

**University of Macau**  
**Faculty of Business Administration**

**Business Thesis**

**The Study of the Competitiveness of CTM:  
Based on CTM Branding Strategy**

**Student Name: Wong San San, Maggie**

**Student Number: M-A7-5755-6**

**Thesis presented to the  
Faculty of Business Administration  
University of Macau**

**In partial fulfillment in granting of the MBA Degree**

**2009**

# TABLE OF CONTENTS

<b>ABSTRACT</b> .....	<b>I</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>II</b>
<b>TABLE OF CONTENTS</b> .....	<b>III</b>
<b>LIST OF FIGURES</b> .....	<b>VI</b>
<b>LIST OF TABLES</b> .....	<b>VI</b>
<b>1 INTRODUCTION</b> .....	<b>8</b>
<b>1.1 Objective of the Research</b> .....	<b>8</b>
<b>1.2 Research Questions</b> .....	<b>9</b>
<b>1.3 Structure of the Project</b> .....	<b>10</b>
<b>1.4 The Procedure of the Research</b> .....	<b>11</b>
<b>2 RESEARCH BACKGROUND</b> .....	<b>13</b>
<b>2.1 Monopolize the Telecommunication Industry</b> .....	<b>13</b>
2.1.1 The Take-up of Telecom Service.....	14
2.1.2 Monopoly Lack of Social Support.....	15
2.1.3 Actions of Government.....	16
<b>2.2 Partial Liberalized Telecommunication Industry</b> .....	<b>16</b>
2.2.1 Establishment of Regulation Organization .....	17
2.2.2 Internet Market.....	18
2.2.3 Mobile Market .....	19
<b>2.3 Present Telecommunication Market Situation</b> .....	<b>21</b>
2.3.1 Service Provider .....	22
2.3.2 Service Penetration .....	22
2.3.3 Service Offering.....	23
2.3.4 Tariffs.....	25
<b>2.4 The Attractiveness of Future Macao Telecommunication Industry</b> .....	<b>30</b>
2.4.1 The Fully Liberalization in Telecom Industry .....	30
2.4.2 The Substitution Service – Communication Convergence .....	31
2.4.3 The Bargaining Power of Suppliers and Buyers.....	32

2.4.4	The Threat of New Entrants.....	33
2.4.5	The Rivalry among Existing Firms.....	36
<b>2.5</b>	<b>Summary.....</b>	<b>36</b>
<b>3</b>	<b>LITERATURE REVIEW .....</b>	<b>38</b>
<b>3.1</b>	<b>Competition Advantage.....</b>	<b>38</b>
3.1.1	Definition .....	38
3.1.2	The Structural Analysis of Industry.....	38
3.1.3	Differentiation Strategy .....	39
<b>3.2</b>	<b>Branding Literature.....</b>	<b>41</b>
3.2.1	Definition .....	41
3.2.2	Brand Image.....	42
3.2.3	Corporate Brand.....	48
3.2.4	Branding Strategy .....	53
<b>3.3</b>	<b>The Relationship between Competitive Advantage and Brand.....</b>	<b>55</b>
<b>4</b>	<b>RESEARCH METHODOLOGY .....</b>	<b>57</b>
<b>4.1</b>	<b>Content Analysis .....</b>	<b>57</b>
<b>4.2</b>	<b>Data Collection.....</b>	<b>59</b>
4.2.1	Interview with CTM Management.....	59
4.2.2	Survey .....	60
<b>4.3</b>	<b>Analysis .....</b>	<b>63</b>
<b>4.4</b>	<b>Data Credibility.....</b>	<b>65</b>
<b>5</b>	<b>RESEARCH FINDINGS .....</b>	<b>66</b>
<b>5.1</b>	<b>Interviews: CTM Branding Strategy .....</b>	<b>66</b>
5.1.1	Corporate Brand Name Strategy.....	67
5.1.2	Brand Objectives.....	68
5.1.3	Brand Management Team.....	69
5.1.4	CTM Branding Activities .....	71
5.1.5	Findings.....	74
<b>5.2</b>	<b>Survey of CTM Brand-Knowledge.....</b>	<b>75</b>
5.2.1	Sample Characteristics.....	75
5.2.2	CTM Brand Awareness.....	78
5.2.3	CTM Brand Image .....	79
5.2.4	Findings.....	87

<b>5.3</b>	<b>Analysis .....</b>	<b>90</b>
5.3.1	Strengths .....	90
5.3.2	Weaknesses .....	93
<b>6</b>	<b>RECOMMENDATIONS AND CONCLUSIONS .....</b>	<b>96</b>
<b>6.1</b>	<b>Recommendations .....</b>	<b>97</b>
6.1.1	Principles of the Adjustment.....	97
6.1.2	Practical Recommendations.....	98
<b>6.2</b>	<b>Conclusion .....</b>	<b>112</b>
<b>6.3</b>	<b>Limitations.....</b>	<b>113</b>
	<b>REFERENCES .....</b>	<b>115</b>
	<b>APPENDIX A: SURVEY OF CTM BRAND-KNOWLEDGE .....</b>	<b>122</b>
	<b>APPENDIX B: THE AVERAGE RATING OF BRAND-KNOWLEDGE FOR CTM .....</b>	<b>138</b>
	<b>APPENDIX C: MEETING SCHEDULE AND PROFILE OF THE INTERVIEWEES .....</b>	<b>142</b>
	<b>APPENDIX D: THE QUESTIONS FOR INTERVIEWS .....</b>	<b>144</b>
	<b>APPENDIX E: CTM ADVERTISEMENTS REVIEW.....</b>	<b>146</b>