action types derived in the previous section reveals that only six out of the eight elementary action types were represented in this industry. Elementary actions not represented are 'Forbear to suppress' and 'Forbear to preserve'. Among the six elementary

actions presented however, almost 85% of the action types within the Turkish mobile telecommunications service providing industry were of the 'Bring about' elementary action type. Although actions aimed at 'Preserving' competitive positions were next in order of frequency they accounted for only over 5% of the entire actions observed within the industry as seen in Table 3.

Table 3. Industry-wide distribution of elementary actions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bring about	94	83.9	83.9	83.9
	Forbear to bring about	3	2.7	2.7	86.6
	Suppress	4	3.6	3.6	90.2
	Preserve	6	5.4	5.4	95.5
	Destroy	4	3.6	3.6	99.1
	Forbear to destroy	1	.9	.9	100.0
	Total	112	100.0	100.0	

The following figure is a graphical representation of the state of competitive interaction within the Turkish mobile telecommunications service providing industry. It shows that actions aimed at destroying an advantage or suppressing a negative event accounted for about 3.6% of the entire generic action types isolated respectively. Only one instance of a forbear to destroy action was recorded for the entire industry.

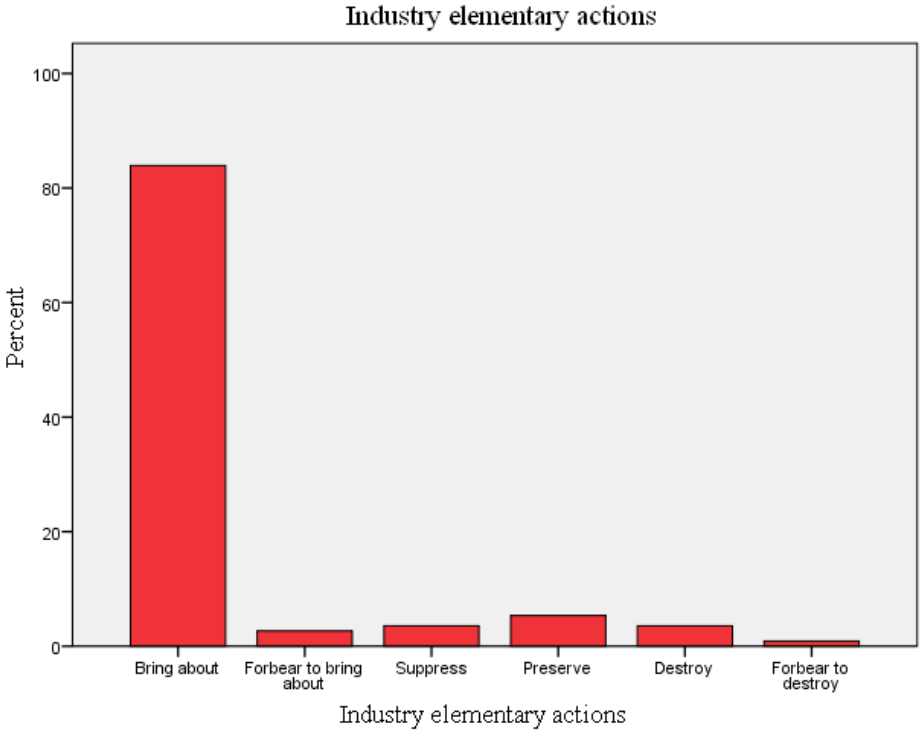

Fig. 1. Industry wide distribution of elementary actions

3.2. Industry-wide distribution of resource domain. Also, with regard to the resources necessary to carry out these actions, the most important resource necessary for carrying out competitive actions in the Turkish mobile telecommunications service pro-viding industry is the financial resource. This is because from the table below, over 27% of all actions carried out within the industry relied on financial resources.

The second category of resources necessary for competing within this industry is Product attributes. This is because slightly over 21% of all competitive actions carried out depended on product attribute advantages as shown in the table.

Table 4. Industry-wide distribution of resource domain

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Financial resource	31	27.7	27.7	27.7
	Physical resource	15	13.4	13.4	41.1

Table 4 (cont.). Industry-wide distribution of resource domain

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Legal resource	17	15.2	15.2	56.3
	Human resource	3	2.7	2.7	58.9
	Organizational resource	7	6.3	6.3	65.2
	Informational resource	6	5.4	5.4	70.5
	Relational resource	9	8.0	8.0	78.6
	Product attributes	24	21.4	21.4	100.0
	Total	112	100.0	100.0	

Figure 2 shows the illustrated image the rate at which competitive actions are dependent on each of the different resource domains in the mobile telecommunications service providing industry.

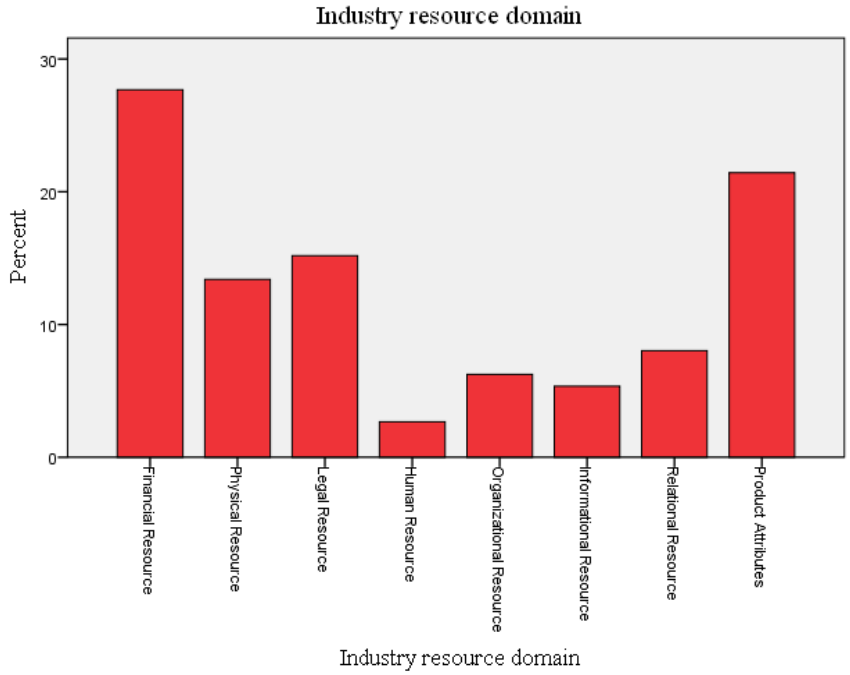

Fig. 2. Industry-wide distribution of resource domain

Conclusion

The findings show that from a generic point of view, of the eight generic action types based on the elementary action classification, only six of them were present among the generic actions taken by the major companies operating in the Turkish mobile telecommunications network operating industry. The elementary action categories observed include bring about, forbear to bring about, suppress, preserve, destroy and forbear to destroy elementary actions. Elementary action categories not observed among the competitive actions isolated for this industry includes the forbear to suppress and forbear to preserve categories. With regard to the frequency of occurrence of competitive actions within the observed categories, the transformation revealed that competitive actions belonging to the bring about elementary action category are the most frequent actions taken in the mobile telecommunication network operating industry, as such actions accounted for over 83% of the 112 competitive actions identified and isolated in the first research instalment. This is followed by the preserve category (5%), the suppress and destroy categories (3% respectively), the forbear to bring about (2.7%) and the forbear to destroy category (0.9%).

From a resource dependency perspective, the six elementary action categories observed were found to be dependent on all eight resource domains posited by Nokelainen's (2010) generic typology. In other words, to initiate and execute the individual competitive actions within the six elementary action categories explained earlier, operators within the industry under study depended on the following resource domains: financial, physical, legal, human, organizational, informational, relational and product attributes. Frequency analysis of the degree to which the operators depended on these resources to carry out competitive actions within the six generic elementary action categories reveal that financial resources and product attribute were the most important resources accounting for 27% and 21%

respectively of all resources needed to initiate and execute these actions. Surprising, human resource was observed to be the least important resource upon which the initiation and execution of generic elementary action were dependent, as it accounted for 2.7% of all resources used.

Implications and importance of the study. The implication of these findings as earlier predicted by Nokelainen (2010), is the provision of a generalizable version of the industry specific competitive actions commonly found at play within the mobile telecommunications network operating industry. This version goes further to provide clarity and a deeper and more meaningful understanding of the 112 industry specific competitive actions isolated for this industry from the first research installation in the series. It provides clarity by presenting a version of the isolated industry specific competitive actions that give further insights into their intrinsic nature and the resources which the network operators under study relied upon for their initiation and execution.

The clarity provided by the generic version of competitive actions is of immense importance to the current body of literature, industry practitioners and non-industry practitioners alike. For the current body of literature, the findings of this study presents for the first time a contribution to the competitive interaction and by extension the competitive dynamics literature a more meaningful explanation of competitive action from a nature and resource characteristic perspective, providing evidence for the first time, of this phenomenon, from the mobile telecommunications network operating industry and taking for the first time, an emerging economy – Turkey (recently included among the CIVETS nations – a group of emerging markets formally recognized by the Economist Intelligence Unit in 2009) as a case study. This is unlike previous studies which had focused almost exclusively on a few industries located almost entirely in North America (Nokelainen, 2010). Findings from this study are also of immense importance to industry practitioners as the nature-resource dimension provides industry players a more meaningful perspective on the nature of the competitive interaction process within this already highly competitive industry, laying bare the intricacies of each competitive action taken by competitors and enabling accurate deductions of the key resources which more or less bestows upon rival firms their core competencies and by extension, the competitive advantages they enjoy. Finally, as indicated by Nokelainen (2010), the generic actions presented here are also of importance to non-industry practitioners such as investors or large multinational corporations which may be interested in diversifying their portfolios by investing or expanding into the mobile telecommunications network operating industry either through securities investment or through mergers, acquisitions or other forms of strategic alliances. The simplified and meaningful presentation of these competitive actions ensures that such individuals or corporations are not trapped or discouraged from investing, expanding into or strategically allying with industry players due to the tedious and error prone process of interpreting industry specific actions from a profitability and return on investment perspective.

Recommendations for future research. While the contributions of these studies are three dimensional, and immense in nature, there is a lot of room for improving and advancing the quest to completely understanding the competitive dynamics of this industry from an action based research perspective. For one, further studies could be carried out to understand why human resources play a very insignificant role in helping initiate and execute competitive actions within the industry under study, also comparative studies can be carried out studying the same industry but in a different geographic region to ascertain if there is any corroboration with findings from this studies and if not, present explanations on the difference observed and the possible causative factors, among others.

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Appendix

Table 1. Generic transformation and interpretation of the industry specific action types

Number	Specific action carried out (TcP)	Resource domain	Elementary action type
1	Convene dispute resolving shareholder's meeting	Organizational resources	Suppress
2	Sue a rival mobile service providing firm	Legal resources	Bring about
3	Introduce new services (for SMEs)	Product attribute	Bring about
4	Sign international loan deals	Financial resources	Bring about
5	Lower mobile telephony rates (cut prices)	Product attributes	Suppress
6	Launch new card-based payment system	Product attributes	Bring about
7	Defend competitive activities (at competition court)	Legal resources	Preserve
8	Introduce faster Internet service	Product attributes	Bring about
9	Introduce system for calculating client-mobile usage	Organizational resource	Bring about
10	Increase infrastructural investment	Financial resource	Bring about
11	Launch new smart phone	Product attribute	Bring about
12	Expand into Europe	Physical resource	Bring about
13	Launch a mobile diet application	Product attribute	Bring about
14	Open new call centers	Physical resource	Bring about
15	Invest in 3G technology/infrastructure	Financial resource	Bring about
16	Appoint a new chairman	Human resource	Bring about
17	Launch portable mobile battery chargers	Product attribute	Bring about
18	Revamp sales centers	Physical resource	Preserve
19	Launch 3G network	Product attribute	Bring about
20	Sign loan deals	Financial resource	Bring about
21	Offer special packages to SMEs	Product attribute	Bring about
22	Offer 3G IPhones to customers	Product attribute	Bring about
23	Open new technology center	Physical resource	Bring about
24	Sue Iranian government over licensing	Legal resource	Bring about
25	Pick up 3G license	Legal resource	Bring about
26	Launch new palm phone	Product attribute	Bring about
27	Increase school campaigns	Product attribute	Preserve
28	Choose Zenulta's program	Informational resource	Bring about
29	Bid for control of foreign telecom company	Legal resource	Bring about
30	Collaborate with a hardware company to expand wireless infrastructure	Physical resource	Bring about
31	Offer secure mobile signatures to all customers	Product attribute	Suppress
32	Introduce blackberry pearl services	Product attribute	Bring about
33	Collaborative action to integrate Sim cards in laptops	Relational resource	Bring about
34	Sign partnership deal to offer cheaper flight on partner airline	Legal resource	Bring about
35	Appoint a new CEO	Human resource	Bring about
36	Sign a deal to supply local content to MTV	Legal resource	Bring about
37	Sign distribution deal for warner bros media production	Legal resource	Bring about
38	Pull out from Egypt tender	Legal resource	Destroy
39	Sign deal to distribute EMI media products	Legal resource	Bring about
40	Approve new board of directors	Organizational resource	Bring about
41	Participate in bid for Egypt's telecom company	Legal resource	Bring about
42	Postpone annual general meeting	Organizational resource	Forbear to bring about

Table 1 (cont.). Generic transformation and interpretation of the industry specific action types

Number	Specific action carried out (TcP)	Resource domain	Elementary action type
43	Increase investment in a credit company	Financial resource	Preserve
44	Sue foreign government	Legal resource	Bring about
45	Appeal to foreign government to save investment	Financial resource	Preserve
46	Deny knowledge of being barred from Iranian mobile contract	Relational resource	Suppress
47	Sign loan deal	Financial resource	Bring about
48	Pioneer technology for speeding up mobile data transfer and internet connection	Informational resource	Bring about
49	Sign deal to enable roaming in open seas	Legal resource	Bring about
50	Set up new company to provide long distance call services	Physical resource	Bring about
51	Sign foreign loan deal	Financial resource	Bring about
Number	Specific action intended (TcI)		
52	Interested in acquiring Bulgaria's Vivacom	Financial resource	Bring about
53	Seek ways to enter Libya and Somalia	Physical resource	Bring about
54	Plan to hold dispute resolution general assembly	Organizational resource	Suppress
55	Collaborate with university to open enterprise factory	Physical resource	Bring about
56	Plan to introduce cheaper smart phone to boost web use	Product attribute	Bring about
57	Plan to introduce mobile card in collaboration with yapikredi	Product attribute	Bring about
58	Plan to expand into financial services with mobile wallet	Product attribute	Bring about
59	Consider buying stake in Zain	Financial resource	Bring about
60	May acquire assets in nearby markets to grow	Financial resource	Bring about
61	Subsidiary plans to make new investments	Financial resource	Bring about
62	Preparing to launch a tender for 3G mobile phone licenses	Legal resource	Bring about
63	Plans to sell IPhones from September 26th	Product attribute	Bring about
64	THY and Turkcell to collaborate on a campaign to raise quality of services offered	Relational resource	Bring about
65	Plan to buy major stake in Belarusian company	Financial resource	Bring about
66	May enter the Belarusian market	Financial resource	Bring about
67	May buy phone company in Eastern Europe	Financial resource	Bring about
68	Signals further acquisitions	Financial resource	Forbear to destroy
69	Plans to bid for majority stake in Syriatel	Legal resource	Bring about
70	Files application to take over companies in Iraq and Kuwait	Legal resource	Bring about
71	Interested in purchasing Greece's TM Hellas mobile company	Financial resource	Bring about
72	Show intention to subsidize handsets, if its rivals do	Financial resource	Destroy
73	Still interested in investing in Iran, but must convince banks	Financial resource	Forbear to bring about
Number	Specific action carried out (VfP)		
74	Cuts sales target on weak European market	Financial resource	Destroy
75	Acquires local company	Financial resource	Bring about
76	Launches technical aid package in Turkey	Informational resource	Bring about
77	Launches woman act in technology	Legal resource	Bring about
78	Unveils touchscreen shop windows	Physical resource	Bring about
79	Offers cellphones for 1TL	Product attribute	Bring about
80	Cooperates with Pegasus airlines	Relational resource	Bring about
81	Launches Spiga in Turkey	Product attribute	Bring about
82	Acquires Borusan Telecom	Financial resource	Bring about
83	Launches 'farmer's club'	Relational resource	Bring about
84	Launches foundation in Turkey	Physical resource	Bring about
85	Cooperates with Arcelik	Relational resource	Bring about
86	Vodafone completes purchase of Telsim	Financial resource	Bring about
87	Unveils new organizational structure	Organizational resource	Bring about
88	Vodafone makes payment for purchase of Telsim	Financial resource	Bring about
Number	Specific action intended (VfI)		
89	Intends to buy out Koc.net	Informational resource	Bring about
90	Plans to introduce 3G technology in 81 cities	Product attribute	Bring about
91	Intends to form partnership with T-mobile	Relational resource	Bring about
92	Plans to replace its CEO	Human resource	Bring about

Table 1 (cont.). Generic transformation and interpretation of the industry specific action types

Number	Specific action carried out (TcP)	Resource domain	Elementary action type
93	Plans to acquire KKTC Telsim	Financial resource	Bring about
94	Offers to buy Oksijen (Oxygen) Technologies	Informational resource	Bring about
95	Plans to offer high class services	Organizational resource	Bring about
Number	Specific action carried out (AvP)		
96	Opens 14 branches in Kahramamara & Gaziantep	Physical resource	Bring about
97	Invites Anatolian SMEs to its technology center	Informational resource	Bring about
98	Opens a new support center for enterprises	Physical resource	Bring about
99	Opened a new 60m Lira R&D Center in Istanbul	Physical resource	Bring about
100	Partners with IDU (an Istanbul ferry operator)	Relational resource	Bring about
101	Starts joint campaign with THY to offer Fly Miles and call minutes to customers	Relational resource	Bring about
102	In collaboration with a foundation hands out cash prizes to young entrepreneurs	Financial resource	Bring about
103	Launches 3G technology	Product attribute	Bring about
104	Provides mobile TV service	Product attribute	Bring about
105	Opens call center in Erzincan	Physical resource	Bring about
106	Cuts prices	Product attribute	Destroy
107	Signs deal with Ericson to extend its radio and main network.	Physical resource	Bring about
Number	Specific action intended (AvI)		
108	Plans to invest 60m Lira in R&D	Financial resource	Bring about
109	No intentions to offer IPO before 2009	Financial resource	Forbear to bring about
110	Plans to invest $200m in infrastructure in 2007	Financial resource	Bring about
111	Plans to offer IPO in two years	Financial resource	Bring about
112	Plans to invest $300million in the current year	Financial resource	Bring about