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Niche Marketing Techniques and Firms Survival in the Nigeria Telecommunication Sectors

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ABSTRACT: This study investigated niche marketing techniques and firms survival in the Nigeria telecommunication sectors; a study of global communication in Nigeria. The study was directed by two research questions, and two hypotheses were developed and evaluated. The study used a survey research design, with data collected via questionnaire. The survey sampled a total of sixty-two (62) respondents. Marketing professionals verified the instrument. The instrument's dependability was 0.73 for MKTPS, 0.72 for market development plan, and 0.80 for business survival. The mean and standard deviation were utilised to answer research questions, and hypotheses were assessed using linear regression at the 0.05 level of significance. The study's findings revealed that there was a significant effect of market penetration strategy (MKTPS) on firm survival in the Nigerian telecommunications industry, as well as a significant effect of market development strategy (MKTDS) on firm performance in the Nigerian telecommunications industry. The report proposed, among other things, that telecommunications companies expand into similar markets where they may operate at a lesser cost and make more sales.

Keywords: Niche marketing, techniques, market penetration, market development, firm survival

INTRODUCTION

Niche marketing is the submarket where specific products are marketed. More specifically niche marketing refers to narrow market segment where products with special offering survives. With the armour of Niche Marketing, marketers are able to avoid intense competition which otherwise is found in mass market. Sales growth that can be noticed in

low- margin, high volume products such as non- carbonated beverages, heirloom vegetables and super premium ice cream gives the glance of this emerging powerful opportunity (Sije & Oloko, 2020).

There are many ways to describe niche marketing, such as "a small market that is not served by competing products." Customising goods and services for small markets is one way to meet customer wants. "It's likely that the niche won't attract other rivals; customers in the niche have specific needs and will pay more for the company that best meets those needs; specialisation can save the niche some money; and the niche has the potential to be big, profitable, and grow. To give you an idea of what niche marketing means: "a small group of people who don't have any choices for competing products." Making goods and services fit the needs of small markets is one way to meet customer wants. As Sije and Oloko (2020) say, "Customers in the niche have specific needs and will pay more for the company that best meets those needs. The niche is not likely to attract other competitors, and specialisation can help the niched gain economies of scale. The niche also has the potential for size, profit, and growth."

The growth of the telecommunications industry has a positive impact on other parts of the economy because it is an important part of any country's economic growth. There is a lot of pressure to provide high-quality goods and services that lead to better performance since the telecommunications industry was deregulated. If companies want to keep up with the changing business world, get ahead of the competition, and do better than their rivals, they need to put in more work. Since the telecommunications industry is always changing, companies around the world are facing new performance problems because of tough competition and shifting customer needs (Singhal, Forst, McClure, Sachedva, Droogenbroek, Baschnonga & Mahajan, 2015). It's not clear why telecommunications companies aren't making more money even though they have more customers and more data flow. In Europe, for example, studies showed that cellular subscribers and data traffic had gone up while revenue had gone down (Oertzen & Asensio, 2017).

Companies in Africa's telecommunications sector are having tough competition from new players, both domestic and foreign. This is making it harder for companies to make money in the sector (Djiofack-zebaze& Keck, 2021). It was said by Yeboah-asiamah, Narteh, and Mahmoud (2021) that telecoms companies are losing money because their markets are becoming saturated, they are growing quickly, and customers are leaving in large numbers. This means that the companies are losing money every month. This point is supported by Kipkirong and Rabach (2013), who say that companies need to be proactive and come up with plans that will help them deal with both real and projected changes in their environment.

Ammari and Bilgihan (2019) suggest that in a dynamic environment, telecommunication companies make efforts to keep their current consumers. Conversely, Adeosun and Ganiyu (2013) assert that a customer's selection of products from a certain firm is mostly influenced by the firm's reputation. Based on these arguments, this study measured survival as customer retention, reputation, market share growth and profitability growth. It is on the basis of the said above that the study is conducted to investigate the effect of niche marketing techniques on firm survival in telecommunication sector in Nigeria.

Telecommunication service firms are facing slowing profitability due to poor customer retention. In 2023 there was increased customer portability moving from 21.3% in 2022 to 26.9%, consequently leading to increased customer churn and thus poor customer retention. Customer churn led to loss of revenue from current customers as well as the additional cost incurred from acquiring new ones. Thus, a decrease in sales leads to a decline in profitability, prompting enterprises to reduce their marketing spend, which in turn affects their capacity to retain their reputation. The inadequate protection of on-line networks, unauthorised use of intellectual property, and vulnerability of critical infrastructure have led to decreased consumer loyalty and diminished profitability for telecommunication companies. The rising costs and inequitable pricing have contributed to the decline in performance, but additional investigation is required. This study investigated the impact of using a specialised

market penetration strategy (MKTPS) on the long-term viability of telecommunication companies in Nigeria. Specifically, objective of the study is to determine the effect of niche market penetration strategy (MKTPS), and determine the effect of market development strategy (MKTDS) on survival of firms in the telecommunication sector in Nigeria, with a focus on the Global Telecommunication (Globalcom). The unit of observation consist of Globalcom services in Asaba, Ughelli, and Warri offices.

LITERATURE REVIEW

Niche Marketing

Niche marketing is an idea that both experts and people who work in marketing like. Most people agree that it's an important tool for marketers (Toften & Hammervoll, 2013). It's also connected to ideas in the writings about strategy, setting yourself apart, and target marketing. One idea that is similar is Porter's focus approach (Ngugi, Muchemi & Maina, 2022).

A study of the research shows that the idea of a market group and the idea of niche marketing often go hand in hand. Thus, there are several ways to describe a niche market that are similar to how to describe a market group (Toften & Hammervoll, 2013). Because of this, scholars have tried to tell the difference between a niche and a market group over the years. It's important to make a clear distinction because failing to do so can have practical and conceptual effects and may stop simple recommendation practice. Toften and Hammervoll (2013) said the following to show the difference between these two ideas:

Many times, a niche is shown as a single niche, a small segment, or something smaller than a segment. Because of this, a niche usually only has one or two customers and not many, if any, rivals. A segment, on the other hand, usually has more players.

The process of finding a segment is sometimes called "breaking up a larger market." This process isn't talked about as much in niche literature. A niche in niche literature is usually a small, almost separate part of a market that has a big referral market next to it. If you look at the vast majority of firms that target segments, niche firms seem to focus more on a single area and building

walls around it. This could be because special firms are usually smaller than firms that go after specific groups of people. More so, niche marketing can also be described as when a company decides to provide a unique set of benefits to a small part of a market, where there is little or no competition.

Firm Survival

Firm's performance is the measure of standard or prescribed indicators of effectiveness, efficiency and environmental responsibilities such as cycle time, productivity, waste reduction and regulatory compliance. The organizational performance construct is probably the most widely used dependent variable, in fact, it is the ultimate dependent variable of interest for any researchers concerned with just about any area of management yet it remains vague and loosely defined. The construct has acquired a central role as the deemed goal of the modern industrial activity. Management research uses performance so often that its structure and meaning are rarely explained in detail. Instead, it is assumed that performance is appropriate in any form. Academics and working managers alike are interested in performance, which is a common theme in many areas of management, including strategic management (Odunayo 2018).

Though firm performance is an important part of strategic research, there is a lot of disagreement about which ways of using the idea and measuring organisation performance are the most appropriate. The debate might be most affected by how difficult the show is. The literature suggests three common ways to measure the performance of an organisation: objective measures, which are usually quantitative; subjective measures, which are usually qualitative and judgmental based on how the respondent sees things; and triangulation. When an organisation meets its financial and market-related goals, that's called organisational success. Improving efficiency, lowering inventory, and shortening cycle times are the main short-term goals of SCM. Long-term goals include growing market share and profits for everyone in the supply chain (Odunayo, 2018).

Market Penetration Strategies and Firms Survival

The goal of the niche MKTPS is for a company to increase its market share in a certain market or line of products where the leaders are either absent or very weak, without engaging in direct competition with them (Yannopoulos, 2013). According to Wunker (2012), pioneers may transform into solution providers since their worth is derived from the diversity or customisation of their clientele. The approach is carried out by concentrating on the market segments that have not been penetrated by significant rivals. According to Ottosson and Kindström (2015), a company can use this approach as a proactive or aggressive move that will help it beat rivals in terms of growth and profitability while also building a reputation that will be difficult for rivals to match. This approach works well for businesses that have complementary assets and tiny market sectors because pioneers are unable to create capacity before demand (Yannopoulus, 2013). To maintain a competitive edge over time, a niche market strategy requires specialisation and long-term partnerships built through relationship management (Cuthbert, 2011). According to this report, businesses can use the specialised market penetration approach as a proactive tactic to outperform the competition.

Strategies are plans, techniques, and moves that management intends to use to shift the organisation from its current state to reach its desired destination by the conclusion of a given time frame, while acknowledging that numerous environmental changes will occur during that time. The following elements must be included in every effective strategy: Product Market Scope: This describes the variety of markets that the company plans to serve and compete in with its goods. Competitive advantage, or the unique qualities of certain products and markets that will provide the company with a competitive edge; synergy, also known as strategic fit, which describes how the organization's wide range of activities will be incorporated and coordinated to form a functional whole. additionally, the Growth Vector, which shows the firm's current product-market stance and the direction it is heading. Odunayo (2018) employed a matrix to illustrate the various growth directions that a company might pursue, with regard to the product and market segments that the company has identified.

In order to increase your market share, a MKTPS focuses on selling your current items in your current market. In 2013, Team FME. Team FME (2013) states that market development can be accomplished in four ways:

1. Maintaining or expanding your product's market share by concentrating on the parts of sales and marketing in charge of promotion and pricing.

2. Establishing a new, profitable segment to ensure market dominance. Market development may result from this.

3. Undertaking aggressive pricing and advertising strategies to drive away your rivals.

4. Improving the value of the current product or making changes to it to encourage higher usage, as well as expanding customer usage through loyalty programmes.

5. Options two and three might not be helpful for businesses in a specialised market. However, the first and fourth options offer strategies for pursuing specialty expansion.

Market Development Strategies and Firm Survival

Market development can enhance the performance of a firm in a positive way if a firm employs the right strategies and the product is right. Business development strategy, according to Lorette (2017), generates growth by introducing existing products to new markets. He goes on to say that this tactic is used when a business has discovered previously unknown markets or wishes to extend its market scope. “Turning to new and unexplored geographical regions, implementing new pricing policies to reach new target markets, and developing new distribution platforms can all be used to sell goods in innovative ways as well as to new buyers to join and grow a new market for existing products.

A study by Muturi, Mwau and Oloko (2017) was done to establish the moderating effect of ownership structure on the association between the growth strategies and the performance of Kenyan firms within the insurance industry. The research looked into how diversification strategies, market penetration strategies, market development strategies, product development strategies, and the moderating effect of ownership structure have influenced the performance of insurance companies. The study's target demographic was all 5,188 insurance players in Kenya in 2013. A descriptive research design was used in this study. The 125 respondents were chosen via random stratified

sampling. Except for the MKTDS, the research indicated that growth strategies had a positive impact on the performance of insurance firms in Kenya's insurance industry. The ownership structure's moderating influence was also found to have a positive impact on the firm's performance. The relationship between Kenyan commercial banks' performance and their growth strategy was examined by Mwania (2017). Finding evidence of a relationship between organisational growth and performance was the primary goal of the research. The survey was directed towards the whole workforce of commercial banks in Kenya. According to the research, diversification and product development strategies have a major and favourable impact on the performance of the bank. It followed that expansion plans significantly and favourably impact Kenya's commercial banks' performance.

External growth strategies and organisational performance in emerging markets were studied by Mohamed and Bustamam (2018). They looked at the mediating function of inter-organizational trust. This study looked at the relationship between external growth strategies and organisational performance in Malaysia, comparing and identifying the effects on each. It also looked at the function that inter-organizational trust plays as a mediating factor between them. An study of a 30-moment framework was employed to gather data from 240 senior managers of Malaysian public listed corporations (PLCs). Growth plans have a major impact on organisational success, according to the research. Significant effects on organisational performance were also observed with strategic alliances and acquisitions. The effect of growth strategies on organisational performance was also found to be totally mediated by inter-organizational trust.

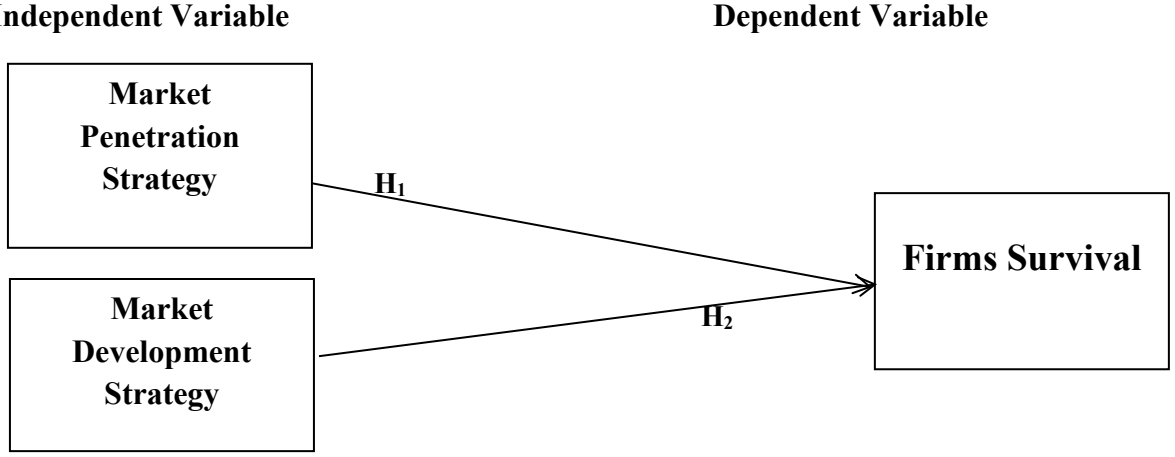
In Kaduna, Nigeria, Ayedun et al. (2014) looked into how marketing tactics affected the financial performance of land surveying and valuation companies. There's a gap in the market that is now unfilled because most businesses enter new markets once an opening is spotted. Should a company wish to push a service or product into a new market where there is minimal demand, revenues will suffer. The research indicates a substantial relationship between the outcomes of the

organisation and the marketing strategies employed.

Mbithi et al. (2015) found a correlation between business performance and marketing development plan in their empirical study on the impact of MKTDS on performance in the sugar industry conducted in Kenya. They employed two distinct methodologies for the analysis of MKTDS. Two tactics employed were market creation and geographical expansion. Their investigation revealed that while branching out into new geographic areas had an impact on sales volume with statistically significant findings, branching out into new consumer segments affected sales volume and overall turnover but did not provide statistically significant ones. They came to the conclusion, based on their findings, that diversifying into new markets and clientele categories did not raise productivity but rather increased market share, which in turn improved profitability.

Conceptual Framework

The conceptual structure refers to a set of factors that the researcher use in order to effectively accomplish the predetermined goal. Variables are features of measurements that vary amongst subjects; there are two kinds of variables: Factors that are separate and factors that are dependent. The strategies for market penetration and success are the independent variables in this study. The dependent variable is the ability of the business to stay in business.



Source: Researcher's Design (2023)

Theoretical Framework

This study is anchored on goal setting and game theories.

Goal Setting Theory

Locke and Latham (1990) are proponents of the goal setting theory, which holds that actions follow from intended goals. Additionally, they described goals as an aim or course of action meant to accomplish a particular task within a given time frame. The three types of goals identified by Latham, Seijts, and Slocum (2016) advanced this theory: behavioural goals, which measure an individual's behaviours over a specified period of time; performance goals, which are focused on outcomes like sales and profitability; and learning goals, which emphasise the implementation of efficient plans, processes, or procedures required to complete a task. When the goals are most challenging, the greatest level of effort and achievement are attained. Due to the removal of uncertainty regarding the intended result, performance is less variable when a goal is highly defined (Locke, Chah, Harrison & Lustgarten, 1989). Donovan and Williams (2003) suggested that prior performance had an impact on the goal choice made at the time. When learning objectives are set with a particular performance outcome in mind for a novel and challenging task, tunnel vision may be minimised (Seijts & Lataham, 2001). Because of this, the company can establish targets that are based on historical results. Clear, measurable, and timely goals are those that exhibit clarity. A company's motivation to strive for positive goal achievement is also derived from the difficulty of achieving goals. When a company commits to achieving its goals, it works consciously to do so. Goal-setting is aided by feedback, and task complexity facilitates goal achievement by outlining procedures and stages (Locke & Latham, 2006). The independent and dependent variables were therefore influenced by the postulates and developments of the goal setting theory since involvement in goal setting inside the company fosters a sense of responsibility, which enhances performance (Mazzei, Flynn & Haynie, 2016). According to these claims, telecommunication application service providers should establish performance benchmarks that are based on historical data.

Game Theory

Advocates of Game Theory, Neumann and Morgenten (1944), characterise the theory as an area of mathematics that examines strategies in a competitive setting where an individual's result is reliant on the results of other participants (Cano, Capone, Carello & Cesana 2016). Strategy and game form are the two fundamentals of game theory. Game form, according to Rubinstein (1991), consists of a set of choice problems for every player, whereas strategy is a detailed account of every move a player makes throughout the game. These two approaches to the idea are called cooperative and non-cooperative game theories. According to the cooperative game theory method, participants are able to communicate with one another, create short-term alliances, and sign contracts that bind them to one another.

Contrarily, in the non-cooperative hypothesis, there is no communication between the participants, making a legally enforceable contract impossible. Shubik (1972) proposed that game theory was a more comprehensive field of study that provided a formal language for describing goal orientation, consciousness, and the decision-making process of players. While both goal setting and game theory hold significance in this field, goal setting theory is more pertinent to the present investigation. This is because achieving goals in niche marketing mostly entails increasing revenue, profitability, market share, and client retention. Setting goals focused on efficient planning, execution of tasks, monitoring of outcomes, and task completion. Niche marketing is feasible because of all these characteristics.

Empirical Framework

Research on the strategic capacities of businesses using specialty marketing strategies in the wine and seafood sectors was conducted by Toften and Hammervoll (2020). Because there isn't much information about niche strategy in the literature, the study used exploratory research. France, Norway, Portugal, and three other countries provided six of the sample's enterprises. Key informants were interviewed in-depth and semi-structuredly in order to gather data. These results align with previous research in the field of niche marketing, which supports the notion that items that are unique, strong

connections, and a small target market validate the assumptions of niche marketing strategies. At many stages of the value chain, strategic talents are essential to a company's success. In the former study, an explanatory research design was employed with a focus on telecommunication services, whereas the latter study used an exploratory research design intended on niche products.

A case study on Formula 1 racing was utilised by Jensen, Cobbs, Groza, and Groza (2022) to highlight important components of a niche strategy and demonstrate how they may be successfully applied to managerial decision making in the context of the entertainment and sports industries. By employing hierarchical regression analysis, data from 19 different countries were examined. By using a specific geographic niche and resources from the niche market, such as sponsors, spectators, participants, and media attention, the study operationalized niche strategy. The results demonstrated that while advertising may raise awareness of a product or service, its success depends more on the availability of a certain market resource.

The niche market strategy and corporate performance were examined by Ottosson and Kindström (2022). Using a sample size of three multinational Swedish steel companies, a qualitative in-depth case study research design was used. The results showed that the strategy of entering a specialised market was implemented proactively, with goals related to customer connections, growth and expansion, and profit margin allocation. Greater client loyalty, improved profits, strong brand equity, and a stronger position in the marketing channel are all outcomes of a proactive niche strategy. According to client referrals, repeat business, prospects for business growth, attaining preferred supplier status, and expanding services provided, the study operationalized a niche market penetration approach.

Multiple journal reviews show that there is a clear gap in the research on how niche marketing strategies affect the success of businesses in the Nigerian telecommunications industry. One area that needs more study is how market penetration and market development affect businesses. Due to the current void in the literature, the

research is essential. Strong focus has been placed on other factors influencing the success of the telecommunications industry by a number of studies carried out by different researchers (Kyengo, Ombui, &Iravo, 2016; Tehrani, 2010). These factors include minimal cost strategies and business analytics systems. Growth strategies become ignored due to capital structure (Ihiga, 2016) and financial innovation (Magaju, 2017). The need for this study arose from the fact that the majority of previous investigations were carried out in telecommunication organisations located outside of Nigeria.

METHODOLOGY

The study applied survey design method. This study centered on marketing staff of Global Telecommunication. The actual population of the staff was not released by management as at the time of carrying out this research. A sample size of sixty two (62) respondents was chosen randomly. Data were generated through questionnaire instrument (primary source) and the secondary data were generated through textbooks and journals that formed the literature review. Reliability of the instrument was ascertained through the Cronbach Alpha co-efficient which showed all the items scoring above 0.70 bench marks as depicted on the table below:

Table 1: Reliability Coefficients of Variable Measures

S/N	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1.	MKTPS	4	62	0.73
2.	MKTDS	5	62	0.72
3.	Firm Survival	9	62	0.80

Source: Research Data, 2023

Data were analyzed with descriptive and quantitative techniques as the stated hypotheses were tested with analysis of variance (ANOVA).

RESULTS AND DISCUSSION

The results of the findings of the analysis were presented in percentages, mean, and Std. Dev.

Descriptive Statistics

The subsection describes the descriptive findings for each of the variables under study, presented in terms of percentages, means and Std. Devs.

MKTPS

The mean as well as Std. Dev. for the precise attributes of MKTPS are as presented in table 2.

Table 2: Mean Score for Market Penetration Attributes

Statement	N	Mean	Std. Dev
The firm advertises through internet, sponsoring programmes and exhibitions	62	4.2	0.6
To maximize sales and benefit, the company uses penetration pricing (charging different prices depending on the season/good).	62	4.2	0.7
The firm has joint operations with other firms to increase market share and revenues.	62	4.0	0.7
Our company is made up of two or more companies that collaborate to achieve the same manufacturing goals.	62	3.5	0.9
Average		**4.0**	**0.5**

Source: Field Survey, 2023

The results from table 2 show that telecommunication companies use a MKTPS to a large extent. This is backed by the reality that the mean scores for attributes related to MKTPS were 4.0 on a five-point Likert scale, with a 0.5 Std. Dev.. The participants concurred that their firm advertises via internet, sponsoring programmes as well as exhibitions as shown by a mean of 4.2 and that to maximize sales and benefit, the company uses penetration pricing (charging different prices depending on the season/good) as revealed by a 4.2 mean. Additionally, the participants concurred that their firm has joint operations with other firms to increase market share and revenues as shown by a mean of 4.0 and that their firm is a combination of two or more firms jointly working to realize the similar production goals as shown by a mean of 3.5.

Table 3: Descriptive Statistics for MKTDS

Statement	N	Mean	Std. Dev
The application of business growth techniques aids in the establishment of new operations in different geographic locations	62	4.0	0.5
Our firm has changed its target market	62	4.2	0.6
To help us expand our market, we have invested in market intelligence.	62	3.8	0.7
The firms market base has been growing and expanding	62	3.9	0.8
Our firm has developed new distribution channels	62	3.8	0.8
Average		**4.0**	**0.4**

Source: Field Survey, 2023

Table 3 shows the mean as well as Std. Dev. for the specific attributes of MKTDS. The findings show that telecommunication companies have adopted a MKTDS to a large degree. The reality that the mean scores for attributes associated with MKTDS were 4.0 on a five - point Likert scale with a standard 0.4 deviation backs this up. Those surveyed concurred application of business growth techniques aids in the establishment of new operations in diverse geographic locations as a 4.0 mean depicts and that the firm has changed its target market as displayed by a 4.2 mean. Participants also concurred that their firm has been investing in market intelligence to enhance market expansion as shown by a mean of 3.8 and that the firms' market base has been growing and expanding as shown by a mean of 3.9. Finally, the participants too approved that their firm has developed new distribution channels as shown by a mean of 3.8.

Table 4: Descriptive Statistics for Firm Survival

Statement	N	Mean	Std. Dev.
In the last three years, the firms total revenues have increased	62	3.9	0.6
For the last three years, the profitability of the company has increased.	62	3.6	0.7
During the last three years the company return on investment has increased.	62	3.8	0.6
Client satisfaction is reflected in increased referrals.	62	3.9	0.6
Consumer retention is critical to a company's growth.	62	3.9	0.8

Customer satisfaction continues to grow as a result of improved services	62	3.7	0.7
The company's service management has been effective.	62	4.1	0.5
The cost of management has decreased.	62	3.9	0.7
Over time, the company has released a number of unique and creative services.	62	4.0	0.6
Average		**3.9**	**0.5**

Source: Field Survey, 2023

The results in Table 4 show that telecommunication companies' performance has greatly improved. The reality that the mean score for attributes related to company performance was 3.9 with a 0.5 Std. Dev. demonstrates this. The participants agreed that in the last three years, the firm's total revenues have increased as shown by a mean of 3.9 and that for the last three years, the profitability of the company has increased as demonstrated by a 3.6 mean. The participants too agreed that during the last three years, the company return on investment has increased as shown by a 3.8 mean. The respondents too agreed with the assertion that client satisfaction is reflected in increased referrals as shown by a 3.9 mean and that consumer retention is critical to a company's growth as shown by a mean of 3.9. The respondents also agreed with the statement that customer satisfaction continues to grow as a result of improved services as shown by a mean of 3.7. Further, the participants agreed with the assertion that the company's service management has been effective as shown by a mean of 4.1 and that the cost of management has reduced as shown by a 3.9 mean. Finally, the respondents agreed that over time, their firm has released a number of unique and creative services as shown by a mean of 4.0.

Test of Hypotheses

The hypotheses formulated in chapter one will be tested with scientific method in order to come out with meaningful results and to achieve the study objectives.

Hypothesis One

H_{01}: There is no significant effect of MKTPS on survival of firms within the telecommunication sector in Nigeria.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536[a]	.423	.416	.53584

Author's computation 2023

Table 5 model overview shows the values of R and R2 for null hypothesis I. The R number shows how these two things are simply connected: MKTPS and firm survival. The degree to which the two variables are related is shown by the value.536±. What does the importance of R2 convey?A firm's chance of survival can be explained by its amount of market penetration 42.3% of the time. In other words, a company's ability to survive is 42.3% affected by its MKTPS in the telecommunications business. There is, however, evidence that the market penetration approach helps businesses stay in business.

Table 6: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.463	2	8.703	46.153	.000[b]
	Residual	73.018	145	.057		
	Total	072.505	171			

Author's computation 2023

In Table 6, the ANOVA results, the value of F cal is 46.153, which is a significant value of.000. Since the significant value is less than 0.05, the null hypothesis is not true. This means that the market penetration approach has a significant impact on the performance of telecommunications companies in Nigeria. According to the study, the market penetration plan is a major factor that affects a company's ability to stay in business.

Hypothesis Two

H_{02}: there is no significant effect of MKTDS on performance of firms within the telecommunication industry in Nigeria.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.458	.451	.55972

Author's computation, 2023

R values for null hypothesis two show that there is a link between a company's plan for market development and its ability to stay in business. How much it is worth.6.98a shows how strongly the two factors are related. Basically, the number of R2 means.What makes the difference in a company's chances of survival 45.8% of the time is its market development plan. That's right—a company's ability to stay in business is 45.8% affected by its market development plan in the telecommunications industry. Therefore, market development plan helps Nigerian telecommunications companies stay in business.

Table 8: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.750	4	10.670	53.847	.000[b]
	Residual	76.654	379	.202		
	Total	119.333	383			

In table 4.12, the ANOVA results, the value of F cal is 53.847, which is a significant value of.000. There is a significant effect of MKTDS on the performance of telecommunication companies in Nigeria because the significant value is less than 0.05. This means that the null hypothesis is not true. The study's results show that a firm's market development plan is a major factor that affects its ability to stay in business.

Discussion of Findings

MKTPS and Firm Survival

This study's main goal and hypothesis was to find out how Telecom companies' market

penetration strategies affected their performance. Correlation research showed that there was a strong and positive link between a company's success and its strategy for breaking into new markets. The correlation results show that a rise in MKTPS will result in better business performance. Analysis of the regression results showed a strong and positive link between the MKTPS and the performance of the business. Changing the MKTPS would help Nigerian Telecom providers do better, according to the results. Following the rejection of the null hypothesis, the argument that MKTPS has an impact on the performance of telecommunications companies was put forward. This finding is similar to Ottosson and Kindstrom's research from 2022, which found that how a company enters a niche market affects its ability to stay in business and grow, as well as its relationships with customers and overall profits. Proactive niche strategy leads to more loyal customers, higher profits, strong brand equity, and a stronger position in the marketing channel. We focused more on the strategy for getting into a niche market, paying special attention to customer referrals, repeat business, business growth opportunities, becoming a preferred supplier, and offering more services.

MKTDS and Firm Survival

The second purpose of the study was to find out how Telecom companies' behaviour was affected by their market growth strategies. The results of the correlation study showed that there was a positive and statistically significant link between market growth strategy and performance. According to the correlation data, a better market development plan was linked to better business performance. An important link was found between a company's performance and its plan for developing new markets, as shown by the regression analysis. According to the results, Kenyan Telecom companies would do better if they improved their market growth strategies. It was discovered that telecommunications companies' performance was significantly affected by their market growth strategies, leading to the rejection of the null hypothesis. According to study by Jensen, Cobbs, Groza, and Groza (2022), MKTDS has a big effect on niche markets. Their results show that market development strategies are important and that particular

market resources must be available for development attempts to succeed. Additionally, ads do not create more desire for a product or service by themselves.

CONCLUSION

The study came to the conclusion that, in order to expand the market and boost company performance, businesses must implement market penetration growth methods. Telecom corporations have embraced market penetration methods to a large extent after learning that these tactics might lead to economies of scale that could enhance a company's overall performance. The study also came to the conclusion that the performance of Telecom companies was positively impacted by their product development approach. The findings are supported by the regression and correlation data, which show a strong and positive correlation between the success of the telecommunications firm and its approach to product creation. A business that employs the product development methodology is more likely to outperform its rivals.

However, based on the findings, the researcher outlined the following recommendations: Businesses should broaden into similar markets, resulting in lower costs and a greater number of goods on the market; Telecommunications corporations should merge or develop strategic partnerships with other organizations in a highly competitive competitive environments to improve firm performance. The net consequence of such a move is increased performance and survival, which will help shareholders maximize their wealth.

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