**Figure 3:** Product Lifecycle – Voice calls in the plateau (Maturity to Decline) phase

*Source: Tuner Blane*

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**Figure 3:** Growth in Kenyan Mobile Subscriptions

*Source: CCK, operators’ compliance return forms*
Nine forces model

New entrants threat:
- Financial Muscle
- Brand loyalty
- Switching costs

Legislation
- CCK Termination Rates
- SIM Registration Law

Substitutes threat:
- Data - e-mail
- Communication software (Skype, FaceTime)
- Social networks (Talk time)

Social Shift:
- Informed society
- Data generation (BBM, Social networking)

Competitor Rivalry
- Price wars
- Marketing wars
- Social networking
- Enticing introductory offers

Economic Shift:
- African emerging market growth

Customer bargaining power:
- More options
- Low switching costs, if prepaid

Supplier bargaining power:
- Economies of scale
- Higher margins

Figure 4: 9 Forces Model