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# BLUE OCEAN STRATEGY AND THE PERFORMANCE OF TELECOMMUNICATION COMPANIES IN ENUGU NIGERIA

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**ABSTRACT:** *The competitive environment in the telecommunications industry in Nigeria has radically shifted with the doubling of major industry players from two to four and subsequent surplus in production capacities. The dramatic changes occurring within the telecommunications industry are causing a number of established industry players to struggle with sustaining the previously high levels of profitability, with core strategies being to either differentiate or become low-cost players. This study examined the relationship between blue ocean strategy and the performance of selected telecommunication companies in Enugu Nigeria. Population of the study making up a total of three thousand eight hundred and five (3,805) constitutes the staff and management of MTN, Globalcom, and Airtel in Enugu metropolis in the month of December, 2024. Data for the study were collected through the distribution of well-structured questionnaires. The Cochran Sample determiner was used as the sample size derivation statistic and it yielded three hundred and fifty (350). The study utilized both qualitative and quantitative approaches to data analysis. This is through the descriptive and inferential statistical tools of analysis. The descriptive that was used in the interpretation and analyses of data through the frequency tables and simple percentages. The major findings of the research are that reduction strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State, elimination strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State, creative strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State and innovation strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State. It is therefore the recommendation of this study that companies should keep abreast of technological innovations and industry trends to anticipate future demands and identify new opportunities for differentiation.*

**KEYWORDS:** Blue ocean, Creativity, Elimination, Innovation, Reduction, Telecommunications.

## INTRODUCTION

One of the basic characteristics of the business world is competition. However, in pursuing a sustainable competitive advantage, companies need to develop unique strategies that distinguish them from their rivals and enhance their capacity to maintain substantial profit levels. Although formulating a unique and consistent strategy is a challenging task for any management team, making the strategy operational is far more difficult (Thompson, 2020). The blue ocean strategy focuses on creating a new industry or distinctive market segment that renders existing competitors largely irrelevant hence obtaining a dramatic and durable competitive advantage (Thompson, 2020). Kim and Mauborgne (2018) pointed out that with greater competitive convergence among companies within most industry segments, a more sustainable strategy would be for firms to shift focus from benchmarking with the competition to creating new uncontested market space. The cornerstone of the blue ocean strategy is value innovation which is a systematic process of creating a quantum leap in value for both buyers and the company to the extent that existing competition becomes inconsequential.

Furthermore, companies can develop new growth opportunities by shifting focus from strategies aimed at outperforming or beating existing competition, to strategic moves of creating new uncontested market spaces with expansive boundaries and potentials. Furthermore, companies operate in a market universe that can be viewed as being composed of two oceans: red oceans, which represent all the industries in existence today; and blue oceans that represent all the non-existent industries, in unknown market spaces (Kim & Mauborgne, 2021).

The competitive environment in the telecommunications industry in Nigeria has radically shifted with the doubling of major industry players from two to four and subsequent surplus in production capacities. The dramatic changes occurring within the telecommunications industry are causing a number of established industry players to struggle with sustaining the previously high levels of profitability, with core strategies being to either differentiate or become low-cost players. This approach of shifting the strategic focus of the company away from the competition towards developing superior customer value is the focal point of the blue ocean strategy (Kim & Mauborgne, 2021). With the growing need for communication across the nation buoyed by a growing middle class and national policies focused on improving the business climate, the telecommunications industry will continue to witness intense cut throat competition as it is seen today. The blue ocean strategy is a model that effectively delineates the simultaneous pursuit of low cost and differentiation in creating, expanding, and securing an organization’s strategic position (Thompson, 2021).

However, competitive-based activities in the telecommunications industry may be necessary, but it is not sufficient to sustain high performance. In Nigeria Telecom sectors, in which in recent times, supply tends to exceed demand and more firms compete for a share of contracting markets, firms in these industries need to rethink. Companies in these industries need to go beyond competing. To seize new profit and growth opportunities, they also need to create blue oceans in the form of new-demand creation. Unfortunately, most Nigerian telecom firms have not yet fully mastered the tactics of this new business strategy.

Furthermore, although economic conditions indicate the rising imperative of blue oceans, there is a general belief that the odds of success are lower when companies venture beyond existing industry space. This is one major dilemma facing many telecom firms in Nigeria. The issue is


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how firms can succeed in blue oceans. How can companies systematically maximize the opportunities while simultaneously minimizing the risks of formulating and executing blue ocean strategy? Of course, there is no such thing as a riskless strategy. Strategy will always involve both opportunity and risk, be it a red ocean or a blue ocean initiative. Despite prior calls for Nigerian companies to go beyond existing industry space in order to enjoy growth opportunities, many of these firms have yet to act seriously on these recommendations. It is against this backdrop that this study intends to evaluate blue ocean strategy and see how the performance of the telecommunication companies especially in Enugu metropolis could excel through this strategy to increase their level of performance.

## LITERATURE REVIEW

### Conceptual Issues

### Blue Ocean Strategy

The concept of blue ocean is one of the modern terms in the field of business management in general and marketing management in particular, which is adapted from crystal-clear blue water. Ever since strategic management was introduced to the economic field, its main purpose is pursuing competitive advantage in the existing market. Blue Ocean strategy is a totally new strategy compared with old ones. A market universe is composed of two sorts of oceans: red oceans and blue oceans (Kim & Baik 2018). Red oceans represent all the industries in existence today. This is the known market space. Blue oceans denote all the industries not in existence today. This is the unknown market space. In the red oceans, industry boundaries are defined and accepted, and the competitive rules of the game are known (Porac & Rosa, 2021). Here, companies try to outperform their rivals to grab a greater share of existing demand. Sushil (2019) posits that as the market space gets crowded, prospects for profits and growth are reduced. Products become commodities, and cutthroat competition turns the red ocean bloody. Blue oceans, in contrast, are defined by untapped market space, demand creation, and the opportunity for highly profitable growth. Blue ocean strategy challenges companies to break out of the red ocean of bloody competition by creating uncontested market space that makes the competition irrelevant. Instead of dividing up existing and often shrinking demand and benchmarking competitors, the blue ocean strategy is about growing demand and breaking away from the competition (Kim & Mauborgne, 2020).

### Blue Ocean Strategy and Organizational Performance

The mark of a winning strategy can be clearly determined by its impact on two categories of parameters: profitability and financial performance; and the competitive strength and market standing of an organization (Thompson, 2020). According to Kaplan and Norton (2001), organizations require a set of measures that provide the top management with a fast but comprehensive view of the business. Therefore, financial measures must be complemented by operational measures on customer satisfaction, internal processes and the organization’s innovation and learning activities (Kaplan & Norton, 2001).

The overall objective of blue ocean strategy is to create uncontested market space with exceptional opportunity for highly profitable growth for organizations. Blue ocean strategies focus companies away from typical competitive moves and rivalry. According to Kim and


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Mauborgne (2018), having studied business launches in 108 companies over a 15-year period, 14 percent of these launches that represented distinct value innovations eventually accounted for an average of 61 percent of total profits for these organizations. Accelerated technological advances, globalization and commoditization of products continue to erode the profitability of many companies operating in typical red ocean environments. The imperative for new strategic approaches as encapsulated by the blue ocean strategy to sustain organizational performance is a necessity in today's business environment.

In improving the cost structure of organizations with a view to improving bottom line performance, the blue ocean strategy forces organizations to reconsider factors that its industry competes on, such as premium packaging, with a view to eliminating or reducing them. It requires companies to assess whether products have been overdesigned in a race to beat its rivals and to thereby reduce its focus on this aspect (Kim & Mauborgne, 2018). Blue oceans are typified by new revenue sources from non-customers or potential users outside a company's target market, through the raising of new value elements for such buyers in order to create new demand.

## Theoretical Review

### Value Innovation Theory

The cornerstone of the blue ocean strategy is value innovation whereby organizations begin focusing on driving buyer value up while simultaneously driving down the company's costs, in contrast to purely benchmarking against the competition and current industry standards (Kim & Mauborgne, 2020). In enhancing value innovation that lower organizational costs while driving buyer value up, the Four Actions Framework was developed by Kim and Mauborgne (2020). This set of four key questions aids in guiding the development of a new value curve that is distinct from the current market value proposition. The four key questions consist of determining: what factors within the industry should be eliminated; what factors should be reduced; what factors should be raised; and which factors should be created in a quest to minimize costs while simultaneously increasing buyer value.

### Knowledge-Based Theory of the Firm

The knowledge-based theory of the firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance (Grant, 1996). This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems, and employees. Originating from the strategic management literature, this perspective builds upon and extends the resource-based view of the firm (Conner, 1991).

### Contingency Theory

Contingency theory is guided by the general orienting hypothesis that organizations whose internal features best match the demands of their environments, will achieve the best adaptation (Kohler, 2000). The term was coined by Lawrence and Lorsch in 1967 who argued that the amount of uncertainty and rate of change in an environment impacts the development of internal features in organizations. Different subunits within an organization may confront


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different external demands. To cope with these various environments, organizations create specialized subunits with differing structural features (Nonaka & Takeuchi, 2005). For example, differing levels of formalization, centralized versus decentralized, and planning time horizon. The more varied the types of environments confronted by an organization are, the more differentiated its structure needs to be. Furthermore, the more differentiated the more difficult it will be to coordinate the activities of the subunits and more resources will need to be applied for coordination.

**Empirical Studies**

Samsul and Mohammad (2019) carried out an empirical study on the impact of blue ocean strategy on organizational performance. The study was based on the pros and cons of the Blue Ocean Strategy (BOS) which offers users a framework for creating uncontested market space and diverts the views from the current competition to the creation of innovative value and demand. The main objective of the study was to show the overall scenario of BOS and its impact on organizational performance. The study included the history of BOS, a comparison with Red Ocean Strategy (ROS), relevance of applying BOS, applications, critics, findings, recommendations and conclusion. The findings of the study showed the ultimate results of applying the BOS and the recommendations urge some precautions to apply BOS. The result found that BOS positively affects the organization's performance if applied in organizations. Overall, the study is effective to decide the adoption of BOS within the organization. The recommendation for the organization is to do an in-depth analysis on BOS before implementation to see the suitability considering the company size, industry condition, and adaptability.

Collins (2019) carried out a study on the impact of the blue ocean strategy on the performance of the leading cement producer in the East African region. The study relied on both primary and secondary data to determine the relationship between the blue ocean strategy implemented by Bamburi Cement Limited and the performance of the company over a fifteen-year period. Interviews with the company's top management revealed that the value innovations developed and implemented eleven years earlier had indeed pushed the company's performance to new heights. The regression analysis technique was adopted. The study established that the aggressive implementation of new value innovations did strengthen the organization's strategic position. Nevertheless, it was also determined that whereas the blue ocean strategy did enhance the organization's growth potential, it was insufficient when applied in a rapidly evolving competitive environment. The study noted that the negative trend in Bamburi Cement Limited's recent performance, with respect to decreasing operating margin and significant drop in market share regionally as a result of competitive pressures, pointed to the necessity of combining the blue ocean strategy with strong competitive, red-ocean strategies to protect existing market dominance. The study noted that an organization must relentlessly maintain strategic awareness of the dynamics evolving in its industry and remote external environment, even while implementing the blue ocean strategy.

Miano (2020) studied the determinants for the implementation of blue ocean strategy among commercial banks in Kenya. He focused on the application of the Four Actions Framework of the blue ocean strategy concept. The principal component analysis was the method of data analysis. Among the factors noted by the researcher as critical to developing blue oceans included developing innovations within customer management processes, reducing process costs and overheads, and enhancing new product and service categories.


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Odera, Ruby and Adeleke (2019) engaged in an empirical analysis to find out if blue ocean strategy is significantly related to firms' value innovation; it also examines the impact of the new-demand creation strategy on the growth potential of firms. To achieve these objectives, the study utilized survey design. Data were gathered through a self-administered structured questionnaire from a number of 197 samples of respondents who were staff of four selected companies in Fast Moving Consumer Goods (FMCG) and telecommunications sectors in Nigeria. SPSS software package was used to analyze the collected data. The work found out that value creation and innovation in a hypercompetitive environment can only be realized through a simultaneous pursuit of differentiation and low-cost strategies. It also discovered that firms can only generate more revenue and profit by moving into vast, deep and not-yet explored markets. The work suggested that companies should be more focused on the value of the customers rather than on the value of competitors. It also recommends that a company should estimate its competitor's strengths, weaknesses and positions in the market. This will give them a leap advantage i.e., the possibility to create a blue ocean that will be difficult to imitate and to achieve long-term industry success.

Fatemeh, Mohammad and Kambiz (2019) evaluated the impact of blue ocean strategy on the marketing function of Iranian banks. In terms of its goal, this article is applied, and on the basis of its data gathering method, it is descriptive and correlational and distinctly based on Structural Equation Modeling. In the qualitative part, statistical populations of this research are people who have executive and managerial experience in Mellat Bank and in a small part are cadre personnel in Mellat Bank in Tehran. For this reason, a researcher-made questionnaire was used that includes five dimensions of making competition meaningless, creating unrivaled market space, breaking value-cost replacement relationship, aligning the whole system in the organization and creating and capturing new demands for Blue Ocean strategy. Hoseyni (1390) Questionnaire was used to evaluate the marketing function. The results of confirmatory factor analysis showed that the relationship between Blue Ocean strategy indexes and marketing function was significantly high and the two models have high fitting. The impact of Blue Ocean Strategy on the performance of marketing was confirmed. And just the impact of one of the Blue Ocean Strategy, breaking the value-cost replacement relationship, on the marketing function was rejected.

Tahereh (2020) did a study to expand the justification on the role of the principles of blue ocean strategy (BOS) in supply chain management (SCM) for increasing the corporate performance of companies. The principles of the blue ocean strategy are first explained in the supply chain management field. Then using a structural model, the role of applying these principles on corporate performance is illustrated. In order to verify the BOS model, a study was presented and distributed among the 68 international companies. Based on the results, SCM and corporate performance are found to be mostly affected by overcoming key organizational hurdles, reconstructing market boundaries, and focusing on the big picture, not the numbers, respectively.


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## METHODOLOGY

### Research Design

Cross sectional descriptive research design was adopted in carrying out this study. This is due to the nature of the study and the relatively large population of the study from which the data will be collected. The study sought the opinions of employees of the telecommunication companies and described what the situation is. Osuala (2018) stated that through surveys, researchers obtain vital facts about people; their beliefs, opinion, attitudes, and behaviors. This further justified the selection of the survey design for this study.

### Population of the Study

The population of the study constitutes the staff and management of MTN, Globalcom, and Airtel in Enugu metropolis in the month of December, 2024. The population distribution in relation to the telecommunications companies are shown in table 1 below

**Table 1: Staff Statistics**

| **Telecommunication Company Enugu Metropolis** | **Staff Strength** |
|---|---|
| MTN | 3021 |
| Globalcom | 701 |
| Airtel | 83 |
| Grand Total | 3805 |

**Source:** *Field Survey, 2024.*

### Sample and Sampling Technique

Isiwu (2004) asserts that sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. For this research, the sample size was derived using Cochran Sample size formula. This is given as:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} \quad \text{.................................... (3.1)}$$

Where:

$n_o$ = Representative sample for proportions

n = Sample Size

N = Population Size (3805)

e = Allowable sampling error taken at 5% = 0.05

p = Proportion of success in the population from pilot survey = 0.50


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q = proportion of failure in the population from pilot survey = 0.50

However:

$$n_0 = \frac{Z^2 pq}{e^2} \qquad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(3.2)}$$

Where; $Z^2$ is the abscissa of the normal curve (1.96), q is 1-p and e are the allowable sample error (0.05). Substituting these values into equation 3.2, we have:

$$n_0 = \frac{Z^2 pq}{e^2} = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 385 \qquad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(3.3)}$$

Substituting $n_o$ = 385 from equation 3.3 into equation 3.1, we have:

$$n = \frac{385}{1 + \frac{(385-1)}{3805}}$$

$$n = \frac{385}{1 + 0.100919842312746}$$

$$n = \frac{385}{1.100919842312746} = 350$$

Having applied the Cochran sample size derivation statistic, the approximated value derived was three hundred and fifty (350).

**Method of Data Analysis**

This study utilized both qualitative and quantitative approaches to data analysis. This is through the descriptive and inferential statistical tools of analysis. The descriptive was used in the interpretation and analyses of data through the frequency tables and simple percentages. The inferential statistical tool of linear regression analysis was used to test the hypotheses formulated. The fact that linear regression tests the level of impact an independent variable has on a dependent variable is what informs its adoption. The regression formula is stated thus: Y = bo + b1Xs + U

Where:

Y = Dependent Variable

bo = The Constant Term

bi = The Structural Coefficient of the Independent Variables

Xs = Independent Variables

U = Stochastic Error Term


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**Sampling Technique**

To estimate the proportion of respondents that would be selected from each telecommunications company, Bowley's proportional allocation formula would be adopted. The analysis proceeds as follows:

$$n_h = \frac{nN_h}{N}$$

$n_h$ = Number of Units Allocated to Each Category

n = Sample Size

$N_h$ = Population Size for Each Unit

N = Total population size for all Units

1. MTN: $\frac{3021 \times 350}{3805} = 278$

2. Globalcom: $\frac{701 \times 350}{3805} = 64$

3. Airtel: $\frac{83 \times 350}{3805} = 8$

**Sample Size Distribution Table**

| Telecommunication Company Enugu | Sample |
|---|---|
| MTN | 278 |
| Globalcom | 64 |
| Airtel | 8 |
| **Total Sample Size** | **350** |

## RESULTS AND DISCUSSION

A total of three hundred and fifty (350) copies of the questionnaire were administered to the respondents in the various telecommunication companies in Enugu State. However, out of the 350 copies, three hundred and thirty-nine (339) were returned.

**Table 2: Questionnaire return rate**

| Telecommunications Companies | Questionnaire Distributed | Questionnaire Returned | Response Rate (%) |
|---|---|---|---|
| MTN | 278 | 271 | 97.48 |
| Globalcom | 64 | 60 | 93.75 |
| Airtel | 8 | 8 | 100 |
| | **350** | **339** | **Average: 97.07** |

**Source:** *Field Survey, 2024.*


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**Table 3: Reduction strategy and the performance of telecommunication companies in Enugu metropolis**

| Question | SA | A | N | D | SD |
|---|---|---|---|---|---|
| My company has effectively implemented a Blue Ocean Reduction Strategy | 61% | 32% | - | 4% | 3% |
| The implementation of Blue Ocean Strategy reduction strategy has significantly increased our market share | 58% | 29% | 5% | 3% | 5% |
| The Blue-Ocean reduction strategy has positively impacted our revenue growth | 71% | 18% | 3% | 4% | 4% |
| Customer satisfaction has improved since the implementation of the strategy | 89% | 10% | - | 1% | - |

**Source:** *Field Survey, 2024.*

It can be clearly seen from table 3 that the majority of the respondents agree that the blue-ocean reduction strategy positively and significantly improved the performance of their individual companies. This implies that by implementing a reduction strategy, telecommunication companies in Enugu State can allocate resources more efficiently, enhance customer satisfaction, and create new value propositions. This approach aligns with the broader Blue Ocean Strategy of creating uncontested market space and making the competition irrelevant.

**Table 4: Elimination strategy and the performance of telecommunication companies in Enugu metropolis**

| Question | SA | A | N | D | SD |
|---|---|---|---|---|---|
| My company has effectively implemented a blue ocean elimination Strategy | 73% | 18% | 2% | 3% | 4% |
| The implementation of blue ocean strategy elimination strategy has significantly increased our market share | 65% | 21% | - | 9% | 5% |
| The blue-ocean elimination strategy has positively impacted our revenue growth | 56% | 41% | - | 3% | - |
| Customer satisfaction has improved since the implementation of the elimination strategy | 81% | 11% | 2% | 5% | 1% |

**Source:** *Field Survey, 2024.*

Table 4 clearly shows that the majority of the respondents reported that the elimination strategy of the blue-ocean methodology positively impacts the performance of their companies. This is justified because eliminating unnecessary complexities can simplify operations, making the company more agile and responsive to market changes. This can lead to quicker decision-making and implementation of new strategies.


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**Table 5: Creative strategy and the performance of telecommunication companies in Enugu metropolis**

| Question | SA | A | N | D | SD |
|---|---|---|---|---|---|
| My company has effectively implemented a blue ocean creative Strategy | 61% | 32% | - | 4% | 3% |
| The implementation of blue ocean strategy creative strategy has significantly increased our market share | 58% | 29% | 5% | 3% | 5% |
| The blue-ocean creative strategy has positively impacted our revenue growth | 71% | 18% | 3% | 4% | 4% |
| Customer satisfaction has improved since the implementation of the creative strategy | 89% | 10% | - | 1% | - |

**Source:** *Field Survey, 2024.*

Table 5 above clearly shows that the majority of the respondents agree that blue ocean creative strategy positively contributes to the performance of telecommunication companies in Enugu State. By exploring untapped opportunities and identifying unmet customer needs, telecommunication companies can develop new products or services. This can lead to increased market share and revenue streams. By focusing on what truly adds value, companies can optimize their resources, directing investments and efforts toward innovative areas rather than traditional competitive factors.

**Table 6: Innovation strategy and the performance of telecommunication companies in Enugu metropolis**

| Question | SA | A | N | D | SD |
|---|---|---|---|---|---|
| My company has effectively implemented a blue ocean innovation Strategy | 58% | 32% | 1% | 6% | 3% |
| The implementation of blue ocean strategy innovation strategy has significantly increased our market share | 92% | 6% | - | 2% | - |
| The blue-ocean innovation strategy has positively impacted our revenue growth | 73% | 20% | 2% | 4% | 1% |
| Customer satisfaction has improved since the implementation of the innovation strategy | 63% | 31% | 1% | 5% | - |

**Source:** *Field Survey, 2024.*

It can be clearly seen from Table 6 that the majority of the respondents favour the assertion that the blue ocean innovation strategy contributes positively to the performance of telecommunication companies in Enugu State metropolis. This has the implication that an innovation strategy involves systematically fostering new ideas, processes, products, or services to drive growth and improve performance. For telecommunication companies in Enugu State, implementing an innovation strategy can lead to substantial benefits. By focusing on innovation, telecommunication companies in Enugu State can stay ahead of the competition, meet evolving customer needs, and drive sustainable growth.


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## SUMMARY AND CONCLUSION

### Summary of Findings

This study was able to examine the effect of blue ocean strategy on the performance of telecommunication companies in Enugu State. The major findings of the study are demonstrated and summarized below:

Reduction strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State.

Elimination strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State.

Creative strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State.

Innovation strategy has a positive and significant effect on the performance of telecommunication companies in Enugu State.

### Conclusion

The implementation of the Blue Ocean Strategy has had a notable positive effect on the performance of telecommunication companies in Enugu State. Companies that successfully adopted blue ocean strategy have seen enhanced market position, increased customer satisfaction, reduced competition, and improved cost efficiency. However, these benefits come with challenges that require careful management and strategic planning. Overall, blue ocean strategy has proven to be a valuable approach for driving growth and innovation in the telecommunications sector in Enugu State. The implementation of the Blue Ocean Strategy (BOS) has had a transformative impact on the performance of telecommunication companies in Enugu State. This strategic approach, which focuses on creating new market spaces and making competition irrelevant, has led to several significant benefits and some challenges that need careful management.

## RECOMMENDATIONS

The following recommendations were suggested in the course of the study:

There is a need for the implementation of detailed market research to identify gaps, unmet needs, and emerging trends in the telecommunications sector.

The companies should keep abreast of technological innovations and industry trends to anticipate future demands and identify new opportunities for differentiation.

Telecommunication companies should offer training and development programs to equip employees with the skills needed to contribute to innovation. Promote continuous learning and professional growth.


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Telecommunication companies should implement systems to monitor the performance of new initiatives and measure their impact on business objectives. Use performance metrics to assess success and identify areas for improvement

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