

TITLE PAGE

**ANALYSIS OF MARKET PENETRATION STRATEGY IN GLOBAL
SERVICE INDUSTRY
(A STUDY OF MTN, YAKUBU GOWON WAY, KADUNA)**

BY

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
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DECLARATION

I hereby declare that this project was written by Maimunatu Abdul-Razak under the guidance and supervision of Dr. Pongu Levi Makama of the Department of Business Administration. She has neither copied someone's work nor has someone else done it for her. All references made to published literature have been duly acknowledged.

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APPROVAL

This is to certify that this project titled “*Analysis of Market Penetration Strategy in Global Service Industry: A Study of MTN, Yakubu Gowon Way, Kaduna*” written by **Maimunatu Abdul-Razak, KPT/CBMS/19/42014**, has been read and approved as having met the requirements governing the preparation and presentation of project in Kaduna Polytechnic. It is hereby approved for its contribution to knowledge and literary presentation.

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DEDICATION

This research project is dedicated to Almighty Allah for making it possible for her to finish this programme successfully.

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Her thanks and gratitude first of all goes to Almighty Allah for giving her the ability and strength to complete this programme successfully.

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ABSTRACT

This study was designed to analyzed market penetration strategy in global service industry with special reference to MTN, Yakubu Gowon Way, Kaduna. Specifically, the study aimed to identify current market position of MTN in telecommunication, find out specific strategies to enhance competitive advantage, and establish the influence of market penetration on growth of MTN, Kaduna. A sample of 58 from a population of 68 staff of MTN, Kaduna was used for the study using Yamane formula. Three (3) research questions were raised to guide the study while a set of questionnaire was used to obtain data from the respondents. A frequency distribution table and simple mean score method was used to analysis the data obtained. Findings from the research revealed that the current market position of MTN in telecommunication controls the largest share of the mobile market and MTN is Nigeria's premier provider of connectivity; Furthermore, the study revealed that the strategies to enhance competitive advantage in MTN, Kaduna were cost leadership, differentiation, innovative, operational effectiveness, and technology based competitive strategies. Some recommendations made among others are that the organization should understand their buyers' behaviour as this will help in redefining marketing activities and lead to an understanding of customers' willingness to buy at a given price. Also, MTN need to deploy more resources and train their employees on how to offer premier customer service experiences in order to penetrate more markets.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Today's market place is enormously complex. Domestic market of one time safe from foreign invades is now the hunting ground of global conglomerates. New products are launched at an astonishing pace and they are available worldwide within a short time. Communication has become the singular most important factor in the market. It has therefore made the world a smaller place date to major strides in technology. The world has said to become a global village. Corporation must find viable and new markets that are sound with opportunities. It is not working that everything about the market is very dynamic changes occur at an accelerating rate today is not like yesterday and tomorrow will be different from today. Continuing today business strategy is risk, so is turning to a new strategy as at tested by Kotler (2015). In carrying out the study of marketing penetration strategy the company could increase their market share by adopting a penetration strategy necessary to enter the Nigeria telecommunication (GSM) company, one will have an understanding or a good knowledge of marketing strategies. The Nigeria economy, the different market segment involved the changes in consumer belief and attitudes caused by promotion communication.

Nigeria census estimates inability over 40 million people in 2006. This large population makes it a very suitable target for big corporation all over the world. Its

status as a developing national makes its market untapped in the various sectors of the economy especially in the telecommunication subsector. Nigeria economy and people are very necessary before any market strategy can be implemented. Marketing can be defined “as the process of planning, executing the conception, pricing, promotion and distribution of items, goods and services to create exchange that satisfies individuals and organization goals” (AMA 2015 in Kotler, 2015). In this process, the marketer first identifies the need of the potential customers and produce goods or services to meet those needs at a profit. In the study an attempt will be made to examine the marketing penetration strategies and its impact on sales volume as a means of entering GSM market in Nigeria. The emphasis will be on what MTN does and the strategies they adopted that lead to their success.

Market oriented strategic planning is the management process of developing and maintaining viable fit between the organizations objectives, skills, resources and at changing market opportunities (Kotler, 2015) for each business, the firm must develop a game plan for achieving the long run objectives, many industries combine one firm that is acknowledge market leader, this firm (MTN) has the largest market share in the GSM market. MTN usually has maintained its lead over other GSM operators in price changes and promotional intensify. What marketing strategies can companies use to enter a market hold by incumbent firm?

Nigeria market is very complex and it requires a thorough knowledge before a firm can successfully penetrate it and break through. The adoption of customer

oriented concept of marketing by GSM companies in other part of the world has greatly influenced the GSM network partners in Nigeria to follow suit this leads to the technology which has been long overdue to be factor responsible for the growth. How the MTN has fade? What are the strategies MTN used to achieve this outstanding performance, this is aimed at investigating the strategies used and the level of effectiveness of such strategies.

1.2 **Statement of the Problem**

It is a well-established fact that GSM technology is a thriving industry worldwide. As Nigeria, the industry is still at its infant stages. The GSM sector since the inception of operation in early 2000 has witnessed tremendous growth and expansion. It is in fact the fastest growth sector in the country.

Some of the problems faced by MTN in global industry are competition. Competition is particularly challenging, intense between incumbent and adjacent businesses in the like of GLO, 9MOBILE, AIRTEL which are often in direct competition as they are offering the same service rendered by MTN. Customer expectation is another problem faced by MTN in global service industry. Customer expectation are on the constant rise, owing to their easy access and availability of technology, competitors can significantly influenced user habits and changed customer expectations around the industry. Government regulatory changes are inconsistent, often is another challenges for an international company operating in a country like Nigeria. Regulators are also struggling to keep up with the pace of technological advancement.

1.3 Objectives of the Study

The aim of the study is to enquire into the marketing penetration strategy as a means of entering the Nigerian telecommunication market and to further examine MTN and its strategies. The specific objectives are to:

- i) Identify current market position of MTN in telecommunication.
- ii) Find out specific strategies to enhance competitive advantage.
- iii) Establish the influence of market penetration on growth of MTN, Kaduna.

1.4 Research Questions

The following research question would be addressed in the research:

- i) What is the current market position of MTN in telecommunication?
- ii) What specific marketing strategy enhances the competitive advantages of MTN?
- iii) What are the influences of market penetration on growth of MTN, Kaduna?

1.5 Significance of the Study

Corporations are expanding all over the world and most firm are going into international market. Thus, the study will be of immense importance due to the fact that Nigeria market is very complex and it needs careful research to actually understand the changes taking place, the study shall be of importance to the following:

Organization (MTN): the study will be of great importance to MTN in maintaining or increasing the market share of its current product to secure leadership and dominance of the market, restructure a mature market by driving out competitors and to achieve customer loyalty.

Government: the study will provide a platform which helps the government in setting industrial standards and regulations for companies in the global service industry.

Academicians: The study serves as a reference material and it provide the benchmark as well as basis for analysis and further studies. The study can also be as a material for further research.

Researcher: the researcher will benefit from the study for the fact that it is part of the requirement for the award of Higher National Diploma in Business Administration and Management, Kaduna Polytechnic, Kaduna.

1.6 **Scope of the Study**

The study strictly covered marketing strategies and penetration strategies as well as the assessment of MTN's level of involvement, its market share in the GSM industry in Nigeria. The study covered the period of five years, from 2017 – 2021.

1.7 **Limitations of the Study**

In the process of conducting the research, the researcher faced the problem of not been able to lay hands on research materials needed for the review of literature.

The inability to collect all the questionnaires administered was another problem faced by the researcher.

Finally, the researcher encountered the problem of not been able to have enough fund to carry out the research extensively.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

The chapter reviews the opinion of various scholars and authors on the subject matter in order to give credibility to the finding. The chapter covers the following subheading:

- The concept of market penetration strategy
- Marketing definition,
- Classification of marketing strategies,
- Growth and expansion strategies,
- Expansion through concentration or intensive growth strategies,
- Identifying market segments,
- Pattern of marketing segmentations,
- Positioning the market offering through product life cycle,
- Marketing strategies at different stages of product life cycle, and
- Summary of the chapter.

2.2 The Concept of Market Penetration Strategy

Market penetration strategy is a measure of the percentage of the market that organizational product or service is able to capture (O'Regan, 2012). Pearce and Robinson (2015) observed that to be successful at market penetration a business must be aware of what has made the product a success in the first place this can be done through attracting customers who have not yet become regular users,

attacking competitors" sales and increasing consumption amongst existing users perhaps by reducing the price or offering promotions.

Market penetration strategy is used by firms seeking to achieve growth with existing products in their current market segments with the aiming of increasing its market share. Market Penetration is a growth strategy that involves selling more of your current products or services to your current target market (Robertson, 2013). Luo and Zhao (2014) argue that as soon as a company enters a new market, it strives for market penetration. The main objective behind the market penetration strategy is to launch a product, enter the market as swiftly as possible and finally, capture a sizeable market share. Therefore, it can be argued that market penetration is used as a measure to know whether a product is doing well in the market or not. Market penetration strategy is construed in this study to include pricing strategy, distribution strategy, diversification strategy and promotional strategy.

Kotler (2015) defines marketing strategy as a set of objectives policies and rules that guide the firm's marketing offer. Its level mix and allocation of marketing resources, response to changing environment and competitive condition. It relies heavily on designing the organization offering in terms of the target market needs and desires using effective pricing communication and distribution to inform, motivate and services the market. Marketing strategy mean the marketing logic by which the business unit expect to achieve its marketing, operation, finance,

research and development and human resources constitute the organization resources mix which it employed to implement its chosen strategy (Gaudillat & Quelin, 2013). Each of these functional areas must develop its own set of objectives and strategy that is deemed by corporate management as capable of contributing positively towards the accomplishment of the corporate strategy and the agreed upon corporate level performance objectives and this is where marketing strategy which we are most concerned with in this study come in. that is, it shows how strategies for target market and positioning build upon the firm's differential advantages. It should detail the market segment in which the company will focus. This segment in the view of Teece, Pisano and Sheen (2017), differ in their need and wants, response to marketing and profitability. The company should put its efforts into those market segments. It can best serve from a competitive point of view. It should develop a market strategy from each target segments.

Technology and competitive form the basis for this research work and then, determining the best way to price, promote and distribute the product and services in the GSM company in the opinion of Beardon, Ingram and Lafarge (2015) marketing strategies consists of selecting a market and developing a marketing mix to satisfy that market need. A target market it a defined group of consumers or organization with whom a firm wants to create marketing exchange, while marketing mix on the other hold is the overall marketing offer to appeal to the target market. It consists of decisions on four basic areas: product (development of product, services, ideas to exchange) price (what to change for exchange) and

distribution (how to get the product, services or ideas to target market to consummates the exchange), promotion (means of communicating the existence of the product, its quality, price and benefits to target consumer). Berkowitz (2016) post that market strategy is the means by which marketing goal is achieved, usually characterized a specified target market and marketing programme to reach it.

Supporting the opinion of the above marketing writers, Bovee and Thrill (2015) opine that marketing strategy is the overall plan in choosing a target and succeeding within it through product, pricing, distribution and promotional choices. That is companies with strong marketing cultures develop strategies that are built around satisfying their customers, this is not usually the case with production or sales oriented companies. Their second view is to create the marketing mix, a sort of receipt for success that is periodically updated to meet changing market. A critical look at this last definition will make one to discover that the definition offered by Boovee and Thrill is marketing concept oriented.

2.2.1 Marketing Definition

There is no unique or universally acceptable definition of marketing the term has been defined in various ways by different authors. Kotler (2015) defined marketing as a social process by which individuals and group obtain their wants through creating, offering and freely exchanging product and services of value with others. In this definition, marketing is aimed at making superflows selling. The primary aim of the marketing is to know and understand the customer so well that product or services will sell itself.

Modern (2012) describe marketing as the most important managerial task with the organization which seeks to understand the need and want of customers in the market and adopting the operations of the organization to deliver the goods and service more effectively and efficiently than its competitors”. In modern definition, he emphasizes more on the management ability to understand the market demands and the strategies to be adopted towards meeting the objectives of the organization as well as beating the competitors in the marketing operations. Berkowitz (2016) quoted the American Marketing Association (AMA) as defining marketing as “the process of planning, executing, conception, pricing, promotion and distribution of ideas, goods or services to create exchange that satisfying individual and organization objectives” the authors stated further that his definitions stresses on the importance of beneficial exchanges that satisfy the objectives of both the buyer and seller of ideas, goods or services whether they are individuals or organization.

According to Pride and Farrell (2013) “marketing consist of individual and organization activities that facilitate that expedite satisfying exchange relationship in dynamic environment through the creation, distribution, promotion and pricing of goods, services and ideas”. The authors further stated that this definition views marketing as adverse group of activities directed as a varied set of product or services and performed within a wide range of the organization plan both the particular capabilities they offer and the particular customer want they wish to satisfy.

Stanton (2012) view marketing “as the creation and delivering of standard of living. Market according to him involved:

- i) Finding out what customers want
- ii) Planning and developing a product or services that will satisfy those wants

Eloy (2017) stated that “marketing is getting the right time and making a profit out of the operation”. He further says that this definition distinguishes marketing from those other function. It is concerned with every aspect of the product from its inception, design, pricing distribution, selling and promotion until it finally reaches the hand of the customers. Even after this marketing continues, this is because the marketer must ensure that customers are satisfied by providing after sales services such as maintenance, repair, instructions, booklets, parts and quality guarantee.

According to Christopher (2012) defines marketing “as the way in which organization or individual matches its own capabilities to the want of its customers”. In this definition, the authors stressed, since most organization continue in business over relatively long period of time, it is necessary for them to plan the particular capabilities and programme.

2.2.2 Classification of Marketing Strategies

Marketing writers have classified marketing strategies in many way among these writers are Michael Porter who has proposed the three generic strategy, Michael

Baker who has isolated the three basic marketing strategies. Robin Peterson who contended that the formulation of market strategy involves considering target consumers to pursue target consumers desires to satisfying:

- Overall cost leadership
- Differentiation
- Focus

These strategies, Porter argued are applied of the business unit level they are called generic strategies because they are not firm or industry dependent. The figure below illustrates Porter’s generic strategies.

Target Scope	Competitive Advantage	
	Low Cost	Product Uniqueness
Broad (Industry Wide)	Cost leadership strategy	Differentiation strategy
Narrow (Market Segment)	Focus strategy (low differentiation)	Focus strategy differentiation

Source: Porter M.E. Competitive advantage creating and sustaining supervision or performance (New York Free Press, 2013)

The business firm pursuing this strategy work hard in achieve the lowest product and distribution costs that it can price lower than its competitors and win a larger market stores. Firm pursuing the strategy must be good at engineering, purchasing, manufacturing and physical distribution. They need less skill in marketing. Other way through which firms can acquire cost advantage are by improving process efficiencies gaining unique access to large services of lower cost material making

optimal sourcing and verbal amount of the firm may be able to sustain a competitive advantages based on cost leadership.

The problems with the strategy is that other firm will usually compete with lower cost and hurt the firm that rested it whole future on cost. Also as technology improves, the competition may be able to leap from the production capabilities thus eliminating the competitive advantage. More so, several firm following a focus strategy and targeting various narrow markets may be able to achieve an even lower cost within their segments and as a group gain significant market share.

2.2.3 Differentiation Strategy

The business firm using the strategy should concentrate on achieving superior performance in an important customer benefit area valued by a large part of the market. It can strive to be the services leaders, the quality leader, the style leader or the technology leader, but it is not possible to be all these things. The firm cultivation those strengths that will contribute to the intended differentiation. Thus, a firm seeking quality leadership must use the best components put them together expertly inspect them carefully and effectively communicate its quality. Because of the product unique attributes of the firm increases its price, the firm may be able to pass along the cost to its customers who cannot find substitute product easily, creating product development team and strong sales team with the ability successful communicate the perceived strength to the product and corporate

reputation for quality and innovation. However, the risks associated with differentiation strategy include limitation by competitors and change in customer tastes. Additionally, various firms pursuing focus strategies may be able to achieve even greater differentiation in their market segments.

2.2.4 Focus Strategy

With this strategy, business focuses on one or more narrow market segments, the firms get to know these segments in time and pursue the target segment. A firm using a focus strategy often enjoys a high degree of customer loyalty and this entrenched loyalty discourages other firms from competing directly because of their narrow market focus, firms pursuing a focus strategy have lower volume and therefore less bargaining power with their suppliers. However, firms pursuing a differentiation focused strategy may be able to pass higher cost on a customer since close substitute products do not exist. Some risks of focus strategies include limitation and changes in the target segment (Augier, 2018). Furthermore, it may be fairly a broad market cost leader to adopt its product in order to compete directly. Finally, other focuses may be able to carve out subsequent that they can serve even better. These generic strategies are not necessarily compatible with one another. If a firm attempts to achieve an advantage on all fronts, in this attempt it may achieve no advantage at all. For example, if a firm differentiates itself by supplying very high quality, if it seeks to become a cost leader even if the quality did not suffer the firm would risk projecting a confusing image. For this reason,

Porter argued that to be successful over the long-term, a firm must select only one of those generic strategies, otherwise with more than one single generic strategy the firm will be “stuck in the middle” and will not achieve a competitive advantage (Augier, 2018).

Porter further argues that firm that are able to succeed of multiple strategies often do so by creating separate business units for each strategy by separating the strategies into different units having different policies and even different cultures, a firm is less likely to become “stuck in the middle”. However, it is pertinent to point here that there exists a view point that a single generic strategic is not always best, because within the same product, customers often seek multi-dimensional satisfaction, such as a combination of quality, style, convenience and price, there have been cases in which high quality producer followed a singular strategy and then suffered greatly when another firm entered the market with a lower quality product that met the overall needs of the customers. Peter (2019) opined that formulation of marketing strategy involves consideration of the following namely target consumer, determining consumer desires and designing marketing mix.

The Target Consumer

Marketing efforts are more likely to be successful if they are aimed at particular customers, rather than not the public at large. Target consumers are the individuals that organization attempt to satisfy. A naïve marketer might feel that institution should try to satisfy all consumers, rather than only a subset of the total market.

Experience indicates however that it is virtually impossible to satisfy everyone often the best approach is to select a target group and to design a marketing mix that meet their desires. Infact, failure to specify the target consumer can be very dangerous.

Determining Consumer Desires

After identification of the target consumers to serve and the subsequent action of the total marketing strategy requires knowledge of consumer desires (i.e. needs) and the benefits that consumer are seeking. This strategy is important because marketing activities is content on identification and satisfaction of consumer requirement.

Designing the Marketing Mix

Marketing manager identify target consumers and desires (needs) in order to design an effective marketing programme (mix) to meet the specific needs of each segment identifies.

In a related work, Kotler (2015), Baker (2016) identified three basic marketing strategies that a firm must consider in selecting the market segment it wishes to serve these strategies are:

- Undifferentiated strategy
- Differentiated strategy
- Concentrated strategy

Undifferentiated Strategy: This is a situation in which one offer and marketing mix is used for the entire market. This strategy is otherwise known as mass marketing or marketing aggregation. This strategy exist when the supplier offers the same or undifferentiated product to all personal organizations believed to have demand for a product that type suggest themselves as being suited to an undifferentiated strategy and this are the introduction of innovation. The nature/decay stage of the product life cycle (PLC) commodity marketing where the conditions most closely approximate the economist model of perfect competition. When introducing a new product into the market place, especially a radically different product, several factors may predicate on differentiated strategy, for example, it is widely recognized that much of the risk attendant upon a new product launch is uncertainty as to the scope and nature of demand which may result in a perpetual mismatch between supplier and potential user. Inertial and commitment to the known and product or process, not to mention capital invested in the current technology, makes it very difficult to forecast just what interpretation perspective user will make of the benefits offered by the innovation under such circumstance, a broad approach may be preferable to an attempt to pre-identify receptive customer focusing on the “obvious”, customer often leads to considerable delay in gaining consumer acceptance. Baker (2016) further argue that pre-identification is desirable, it may be more cost effective to pursue an undifferentiated approach where consumer will select themselves (in so far as they

will than probably represent a subset of segment of a broader market it occult be argue that amounts to a concentrated strategy).

If a new product is recording a success and begins to grow rapidly, then an undifferentiated strategy may continue to prove the most suitable. For these conditions to dominates with an emphasis upon cashing in on the rapidly expanding demand. However, as saturation begins to approach some suppliers will seek to differentiate their output from that of their competitors and adopt either a differentiated on concentrated strategy.

Differentiated Strategy: This is a situation in which a firm goes offer several markets with a different marketing mx for each segment in the latter case, the subsets of the market are not clear. The firm does not possess profiles of different market groupings. And so cannot devices a targeted and concentrated strategy for matching its output to the needs of one segment. By contrast, in the mature stage of the product life cycle, the boundaries between different under group have become crystallized as different suppliers seek to pre-empt a segment or segment through consciously devising a life differentiated or concentrated marketing strategy. At this juncture, it is worthy to note that a demand begins to decline due to competitions from new or differentiated strategy may become uneconomic and the firm may revert to an undifferentiated strategy.

2.3 Growth and Expansion Strategies

Business organizations pursue many objectives such as profit realization, realization of target market share, target return on investment, growth etc. out of all these companies growth seems to be the most popular and mostly sought for example, Kotler (2015) points out that among the various objectives that companies adopt, growth is one of the most common. To attain growth, companies have to select a target growth rate and formulate a strategy to implement. Growth is a way of life. Almost all organizations plan to expand this is why expansion strategies are the most popular corporate strategies companies aim for substantial growth. A growth economy and emerging technologies offer ample opportunities for companies to seek expansion (Ansoff & McDonald, 2015).

According to Faeth (2019) a growth strategy can be formulated by a company, by moving through levels of analysis. The first level identifies those opportunities available through integration with other parts of the marketing channel system (i.e. integrative growth opportunities). The third level identifies those opportunities lying outside the current marketing channel system (i.e. diversification growth opportunities). On his part Kazimi (2013) covers a lot of ground by describing two types of growth and expansion strategies and these are expansion through concentration and through internationalization.

2.4 Expansion through Concentration or Intensive Growth Strategies

Concentration or intensive growth strategies are a sample, first level type of expansion strategy. It involves converging resources in one or more of a firm's business in terms of their respective customer needs, customer functions or alternative technologies either single or jointly, in such a manner that it results in expansion, this strategy is also known as the stick to the knitting strategy, that is, the act of doing what you know best the concentration or intensive growth has not fully explained the opportunities in its current product and market. Ansoff (2014) has proposed a useful framework for detecting new intensive growth. Opportunities called "a product-market expansion grid".

The grid shown below:

	Current Products	New Products
Current market	Market penetration strategy	Product development strategy
New market	Market development strategy	Diversification strategy

This product market expansion grid focuses on the three major types of intensive opportunities.

- a) **Market penetration strategy:** Market penetration strategy consists of the company's increased sales of its current product in its current market through more aggressive marketing effort, this includes the possibilities:

- i) A company can encourage its current customers by offering mouthwatering performance.
 - ii) A company can try attracting away competitors' by offering multi-watering incentives or placing their product above competitors product in terms of performance.
 - iii) A company can try to convert new product or non-user of the product to user.
- b) **Market development:** A company can extend distribution of its product to new geographical market that is where it had not been available before.
- i) A company can extend distribution of its product to new geographical market that is where it has not be available before.
 - ii) A company can try to make the product attractive to new potential customers by adding new features that appeal to these segments.
 - iii) A company can try to sell its product to new type of institutional customers.
- c) **Product development:** Product development consists of the company's seeking increased sales by developing new improved products for its current market.
- i) A company can develop one or more products that will appeal the present customer.
 - ii) A company can create different regional versions of its product to increase its appeal.

- iii) A company can develop entirely new product as an alternative to the present product.

Kazimi (2013) point out the following among many other advantages of concentration or intensive growth strategy.

- It involves minimal organization change so that it is less threaten.
- It enables the firm to master one or few businesses and enable it to specialize by gaining an in-depth knowledge of this business.
- Intensive focusing resources on a new business may also create the condition for a firm to develop a competitive advantage.
- Managers of the firm are more comfortable staying with present businesses.

Managers of the firm face fewer problems when dealing with known situations in selection of target market, a decision has to be taken as to whether to embark on selling to a segmented marketing effect are more likely to be successful if they are aimed at a particular segment of the market rather than the whole market. Experience has shown that it is virtually impossible to satisfy the whole market effectively, so firm should choose the segment that will serve them effectively. Corey (2018) in his book “marketing strategy an overview” defines market segmentation as asset of potential customers that are alike in the way they perceive and value the product in their pattern of buying and in the way they use the product.

Market segmentation is an important factor in an effective penetration strategy. According to Kotler (2015) market segmentation is the task of breaking the total market (which is often too large to serve) into segments that share common properties, that is sub-dividing of market into distinct subsets of customers, with a distinct marketing mix.

From the above definition of market segment, it can be seen that almost all the authors see market segmentation in the same view, they also see market segmentation as the process of selecting from a heterogeneous market to a homogeneous subset of customers concerned as a target market to be reached with a distinct marketing mix. The power behind the definition is that where there is very stiff competition due to large or too many producers or too little/small market, individual producers may prosper through developing products for a specific market segment whose needs and wants are imperfectly satisfied by the mass market offering similarly. Cundiff (2019) noted that a market segment is “a group of buyers who share characteristics that make the segment distinct and which has marketing significance.

They went further to explain that the mere existence of a group of individuals with common characteristics does not in itself constitute a market segment, only when they have common characteristics as buyers they can form a market segment. Example, to the extent that teenagers as consumer buyers behave differently than other age groups, teenagers, marketing programmes to meet the needs of each of

these, modern marketer devote considerable attention to study the various market segment for each product. This means that the consumer is now king, the consumer determines what product will be produce and where, when and what price will be sold, from a realistic standpoint there are limitations to consumer sovereignty.

2.5 **Identifying Market Segments**

Market segmentation is an effort to increase company's marketing goals by trying to identify a particular market peculiar or unique characteristic which the firm can effectively and efficiently service profitably. The starting point is any segmentation discussion is "means marketing". In mass marketing, the seller engage in the mass product, mass distribution and mass production of one product for all buyers. The segment of mass marketing is that, it create the largest potential market which leads to lowest cost, this in turn can lead to power price or higher margins. However, many critics point to, according to Regis (2016) "consumers have more ways to shop at giant malls, shopping networks and virtual stores on the internet, they are bombarded with message pitched through a growth numbers of channels". A marketing segment consist of a large identifiable group within a market with similar wants, purchasing power, geographical location, buying attitudes or buying habit.

Pattern of Marketing Segmentations

According to Ma (2019), marketing segment can be built up in many ways, one way is to identify preference segment, three different patterns can emerge, they are:

1. **Homogenous preference:** show a market where all consumers have roughly the same preference, the market shows no natural segment.
2. **Different preference:** At the other extreme, consumer's preferences may be scattered throughout the space in heating that consumers vary greatly in their preferences the first brand to enter the market is likely position in the center to appeal to most people. A brand at the center therefore minimizes the sum of total of consumer dissatisfaction.
3. **Clustered preference:** the market might reveal distinct presentence clusters, called natural market segment. The first firm in the market has three options, it might be positioned at the center, hoping to appeal to all group; it might be positioned in the large segment (i.e. concentrated marketing); it might develop brands, each positioned in different segment.

2.6 Positioning the Market Offering through Product Life Cycle

Companies are constantly trying to differentiate their market offering from competitors. The dream of new services and guarantees, special rewards for loyal users, new conveniences and enjoyment, when they succeed, competitors may copy or imitate their market offering. As a result, most competitive advantages last

only a short time. MTN's therefore constantly need to think up new value adding features benefits to win the attention and interest of choice-rich and pre-prone consumers. Companies normally reformulate their marketing strategies several times during a product life. Economic condition change, competitors launch new assaults and the product passes through new stage of buyer interests and requirements (Ma, 2019). Consequently, a company must plan strategies appropriate to extents the products life and profitability. Keeping in mind that the product will not last forever. Positioning is the act of designing the company's offering and image to occupy a distinctive place in the target market mind. The word "positioning" was popularized by two advertising executives. Alrics and Jack Trout, they see positioning as a creative exercise done with an existing product. Positioning start with a product, a service, a company, an institution or ever a person but positioning is not what you do to a product positioning is what you do to the minds of the prospect i.e. you position the product in the minds of the prospect (Mwiti, 2017).

The Concept of Product Life Cycle

To say that a product has a life cycle is simply to assert the following:

- i) Products have a limited life.
- ii) Product sales pass through distinctive stages and posing different challenges, opportunities and problem to the sellers.
- iii) Profit rise and falls at different stages of the product life cycle.

- iv) Product requires different marketing, financial, manufacturing, purchasing and human resources strategies in each stage of their life cycle.

Most product life cycle curve are portrayed as bell-shaped: This curve is typically divided into four stages: introduction, growth, maturity and decline stage.

- a) **Introduction stage:** a period of slow sales growth as the product is newly introduced to the market. Sometimes are non-existent at this stages because of the heavy expenses incurred with product introduction.
- b) **Growth stage:** growth stage is a period of rapid market acceptance and substantial profit improvement.
- c) **Maturity stage:** a slowdown in sales growth, best potential buyers profits stabilizes or decline because of increased competition.
- d) **Decline stage:** this is a period when sales show a downward drift and profit erode.

2.7 Marketing Strategies at Different Stages of Product Life Cycle

Because it takes time to roll out a new problem and fill dealer pipelines, sales growth tend to be slow at this stage (Njoroge, 2015). In launching a new product, marketing management can set a high or low level for each marketing variable (price, promotion) management can pursue one of four strategies:

- 1. **Rapid skimming:** Launching the new product at high price and a high promotion level. This strategy makes sense when a large part of the potential market is unaware of the products.

2. **Slow skimming:** This strategy makes sense when the market is limited in size and most of the market is aware of the product.
3. **Rapid penetration:** Launching the product at a low price and spending heavily on promotion. This strategy makes sense when the market is large. The market is unaware of the product and most buyers are price-sensitive, there is strong potential competition and the unit manufacturing cost fall within the company's scale of production.
4. **Slow penetration:** This strategy makes sense when the market is large and so is highly aware of the product, is price sensitive, and there is some potential competition (Njoroge, 2015).

Growth Stage

The growth stage is marked by a rapid climb in sales. Early adopters like the product and additional consumers start buying it. New competitors are attracted by the opportunities, they introduce new product features and expand distribution (Njoroge, 2015). During this stage, the firm uses several strategies to sustain rapid market growth as long as possible, such strategies are:

- a) To improve product quality and add new features.
- b) To add new model product.
- c) To enter new market segments.
- d) To increase its distribution coverage and new distribution channel.
- e) To shift from product awareness advertising to product preference advertising.

- f) To lower price to attract the next layer of price sensitive buyers, these market expansion strategies strength the firm's competitive positions (Njoroge, 2015).

Maturity stage

At some point, the rate of sales growth will slow and the product will enter a stage of relative maturity. This stage normally last longer than the previous stages and possess formidable challenges to marketing management. The maturity is divided into three: growth, stable and delaying marketing in the first phase the sales growth rate start to decline. Sales growth of the second phase start flattering on a per bases because the market saturation, while the third phase, the absolute level of sales start to decline and customers beings to switch bonds to other product or brand substitution (Njoroge, 2015).

Decline Stage

At this stage, the sales of most products of firm eventually decline. The decline may be slow or rapid. Sales may plunge to zero or they may petrify at a low level. Sales decline for a number of reasons including technological advancements, shifts in customer tastes and increased domestic and foreign competition. As sales and profit decline, some firms withdraw from the market. Those remaining may reduce the number of product they offer. But in a study of company strategies in decline stages, Harrigan (2014) identified decline strategies to a firm at the stage:

- i) Increasing the firm's investment (to dominate the market or strengthen its competitive position).

- ii) Maintaining the firm's investment level unit, the uncertainties about the industry are resolved.
- iii) Decreasing the firm investment level selectively by dropping unprofitable customer group which simultaneously strengthen the firm's investment in lucrative ventures.
- iv) Harvesting "milking" firms investment to recover each quickly, diverting the business quickly by disposing off its asset as advantageously as possible. The appropriate decline strategy depends on the industry's relative attractiveness and the company's competitive strength in that company (Harrigan, 2014).

2.8 Summary of the Chapter

This chapter reviewed the concept of marketing, classification of marketing strategies, growth and expansion strategies, expansion through concentration or intensive growth strategies, identifying market segments, pattern of marketing segmentations, positioning the market offering through product life cycle, and marketing strategies at different stages of product life cycle.

Having reviewed the aforementioned, it can be deduced that organizations adopt market penetration strategy to increase income from sales without altering the products or services. Therefore, it is argued that after assessing the multiple alternatives and their intrinsic hazards, the selection of penetration mode is made at company level and is therefore a strategic decision for the company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gave detailed description of the various research procedures adopted in the collection of data and the techniques used in presentation and analysis of data in the following order: Research design, area of the study, population of the study, sample size and sampling techniques, instrument for data collection, validity and reliability of the instrument, method of data collection, method of data presentation and analysis.

3.2 Research Design

Survey research method was used for the purpose of this study. This was considered more appropriate because survey design generally can be used to investigate problem in realistic setting, the survey research provides the researcher with a more accurate description of respondents' opinion. The survey research comprises of several variables and uses multi-variant statistics to analyze data.

3.3 Area of the Study

The study was restricted to MTN, located at 5 Yakubu Gowon Way, Kaduna State, Nigeria.

3.4 Population of the Study

The population for this study was sixty eight (68) which comprises of management and staff of MTN, Kaduna.

3.5 Sample Size and Sampling Techniques

The sampling technique used in this study was stratified sampling technique because of its probability nature in the sense that everybody has equal chance of being selected. Yamane formula was adopted in determining the sample size for this study, given as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population

e = Limit of tolerance error/margin of error

1 = Constant

N = 68 and e = 5% i.e. 0.05

$$n = \frac{68}{1 + 68(0.0025)}$$

$$n = \frac{68}{1 + 0.17}$$

$$n = \frac{68}{1.17} = 58.1197$$

$$n = \underline{\underline{58}}$$

Therefore, the sample size for the study was 58.

3.6 Instrument for Data Collection

Primary and secondary methods of data collection were both used in this study. The secondary data was generated from published and unpublished text materials while primary data consists of a number of items in well-structured questionnaire that will be administer to the respondents. The decision to structure the questionnaire is predicated on the need to reduce variability in the meanings possessed by the questions as a way of ensuring compatibility of responses. The questionnaire was developed by the researcher based on five points Likert scale of Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree. The 5 points Likert scale is shown thus:

	SA	A	UD	D	SD
Grade Point	5	4	3	2	1
Range	4.5-5.0	3.5-4.4	2.5-3.4	1.5-2.4	0.5-1.4

Key:

SA - Strongly Agree = 5

A - Agree = 4

UD – Undecided = 3

D - Disagree = 2

SD - Strongly Disagree = 1

3.7 **Validity and Reliability of the Instruments**

One important way of ensuring that the right instrument has been used and correct measurement taken is that the outcome must be in consonance with two major criteria for measuring quality known as validity and reliability (Osuala, 2009). Validation by experts as opined by Nwana (2013) is an effective method for content validation of research instrument.

To obtain the validity of an instrument, three experts were required to vet and cross-check the items generated in the questionnaire in order to ensure accuracy and clarity of the instrument. The facial validation was done by the supervisor of this project, Dr. Pongdu Levi Makloma as well as Mal. A.D. Umar and Mr. Tunde Lawal from the department. Their modifications and corrections resulting from their observation and constructive criticisms was used in improving the final draft.

Reliability has to do with consistency obtained from the results of the application of the instruments. An instrument is reliable if it consistently gives the same or similar result. To obtain reliability for factual questions, Ogbu (2014) suggest that internal checks the form of logical test to the questionnaire should be conducted. In line with this, a number of questions will be built into the questionnaire to give a clue on the respondents' consistency of response.

Besides, pilot study was conducted on 10 staff of the organization to pre-test the efficacy of the questionnaire. This was meant to test the appropriateness of the items in the questionnaire to elicit the needed responses. The choice of a small

sample for pilot study is in agreement with the view held by Nworgu (2010) who opined that pilot testing is usually done on a smaller scale than the main study but under similar conditions. And the 10 staff to be used in the pilot study was not participated in the actual study.

3.8 Method of Data Collection

The researcher personally collected all the data for the study from the staff of MTN, Kaduna. After distributing the questionnaire, respondents were given 5 days to fill the questionnaire. This timeframe was given in order to give ample opportunity to the respondents to reflect on the items generated on the questionnaire to facilitate valid response.

3.9 Method of Data Presentation and Analysis

Data collected from the respondents were presented in tables and analyzed accordingly with the aid of arithmetic mean and simple percentage. The choice of these tools was because they are very convenient and more appropriate to enable the readers to comprehend the findings of the study.

- i. Simple Percentage: This was used in the analysis of each of the questions relating to respondents' demographic variables.
- ii. Mean Score: This was adopted in analyzing each variable in the questionnaire.

The mean score has the formula given by the equation below:

$$\text{Mean (X)} = \frac{\sum fx}{\sum f}$$

Where:

\sum = Summation

f = Frequency

x = Variables

Each value of the acronyms on the 5 point likert scale was multiplied by the corresponding frequency of the variable. The frequency (f) column was multiplied by (x) to get function of x (fx). The mean score of each of the variable was obtained by dividing the sum total of (fx) by the sum of (f).

$$\frac{5 + 4 + 3 + 2 + 1}{5} = \frac{15}{5} = 3.0$$

Therefore, the mean scores of 3.0 and above were regarded as agreed responses, while points below the mean average of 3.0 were treated as disagreed responses.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents the analysis of the data collected in the course of the study. The data collected and presented with the aid of a frequency distribution table. A total number of 58 questionnaires were produced and administered out of which 50 were filled and returned. The 50 questionnaires formed the basis for the data analysis and interpretation.

4.2 Characteristics and Classification of Respondents

Table 4.1.1: Gender Characteristics of Respondents

Sex Category	Frequency	Percentage (%)
Male	20	40
Female	30	60
Total	50	100

Source: Field Survey, 2022

The above table indicates that 60% of the respondents were female while the remaining 40% of the total respondents were male. This implies that there are more female than the male.

Table 4.1.2: Age Distribution of Respondents

Age Category	Frequency	Percentage (%)
20-29 years	10	20
30-39 years	20	40
40-49 years	14	28
50 years and above	6	12
Total	50	100

Source: Field Survey, 2022

The table above indicates that 20% of the total respondents had their ages between 20-29 years, 40% of the respondents had age ranging between 30-39 years, 28% of the respondents belong to age bracket of 40-49 years while the remaining 12% of the total respondents fall between the age range of 50 year and above. This shows that there are more of respondents within the age range of 30-39 years in the organization, and which implies that most of respondents are within the active and productive age of their career.

Table 4.1.3: Educational Qualification Distribution of Respondents

Age Category	Frequency	Percentage (%)
NCE/ND	10	20
HND/B.Sc	28	56
Postgraduate	12	24
Total	50	100

Source: Field Survey, 2022

The table above indicates that 20% of the total respondents were NCE/ND holders, 56% of the respondents possess HND/B.Sc, while the remaining 24% of the total respondents were Postgraduates holders. This implies that there are more of HND/B.Sc holders in the organizations than other educational qualifications.

4.3 Data Presentation and Analysis

This section presents the data and discusses the findings of the study, which set out to analyse market penetration strategy in global service industry. The findings were based on analysis of the 50 valid responses from the respondents.

Table 4.3.1: The current market position of MTN in telecommunication.

S/N	Variable		SA	A	UD	D	SD	ΣFX	X	Remark
1	MTN controls the largest share of the mobile market	f	10	20	4	10	6	50	3.4	Agree
		x	5	4	3	2	1			
		fx	50	80	12	20	6	$\frac{168}{50}$		
2	MTN is Nigeria's premier provider of connectivity	f	12	22	7	6	3	50	3.7	Agree
		x	5	4	3	2	1			
		fx	60	88	21	12	3	$\frac{184}{50}$		
3	MTN provides broadband fixed wireless access, telecommunication, and mobile financial services in Nigeria.	f	14	18	9	6	3	50	3.7	Agree
		x	5	4	3	2	1			
		fx	70	72	27	12	3	$\frac{184}{50}$		
4	MTN is the largest privately owned mobile operator in Africa, Europe, and the Middle East.	f	16	26	0	4	4	50	3.9	Agree
		x	5	4	3	2	1			
		fx	80	104	0	8	4	$\frac{196}{50}$		
5	The Company offers broadband fixed wireless access service, telecommunication services and mobile financial services (fintech) respectively.	f	14	20	2	4	10	50	3.5	Agree
		x	5	4	3	2	1			
		fx	70	80	6	8	10	$\frac{174}{50}$		

Source: Field Survey, 2022.

$$\text{Grand Mean} = \frac{18.2}{5} = 3.6 \text{ (Agree)}$$

From the table illustrated above, it shows that variable 1, 2, 3, 4 and 5 were accepted with the mean scores of 3.4, 3.7, 3.7, 3.9 and 3.5 respectively which are all higher than the cut-off point of 3.0. This implies that MTN controls the largest share of the mobile market; MTN is Nigeria’s premier provider of connectivity; MTN provides broadband fixed wireless access, telecommunication, and mobile financial services in Nigeria; MTN is the largest privately owned mobile operator in Africa, Europe, and the Middle East; and the company offers broadband fixed wireless access service, telecommunication services and mobile financial services (fintech) respectively.

Table 4.3.2: The specific strategies to enhance competitive advantage in MTN, Kaduna.

S/N	Variable		SA	A	UD	D	SD	Σ FX	X	Remark
6.	Cost leadership strategy	f	16	22	4	4	4	50	3.8	Agree
		x	5	4	3	2	1			
		fx	80	88	12	8	4	$\frac{192}{50}$		
7.	Differentiation strategy	f	18	21	5	4	2	50	4.0	Agree
		x	5	4	3	2	1			
		fx	90	84	12	8	2	$\frac{199}{50}$		
8.	Innovative strategy	f	10	30	2	6	2	50	3.8	Agree
		x	5	4	3	2	1			
		fx	50	120	6	12	2	$\frac{190}{50}$		
9.	Operational effectiveness strategy	f	10	15	12	8	5	50	3.0	Agree
		x	5	4	3	2	1			
		fx	50	40	36	16	5	$\frac{147}{50}$		
10.	Technology based competitive strategy	f	17	15	8	6	4	50	3.7	Agree
		x	5	4	3	2	1			
		fx	85	60	24	12	4	$\frac{185}{50}$		

Source: Field Survey, 2022.

$$\text{Grand Mean} = \frac{18.3}{5} = 3.7 \text{ (Agree)}$$

From the table illustrated above, it shows that variable 6, 7, 8, 9 and 10 were accepted with the mean score of 3.8, 4.0, 3.8, 3.0 and 3.7 respectively which are all higher than the cut-off point 3.0. This implies that the strategies to enhance competitive advantage in MTN, Kaduna were cost leadership; differentiation; innovative; operational effectiveness; and technology based competitive strategies.

Table 4.3.3: The influence of market penetration on growth of MTN, Kaduna.

S/N	Variable		SA	A	UD	D	SD	Σ FX	X	Remark
11.	There is improved operational efficiency in the organization	f	18	26	0	6	0	50	4.1	Agree
		x	5	4	3	2	1			
		fx	90	104	0	12	0	$\frac{206}{50}$		
12.	There is increased market share	f	14	20	2	4	10	50	3.5	Agree
		x	5	4	3	2	1			
		fx	70	80	6	8	10	$\frac{174}{50}$		
13.	Customers are satisfied with the products and services the organization is providing to them	f	12	30	2	4	2	50	3.9	Agree
		x	5	4	3	2	1			
		fx	60	120	6	8	2	$\frac{196}{50}$		
14.	Market penetration allows you to compete with competitors.	f	14	18	8	6	4	50	3.6	Agree
		x	5	4	3	2	1			
		fx	70	72	24	12	4	$\frac{182}{50}$		
15.	Fast growth of business is dependent on lower prices and market penetration.	f	16	28	0	4	2	50	4.0	Agree
		x	5	4	3	2	1			
		fx	80	112	0	8	2	$\frac{202}{50}$		

Source: Field Survey, 2022.

$$\text{Grand Mean} = \frac{15.1}{4} = 3.8 \text{ (Agree)}$$

From the table illustrated above, it shows that variable 11, 12, 13, 14 and 15 were accepted with the mean score of 4.1, 3.5, 3.9, 3.6 and 4.0 respectively which are

all higher than the cut-off point 3.0. This implies that market penetration improved operational efficiency in the organization; there is increased market share; customers are satisfied with the products and services the organization is providing to them; market penetration allows you to compete with competitors; and fast growth of business is dependent on lower prices and market penetration.

4.4 **Summary of Findings**

Having carefully analyzed and interpreted the data collected, the following findings were obtained.

1. The current market position of MTN in telecommunication controls the largest share of the mobile market; MTN is Nigeria's premier provider of connectivity; MTN provides broadband fixed wireless access, telecommunication, and mobile financial services in Nigeria; MTN is the largest privately owned mobile operator in Africa, Europe, and the Middle East; and the company offers broadband fixed wireless access service, telecommunication services and mobile financial services (fintech) respectively.
2. The strategies to enhance competitive advantage in MTN, Kaduna were cost leadership; differentiation; innovative; operational effectiveness; and technology based competitive strategies.
3. Market penetration influenced the growth of MTN as it improved operational efficiency in the organization; there is increased market share; customers are

satisfied with the products and services the organization is providing to them; market penetration allows you to compete with competitors; and fast growth of business is dependent on lower prices and market penetration.

4.5 Discussion of Findings

The data presented and analyzed were not just revealing but deserve further discussion thus:

Research Question 1: What is the current market position of MTN in telecommunication?

In providing answer to the above research question, variables 1, 2, 3, 4 and 5 of the data analyzed in table 4.3.1 with grand mean score of 3.6 which is greater than the cutoff point 3.0 was utilized. This shows that MTN controls the largest share of telecommunication in the current market.

Research Question 2: What specific marketing strategy enhances the competitive advantages of MTN?

To provide answer to the above raised research question, variables 6, 7, 8, 9 and 10 of the data analyzed in table 4.3.2 were established with the grand mean of 3.7 which is also greater than the cutoff point 3.0. This implies that MTN adopted specific market penetration strategies to enhance competitive advantage.

Research Question 3: What are the influences of market penetration on growth of MTN, Kaduna?

Variables 11, 12, 13, 14, and 15 of the data analyzed in table 4.3.3 were utilized in answering the research question raised above. The analysis revealed the grand mean of 3.8 which is greater than the cutoff point 3.0. Hence, the respondents answered in the affirmative that the market penetration influenced the growth of MTN, Kaduna.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study analysed market penetration strategy in global service industry using MTN, Yakubu Gowon Way, Kaduna as a case study. Research questions guided the study. A survey method was used for this study. A sample of 58 was drawn from the population of 68 which comprises of management and staff of MTN, Kaduna and stratified sampling technique was adopted in determining the sample size. A questionnaire developed by the researcher based on 5 point likert scale was used for the collection of primary data for the study.

The instrument was tested on 10 staff of the organization and a total number of 58 questionnaires were produced and administered out of which 50 were filled and returned. The 50 questionnaires formed the basis for the data analysis and interpretation. Data collected for the three research questions were presented in a table analyzed using mean statistics, so as to confirm its degree of conformity with the objectives of the study earlier put forward, and on the basis of which the major findings of the study were revealed and discussed for valid research conclusion and appropriate recommendations.

5.2 Conclusion

Based on the findings of this research, conclusion can be drawn about the analysis of market penetration strategy in global service industry in different ways. From the findings, the current market position of MTN in telecommunication controls the largest share of the mobile market; MTN is Nigeria's premier provider of connectivity; MTN provides broadband fixed wireless access, telecommunication, and mobile financial services in Nigeria; MTN is the largest privately owned mobile operator in Africa, Europe, and the Middle East; and the company offers broadband fixed wireless access service, telecommunication services and mobile financial services (fintech) respectively.

Majority of the respondents accepted the facts that the strategies to enhance competitive advantage in MTN, Kaduna were cost leadership; differentiation; innovative; operational effectiveness; and technology based competitive strategies.

Finally, a deep study and understanding of this research would afford any organization an opportunity to know the vital areas to concentrate its efforts for improvement and development as regards market penetration strategies. The study further concluded that market penetration influenced the growth of MTN as it improved operational efficiency in the organization; there is increased market share; customers are satisfied with the products and services the organization is providing to them; market penetration allows you to compete with competitors; and fast growth of business is dependent on lower prices and market penetration.

5.3 Recommendations

Based on the findings of this study, the researcher recommends the following to enhance productivity.

- i. The organization should understand their buyers' behaviour as this will help in redefining marketing activities and lead to an understanding of customers' willingness to buy at a given price. Survey the customer base and collect hard data, analyze data and create value based pricing that appeals to the target segments, communicate value to customers and create the right, profit focused culture.
- ii. The organization should determine what value a channel partner adds to the organization's products and services. The organization must choose the best and suitable channel that adds competitive advantage and is designed to save on cost, improve on efficiency, provide routine transactions, serves a large customer base and allows the organization to focus on other aspects.
- iii. The organization should incorporate diversification in its business operations through use of technological advancements and other aspects such as innovation and benchmarking strategies to realize full benefits of diversification. It is important for the organization to develop a strategic plan so as to outline all the potential ways it can diversify its business activities.
- iv. The organization should select one type of differentiation best suited to target market desires, as well as its own financial constraints, and focus its

efforts on honing products along that dimension. The organization must then communicate the differentiation to distributors, retail outlets and end users. The organization should also review all marketing and advertising materials prior to distribution or broadcast to guarantee the differentiation takes center stage.

- v. It is also recommended that the government needs to develop policies that will support the market penetration strategy adopted by telecommunication companies because they affect their performance.
- vi. Finally, telecommunication companies need to deploy more resources and train their employees on how to offer premier customer service experiences in order to penetrate more markets. They also should provide customers with training about effective use of the available products because this increases customer loyalty hence retention.

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APPENDIX

Department of Business Administration,
College of Business & Management Studies,
Kaduna Polytechnic,
Kaduna.
23rd March, 2022.

Dear Respondents,

ANALYSIS OF MARKET PENETRATION STRATEGY IN GLOBAL SERVICE INDUSTRY: A STUDY OF MTN, YAKUBU GOWON WAY, KADUNA

The researcher is a Higher National Diploma student of the above named institution, currently conducting a research on the above topic. In this regard, you have been duly selected as a respondent. This research is part of the requirement for the award of Higher National Diploma (HND) in Business Administration and Management. Your response to the attached questionnaire can make the research a tremendous success.

She wish to appeal to you to assist this study by kindly sparing a few minutes to complete this questionnaire. You are not required to disclose your identity. Be rest assured that your responses will be treated in strict confidence and used for the stated academic purpose only.

Thanks.

Yours faithfully,

Maimunatu Abdul-Razak
KPT/CBMS/19/42014
The Researcher

QUESTIONNAIRE

INSTRUCTION: Please tick [] the appropriate choice.

SECTION A: Personal Data

1. Sex: (a) Male [] (b) Female []
2. Age: (a) 20-29 [] (b) 30-39 [] (c) 40-49 []
(d) 50 and above []
3. Educational Qualification: (a) NCE/ND [] (b) HND/B.Sc []
(c) Postgraduate []

SECTION B: Research Questions

The acronyms given in the boxes are

SA = Strongly Agreed

A = Agreed

UD = Undecided

D = Disagree

SD = Strongly Disagree

Table 1: The current market position of MTN in telecommunication.

S/N	Variable	SA	A	UD	D	SD
1.	MTN controls the largest share of the mobile market					
2.	MTN is Nigeria's premier provider of connectivity					
3.	MTN provides broadband fixed wireless access, telecommunication, and mobile financial services in Nigeria.					
4.	MTN is the largest privately owned mobile operator in Africa, Europe, and the Middle East.					
5.	The Company offers broadband fixed wireless access service, telecommunication services and mobile financial services (fintech) respectively.					

Table 2: The specific strategies to enhance competitive advantage in MTN, Kaduna.

S/N	Variable	SA	A	UD	D	SD
6.	Cost leadership strategy					
7.	Differentiation strategy					
8.	Innovative strategy					
9.	Operational effectiveness strategy					
10.	Technology based competitive strategy					

Table 3: The influence of market penetration on growth of MTN, Kaduna

S/N	Variable	SA	A	UD	D	SD
11.	There is improved operational efficiency in the organization					
12.	There is increased market share					
13.	Customers are satisfied with the products and services the organization is providing to them					
14.	Market penetration allows you to compete with competitors.					
15.	Fast growth of business is dependent on lower prices and market penetration.					