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COMPETITIVENESS IN NIGERIAN TELECOMMUNICATION INDUSTRY: MARKETING STRATEGY**FALANO, TOLUOPE****ALUMNI****DEPARTMENT OF ENGINEERING & KNOWLEDGE MANAGEMENT****FACULTY OF ENGINEERING & COMPUTING****COVENTRY****POPOOLA F. CORNELIUS****RESEARCH DIRECTOR****POTAB INT'L RESEARCH & CONSULTING****IBADAN****ABSTRACT**

This study has examined competitiveness in Nigeria telecommunication industry. Due to momentous increase in competition between mobile telecoms companies, customers persistently faced the choice of deciding which service provider is more preferable and economical to them. This study investigated the effect of marketing strategies on customers' satisfaction, loyalty and retention. A cross-sectional survey research design was adopted for the study. 280 staffs were randomly selected from five mobile telecoms companies in Ibadan metropolis. Data generated were analysed using multiple regression (R^2) at 0.05 alpha level. The findings of the study revealed that promotion strategies adopted by mobile telecoms companies significantly affect customer's satisfaction, loyalty and retention. Finding also revealed that competitiveness has negative impact on Nigerian telecommunication growth ($t=-1.98, p>.05$) while promotional strategies have positive impact on Nigerian telecommunication growth ($t=4.15, p<.05$). Based on the findings, it is recommended that Nigerian telecommunication industry should engage more professionals into the industry that would put a touch in the telecommunication growth. Professionals should take account of the benefit of adopting effective marketing strategies so as to withstand the rigid competition within the national and international telecommunication market. Finally, regulators of Nigerian telecommunication industry should embark on market monitoring activities to aid the quality of services delivered by telecommunication companies.

KEYWORDS

Competitiveness, Marketing strategy, Promotion and Telecommunication.

INTRODUCTION

In the midst of peak rising telecommunication marketplace in African, Nigeria has been recognize to one because the number of mobile line subscriber is accounted to be less than two hundred and sixty-six thousand four hundred and sixty-one while the mobile digital lines are about 1.3 million subscribers (Nigeria Communication Commission, 2011). These momentum transformations is likely to persist at a more rapidly speed. Nigeria telecommunication industry has witnessed the foremost change in terms of development, market formation and technological advancement over the last decade. This was as a result of institutional reforms and policy in the industry. This reform shown the way to the liberalization of Nigerian telecommunication industry and as a result, the industry has experienced momentous increase in competition.

The occurrence of this powerful competition in Nigeria telecommunication industry has made customers to persistently face with the choice of deciding which service provider is more preferable and economical to them. As a result of this, customers become more trying and frequently mix to swamp from one mobile network to another because of service charge and benefits. In addition, the propensity of competition in Nigerian telecommunication sector is as a result of simplicity and speed of products and services repetition in the sector (Oyeniya, Abiodun and Osibanjo, 2011).

Nigeria network providers see customer retention more important than customer attainment. By and large, the service providers make one of their business plans to center on retaining highly profitable customers. Consequently, customers' long-standing relationship then becomes an important strategy for mobile network providers. This enables them to pursue additional conventional source of profits and consecutive profits flows.

Furthermore, service providers face a hostile business environment which includes high operating costs, the constant threat of vandalism to their equipment and a reduction in the Average Revenue Per User (ARPU). Besides, the challenges of integrating new market strategies, that is, to market their products and services to their prospective customers, and also to generate the highest level of revenue and strengthen their customer loyalty were traumatic situation facing the telecommunication companies. Though, there is a discrepancy on the market strategy implemented by most of these mobile companies, therefore, it is on this premises that this study hereby examined the competitiveness in Nigerian telecommunication sectors based on the extent of their market strategies.

PROBLEM STATEMENT

The overture of deregulation exercise in Nigeria telecommunication industry has driven many players into this sector. Many local and foreign investors of different sizes and strength seize the advantages of this opportunity to create a position for themselves in the sector. This therefore brought about crucial increase in the level of activities of Nigerian mobile companies which lead the business environment to be more competitive than before. Despite the rivalry among the telecom companies, some still keep on expanding their business and coverage both locally and internationally while some find it difficulty to compete with long reputable international players. Then, this study investigated the market strategies implemented by major giants companies among telecommunication sector in Nigeria.

OBJECTIVES OF THE STUDY

The objectives of this study were:

- (i) To discover the competitive nature of telecommunication sector in Nigeria
- (ii) To discover the issues that enhanced the growth of Nigeria telecommunications sectors
- (iii) To examine the factors affecting the growth of the telecommunication sector in Nigeria.

LITERATURE REVIEW**COMPETITIVENESS**

Competitiveness is an elaborate concept. It is used in highly varied ways and is itself multi-dimensional. Competitiveness by definition measures the relative performance of a firm but there are often deviations in meaning. The word is often used to assert that a firm can cut costs, improve production or increase the efficiency of one of its activities by means of telecommunications. Therefore, competition is generally defined as the ability of a company to provide products and services more effectively and efficiently than the relevant competitors (Stigler, 2008).

Competitiveness is based on a combination of economic, social and political elements. The economic aspects, focus mainly on the comparative advantages and disadvantages of particular locations, together with their labor forces, skills' levels and other advantages. The social dimensions are more concerned about the distributional aspects and the means to reduce differences between different population segments, which is a clear contrast to what the economic aspects of competitiveness deals with (Organization for Economic Cooperation and Development, 1999).

The definition of competitiveness is varies across firm, industry and national level. Competitiveness can be explain at the firm level as the ability of a firm to make products and services available to both existing and prospective customers in an effective and efficient way than the related firm contestant (OECD, 1999). The level of competitiveness of a firm also comprises their persistent achievement in both the national and international market without subvention. The intensity of competitiveness in firm can be measure with their profits, cost and quality, export, foreign sales, and also the level of their regional and global market share. In addition, firm competitiveness can also be measure by their level of performance in the international market (Gartner, 2010).

On the other hand, competitiveness at industry level can be explained as the competence of country's firm to attain achievement in opposition to foreign competitors without financial backing (Merriam Webster Online, 2011). The strength of competitiveness at industry level can be determine through the following: cost and quality of industry level, overall profitability of the firms in the sector, trade balance of the sector, balance of outbound and inbound FDI i.e. foreign direct investment (Ahonen, 2010).

In the case of national level, competitiveness signifies the capacity of a country to accomplish high and uncompromisingly increasing of standard of living. The living standard of country dwellers in the majority of the countries are always been determined by the productivity, the position of national resources in addition with the output of economy per unit labour (Wilcox, 2010). The standard of living in all nationwide can only be continue when there is incessant improvement of higher productivity in business. Therefore, competitiveness in national level can be measure by high level of business productivity.

MARKETING

Globally, marketing was looked upon as a set of activities used by business firms to stimulate demand and to search for buyers or customers so as to create profit. Many organisations equate marketing with selling, while some organisations not only look at marketing as business activities but as being concerned with only those activities that take place between when the goods or services have been produced or rendered to customers (Nwokoye, 2004). Therefore, there is a need to look at definition and even the marketing mix been utilized by organisations in both Nigeria and abroad. The following comprehensive definitions of marketing are suggested as being more appropriate for this study. Although there are some other many good definitions, but the following is considered for the purpose of this study.

Marketing is broadly defined as a process by which companies create customer interest in products or services. It generates the strategy that underlines sales techniques, business communication, and business development (Nwokoye, 2004). It is an integrated process through which companies build strong customer relationships and create value for their customers and themselves. Marketing is used to identify the customer, to keep the customer, and to satisfy the customer. Definition of marketing differs primarily in terms of macro and micro point of view. In macro point of view, marketing is related to society while in micro point of view, it is restricted to the business activities of a firm and to the object of exchange to economic goods and service (Nwokoye, 2004). American Marketing Association defines marketing as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organisational objectives" (AMA, 1985 cited in AMA, 2008).

This definition, which replaced a narrower interpretation adopted in 1960, was arrived at above definition after AMA councils and committees had studied over twenty-five definitions. The word 'conception' in the definition means 'devising' or 'putting together' what is to be marketed, and the objects of exchange in marketing involve not only tangible goods, but also services (such as construction services) and ideas (such as safe driving on our highways).

In addition, Markin (1979) defines marketing as "the set of activities by which the demand structure for goods and services as managed in order to facilitate the exchange process satisfactorily". Akinniyi and Ogunmola (2007) describes it as any inter-personal or inter-organisational relationship involving exchange in order to satisfy human needs or wants. Kotler (1984) defines marketing as "a social and managerial process by which individual and group obtain what they need and want through creating and exchanging products and value with others".

The three definitions above are quite similar as they are all saying the same thing. All the three taken together, they recognise the fact that marketing consists of many activities. Hence, marketing activities are performed to be satisfied by providing goods, services and ideas through the exchange process. Marketing is the process of planning and executing the conception, pricing, promotion and distribution four Ps, goods and services to create exchanges with customers that satisfy individual and organizational objectives. McCarthy (1960) advances the four Ps of marketing, which are discussed below:

Product: Product refers to the goods and services offered by the organisation. In the case of physical products, it refers to any services or conveniences that are part of the offering. Product decisions include aspects such as function, appearance, packaging, service, warranty, etc (McCarthy, 1960).

Price: This is refers to the amount of fee levy for a particular service or product. It is one of the important components to be achieved by organisation before a service is rendered or before product is decided to be sold. There are many factors that determine the price of a particular product or service amongst are: demand, cost, ability of customer to pay, competitor price charged on the same products or service, price control by government and so on (McCarthy, 1960). Akinniyi and Ogunmola (2007) also supported that price is one of the important part that enhance decision making in an organisation.

Place: This is refers to a designated spot where goods or services are been sold to consumers. According to Akinniyi and Ogunmola (2007), a place is explained as area where finished product can be easily be purchased by the consumers. So, it is necessary that the product is available at place for buyers to have convenient access to it. This involves a chain of individuals and institutions like distributors, wholesalers and retailers who constitute firm's distribution channel. The distribution system performs transactional, logistical, and facilitating functions. Distribution decisions include market coverage, channel member selection, logistics, and levels of service.

Promotion: As one of the important element of marketing, promotion is a procedure or method involved in telling the consumers about a product or service so as to make choice of purchasing product or patronising a service (Akinniyi and Ogunmola, 2007). In promoting a product or service, this is achieved through different means such as advertising, publicity, sales promotion and even personal selling (McCarthy, 1960). Organisations make use of promotion to make available information regarding their product or service to both the existing and future consumers. During this promotion exercises, information regarding the uniqueness of the product, accessibility of the product and how to use the product are things to be explain to the consumers. This technique, therefore, stimulates the interest of the consumer in purchasing a product or makes a comparison of a product to other competitors' product.

HISTORY OF TELECOMMUNICATIONS SECTOR IN NIGERIA

Modern telecommunications technology was introduced to Nigeria in the 19th century, with telegraph and telephone services (Adeyinka, 1997). Up till 1950, government and large business concerns were the primary users of these services. They were probably the only users who could afford the services as per capital gross national product was then rather low. However, the oil boom of the seventies changed the economic scene. With increase in personal incomes, economic activities became more complex, modern, and started to take on an international dimension. Both private and commercial demand for telecommunications increased rapidly with the need for reliable, round-the-clock services.

With the rising demand in telephone service requirements, it became obvious that the installed telecommunications infrastructure needed to be expanded. The development of telecommunications then was funded entirely from government sources. This is the entity that provides the internal services being a Government department, that is, the Posts and Telecommunications Department, while another delivering external service was also a fully owned government limited liability company known as Nigerian External Telecommunications (Adeyinka, 1997).

The Federal Government took a significant step in the third and fourth National Development Plans in 1975-1958 by allocating a total of about 5.5 billion naira for the modernization and expansion of public telephone system (Adeyinka, 1997). The modernization and expansion of telecommunications as indicated in the two development plans were however, only partially fulfilled. This was due to the fact that the government failed to meet the planned target and was therefore unable to provide more than 60 per cent of the funds allocated for the programme (Adeyinka, 1997).

With the planned expansion missed, the gap between supply and demand for telecommunications service has continued to widen thus putting a strain on the existing facilities, and the quality of service.

Formerly, Nigeria Telecommunication (NITEL) was the body responsible for telecommunications in Nigeria. Like many of its counterparts in developing countries, NITEL embarked on the adoption of digital technology in order to expand telecommunications system and improve its services network. Then, NITEL embarked on what it regarded as a process of deep-going technological changes by which it hoped to redeem its public service image (Adeyinka, 1997). But, between the periods of 1987 to 1992, the performance of NITEL was so poor to the extent that no notable improvement can be pointed to. The demands of consumers were unmet. It is on this premises that the military administration of General Ibrahim Babangida, the former President of Federal Republic of Nigeria go on board to market reform by means of transforming Nigeria telecommunication industry.

In 1992, a pronouncement was made known to the public on the Nigerian Communication Commission Decree (NCCD). This Decree turned out to be the foremost legislation in leading the telecommunication industry (Oyejide and Bankole, 2001). During this period, NCCD untied a variety of activities in telecommunications and these comprises the fitting of terminals, provision and operation of both public mobile network, community telephones, service of value-added network and private network (Nduwke, 2003). Among the activities of NCCD is the repair and maintenance of the cable and facility of telecoms.

The NCCD introduced Nigerian Communication Commission as a regulatory agency to control the telecommunication sector. This Commission is supervised by Federal Ministry of Communication. It is this Commission that has the power to issued license to any private telecoms operators. One of the responsibilities of this Commission is to oversee the affairs of the telecommunication industry and at the same prepare policies that will draw up technical standard for telecoms providers.

NCC licensed mobile network providers in 1996 after each of them have paid a fixed licensed fee for the type of service they rendered to the public. The duration of licensed for the telecoms operators was ranged between the periods of 5 to 10 years (Nduwke, 2003). In 1999, another enthusiastic interest was also shown by the government, especially in the area of liberalization of Nigeria telecommunication industry. The full liberalization process therefore opened up to competition for the telecoms operators in the sector till date.

OVERVIEW OF NIGERIA TELECOMMUNICATION MARKET

The state of market performance of Nigeria telecoms operators has been identified by through key indicator of subscriber numbers. This indicator provides a gauge for measuring the market situation of the telecommunication industry. The illustration in Table 1 below shows the market ranking of Nigeria mobile companies. It was deduced that MTN has the highest number of subscribers followed by Globacom, Airtel, Etisalat, Visafone, Multilinks, Telkom and Starcoms while Reltel was reported to be the last on the market ranking. In addition, out of 88,348,026 nation's active phone lines recorded by Nigerian Communications Commission, MTN was declared to be the first market leader with 38,683,520 lines and with a growth rate of 6.37 in the year 2011 (NCC, 2011).

TABLE 1: MARKET RANKING OF NIGERIA MOBILE COMPANIES

S/N	Operators	Number of Subscribers	Ranking of Market Leader
1	MTN	38,683,520	1 ST
2	GLOBACOM	19,627,415	2 ND
3	AIRTEL	15,834,243	3 RD
4	ETISALAT	6,791,986	4 TH
5	VISAFONE	2,558,867	5 TH
6	MULTILINKS TELKOM	1,454,704	6 TH
7	STARCOMS	1,149,380	7 TH
8	RELTEL	939,145	8 TH

Source: NCC (2011)

The record indicates that Globacom emerged to be the number two operator among the five family of GSM operators in Nigeria. The number of subscribers was recorded to 19,627,415 which were 3,793,172 lines more than Airtel Nigeria with 15,834,243. Though, it was earlier belief that the appearance of Airtel into the Nigeria market will whip up vivacious competition. Additionally, Etisalat was also recorded to be the fourth market leaders of 6,791,986 lines. But, Etisalat demonstrated up apparently disadvantaged position with an impressive growth rate of 25.37% followed by GLO with 11.48%. Also, MTN Nigeria was recorded a growth rate of 5.89% while Airtel growth appreciated by only 1.81% within 2011.

In addition, the Nigerian telecommunications market terrain is majorly controlled by GSM operators. The GSM operators have control of 92% market share, while the remaining 8% were shared by mobile CDMA and fixed wireless operators. The mobile CDMA has 6.91% market share while fixed wireless operators have 1.19% market share. Furthermore, within the CDMA market Visafone accounts for 2,558,867 active lines while Multilinks Telkom who was owned by South Africa's Tekom accounts for 2,558,867 active lines. Besides, Starcoms follows with 1,149,380 active lines against. Also, Reltel is accounts for 939,145 lines.

Therefore, Multilinks Telkom indicated its aim to survive in the Nigeria CDMA market on account of loses finally accounted for the most buoyant growth of 15.36% while 9.82% and 1.52% was accounted for Starcomms and Visafone respectively. In the first quarters of 2011, Visafone became a clear dominant CDMA operator in Nigeria. But, in the fixed wireless market, Starcomms leads with 575,417 lines while Multilinks Telkom with 121,834 lines and Reltel with 104,367.

COMPETITIVE TRENDS IN NIGERIA TELECOMS NETWORK PROVIDERS

Competition has been identified as one of major factors that force changes in many organisations, especially among telecoms network providers (Obasan and Soyebó, 2012). Obasan and his colleague also observed that competition is a critical factor in marketing management and it consists of both actual and potential rival offerings and substitutes that a buyer might consider.

Recently, telecoms industry has experienced considerable competitive increase. This was largely cause by deregulation policy of government and the arrival of telecoms mobile providers. The simplicity and rate at which Nigerian telecoms reproduce their products and service can be submits as another problematical dimension to the trend of competitive. Mendzela (1999) supports that, this trend promotes a situation of incessant struggle for customers' share and at the same increase the need of telecoms companies to build customer's loyalty, satisfaction and retention through marketing strategies.

Customer retention

Customer retention is generally expressed as a way of restraining existing consumers from leaving to other competitor of the same business (Ramakrishnan, 2006). It is the act of enabling the customers to stick actively with a firm and involved in the most favorable share of market possessions (Kotelnikov, 2006).

The retention of customer has an effect on income and expenditure of an organisation especially when calculating the profit. As it is general known, profitability can be determined when expenditure is less from income. Therefore, increase in sales increase incomes while the lesser cost in marketing cause cost to be lower (Anonymous, 2006).

Ho1 : Promotion strategies have no significant effect on customer retention

Customer loyalty

Customer loyalty signifies that customers are always committed to buying a particular product or seeking a service from a specific firm (Brink and Berndt, 2004). Customer loyalty resists the actions of other companies that are attempting to create a center attention for customer's patronage (Paswan, et al., 2007). The loyalty of customer is a relationship that involves both the company and purchaser. This relationship, at times, is supported by positive and optimistic feeling that customer has on the business.

Behavior dimension is distinguished by momentous actions resulting from loyalty, while attitudinal dimension refers to formative behavior as commitment i.e. a desire to maintain a valued relationship. More importantly, the consumer’s attitude toward a particular product or service including attitudinal preference and commitment has a greater impact on forming loyalty.

Ho2 : Promotion strategies has no significant effect customer loyalty

Customer satisfaction

The general aim and objectives of every business is to ensure that their customers are satisfied with their product(s) or service(s). The satisfaction of customer is the amount at which the performance of product/service is corresponds with the hope of the consumer. So, if the product/service performance is more than the expectation of customer, then the customer will be satisfy but if the performance of a product or services is below customer’s expectation then the customer will be dissatisfied with the product or service of the firm which he/she intend to patronized (Brink and Berndt, 2004). From marketing perspectives, the object of customer satisfaction may be varied and can be related to different dimensions of multiple experiences with product/service provider (Surenshchandar et al. 2002 cited in Satari, 2007). While most definitions expect relate customer satisfaction to quality of a product or service offering (Kotler and Keller, 2006), satisfaction can also be associated with other non-quality dimensions (Singh 1991; Garland and Westbrook. 1989).

The performance of telecoms companies can be rate to high competitive if their customers are satisfied with their expectations from the telecommunication companies but if customers are not satisfy, and then the competitive performance of the telecoms companies will be low. Also, if customers’ hope on a mobile network service goes beyond the apparent competitive performance, then customer will maintain high level of satisfaction. The explanation of this instance only spotlight on the cause of satisfaction that transpire throughout the process of service delivery, but this illustration has noting to do with the satisfaction itself (Vavra, 1997).

Ho3 : Promotion strategies has no significant effect on customer satisfaction

Ho4 : Competitiveness and promotion strategies have no significant impact on Telecommunication Growth

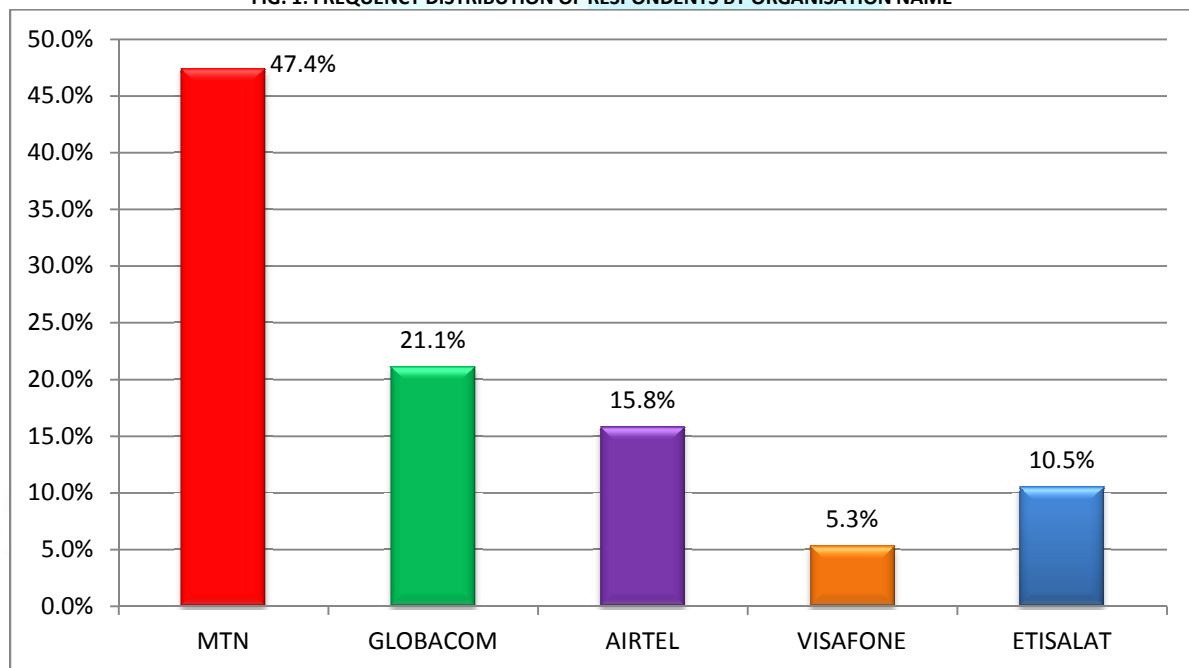
METHODOLOGY

Cross-sectional survey was used for this study which was appropriate characterizing the random sampled subjects of different promotion strategies from selected telecommunication network providers. Five giant mobile network providers were selected, namely: MTN, Globacom, Airtel, Visafone and Etisalat. Two hundred and twenty-eight copies of questionnaire were administered to staffs of sampled mobile network providers using random sampling techniques. The survey instruments is self-administered with 17 items measured on 5-point Likert scale ranging from strongly disagree (5) to strongly agree (1). The data set for this study was subjected to SPSS 15 software. The hypotheses were tested with the use of multiple regression (R^2) analysis. Regression models were used to verify the impact of promotion strategies on telecommunication growth and the extent at which promotional strategies (i.e. low tariff, free sms, recharge bonus, free call, free sim, free phone and free mode) affect customer’s satisfaction, loyalty and retention. Cronbach Alpha was used to test for the internal consistency of the data and item-by-item reliability test ranges between 0.68 – 0.74 which suggests the adequacy of the measurement.

RESULTS OF THE STUDY

Descriptive and regression analysis were used in the data analysis of this study. The study shows that majority of the staff sampled for the study were drawn from MTN Telecom Company for the reason, they form the highest frequency of 47.4 percent, followed by 21.1 percent of staff from Globacom telecom. 15.8 percent and 10.5 percent of staff revealed to be working for Airtel Nigeria and Etisalat respectively while only 5.3 percent staffs were contacted in Visafone Telecom Company (see Fig. 1).

FIG. 1: FREQUENCY DISTRIBUTION OF RESPONDENTS BY ORGANISATION NAME



HYPOTHESES TESTING

Ho1 : Promotion strategies have no significant effect on customer retention

TABLE 2: ESTIMATED REGRESSION RESULT OF PROMOTION STRATEGIES ON CUSTOMER RETENTION

	Mtn	Globacom	Airtel	Visafone	Etisalat
Mean	14.6250	9.500	9.6667	12.8333	12.5556
Std.D	5.7734	6.12633	2.66190	2.94906	5.74065
R ²	.179	.397	.785	.145	.134
Adj. R ²	.171	.384	.778	.137	.130
F	20.546	30.263	123.996	14.428	33.101
Sig.	.000	.000	.000	.000	.000

Evaluation equation in Table 2 provides the means and standard deviations for the five telecoms network providers. The value of regression square (R^2) of .179, .397, .785, .145 and .134 are accounted for Mtn, Globacom, Airtel, Visafone and Etisalat respectively. The coefficient of multiple determinations (R^2) shows that, promotion strategies can predict 77.8 per cent movement of customer's retention for Airtel, while over 38 percent and 17 percent can predict movement of customer's retention for Globacom and MTN. In case of Visafone and Etisalat, promotion strategies can only envisage 14.5 percent and over 13 per cent movement of customer's retention for the two companies. Similarly, the F-statistics and the probability value of the companies indicate that the model has a good fit. So, the value of R^2 change in the companies shows that promotion strategies contributed significantly to customer's retention.

Ho2 : Promotion strategies has no significant effect customer loyalty

TABLE 3: ESTIMATED REGRESSION OF PROMOTION STRATEGIES ON CUSTOMER LOYALTY

	Mtn	Globacom	Airtel	Visafone	Etisalat
Mean	15.6250	14.300	17.3333	12.4167	20.000
Std.D	8.91982	2.08337	8.29458	1.88092	3.06452
R^2	.068	.137	.820	.431	.327
Adj. R^2	.064	.118	.815	.374	.317
F	15.729	10.897	155.380	12.336	15.961
Sig.	.000	.000	.000	.000	.000

The value of regression square of Mtn, Globacom, Airtel, Visafone, and Etisalat are 0.068, 0.137, 0.820, 0.431 and 0.327 respectively. The result reveals that, promotion strategies can predict 81.5 per cent movement of customer's loyalty for Airtel and over 37 percent for Visafone and 32 percent for Etisalat. But, in case of Globacom and MTN, promotion strategies can only envisage 12 percent and 6 percent of movement of the customer's loyalty. The value of R^2 change in the companies signifies that promotion strategies contributed significantly to customer's loyalty (see Table 3).

Ho3 : Promotion strategies has no significant effect on customer satisfaction

TABLE 4: ESTIMATED MULTIPLE REGRESSION OF PROMOTION STRATEGIES ON CUSTOMER SATISFACTION

	Mtn	Globacom	Airtel	Visafone	Etisalat
Mean	7.7500	8.7500	5.3333	8.3333	16.7083
Std.D	3.0052	2.89166	.47809	1.82574	6.88084
R^2	.327	.172	.115	.285	.182
Adj. R^2	.321	.164	.114	.271	.175
F	14.431	11.571	3.966	12.813	9.101
Sig.	.000	.000	.001	.000	.000

The estimated regression of promotion strategies on customer satisfaction of Nigerian telecoms mobile networks is shown in Table 4. The R^2 value indicates 0.327, 0.285, 0.182, 0.172 and 0.115 accounted for MTN, Visafone, Etisalat, Globacom and Airtel. Statistically, the result shows that, promotion strategies can predict over 32 percent and 27 percent movement of customer's satisfaction for MTN and Visafone. In addition, the promotion strategies can envisage of 18 percent with over 16 percent and 11 percent movement of customer's satisfaction for Etisalat, Globacom and Airtel respectively. As a result of this, the value of R^2 change in the companies signifies that promotion strategies contributed significantly to customer's satisfaction.

Ho4 : Competitiveness and promotion strategies have no significant impact on Telecommunication Growth

TABLE 5: ESTIMATED REGRESSION RESULTS OF TELECOMMUNICATION GROWTH (USING ORDINARY LEAST SQUARES TECHNIQUES)

Dependent Variable: Telecommunication Growth (TelcomGT)

Variable	Coefficient	T-statistics	Probability
Constant	0.788332	5.700749	0.0000
Independent Variable:	-	-	-
COMPTNS	-2.394664	-1.979965	0.0604
PROMSTG	4.766432	4.146626	0.0004
Adjusted R-Squared	0.60385	-	-
Durbin Watson Statistics	1.88531	-	-
F-statistics	-	10.90790	0.0005

The result of the ordinary least square techniques tests the impact of competitiveness and promotional strategies on Nigerian telecommunication growth. The coefficient result of the independent variables signifies negative result of -2.4 for competitiveness (COMPTNS) while positive coefficient result of 4.77 accounted for promotion strategies (PROMSTG). The F-statistics and the probability indicate that the model has a good fit. As a result of this, the value of R^2 change indicates that the independent variables (COMPTNS and PROMSTG) have significant impact on Nigerian telecommunication growth. Remarkably, it was deduced that independent variables (COMPTNS and PROMSTG) can predict over 60.0 percent variations in the dependent variable (TelcomGT). Therefore, with respect to statistical significance of the coefficients of the explanatory variables, the result indicates that the coefficients of variable PROMTSG and COMPTNS are statistically significant at levels less than five percent.

SUMMARY OF FINDINGS AND CONCLUSIONS

This study sought to assess competitive nature of Nigerian telecommunication sector and analysed the significant impact of promotion strategies on customer's satisfaction, loyalty and retention. The study found that the percentage of looking forward to customers satisfaction, loyalty and retention across the five telecommunication companies were varies. Airtel and Visafone envisage more satisfaction for more customers than other companies. This was caused by the share of the market that other companies like MTN, Globacom and Etisalat have dominated. The findings revealed that mobile subscribers have more loyalty for the service of MTN and Globacom, but the percentage of Globacom customers' loyalty is lesser to that of MTN. The findings also figured out that MTN anticipated more customers' retention than other mobile companies in order to withholding their customers. In conclusion, the findings revealed that promotion strategies have positive impact on telecommunication growth while competitiveness produces significant negative impact on same. This therefore indicates that in the case of Nigeria, the result is consistent with the theoretical expectation that promotion strategies promote telecommunication growth.

RECOMMENDATIONS

Based on the findings, it is recommended that Nigerian telecommunication industry should engage more professionals into the industry that would put a touch in the telecommunication growth. Professionals should take account of the benefit of adopting effective marketing strategies so as to withstand the rigid competition within the national and international telecommunication market. Finally, regulators of Nigerian telecommunication industry should embark on market monitoring activities this will aid in assessing the quality of services delivered by telecommunication companies.

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