

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

Source: Tuner Blane

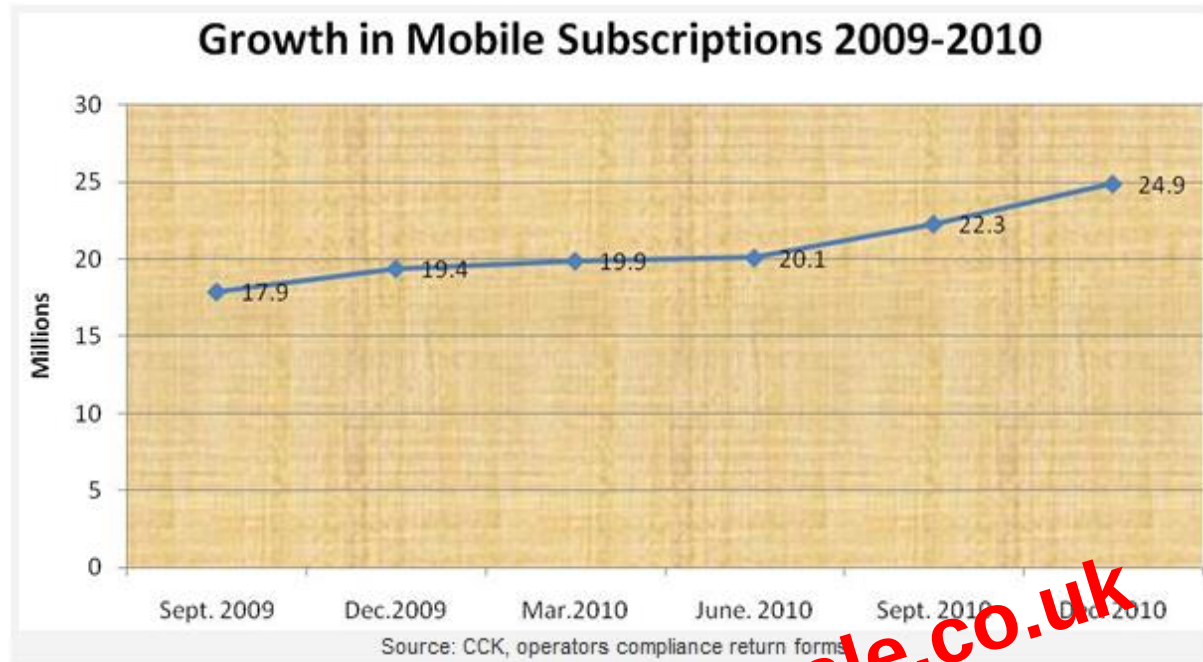


Figure 3: Growth in Kenyan Mobile Subscribers

Source: CCK operators compliance return forms

Nine forces model

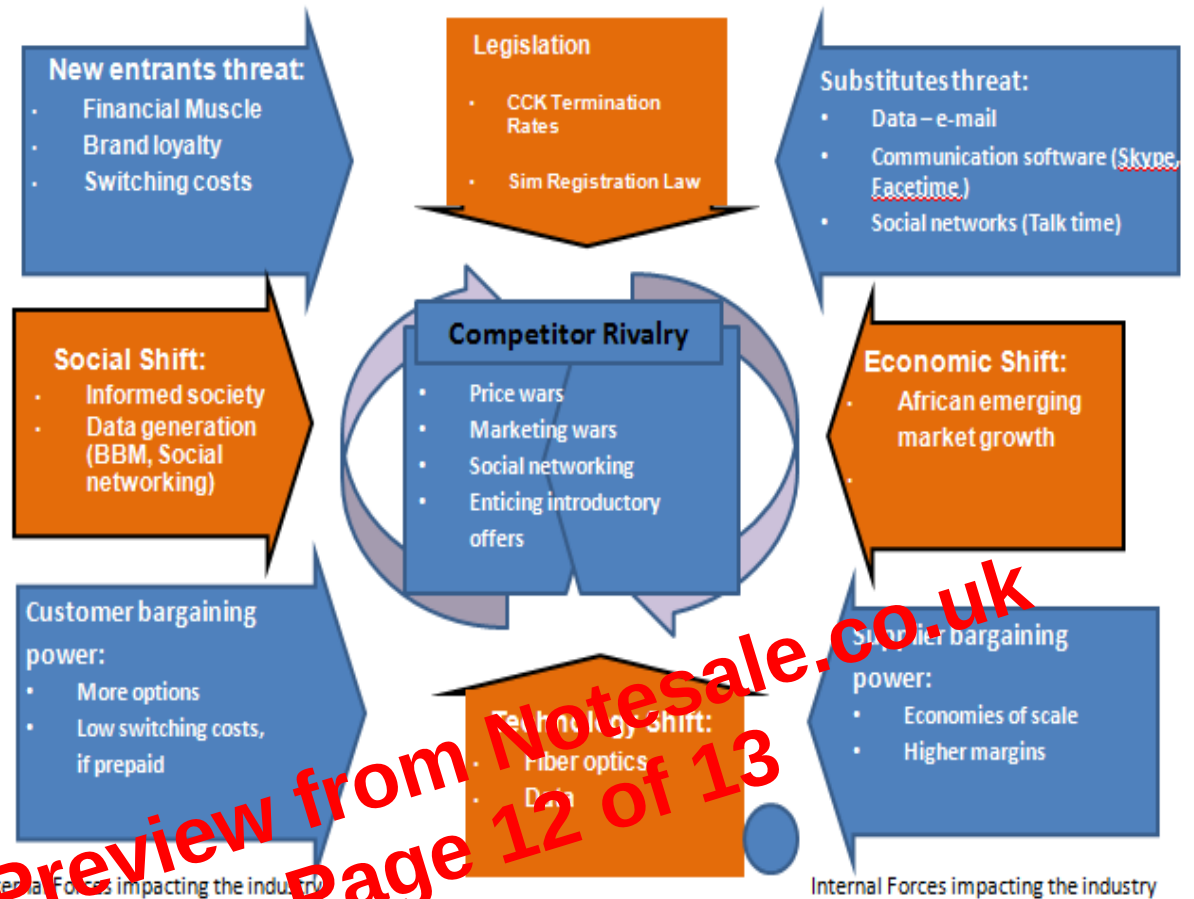


Figure 4: 9 Forces Model