

TITLE PAGE

**EFFECT OF MARKET PENETRATION STRATEGY ON SALES
VOLUME IN MTN, YAKUBU GOWON WAY, KADUNA**

BY

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DECLARATION

I hereby declare that this project has been written by me under the guidance and supervision of **Dr. Ibrahim M. Awwal**, Department of Business Administration, Kaduna Polytechnic. I have neither copied someone else's done it for me, writers whose works have been referred to in the process of this project have dully been acknowledged.

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APPROVAL PAGE

This is to certify that this research project is an original work undertaken by **NAOMI NAFAMA JOEL** KPT/CBMS/19/42856 and has been read, checked and approved as meeting the requirement for the award of Higher National Diploma (HND) Business Administration and Management, Kaduna Polytechnic.

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DEDICATION

This work is dedicated to my parents.

ACKNOWLEDGEMENT

My gratitude to the God of all possibility who make this programme a successful one for me, I return glory and honour unto him.

My special appreciation is extended to my supervisor Dr. Ibrahim M. Awwal for his immeasurable assistance to see my work has been brought to success. I pray Almighty God bless and strengthen you in all your endeavour. Not forgetting the project coordinator Dr. Ismaeel Anchau and the Head of Department in person of Mr. Tunde Lawal for their intellectual, meticulous and indeed articulated supervision and lecturing which extremely help in writing this project, thank you all and I pray Almighty God to continue to bless your work.

My appreciation goes to my parents Mr. and Mrs. Joel Wycliffe for their support and prayers towards my studies, may the Lord Almighty bless and reward u. Also, not forgetting my siblings for their prayers, cooperation and understanding and to Mr. Shalom Andrew for his prayers and support.

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ABSTRACT

This study examined “Effect of Market Penetration Strategy on Sales Volume in MTN Kaduna, Yakubu Gowon Way, Kaduna”. The study was prompted to find out the effect of competition in market penetration in MTN Nigeria and to determine the influence of promotion in market penetration strategy in entering and gaining market share in MTN Nigeria. Relevant literatures were reviewed to lay foundation for theoretical frame work for the study. Survey research design was adopted for the study. The population for the study was twenty (25) and sample size was fourteen (14). Primary and secondary sources of data were the method used in gathering data and random sampling technique was adopted. The study revealed that MTN takes advantage of low prices to increase product demand and increase market share through market penetration strategy, while the demand is increasing, the organization saves money on product creation costs due to the greater volume of production. Market penetration strategy is also used by the organization as a measure to determine, whether their product or a service is capable of capturing a fixed percentage of the market. Finally, the study recommended that for effective implementation of market penetration strategy, MTN should keep on adjusting the price to increase sales as lowering prices is an effective tactic to attract potential customers; the company should try to charge considerable price and lower sum, to reflect the present economic scenario in Nigeria and encourage the masses to patronize more of its services; and finally the company should adopt more diverse distributional channel of its products/services to more retail areas. That is, opening more local service areas to capture the unknown market.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Market penetration is the name given to a growth strategy where the business focuses on selling existing products into existing markets. O'Regan (2017) identifies four main objectives that market penetration seeks to achieve including: increasing market share of the current product or services in the existing market; market penetration is adopted by a firm to raise its sales revenue without making changes in the products or services; market penetration strategy can be implemented by offering sales. Increasing sales force; increase distribution and promotion of products, and more expenditure in marketing and advertising activities to increase sales; and it is a growth strategy where the business focuses on selling existing products into existing markets.

A penetration strategy is an institutional arrangement that a firm uses to market its product. It also refers to the extension of ownership of a firm to cover new markets, new sources of materials and new stages of the production process (Green, Barclay and Ryans, 2015). The choice of penetration mode is done at firm level after evaluating the various options and their inherent risks and is therefore a strategic decision for the firm (Mose, 2017).

Nigeria is often identified as the fastest moving economy and one of the most advanced I.C.T market sectors in Africa. It has the largest population in Africa and

Nigeria market's high level of sophistication markets it an exciting and attractive market in just four years, Nigeria has become the global mobile service hotspot for both GSM operators and equipment supplies (Neilson, 2015). In 2004, Nigeria has about five million mobile lines and about one million five lines, compared with just about 450,000 lines a couple of years ago (NCC, 2004). As of January 2021, Nigeria registered approximately 187.9 million mobile connections. The number of mobile connections corresponded to approximately 90 percent of Nigeria's total population (Statista Research Department, 2021). His report tracks development and growth of the Nigeria global mobile service sector from a scenario where the industry had been dogged by poor service and the lack of infrastructure and funds, with the incumbent network NITEL the country's only carrier since 1993.

However, the arrival of GSM network operators in the evolution of communications in the country in 2000, the telecommunication industry comprises of telephone communication, communication through the internet, audio and visual media, postal communications, fax, etc. (Huurdean, 2013). In Nigeria, though there are few service providers, there is stiff competition and rivalry in this industry hence a careful analysis for and current prospective investor is necessary for success (Kotler, 2013). They adopt strategies such as improved customer services, credit facility, post-paid cards and provision of convenience goods and services. Rapid technological change has created a new business environment where innovation has become a top competitive strategy (Pearce and Robinson,

2015). According to Kotler (2013), increased competition has created fundamental shift in economic environment whereas no organization can hope to stay afloat if it fails to come up with proper strategic responses.

This research work would be looking at preparing and applying effective marketing penetration strategies and this would be concern on how a business competes successfully in particular market (GSM). Also the strategic decision about the choice of product, meeting needs of customers, giving advantage over competitors, exploiting or creating new opportunities, identifying competitor's strategies, objectives, strengths, weaknesses and reaction pattern. In maintaining or increasing the market share of its current products, how it use the strategies to secure its leadership or dominance of growth market; how these strategies restructure a mature market by driving out competitors and how they use customer loyalty schemes to increase usage by existing customers. Overall a market penetration marketing strategies is very much about "business as usual". The business is focusing on markets and products it knows well. It is likely to have good information on competitors and customer needs. It is unlikely, therefore, that this strategy will require much investment in new market research. It is due to this regard that this study sought to examine the effect of market penetration strategy on sales volume in MTN with special reference to Yakubu Gowon Way, Kaduna.

1.2 Statement of the Problem

Global mobile services business is the fastest growing industry in Nigeria (NCC, 2015). They also revealed that the growth of global mobile services in Nigeria has exceeded all estimates and forecasts. The question is not where the demand is, but instead, how to meet the demand. But doing profitable and sustainable GSM business in Nigeria is not an all comer's affairs, it requires the right information and strategy. Efficient and effective marketing strategy demands defining the business mission, analyzing the business's external opportunities and threats, analyzing the business's internal strengths and weaknesses, formulating goals, strategies, support programs, implementing the programs and gathering feedback and exercising control (Aremu, 2016).

These various dimensions concerns questions on the how, what, where, when, who, whom and why of those cognate issues which, if successfully implemented and achieved will help in organizational success, growth and development. In addition to the relevant questions being asked about the marketing process of analyzing market opportunities, developing marketing strategies, manning marketing programs, which enables choosing the marketing mix (the four P's: Product, Price, Place and Promotion) and organizing and implementing and controlling the marketing effort (Ambler, Kokkinaki and Puntoni, 2014).

This research attempt to find out the various market penetration strategy problem existing in MTN Nigeria, Kaduna with a view to suggest or recommend useful

penetration strategy that can be adopted in improving its sales volume in marketing their product. Identifying sub-market either as competitive strategy or as a measure to broaden the market and promote a product to meet the needs of different customer groups is a difficult task. In segmenting a market, the markets is faced with controllable problems such as product, price, promotion, and distribution strategy, he is also faced with uncontrollable variable like competitors, economy, instability in government; they are big problem and will require huge capital expenditure.

The following research questions will also be used to determine the marketing strategies and its applicability, problems and constraint encountered in the formulation and implementation of market penetration strategies in entering the Nigeria telecoms market.

1. What are the effect of competition on market penetration in MTN Nigeria?
2. To what extent is the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria?
3. What are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?

1.3 Objectives of the Study

The main purpose of this study is to examine the effect of market penetration strategy on sales volume in MTN with special reference to Yakubu Gowon Way, Kaduna. The specific objectives are to:

- i) To find out the effect of competition in market penetration in MTN Nigeria.
- ii) To determine the influence of promotion in market penetration strategy in entering and gaining market share in MTN Nigeria.
- iii) To investigate the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria.

1.4 Research Questions

The main purpose of this study is to examine the effect of market penetration strategy on sales volume in MTN with special reference to Yakubu Gowon Way, Kaduna. However, the following research questions were raised:

- i) What are the effect of competition in market penetration in MTN Nigeria?
- ii) To what extent is the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria?
- iii) What are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?

1.5 Significance of the Study

The importance of the study rest on its benefit that will be derived by various categories of individuals, the organization itself, other management field and those within the academic realm.

Significantly, the researcher hopes that this research work will serve as a proper guide in the organization with meaningful source of information. The study is of

great significance, particularly of the human resource department of MTN Kaduna and other similar organizations in market penetration for their services.

The research work will be helpful to the administrators of the company of making prediction or identification of area that are likely to pose threat to market penetration strategy so as to tackle at the right time.

The study is a valuable contribution to the body of knowledge and source of useful references for future research. Hence, it has a heuristic value of serving as the basis for further research and theorizing.

It is also a prerequisite for the award of Higher National Diploma in Business Administration which is very significant to the researcher.

1.6 Scope of Study

The research work is focused on the effect of market penetration strategy on sales volume in MTN with special reference to Yakubu Gowon Way, Kaduna. In the cause of carrying out this research, emphasis was limited to covering the activities of MTN, Kaduna. Therefore, the data collected was restricted to the information available from the staff and management of MTN Nigeria Limited, Kaduna for the period of 5 years, 2017-2021.

1.7 Limitation of the Study

The constraint of the research will be discussed at the end of the research work.

1.8 Definition of Terms

Market Penetration: refers to the successful selling of a product or service in a specific market.

Marketing Strategy: it is the goal of increasing sales and achieving a sustainable competitive advantage.

Growth strategies: refers to the power to capture growth in terms of turnover, penetration as well as recuperation of market share.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter the writer intends to review the relevant literatures in respect of the research topic being effect of market penetration strategy on sales volume in (MTN), Yakubu Gowon Way, Kaduna. The review covers opinion of expert authors, journals and other publication relevant to the study. However, this will be discussed under the following heading: The conceptual framework, theoretical review, empirical review and summary of the chapter.

2.2 Conceptual Framework

2.2.1 Market Penetration

Kotler (2015) describes “marketing as working with markets which means attempting to actualize potential exchanges for the purpose of satisfying human needs and wants” And in order to satisfy these needs and wants, certain things or activities must be carried out. Considering the day-to-day exchange process, which includes product planning, pricing, promotion and distribution? One of the reasons behind the successful performance of GSM operators in Nigeria is the application of marketing strategies. This study will concentrate on a specific strategy; market penetration. Market penetration on its own seeks to achieve four main objectives:

- Maintain or increase the market share of current products, this can by a combination of competitive pricing strategies, advertising, sales promotion and perhaps more resources dedicated 10 personal selling.
- Secure dominance of growth markets.

- Restructure a mature market by driving out competitors, this would require a much more aggressive promotional campaign, supported by pricing strategy designed to make the market unattractive for competitors.
- Increase usage by existing customer, for introducing loyalty schemes.

Market penetration refers to ways or strategies that are proposed or adopted so as to be able to create a niche in the already existing market (Chang and Lee, 2015). Although it can be performed throughout the business's life, it can be especially helpful in the primary stages of set up. It helps establish the businesses current station and which direction it needs to expand in to achieve market growth. Successful outcomes stem from careful monitoring by key staff and leaders. Timing is key to a successful market growth; this can be dependent on the overall market welfare, the business's competitors and current events (Wainaina and Oloko, 2016). Questions, brainstorming and discussions can help distinguish whether it is the best time for market growth. These can include questions surrounding market share increases or decreases. Sales can be declining but shows opportunity for the business, it could be the perfect time to make alterations so as to grow market share. Market penetration can also be helpful when sales are proving to slow down, customers often need to be re-introduced to a company or reminded why they need a company's goods/services. With the consumers attention span becoming less and less, organizations need to constantly keep on top of competitors to stay relevant (Njomo and Margaret, 2016).

Some factors of market penetration are holding costs, advanced inventory management practices and technology (e.g. ongoing replenishment and vendor managed inventory), supply chain problems and economies of scale (Chang and Lee, 2015). Market

penetration, market development and product development together establish market growth for a company. Overall the major growth opportunities they implement, attempts to peak sales through stressing current products in present markets and present products in new markets (Levay, Drossinos and Thiel, 2017). This includes developing new products for existing markets, subsequently. It is about finding new ways to boost sales and keep customers loyal and increase market share. When implementing change companies must be careful not to compromise their existing revenue or customers (Gado, 2013). If packaging or visual aspects of a company are altered drastically, existing customers may not recognise a brand and opt for a competitor's product or service. Too much alteration can make consumers wary, so change must be implemented in a subtle manner so as to only increase market share and build on profits. Managers and leaders should monitor this throughout the entire process to ensure smooth changes. Clear planning will also help minimise this risk and will lead to improvements and a boost in market share (Chandola and Fu, 2017).

However, market penetration refers to the successful selling of a product or service in a specific market, and it is a measure of the amount of sales volume of an existing good or service compared to the total target market for that product or service (Levay, 2017). Market penetration involves targeting on selling existing goods or services in the targeted markets to increase a better market share/value. It can be achieved in four different way including growing the market share of current goods or services; obtaining dominance of existing markets; reforming a mature market by monopolising the market and driving out competitors; or increasing consumptions by existing customers. Market penetration is a tool for understanding potential earnings of a business and is integral to calculating a resourceful business model (Chandola and Fu, 2017).

2.2.2 Strategy

Strategy refers to the machinery of the resources and activities of an organization to the environment in which it operates (Johnson and Scholes, 2012). Pearce and Robinson (2015) defined strategic responses as the set of decisions and actions that result in the formalization and implementation of plans designed to achieve a firm's objectives. According to Ansoff and McDonnell (2016), it is through strategic management that a firm will be able to position and relate itself to the environment to ensure its continued success and also secure itself from surprises brought about by the changing environment. He further argues that this can be done by firstly, positioning of the firm through strategy and capability planning in its rightful competitiveness, and secondly, use of real time response through issue management and thirdly, systematic management of resistance during strategic implementation strategic responses are concerned with decisions and actions meant to achieve business objectives and purpose, it answers the question on where does an organization want to go, where it is now and how to get to where it wants to go (Denis, Lamothe and Langley, 2015).

Superior performance can be achieved in a competitive industry through the pursuit of a generic strategy, which he defines as the development of an overall cost leadership, differentiation, or focus approach to industry competition which is among the strategic responses that a firm can adopt. If a firm does not pursue one of these strategy types, it will be stuck-in-the-middle and will experience lower performance when compared to firms that pursue a generic strategy Coping with the increasingly competitive environment has called on firms to rethink their marketing strategies. Firms respond to competition in different ways (Denis, 2015). Some may opt to product improvement,

divestiture, and diversification, entry into new markets or even merging or buying out competitors. Some of these organizations have undertaken their transformation efforts quite successfully. Others have experienced disappointing results with new strategies not well implemented, acquisitions that have not achieved expected synergies, reengineering and downsizing that have largely failed and quality programs that have not delivered the hope for Strategy is a unifying theme that gives coherence and direction to the actions of an organization. Walker (2016), said strategy is a fundamental pattern of present and planned objectives, resources deployment, and interactions of an organization with markets, competitors, and other environmental factors. Hitt (2017) defines strategy in the corporate context as the pattern of decisions in a company that determines and reveals its objectives, purpose or goals, produces the principles, policies and plans for achieving these goals and define the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, the nature of the economic and human organization it is intends to make to its shareholders, employees, customers, and communities. Ansoff (2014) argues that theories advanced to explain strategic behavior often differed because they are based on observations of organizations in different settings.

2.2.3 Sales Volume

Sales volume is the number of units sold within a reporting period (Ajagbe, 2015). This figure is monitored by investors to see if a business is expanding or contracting. Within a commercial bank, sales volume may be monitored at the level of the product, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas. According to Adekoya (2016), a business may

also monitor its break even sales volume, which is the number of units it must sell in order to earn a profit of zero. The concept is useful when sales are contracting, so that management can determine when it should implement cost reductions. This can be a difficult concept to employ when there are many different products, and especially when each product has a different contribution margin (Iqbal, 2013).

According to Guesh (2017), the sales volume concept can be applied to services. For example, the sales volume of a consulting firm may be considered the total number of hours billed in a month. On the other hand, Soltani and Davanloo (2016) uphold that sales volume equals the quantity of items a business sells during a given period, such as a year or fiscal quarter. Abah and Olohiliye (2015) stress that sales volume indicate the quantity of different stock keeping units sold or the number of customers who have sought for the services offered by a firm in a given time period such a year or a fiscal quarter. Sales volume measurement is a vital part of the performance evaluation of the sales force who are responsible for selling the products of the firm (Abah and Olohiliye, 2015). Generally, sales representatives are incentivized on the basis of their ability to meet their target. Since, a major part of the variable pay component depends on achieving the target, sales volume is an important metric in sales and marketing among commercial banks (Abah and Olohiliye, 2015).

According to Quarshie (2016), increased sales volume helps company to acquire healthy revenue. Increased quantity sales mean increased production hence that also helps in increased contribution margin. Moreover, increased sales volume helps to reach break-even earlier which helps the company gain profits from their operation as early as possible (Quarshie, 2016). The marketing relationship of costs and sales volume as

profits helps a business to examine selling prices, sales, production volumes, expenses, costs and profits. This analysis provides the business with useful information that it can use for decision-making processes. According to Frimpong (2016), the demand for a product will greatly influence the sales volume of the product. The basic pricing strategy for a product attempts to maximize sales volume and profit. This requires that a commercial bank must find the right price that will allow the product to sell while allowing it to adequately profit from the sale (Pembi, 2017). Under a basic pricing strategy, if the sales volume of a product is too low, the business will generally lower the price point to increase sales. This will, however, also result in a reduced profit on the item for the business. In many cases, lowering the price of a product will result in a higher sales volume (Ajagbe, 2015)..

2.3.4 Effect of Competition in Market Penetration in MTN Nigeria

Developing a market strategy allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share and achieving a sustainable competitive advantage. A marketing strategy is a plan, which combines product development, promotion, distribution, and pricing. It essentially identifies the organization's goals, and explains how they will be achieved within a specific timeframe. The central argument of this research is that the organizational competitiveness of a telecommunications service provider emanates from strategy implementation. There is considerable support for this argument; competitive advantage is realized based on three factors (Sudarshan, 2015): the firm's marketing strategy, implementation of this strategy and the industry context (Porter's Model, 2017). The purpose of competitive strategy is to achieve a sustainable competitive advantage (SCA) and thereby enhance a business

performance (Bharadwaj, 2015). One of the major objectives of marketing strategy is to enhance the long-term financial performance of a firm.

According to Ansoff (2014), a firm may choose one of four product-market growth strategies, including market penetration, market development, product development, or diversification. Ansoff suggests the safest growth option is to adopt a market penetration strategy whereby a firm gains more usage from existing customers and also seeks to attract new customers in their existing market. A slightly riskier option may be to adopt the market development strategy of attracting new types of customers for the current products of the firm from either new channels of distribution, or new geographic areas. Alternately, a firm may engage in product development by producing entirely new products, different versions of existing products, or different quality levels of existing products to be sold in its current markets. The riskiest strategy overall is suggested to be a diversified approach where new products are developed for new markets. Ansoff's product-market expansion grid provides a useful though not exhaustive framework for looking at possible strategies to cope with the problem of strategic windows and finding way of creating overlapping strategic windows.

Mobile phone services in Kenya have operated as a duopoly with Safaricom and airtel Kenya (formerly Kencell , Celtel and Zain) taking the lead since 2000. The original intention of the Kenya Communications Act (KCA 1998) to liberalize telecommunications in Kenya - has largely been met. Growth was tremendous: from 17,000 mobile subscribers in 1999 to 29.7 million by June 2012. In December 2007, France Telecom acquired 50% of Telkom Kenya and proceeded to launch its Orange

brand in Kenya in September 2008. Now called Telkom Orange, In November 2008 Econet was launched, bringing to four the total number of operators.

According to Porter (2018), the firm is competitive when it is able to obtain a competitive advantage over its rivals in a particular industry. Porter asserted that a firm gains a competitive advantage when (a) it is able to generate and sustain profits that are greater than the average for its industry; (b) it manages to deliver the same benefits as its rivals but at a lower cost; and (c) it delivers benefits that exceed those of competing products by differentiating itself in the industry. Wallsten (2015) suggested that higher penetration rates imply better performance. On the other hand, in more mature markets market performance is typically measured by the intensity of competitive conduct. Implying that more advanced sectors will be more efficient, yielding lower price-cost margins. Kotler (2015) argued that setting a low initial price indicates that the company wants to penetrate the market fast and gain high volume quickly. The company wants to capture a large market share with minimal economic efforts for the customer. The companies which are using this kind of strategy set the price as low as possible to attract as many customers as possible. After winning a large volume they can decrease their falling costs which will lead to a higher long run profit. The company uses price as a competitive weapon to win a market position and market shares from the other competitors, which will help them to establish a market brand in the industry. They enter the market with the strategy to get a lot of customers, which will help the company decrease their cost and therefore way become a cost leader in the market (Wallsten, 2015).

2.3.5 Influence of Promotion in Market Penetration Strategy in Entering and Gaining Market Share in MTN Nigeria

Promotion is an attempt by marketers to inform, persuade, or remind consumers and B2B users to influence their opinion or elicit a response (Stauss and Weinlich, 2015). Most firms use some form of promotion. Because company goals vary widely, so do promotional strategies. The goal is to stimulate action from the people or organizations of a target market. In a profit-oriented firm, the desired action is for the consumer to buy the promoted item (Kotler, Philip and Keller, 2017). Promotional goals include creating awareness, getting people to try products, providing information, retaining loyal customers, increasing the use of products, and identifying potential customers, as well as teaching potential service clients what is needed to “co-create” the services provided. Any promotional campaign may seek to achieve one or more of these goals:

- i) **Creating awareness:** All too often, firms go out of business because people don’t know they exist or what they do. Small restaurants often have this problem. Simply putting up a sign and opening the door is rarely enough. Promotion through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product.

Large companies often use catchy slogans to build brand awareness. For example, Dodge’s wildly successful ads where a guy in a truck yells over to another truck at a stoplight, “Hey, that thing got a Hemi?” has created a huge number of new customers for Dodge trucks. Hemi has become a brand within a brand. Now, Chrysler is extending the Hemi engine to the Jeep brand, hoping for the same success.

- ii) **Getting consumers to try products:** Promotion is almost always used to get people to try a new product or to get nonusers to try an existing product.

Sometimes free samples are given away. Lever, for instance, mailed over two million free samples of its Lever 2000 soap to targeted households. Coupons and trial-size containers of products are also common tactics used to tempt people to try a product. Celebrities are also used to get people to try products. Oprah Winfrey, for example, recently partnered with Kraft Heinz to launch a new line of refrigerated soups and side dishes made with no artificial flavors or dyes. Kate Murphy, director of strategic partnerships at the social marketing platform Crowdtap, weighed in on the strategy. “Celebrity endorsements can provide immense value to a product/brand when done right,” Murphy said. “If a celebrity aligns with a product, they bring a level of trust and familiarity to the table.”

- iii) **Providing information:** Informative promotion is more common in the early stages of the product life cycle. An informative promotion may explain what ingredients (for example, fiber) will do for a consumer’s health, describe why the product is better (for example, high-definition television versus regular television), inform the customer of a new low price, or explain where the item may be purchased.

People typically will not buy a product or support a not-for-profit organization until they know what it will do and how it may benefit them. Thus, an informative ad may stimulate interest in a product. Consumer watchdogs and social critics applaud the informative function of promotion because it helps consumers make more intelligent purchase decisions. StarKist, for instance, lets customers know that its tuna is caught in dolphin-safe nets.

- iv) **Keeping loyal customers:** Promotion is also used to keep people from switching brands. Slogans such as Campbell’s soups are “M’m! M’m! Good!” and “Intel

Inside” remind consumers about the brand. Marketers also remind users that the brand is better than the competition. For years, Pepsi has claimed it has the taste that consumers prefer. Southwest Airlines brags that customers’ bags fly free. Such advertising reminds customers about the quality of the product or service.

Firms can also help keep customers loyal by telling them when a product or service is improved. Domino’s recently aired candid advertisements about the quality of their product and completely revamped their delivery operations to improve their service. This included advertisements highlighting a Domino’s pizza being delivered by reindeer in Japan and by drone in New Zealand. According to University of Maryland marketing professor Roland Rust, “delivery” stands out in how Domino’s has broadly improved its quality, and “the customized delivery vehicles are a competitive advantage.”

- v) **Increasing the amount and frequency of use:** Promotion is often used to get people to use more of a product and to use it more often. The National Cattlemen’s Beef Association reminds Americans to “Eat More Beef.” The most popular promotion to increase the use of a product may be frequent-flyer or -user programs. The Marriott Rewards program awards points for each dollar spent at a Marriott property. At the Platinum level, members receive a guaranteed room, an upgrade to the property’s finest available accommodations, access to the concierge lounge, a free breakfast, free local phone calls, and a variety of other goodies.
- vi) **Identifying target customers:** Promotion helps find customers. One way to do this is to list a website as part of the promotion. For instance, promotions in The

Wall Street Journal and Bloomberg Businessweek regularly include web addresses for more information on computer systems, corporate jets, color copiers, and other types of business equipment to help target those who are truly interested.

- vii) **Teaching the customer:** For service products, it is often imperative to actually teach the potential client the reasons for certain parts of a service. In services, the service providers work with customers to perform the service. This is called “co-creation.” For example, an engineer will need to spend extensive time with team members from a client company and actually teach the team members what the design process will be, how the interaction of getting information for the design will work, and at what points each part of the service will be delivered so that ongoing changes can be made to the design. For services products, this is more involved than just providing information—it is actually teaching the client.

2.2.6 **Role of Price in Market Penetration Strategy in Achieving Organizational Values and Objectives in MTN Nigeria**

Price management is a critical element in marketing and competitive strategy and a key determinant of performance. Price is the measure by which industrial and commercial customers judge the value of an offering, and it strongly impacts brand selection among competing alternatives (Shipley and Jobber, 2016). Apart from world-class product development, pricing is key to success. Pricing is vital in attracting and capturing demand. Pricing is also fundamental in optimizing your product’s true worth out there in the real market place (Yeoman and McMahon, 2014). Furthermore, pricing is the only element of the marketing mix that generates revenue for the firm, while it is also the most

flexible element of this mix in the sense that pricing decisions can be implemented relatively quickly (e.g. price changes) and be adapted easily to the conditions surrounding a company's internal or external environment (Lewengart and Mizrahi, 2017). The objective functions of companies are multifaceted in that the viability of companies rests on a combination of different pricing objectives (Diamantopoulos, 2015). These objectives are flexible and change over time due to environmental or organizational conditions (Shipley and Jobber, 2016). Pricing objectives may be either supportive or conflictual. Thus, there are objectives that are compatible with each other e.g. market share increase and sales increase and objectives that oppose one another e.g. sales maximizations versus profit maximization (Myers, 2016).

Penetration pricing strategy is a strategy in which prices of a product or a service are set at less than its normal, long range market price set in order to gain more rapid market acceptance or to increase existing market share. This strategy can sometimes discourage new competitors from entering a market niche if they mistakenly view the penetration price as long range price (Justin, 2014). Companies do their pricing in a variety of ways. In small companies, prices are often set by the boss. In large companies, pricing is handled by division and product – line managers. In industries where pricing is a key factor, pricing departments are set to assist others in determining appropriate prices. This departmental report is then disseminated to the marketing department, finance department and even top management (Shipley and Jobber, 2016). Others who exert an influence on pricing include sales managers, production managers, finance managers and accountants. Executives do complain that pricing is a big headache – and one that is getting worse by the day. Many companies do not handle pricing well and throw up their hands with

strategies such as this: “We determine our costs and take our industry’s traditional margins”. Other common mistakes are not revising price often enough to capitalize on market changes; setting price independently of the rest of the marketing mix rather than as an intrinsic element of market positioning strategy; and not varying price enough for different product items, market segments, distribution channels and purchasing occasions (Lewengart and Mizrahi, 2017). Firms must therefore set a price for the first time when it develops a new product, when it introduces its regular product into a new distribution channel or geographical area and when it enters bids on new contract. The firm must decide where to position its product on quality and price (Kotler and Keller, 2019).

Pricing therefore refers to the process of setting a price for a product or service and more than any other element of your marketing mix, will have the biggest impact on the amount of profit you make (Lewengart and Mizrahi, 2017). Price for any product or a service will inevitably fall somewhere between that which is too low to produce a profit and that which is too high to generate any demand. Strategy is the set of actions through which an organization by accident or design develops resources and uses them to deliver services or products in a way which its users find valuable, while meeting the financial and other objectives and constraints imposed by key stakeholders. Most successful strategies give an organization some property that is unique or at least distinctive and the means for renewing its competitive advantage as the environment changes (Haberberg and Rieple, 2018).

2.3 Theoretical Literature Review

2.3.1 Market Based View Theory

This study was guided by the Market-Based View (MBV) as propounded by Bain (1968) who argues that industry factors and external market orientation are the primary determinants of firm's growth. The market-based view (MBV) of the firm focuses on the link between organizations' strategies and their external environments. According to Grant (1991) its first basic assumption is that strategically relevant resources are distributed homogeneously among the firms within an industry. The second assumption refers to the mobility of these resources, which in the MBV are highly mobile (Barney, 1991). Accordingly, for a firm to grow it must depend on its ability to take advantage of imperfectness on the market in which it sells its goods or services. This is to say, an organization has to identify a position in the industry where the company can best defend itself against and the competitive forces or can influence them in its favor.

In the MBV, a competitive advantage can be achieved by performing strategically relevant activities at lower costs than competitors or in a unique way that is valuable to customers (Porter, 2008). Therefore, the MBV shows that the market expansion strategies under study (pricing strategy, distribution strategy, diversification strategy and differentiation strategy) can be pursued separately or in combination and have the long-term objectives to create a defensible position within the industry and to outperform competing actors within that industry.

2.3.2 Open Systems Theory

Open system theory was developed by Ludwig von Bertalanffy (1956), a biologist, but it was immediately applicable across all disciplines. Open system perspectives see organizations both as hierarchical systems and as loosely coupled systems. Open systems

tend to have some semblance of clustering and levels. Gortner, Mahler and Nicholson (2012) the open-systems theory assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity. Interdependencies and connections within a subsystem tend to be tighter than between subsystems. These “stable sub-assemblies” give a distinct survival advantage to the entire system.

Open systems reflects the belief that all organizations are unique in part because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities (Hatch, 1997). Environmental influences that affect open systems can be described as either specific or general. The specific environment refers to the network of suppliers, distributors, government agencies, and competitors with which a business enterprise interacts. The general environment encompasses four influences that emanate from the geographic area in which the organization operates. The open-systems theory assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity.

This theory is relevant to the study because it holds that in order for the organization to achieve its objectives and goals, it is important that it operates as an open system where it

takes care of the environment in its decision making process because failure to do this may lead to failure to deliver on organizational objectives. The interaction of the organizations in this environment then results to the production of key resources that enable organizations to be sustained or to change in order to survive. Open systems approach to management considers all organizations as open systems which are influenced by the environment in which they exist.

2.3.3 Product Life Cycle Theory

This study was guided by Product Life Cycle Theory by Vernon (1979). According to Vernon (1979), the product life cycle theory, a product goes through 5 stages in life where at some point unless modifications are done, the product becomes obsolete and irrelevant. It is important that businesses invest highly on market research programmes in order to identify changes in consumer needs as the product advances through its productive life. Vernon (1979) argues that like any living being, products go through various stages in their productive lives from invention, maturity to decline stage forming a unique cycle in the product life. These stages are characterised by specific features which determine the length of time a product spends in one stage depending on the marketing strategies applied.

If not nurtured through continuous improvements the products decline and die naturally like any living being. With this understanding, product design is expected to be a continuous and deliberate strategic approach if organisations expect to sustain profitability and growth (Palmer, 2000). This theory has proven that products do not survive forever. Aggressive marketing strategies have to be applied to prolong product

life in any stage of the product life cycle. These strategies may include differentiation strategies, modifications and product positioning techniques including new innovations all together.

2.3.4 Resource Based View Theory

This study was based on Resource Based Theory by Grant (1991). According to Grant (1991) the Resource Based Theory (RBV) approach to competitive advantage contends that internal resources are more important for a firm than external factors in achieving and sustaining competitive advantage. In this view, organizational performance is primarily determined by internal resources including physical resources, human resources and organizational resources. Grant (2010) observe that the resource based view of organizations present different perspectives on how best to capture and keep competitive advantage. A firm must strive to achieve sustained competitive advantage by continually adopting to changes in external trends and events and internal capabilities, competences and resources and by effectively formulating, implementing and evaluating strategies that capitalize upon those factors.

This theory is relevant to the study because RBV sees resources as key to superior firm performance. If a resource exhibits VRIO attributes, the resource enables the firm to gain and sustain competitive advantage. Organizations should look inside the company to find the sources of competitive advantage instead of looking at competitive environment for it. Sustained competitive advantage can be achieved more easily by exploiting internal rather than external factors as compared to organization input-output view.

2.4 Empirical Studies

Hassan, Qureshi, Sharif and Mukhtar (2013) research concentrated on the organisational performance impact of marketing strategy creativity and created that efficiency is maximized when a creative approach is developed by an organisation and efficient execution is achieved. However, and the findings cannot be generalized to the complete population because it used qualitative data. Wainaina and Oloko's study (2016) examined the effect of market penetration and organizational development policies and discovered a favorable and important connection between market penetration policy and institutional growth. The study was on market penetration where is a one variable of the study. The study has incorporated other variables.

Tangus and Omar (2017) study investigated the effects of market expansion strategies on performance of Commercial Banks in Mombasa County and the overall finding of the study revealed strong correlation coefficient between firm performance and the three market expansion strategies all with a significance of above 95%. However, the study used simple random sampling which is subject to sample biasness. Mutuma (2013) study focused on an investigation of the effects of expansion strategies on performance of Commercial Banks in Kenya and the study found out that diversification expansion strategies had a great effect on the performance of Commercial Banks in Kenya. However, the study used convenience sampling method which is a non-probabilistic sampling method. It is due to this regard that this study sought to investigate the influence of market penetration strategy on Telkom Kenya Limited's performance in Nairobi City County, Kenya.

Njomo and Margaret (2016) study investigated the influence of Strategies for market penetration and organisational development: a soft drink case. The stratified random sampling technique has been used. The research randomly chosen a sample of 160 soft drink businesses. Data were collected and analyzed using both descriptive and inferential statistical tools. Correlation analysis was used to identify the authority and direction of the two variables linear relationship. The findings showed a connection between penetration policies and organisational development. Pricing strategy for penetration has been negative and has no powerful effect on development of organisation. However, the study context was a Case of Soft Drink.

Mwiti (2016) investigated the use of market penetration approaches by Essar Telecom Kenya. The investigator used main and secondary data gathered using questionnaires and schedules for interviews from managers in 5 functional units. The research also discovered that pricing strategies were used by the business to penetrate the market. It also found that the business takes market segmentation as one of the ways of expanding its market share. However, the study focused on the growth of Essar telecom Kenya. Study by Chandola and Fu (2017) examined China Smartphone Companies ' market penetration approach for India Market: A multi-case research. Following the most common methodology of multi-case study methodology construction theories, distilled research results on the effective set of marketing policies from interviews with executives of four famous Chinese cell phone manufacturers/brands entering the Indian market. Similarities in the company's business models were quite obvious in the results linked to their customer segment(s) strategy of creating innovative products that could afford them. The findings have also been shown to a big extent resemblance in their conduct with

regard to customer relationship management. However, the research used a multi-case study methodology that could lead to a higher restriction of the study conclusion.

2.5 Summary of the Chapter

From the literature, it can be concluded that there is need to carry out studies concerning the influence of market penetration strategies on organizational growth of Telecommunication Company in Nigeria. Previous studies have not covered the external markets pressures felt by the steel industry and the global issues facing the industry which will affect their strategy. None of the studies have addressed the telecom industry strategies in Nigeria that affect growth. The dynamism of the telecom industry has also not been unearthed by the previous studies. The current study intends to fill the identified gap by seeking to establish the effect of market penetration strategy on sales volume in MTN, Kaduna.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research method, techniques for data collection and the sources including justification of the method to be used. It also includes the method of data analysis.

3.2 Research Design

Survey research design was adopted in this study. Survey research design was chosen because the sample elements and the variables that are being studied are simply being observed as they are without making any attempt to control or manipulate them. This method consists of a set of collected data, which was analyzed, summarized and interpreted along certain line of thought so as to postulate specific purpose of study (Samak and Tawfiq, 2017)..

3.3 Area of the Study

The study was conducted at MTN Nigeria Limited which is located at MTN Central Area, Opp. UBA Office, Yakubu Gowon Way, Kaduna.

3.4 Population of the Study

The population of this study was the entire staff of MTN Central Area (Opp. UBA Office Yakubu Gowon Way, Kaduna). The organization has population of twenty five (25).

3.5 Sample Size and Sampling Technique

The sample size for this study was twenty four (24) staff to be drawn based on the adoption of Krejcie and Morgan (1970). The sampling technique to be adopted is random sampling technique, and the justification for choosing this sampling method is the

assurance that every member has an equal chance of being selected without any bias. It will also allow the researcher to spread her selection across the different groups in order to have balanced opinions.

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 was administered 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 designed on 5-points Likert scale. In scoring the items related to each of 5 point Likert scale, respondents had a possible total score from 5 to 1 which represents a respondent's opinion.

The 5 point 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 Agreed

A = Agreed

UD = Undecided

D = Disagreed

SD = Strongly Disagreed

3.7 **Validation of the Instrument**

One important way of ensuring that we have used the right instrument and have taken correct measurement is that our outcome must be in consonance with two major criteria for measuring quality known as validity and reliability (Osuala, 2003).

To obtain the validity of an instrument, three experts are required to vet and cross-check the items generated in the questionnaire in order to ensure accuracy and clarity of the instrument (Osuala, 2003). To this end, a copy of the questionnaire accompanied by a letter containing the purpose of the study and the research questions will be presented to the supervisor of this project, and two other lecturers from the Department of Business Administration for face validation. They will be required to look at the questionnaire item in relation to its ability to achieve the stated objectives of the research, level of coverage, comprehensively, logical, and suitability for prospective respondents. Their suggestions will be used in improving the final draft of the questionnaire.

3.8 **Reliability of the Instrument**

This has to do with consistency obtained from the result of the application of the instruments. An instrument is reliable if its consistency gives the same or similar result. A pilot test will be conducted on few respondents from the organization to pretest the efficiency of the questionnaire; this is in conformity with the views of Osuala (2003).

Reliability was therefore obtained by giving some of the questionnaires to about seven selected staff of the company to see if the questionnaire was consistent in measuring what is ought to measure. Besides, the difficulties experienced by those used in the pilot study will be noted and corrected accordingly.

3.9 Method of Data Analysis

Data collected from the questionnaire was analyzed, summarized, and interpreted accordingly with the aid of descriptive statistical techniques such as mean score and sample percentage. Likert's scale will be used to measure the discrepancies between the variables (dependent and independent).

In scoring the items related to each of the Likert type 5-point scale, respondent had a possible total score, from 5 to 1 which represent a respondent's opinion. The higher the score, the more influenced the respondent will be by the scale. The mean score to be used by the weight of the degree of responses has the formula given by the equation below:

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

Where:

\sum = Summation

f = Frequency

x = Variables

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

Therefore the mean scores of 3.0 and above was regarded as agreed, while points below a mean average of 3.0 was regarded as disagreed.

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 was analyzed and presented with the aid of a frequency distribution and mean score table. A total number of twenty four (24) questionnaires were designed and administered, only fourteen (14) were filled and returned which formed the basis for the data analysis and interpretation.

4.2 Characteristic of the Respondents

Table 4.1: Age Distribution of the Respondents

Variables	No. of Respondents	Percentage (%)
18-20 years	2	14.29
25-30 years	7	50.00
35 years and above	5	35.71
Total	14	100%

Source: Field Survey, 2022.

The above table shows that the ages of staff of MTN Kaduna which indicates that 2 respondents are of the ages 18 to 20 years with 14.29%, 7 respondents with 50% are of the ages from 25 to 30 years while 35 years and above are 5 respondents with 35.71%. From the above analysis, it can be deduced that the respondents used for this study are young, dynamic and vibrant. This shows a bright future for the organization.

Table 4.2: Educational Level of the Respondents.

Variable	No. of Respondents	Percentage (%)
Primary	-	0
Secondary	2	14.29
Tertiary	12	85.71
Total	14	100%

Source: Field Survey, 2022.

From the table above, the educational level of staff of MTN Kaduna, the organization's relevant qualification of the employees, and their percentages were specified. Secondary has 2 respondents with 14.29% while Tertiary has 12 respondents with 85.71%. This is an indication that MTN Kaduna employs mostly graduates for efficiency, effectiveness and organizational growth.

Table 4.3: Duration of Employment of Respondents.

Variables	No. of Respondents	Percentage (%)
1-5 years	1	7.14
6-10 years	2	14.29
11-15 years	7	50.00
16-20 years	3	21.43
21 years and above	1	7.14
Total	14	100%

Source: Field Survey, 2022.

The above table shows that 1 respondent have 7.14% of the length of service in MTN Kaduna ranges between 1-5 years, 6-10 years have 2 respondents with 14.29% length of service, 11-15 years have 7 respondents with 50% length of service, 16-20 years with 3 respondents have 21.43% while 21 years and above have 7.14% of the length of service with 1 respondent. This indicates that most of the staff have spent above 10 years in the organization and with their years of experience it will bring organizational growth and development.

Table 4.4: Position of Respondents in the Organization.

Variables	No. of Respondents	Percentage (%)
Manager	1	7.14
Front counters	6	42.86
Asst. front counters	3	21.43
SIM Reg. Officers	4	28.57
Total	14	100%

Source: Field Survey, 2022.

The above table shows that 1 respondent has 7.14% position of the manager, 6 respondents with 42.86% were front counters, 3 respondents with 21.43% were asst. front counters while SIM Registration Officers has 4 respondents which the percentage is 28.57%.

4.3 Data Presentation and Analysis

This section presents the data and discusses the findings of the study, which set out to examine effect of market penetration strategy on sales volume in MTN, Yakubu Gowon Way, Kaduna.. The findings were based on analysis of all the 80 valid responses from the respondents.

Table 4.3.1: Effects of competition in market penetration in MTN

Variables	SA	A	UD	D	SD	Total	Mean Score	Remarks
It allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share.	40	23	7	10	0	80		
	X	X	X	X	X			
	5	4	3	2	1			
	200	92	21	20	0	$\frac{333}{80}$	4.2	Agreed

Source: Researcher's Computation, 2022

$$\text{Therefore: } \frac{\sum fx}{\sum f} = \frac{333}{80} = \underline{4.2}$$

Research Question 1: What are the effects of competition in market penetration in MTN?

Table 4.3.2: Respondent's ratings on the effects of competition in market penetration in MTN.

S/N	Variables	SA	A	U	D	SD	ΣFX	X	Remark
1.	It allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share.	5 x 5 25	5 x 4 20	0 x 3 0	2 x 2 4	2 x 1 2	14 <u>51</u> 14	3.6	Agreed
2.	It essentially identifies the organization's goals, and explains how they will be achieved within a specific time frame.	7 x 5 35	3 x 4 12	0 x 3 0	1 x 2 2	3 x 1 3	14 <u>52</u> 14	3.7	Agreed
3.	Firm gains more usage from existing customers and also seeks to attract new customers in their existing market.	6 x 5 30	4 x 4 16	0 x 3 0	3 x 2 6	1 x 1 1	14 <u>53</u> 14	3.8	Agreed
4.	Effect of competition in market penetration attracts as many customers as possible.	4 x 5 20	3 x 4 12	1 x 3 3	3 x 2 6	3 x 1 3	14 <u>44</u> 14	3.1	Agreed
5.	It is able to generate and sustain profits that are greater than the average for its industry	4 x 5 20	4 x 4 16	2 x 3 6	2 x 2 4	2 x 1 2	14 <u>48</u> 14	3.4	Agreed

N = 14

Cut-off Point = 3.0

Interpretation

From the table illustrated above, it shows that variable 1, 2, 3, 4, and 5 were agreed with the grand mean score of 3.6, 3.7, 3.8, 3.1 and 3.4 respectively which

were higher than the cut-off point 3.0. This implies that the effects of competition in market penetration in MTN Nigeria shows that it allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share, it essentially identifies the organization's goals, and explains how they will be achieved within a specific time frame, firm gains more usage from existing customers and also seeks to attract new customers in their existing market, effect of competition in market penetration attracts as many customers as possible, and it is able to generate and sustain profits that are greater than the average for its industry. Bharadwaj (2015) supports the above findings that the purpose of competitive strategy is to achieve a sustainable competitive advantage and thereby enhance a business performance.

Research Question 2: To what extent is the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria?

Table 4.3.3: Respondent's ratings on the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria.

S/N	Variables	SA	A	U	D	SD	ΣFX	X	Remark
6.	Through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product.	4 x 5 20	4 x 4 16	1 x 3 3	2 x 2 4	3 x 1 3	14 <u>46</u> 14	3.3	Agreed
7.	Promotion is almost always used to get people to try a new product or to get nonusers to try an existing product.	5 x 5 25	3 x 4 12	0 x 3 0	4 x 2 8	2 x 1 2	14 <u>47</u> 14	3.4	Agreed
8.	Informative promotion is more common in the early stages of the product life cycle.	5 x 5 25	4 x 4 16	1 x 3 3	4 x 2 8	0 x 1 0	14 <u>52</u> 14	3.7	Agreed
9.	Promotion is often used to get people to use more of a product and to use it more often.	4 x 5 20	3 x 4 12	1 x 3 3	3 x 2 6	3 x 1 3	14 <u>44</u> 14	3.1	Agreed
10.	Another influence of promotion on market penetration strategy is that promotion helps find customers.	7 x 5 35	3 x 4 12	0 x 3 0	1 x 2 2	3 x 1 3	14 <u>52</u> 14	3.7	Agreed

N = 14

Cut-off Point = 3.0

Interpretation

From the table illustrated above, it shows that variable 6, 7, 8, 9 and 10 were agreed with the grand mean score of 3.3, 3.4, 3.7, 3.1 and 3.7 respectively which are all higher than the cut-off point 3.0. This reveals that through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product, promotion is almost always used to get people to try a new product or to get nonusers to try an existing product, informative promotion is more common in the early stages of the product life cycle, promotion is often used to get people to use more of a product and to use it more often, and another influence of promotion on market penetration strategy is that promotion helps find customers. However, they are the influence of promotion on market promotion strategy in entering and gaining market share in MTN Nigeria, these are supported by Status and Weinlich (2015) that promotional goals include creating awareness, getting people to try products, providing information, retaining loyal customers, increasing the use of products and identifying potential customers, as well as teaching potential service clients what is needed to “co-create” the services provided.

Research Question 3: What are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?

Table 4.3.4: Respondent's ratings on the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria.

S/N	Variables	SA	A	U	D	SD	Σ FX	X	Remark
11.	Price is a critical element in marketing and a key determinant of performance.	5 x 5 25	3 x 4 12	0 x 3 0	2 x 2 4	4 x 1 4	14 <u>45</u> 14	3.2	Agreed
12.	Role of price in market penetration strategy is that it generates revenue for the firm.	3 x 5 15	6 x 4 24	1 x 3 3	2 x 2 4	2 x 1 2	14 <u>48</u> 14	3.4	Agreed
13.	Price in market penetration strategy strongly impacts brand selection among competing alternatives.	2 x 5 10	5 x 4 20	3 x 3 9	1 x 2 2	3 x 1 3	14 <u>44</u> 14	3.1	Agreed
14.	Pricing in market penetration strategy also attracts and captures demand.	5 x 5 25	3 x 4 12	1 x 3 3	4 x 2 8	1 x 1 1	14 <u>49</u> 14	3.5	Agreed
15.	Another role of price in market penetration is that market share increases and so also sales increases.	3 x 5 15	4 x 4 16	3 x 3 9	2 x 2 4	2 x 1 2	14 <u>46</u> 14	3.3	Agreed

N = 14

Cut-off Point = 3.0

Interpretation

From the table illustrated above, it indicated that variable 11, 12, 13, 14 and 15 were agreed with the grand mean score of 3.2, 3.4, 3.1, 3.5 and 3.3 respectively which are all higher than the cut-off point 3.0. This implies that price is a critical element in marketing and a key determinant of performance, role of price in market penetration strategy is that it generates revenue for the firm, price in market penetration strategy strongly impacts brand selection among competing alternatives, pricing in market penetration strategy also attracts and captures demand, and another role of price in market penetration is that market share increases and so also sales increases. Therefore, they are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria. Lewengart and Mizrahi (2017) supports the above findings that pricing is the only element of the market mix that generates revenue for the firm, while it is also the most flexible element of this mix in the sense that pricing decisions can be implemented relatively quickly (e.g. price changes) and be adapted easily to the conditions surrounding company's internal or external environment.

4.4 Summary of Findings

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

Research Question 1: What are the effects of competition in market penetration in MTN Nigeria?

The following are the findings on the above research question. The effects of competition in market penetration in MTN Nigeria in the following ways:

1. It allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share.
2. It essentially identifies the organization's goals, and explains how they will be achieved within a specific time frame.
3. Firm gains more usage from existing customers and also seeks to attract new customers in their existing market.
4. Effect of competition in market penetration attracts as many customers as possible.
5. It is able to generate and sustain profits that are greater than the average for its industry

Research Question 2: To what extent is the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria?

The following are the findings on the above research question. Influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria in the following ways:

6. Through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product.
7. Promotion is almost always used to get people to try a new product or to get nonusers to try an existing product.

8. Informative promotion is more common in the early stages of the product life cycle.
9. Promotion is often used to get people to use more of a product and to use it more often.
10. Another influence of promotion on market penetration strategy is that promotion helps find customers.

Research Question 3: What are the roles of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?

The following are the findings on the above research question. Roles of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria include the following:

11. Price is a critical element in marketing and a key determinant of performance.
12. Role of price in market penetration strategy is that it generates revenue for the firm.
13. Price in market penetration strategy strongly impacts brand selection among competing alternatives.
14. Pricing in market penetration strategy also attracts and captures demand.
15. Another role of price in market penetration is that market share increases and so also sales increases.

4.5 Discussion of Findings

Based on the above data presented and analyzed, the following discussions were made:

Research Question 1: *What are the effects of competition in market penetration in MTN Nigeria?*

To answer the above research question, the analysis of data in table 4.3.2 was utilized and it revealed that the respondents agreed with a grand mean score of 3.8 that firm gains more usage from existing customers and also seeks to attract new customers in their existing market. In the same vein, the table also shows that effect of competition in market penetration attracts as many customers as possible which the respondents agreed with a grand mean of 3.1.

Research Question 2: *To what extent is the influence of promotion on market penetration strategy in enhancing and gaining market share in MTN Nigeria?*

To answer the above research question, the analysis of data in table 4.3.3 was utilized and it revealed that the respondents agreed with a grand mean score of 3.3 that through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product. Also, the table shows that promotion is often used to get people to use more of a product and to use it more often which the respondents agreed with a grand mean of 3.1.

Research Question 3: *What are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?*

To answer the above research question, the analysis of data in table 4.3.4 was utilized and it revealed that the respondents agreed with a grand mean score of 3.2 that price is a critical element in marketing and a key determinant of performance. Also, the table shows that price in market penetration strategy strongly impacts brand selection among competing alternatives which the respondents agreed with a grand mean of 3.1.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research study has emphasized effect of market penetration strategy on sales volume with special reference to MTN, Yakubu Gowon Way, Kaduna. The objective of the study was to find out the effect of competition in market penetration in MTN Nigeria; to determine the influence of promotion in market penetration strategy in entering and gaining market share in MTN Nigeria; and to investigate the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria.

The study's findings clearly revealed that firm gains more usage from existing customers and also seeks to attract new customers in their existing market and that through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product. Also price is a critical element in marketing and a key determinant of performance.

5.2 Conclusion

The study concluded that firm gains more usage from existing customers and also seeks to attract new customers in their existing market and that effect of competition in market penetration attracts as many customers as possible. Also,

through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product and promotion is often used to get people to use more of a product and to use it more often.

However, MTN takes advantage of low prices to increase product demand and increase market share through market penetration strategy. While the demand is increasing, the organization saves money on product creation costs due to the greater volume of production. Market penetration strategy is also used by the organization as a measure to determine, whether their product or a service is capable of capturing a fixed percentage of the market.

5.3 Recommendations

The study recommended that:

1. For effective implementation of market penetration strategy, MTN should keep on adjusting the price to increase sales as lowering prices is an effective tactic to attract potential customers.
2. The company should try to charge considerable price and lower sum, to reflect the present economic scenario in Nigeria and encourage the masses to patronize more of its services.
3. The company should adopt more diverse distributional channel of its products/services to more retail areas. That is, opening more local service areas to capture the unknown market.

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APPENDIX A: INTRODUCTION LETTER

Department of Business Administration,
College of Business & Management Studies,
Kaduna Polytechnic, Kaduna.
10th April, 2022.

Dear Respondents,

INTRODUCTION LETTER

I am a final year student of the Department of Business Administration, Kaduna Polytechnic, Kaduna. As part of the requirement for the award of Higher National Diploma (HND) in Business Administration, I am undertaking a research on “EFFECT OF MARKET PENETRATION STRATEGY ON SALES VOLUME IN MTN, YAKUBU GOWON WAY, KADUNA.

I am soliciting for your cooperation to kindly answer the questions attached herewith. All information would be treated confidentially and would be used for academic purpose only.

Thanks in anticipation.

Yours faithfully,

NAOMI NAFAMA JOEL
KPT/CBMS/19/42856

APPENDIX B: QUESTIONNAIRE

SECTION A: Personal Data

INSTRUCTION: Please tick [☐] in the appropriate box of the correct answer for each variable under the respective section.

Age Distribution of Respondents: 18-20 years (☐); 25-30 years (☐); 35 years & above (☐)

Educational Level of the Respondents: Primary (☐); Secondary (☐); Tertiary (☐)

Duration of Employment of Respondents: 1-5 years (☐); 6-10years (☐); 11-15 years (☐);

16-20 years (☐); 21 years and above (☐)

Categories: Manager (☐); Front counters (☐); Asst. front counters (☐);

SIM Reg. Officers (☐)

SECTION B

The acronyms given in the boxes are

SA = Strongly Agree

A = Agree

U = Undecided

D = Disagree

SD = Strongly Disagree

Research Question 1: What are the effect of competition in market penetration in MTN Nigeria?

S/N	Variables	SA	A	U	D	SD
1.	It allows an organization to align resources to greatest opportunities with a goal of increasing revenue and market share.					
2.	It essentially identifies the organization's goals, and explains how they will be achieved within a specific time frame.					
3.	Firm gains more usage from existing customers and also seeks to attract new customers in their existing market.					
4.	Effect of competition in market penetration attracts as many customers as possible.					
5.	It is able to generate and sustain profits that are greater than the average for its industry					

Research Question 2: To what extent is the influence of promotion on market penetration strategy in entering and gaining market share in MTN Nigeria?

S/N	Variables	SA	A	U	D	SD
6.	Through ads on social media platforms and local radio or television, coupons in local papers, flyers, and so forth can create awareness of a new business or product.					
7.	Promotion is almost always used to get people to try a new product or to get nonusers to try an existing product.					
8.	Informative promotion is more common in the early stages of the product life cycle.					
9.	Promotion is often used to get people to use more of a product and to use it more often.					
10.	Another influence of promotion on market penetration strategy is that promotion helps find customers.					

Research Question 3: What are the role of price in market penetration strategy in achieving organizational values and objectives in MTN Nigeria?

S/N	Variables	SA	A	U	D	SD
11.	Price is a critical element in marketing and a key determinant of performance.					
12.	Role of price in market penetration strategy is that it generates revenue for the firm.					
13.	Price in market penetration strategy strongly impacts brand selection among competing alternatives.					
14.	Pricing in market penetration strategy also attracts and captures demand.					
15.	Another role of price in market penetration is that market share increases and so also sales increases.					