

# On MVNO Successes & Failures

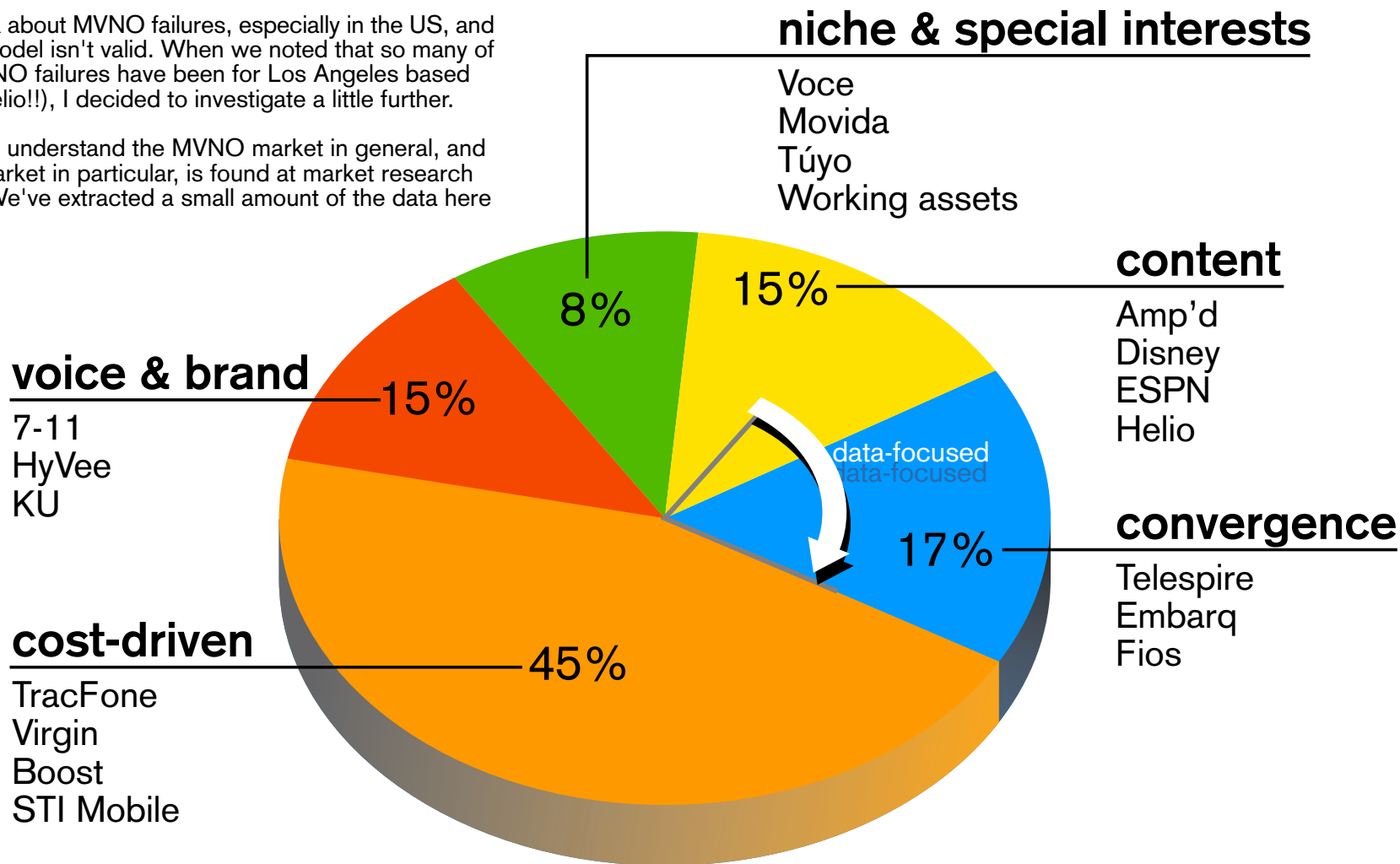
There's been a lot of talk about MVNO failures, especially in the US, and how perhaps how the model isn't valid. When we noted that so many of the spectacular US MVNO failures have been for Los Angeles based companies (look out, Heliol!), I decided to investigate a little further.

An excellent resource to understand the MVNO market in general, and the European MVNO market in particular, is found at market research company FirstPartner. We've extracted a small amount of the data here for further exploration.

The pie chart shows the segments of the European MVNO market as identified by FirstPartner.

If we assume that the European market will have a similar structure to a mature American market, then we can slot companies into each category and see how they are competing.

Obviously the US market won't end up being exactly as the European market; we also can not expect one analyst's document to model the industry precisely.



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