BUSINESS LEVEL STRATEGIES AND CUSTOMER LOYALTY OF SELECTED SERVICE FIRMS IN NIGERIA

Ogunberu, A. O., Binuyo, A. O., & Akinlabi, B. A.

BUSINESS LEVEL STRATEGIES AND CUSTOMER LOYALTY OF SELECTED SERVICE FIRMS IN NIGERIA

[1] Ogunberu, A. O., [2] Binuyo, A. O., & [3] Akinlabi, B. A.

[1,2,3] Department of Business Administration and Marketing, Babcock University, Ilishan Remo, Ogun State, Nigeria

ABSTRACT

The ability to continually gain customer loyalty in the midst of increasing competition, increasing customer bargaining power and trust through appropriate business level strategies is a consistent challenge for service firms. This is necessary in order for firms to remain competitive and increase growth. The study therefore examined business level strategies and customer loyalty of selected service firms in Nigeria. Quantitative method and survey research design was employed in the study. The primary population was twenty-four (24) selected service firms which consisted ten (10) Deposit Money Banks, ten (10) Insurance firm and ten (10) Telecommunication firms. The secondary population was eight hundred and fifty-three (853) project team members. Stratified random sampling technique was adopted to obtain responses from the study participants. The study used validated self-developed questionnaire with KMO >0.5 <1 and AVE >0.5 and was administered to collect primary data from the participants. Reliability test of the questionnaire was achieved with Cronbach Alpha values between 0.702 and 0.807. Descriptive and inferential statistics were used analyse the data and test the hypotheses. Data analysis of the study revealed strategic project management components have statistically positive and significant effect on service quality of selected service firms in Nigeria (Adj R^2 = 0.776, p=0.000, Q^2=0.552). The study concluded that business level strategies affect service quality of selected service firms in Nigeria. The study recommended that that service firms should adequately consider their cost leadership, differentiation strategy and focus strategy efforts since they directly influence customer loyalty to their services.

Keywords: Business Level Strategies, Cost Leadership, Customer Loyalty, Differentiation Strategy, Focus Strategy

JEL Classification: M10; M11; M15

Page: - 1017 -

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

INTRODUCTION

The ability to continually gain customer loyalty in the midst of increasing competition, increasing customer bargaining power and trust through appropriate business level strategies is a consistent challenge for service firms. This is necessary in order for firms to remain competitive and increase growth. Also, due to the changing complexity of the business environments in which service firms operates, customers are exposed to better services and values and as such are subjected to shifting their loyalty frequently. The study therefore examined business level strategies and customer loyalty of selected service firms in Nigeria.

With the consistent volatile economic environment that many service firms thrive in, they are faced with many challenges that inhibit continuous loyalty of customers and expansion into new markets, be it at the beginning of their activities or as an already established firm (Bucata, 2018). The challenge of poor quality of service occasioned by rising service cost, high equipment cost and obsolete technology among service firms in Nigeria is a major reason for customers' shifting behaviour on their loyalty to the services provided (Krasner, 2021). In the midst of this, it is important for service firms to have optimal business level strategies that will sustain customer loyalty.

Based on the foregoing, the objective of this paper is to establish the effect of strategic project management components on service quality of selected service firms in Nigeria. To achieve this objective, the paper focused on the research question – "What is effect of strategic project management components on service quality of selected service firms in Nigeria?". The paper is arranged as follows: the introductory section of the paper (section one) that reviewed the background issues that led to the topic, while section two focused on the review of related literature in line with the concepts, theory, and empirics relating to the study variables. Section three was devoted to the methodology adopted for the study with specific emphasis on the population and sample size

determination together with data collection. In the fourth section, the data collected were presented, summarized, analyzed and corresponding findings were discussed, while the fifth section covered the discussion, conclusion and recommendations flowing from the findings of the study.

Literature Review

Yang (2020) defined customer loyalty as the customary bias of consumers for the purchase of a branded product or service. Chigwende and Govender (2021) defined customer loyalty as the process where a customer repeatedly purchases and prefers products from a specific organisation and is willing to have an ongoing relationship with the organisation while Bisschoff (2020) defined customer loyalty as the tendency of customers to continuously prefer one brand over other competitive branded products or service while based on a Nigerian context, Njelita and Anyasor (2020), defined customer loyalty as a biased behavioural response that is expressed overtime by some individuals with respect to one or more alternatives out of a set of alternatives. Characteristically, Customer loyalty is influenced by quality, price, brand, service. It is part of brand performance metric and it influences brand innovativeness in the firm which may serve as a cue affecting the emotional and cognitive satisfaction of consumers, therefore affecting their loyalty indirectly (Yang, 2020). Nyarko, Agyeman-Duah, and Asimah, (2016) also explained that customer loyalty is influenced by the likelihood of a customer to recommend products and services to others and also by the likelihood of the customer to continue the purchase a product or service, at minimum, the same level of current purchase. As part of the advantages, loyal customers are much less susceptible to negative information about the brand. Customer loyalty provides opportunity for lower costs associated with retaining existing customers. And provides opportunity for repeat purchase and repeat purchase behaviour (Pishgar, Dezhkam, Ghanbarpoor, Shabani, & Ashoori, 2013).). As an advantage also, customer loyalty

helps to retain existing customers than seeking to win new ones (a five percent improvement in retaining customers could lead to an increase in profitability from twenty-five percent up to eighty-five percent) and it positively affects long-term patronage, sustainability and profitability thus giving competitive advantage for the firm (Njelita & Anyasor, 2020). As a limitation, customer's loyalty is regarded as a challenging issue for existing corporations, especially in competitive markets (Abu-Alhaija, Yusof, Hashim, & Jaharuddin, 2018).

Differentiation strategy is a strategy in which an organization seeks to distinguish itself from competitors through the quality of its products or services (Islami, Mustafa, & Latkovikj, 2020). While considering the African context, Kyengo, Ombui, and Iravo (2016) defined differentiation strategy as the marketing technique used by a firm to establish strong identity in a specific market. In terms of characteristics, Kyengo et al. (2016) explained that using this strategy, a firm will introduce different varieties of the same basic product under the same name into a particular product category and thus cover the range of products available in that category, through this, it aims to build up competitive advantage by offering unique products which are characterized by valuable features, such as quality, innovation, and customer service. In terms of the advantages, when based on product innovation technical superiority, product quality and reliability, comprehensive customer service, differentiation strategy generates goodwill and difficulty for a competitor targeting the same market (Mohamed & Gichinga, 2018). Differentiation strategy, when implemented, is rewarded for its uniqueness with a premium price. It positively impacts firm performance and has influence on product quality (David, 2019). Part of its limitation however, is the fact that differentiation strategy usually encounters increased debt and requirements to satisfy debt covenants and this usually impede creativity, innovation and quality improvements (Mohamed & Gichinga, 2018).

Cost leadership strategy is expressed as cost advantage reflecting selling the goods and services at a lower cost than competitors in terms of design and production (Kurt & Zehir, 2016). Mohamed, Ndinya, and Ogada (2019) defined cost leadership strategy as an integrated set of action taken to produce goods or services with features that are acceptable to customers at the lowest cost, relative to that of competitors. In another definition by Chumba, Chepkilot, and Tanui (2019) defined cost leadership strategy as the method used in reducing the level of competition in the market thorough economies of scale, low price of raw material and cheap labour. Characteristically, Chumba et al., (2019) explained that it involves the use of strict cost control measures as well as using standard operation procedures to manage resources. It involves the use of strict procurement policies and supervision to manage suppliers and cost minimization in areas such as sales force and advertising. David (2019) added cost leadership characteristics also include the pursuit of economies of scale, proprietary technology, preferential access to raw materials. Firms pursuing cost leadership strategy benchmark themselves against other competing firms in order to assess their relative cost position in the market place. In terms of advantages, Kurt and Zehir (2016) explained that cost leadership strategy aims to gain competitive advantage by reducing the costs of research and development service, sales and marketing activities while Mohamed et al. (2019) explained that that cost leadership is competitor oriented more than customer oriented and that firms with lesser strength are easily choked out of the market.

Focus strategy is defined as a strategy that helps a firm target a specific niche within an industry such as buyer group, a narrow segment of a given product line, a geographic or regional market, or a niche with distinctive, special tastes and preferences (Mohamed & Gichinga, 2018) while Islami et al. (2020) defined focus strategy as a strategy in which an organisation concentrates on a specific regional market, product line, or group of

Page: 1019

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

buyers. However, Kyengo et al. (2016) earlier defined focus strategy as the ability of a firm to focus on a market niche such as geographical uniqueness, specialised requirements or special attributes that appeal to the consumers. Focus strategy considers geography, buyer characteristics, and product specifications or requirements. Mohamed and Gichinga (2018) also explained as part of its characteristics that it depends upon an industry segment large enough to have good growth potential. It specializes the firms' activities in ways that other broader-line (low-cost or differentiation) firms cannot performs as well. It focuses on providing superior value and creates a distinction for a niche or segment. As part of the advantages, focus strategy enhances higher profitability for the firm and helps to set entry barrier to be used by a firm against other firms in a segment (Mohamed & Gichinga, 2018). Focus strategy capitalises on market penetration or market development and provides opportunity to service isolated geographic areas. It can satisfy the needs of customers with special financing, inventory or servicing problems. It can tailor products and services to unique demands of the small to medium-sized customers (Akintokunbo, 2018). On the limitations of focus strategy, David (2019) explained that because of their narrow market focus, firms pursuing a focus strategy have lower volumes and therefore less bargaining power with their suppliers.
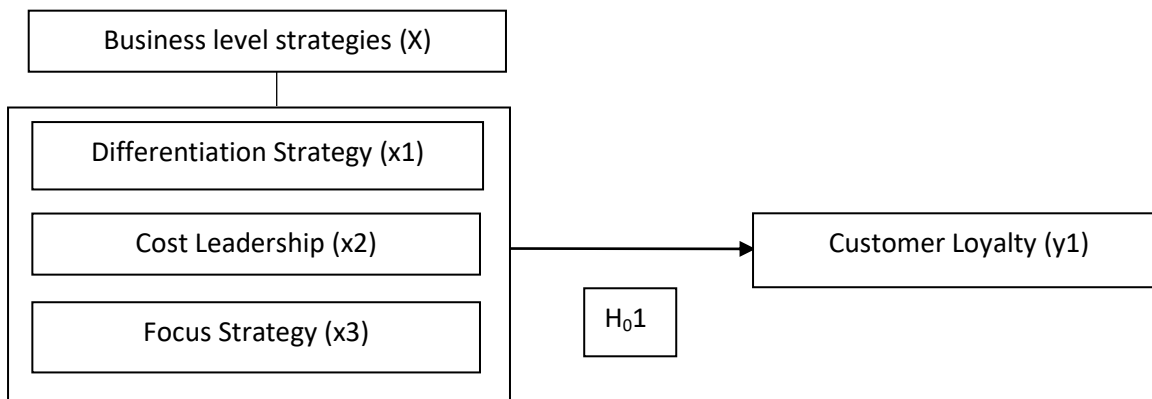
Hafez and Akther (2017); Zhong and Moon (2020) in their study revealed that business level strategies measures of perceived price, food quality, service quality, physical environment quality, customer satisfaction, trust and corporate image has positive and significant impact on customer loyalty. The study also found that gender has a positive and significant moderating effect on the relationship that exist between service quality and customer satisfaction. Also Chigwende and Govender (2021) found that customer satisfaction, promotions, switching costs, price, service quality, call quality, customer trust, SMS quality, brand image, call rates

and signal strength have positive and significant effect on customer loyalty. The study of Viet (2021) found that staff behaviours and reputation have positive and significant effect on customer loyalty. In another study on customer satisfaction, switching costs and customer loyalty, Abubakar (2016); Akingbade (2016); Grigoriou, Majumdar, & Lie, (2018).; Willys (2018) revealed that voice quality, billing experience, data download quality, pricing plans, call center experience, in-store experience, customer service quality, uninterrupted trunk service, desired confirmation, expectation disconfirmation and customer satisfaction has a statistically positive and significant effect on customer loyalty.

Theoretically, the interaction between business level strategies and customer is supported by dynamic capability theory. The interaction is aimed at ensuring that the business strategies of the firm are in constant alignment with the changing needs and wants of customers in order to continually sustain their loyalty. The concept of dynamic capabilities is associated with this, in the sense that the theory has to do with the ability of the firm to maximise its potential through various strategies available in order to continue to exist and retain its present and future customers. This implies that the firm must be constantly adapting to the changing needs of the customer in order to stay competitive. This competitiveness depends on their ability to constantly adapt to changes and uncertainties. In so doing, dynamic capabilities enable firms to respond and adapt to the market, via strategic business decision, which enables them to learn, integrate, renew, reconfigure, and create new resources and capabilities, both to respond to external demands and to internal operational processes and routines (Patricio, Da Costa, Pereira & Antonio, 2021). Further, the knowledge of dynamic capabilities is useful for service firms so as to consistently improve upon their learnings (Hermano & Martin-Cruz, 2020).

Arising from the theory, the theoretical framework for the study is thus represented in figure 1 below;

Page: 1020

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Figure 1: Researcher's Model

Source: Researcher's model (2020)

The above framework is further illustrated in the model equation below:

$$y_1 = \beta_0 + \beta_1 DIFF + \beta_1 CLS + \beta_1 FOC + \mu_i \text{ ------- equation 1}$$

From equation (1), DIFF is differentiation strategy, CLS is cost leadership, FOC is focus strategy, β_0 is the intercept, β_1 is the Beta coefficient which captures all other variables that can explain customer loyalty outside the model.

METHODOLOGY

This study employed quantitative method and survey research design to study the effect of business level strategies on customer loyalty of selected service firms in Nigeria. The sampling technique used was stratified random sampling technique. The study also used proportionate sampling technique. Quantitative method was employed in the study for analysis of numerical data using specific statistical techniques to support or refute alternative knowledge claims as needed in this study. Self-developed structured questionnaire was used to gather primary data for the study.

The primary population for the study consisted twenty-four (24) selected service firms in Nigeria. These firms include ten (10) Deposit Money Banks, ten (10) Insurance firms and four (4) telecommunication firms. The Deposit Money Banks and Insurance firms were selected based on the strength of their total assets which cumulatively accounts for more than 70% of all the assets of Deposit Money Banks in Nigeria in the year 2020 (National insurance commission [NAICOM], 2020; Research policy, international relations, insurance and, surveillance department [RPIRD & ISD] report, 2020). The telecommunication firms were chosen because they are the market leaders in the industry and cumulatively accounts for more than 70% of subscribers in Nigeria (Nigeria communications commission [NCC] subscriber data, 2020). The secondary population for the study consisted eight hundred and fifty-three (853) project team members of the selected service firms which comprise project sponsor, project managers, coordinators, architects, testers/QAs, Product/Service owners. Cochran formula (1997) was used for sample size determination for the study and with an addition of 30% due to anticipated non-response (Anokye, 2020), the sample size for the study was five hundred and one (501). Proportionate sampling method was used to distribute the sample size into proportions among the service firms. The research instrument was subjected to construct and content validity to ensure that the variables measurements were accurate. Validity of the instrument was confirmed with AVE and KMO values greater than 0.5 while the overall Cronbach's alpha reliability coefficient was between 0.722 and 0.806. Response rate from the administered five hundred and one (501) copies of the instrument was 94.1%.

Data Analysis

Data analyses were performed by checking for consistency of filled questionnaire by respondents to ensure appropriate data cleansing, sorting and coding. Normality, Linearity, Homoscedasticity and Multicollinearity tests were performed on the data collected in line with the study objective. Data were analysed using descriptive and inferential statistics. Descriptive statistics involved percentage distribution, mean and standard deviation while inferential statistics used PLS-SEM for multiple regression. The objective of the study sought to establish the effect of strategic project management components on stakeholder satisfaction of selected service firms in Nigeria. Study respondents were asked to indicate on a six-point Likert-type scale, their level of agreement on several statements describing strategic project management components in relation to stakeholder satisfaction.

The descriptive statistics are as contained in Tables 1, 2, 3 and 4 below:

Table 1: Descriptive Statistics of Differentiation Strategy

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Product or service innovation	17.6%	28.0%	28.0%	16.7%	8.6%	1.0%	4.26	1.233
Unique product or service offering	14.9%	27.8%	29.5%	16.7%	10.0%	1.0%	4.17	1.227
Use of latest technology	15.1%	26.8%	31.4%	16.1%	8.4%	2.3%	4.17	1.243
Brand loyalty	13.6%	33.3%	27.6%	13.0%	11.3%	1.3%	4.21	1.236
Friendly pricing of product or service	19.9%	29.5%	25.5%	15.7%	8.4%	1.0%	4.33	1.251
Average Mean							4.23	1.240

Source: Researcher's Field Survey, 2022

According to Table 1, the average mean score of the statements for differentiation strategy is 4.23 with a standard deviation of 1.240 which means that on average the respondents agreed to the statements under differentiation strategy scale as adopted by selected service firms in Nigeria.

Table 2: Descriptive Statistics of Cost Leadership

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Cost advantage opportunities	13.2%	28.7%	30.5%	16.3%	9.8%	1.5%	4.14	1.218
Investment in production facilities	9.4%	20.1%	39.7%	17.8%	11.7%	1.3%	3.93	1.155
Monitoring of costs	10.3%	29.7%	32.0%	17.6%	8.8%	1.7%	4.10	1.173
Standardisation of operating procedures	15.9%	29.9%	28.5%	16.3%	7.7%	1.7%	4.24	1.224
Proprietary technology	19.7%	32.4%	23.8%	13.8%	8.8%	1.5%	4.35	1.267
Average Mean							4.15	1.207

Source: Researcher's Field Survey, 2022

According to Table 2, the average mean score of the statements for cost leadership is 4.15with a standard deviation of 1.207 which means that on average the respondents agreed to the statements under cost leadership scale as adopted by selected service firms in Nigeria.

Table 3: Descriptive Statistics of Focus Strategy

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Market segmentation	19.7%	33.7%	24.5%	16.1%	5.4%	0.6%	4.44	1.169
Competitive pricing of services offered	16.3%	31.2%	27.2%	15.3%	9.0%	1.0%	4.27	1.224
Customised services to niche	14.2%	38.7%	22.4%	15.1%	8.6%	1.0%	4.31	1.202
Industry growth potential	15.5%	32.0%	24.3%	19.2%	7.9%	1.0%	4.24	1.219
Unique offering to niche	12.3%	30.5%	31.4%	16.1%	9.2%	0.4%	4.19	1.153
Average Mean							4.29	1.193

Source: Researcher's Field Survey, 2022

According to Table 3, the average mean score of the statements for focus strategy is 4.29 with a standard deviation of 1.193 which means that on average the respondents agreed to the statements under focus strategy scale as adopted by selected service firms in Nigeria.

Table 4: Descriptive Statistics of Customer Loyalty

Items	Very High	High	Moderately High	Moderately Low	Low	Very Low	Mean	Std. Deviation
Product or service quality	21.8%	31.6%	24.7%	13.8%	7.1%	1.0%	4.43	1.230
Switching cost compared with other brands	19.2%	24.7%	29.1%	18.2%	7.5%	1.3%	4.26	1.244
Corporate image	14.4%	37.4%	23.6%	13.0%	9.0%	2.5%	4.27	1.262
Customers' re-patronage of product or service	17.4%	34.3%	23.4%	16.7%	6.9%	1.3%	4.34	1.215
Active customers' loyalty	17.6%	31.0%	28.9%	12.8%	9.2%	0.6%	4.33	1.207
Average Mean							4.33	1.232

Source: Researcher's Field Survey, 2022

According to Table 4, the average mean score of the statements for customer loyalty is 4.33 with a standard deviation of 1.232 which means that on average the respondents agreed to the statements under customer loyalty scale as adopted by selected service firms in Nigeria.
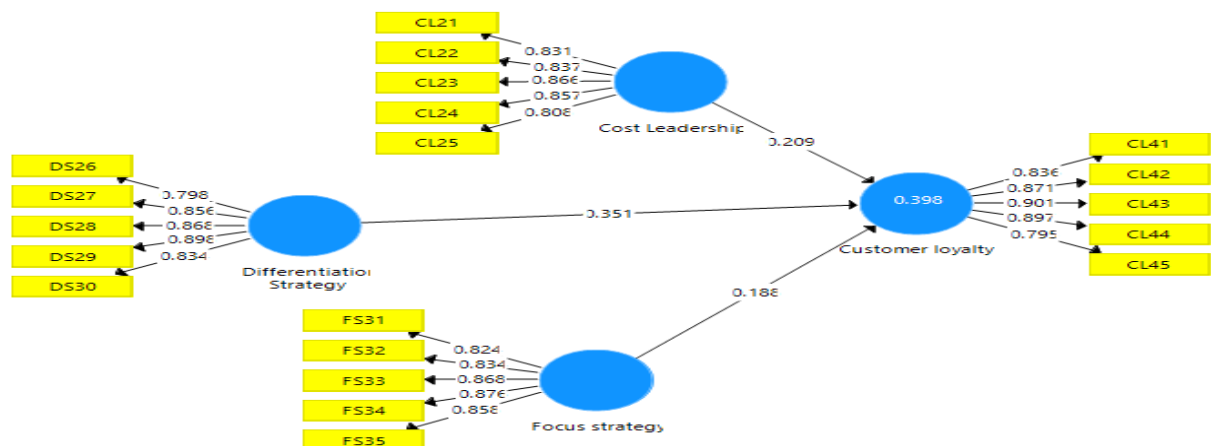

Figure 2a. PLS Algorithm Model 3 (Measurement Model for Hypothesis Four)
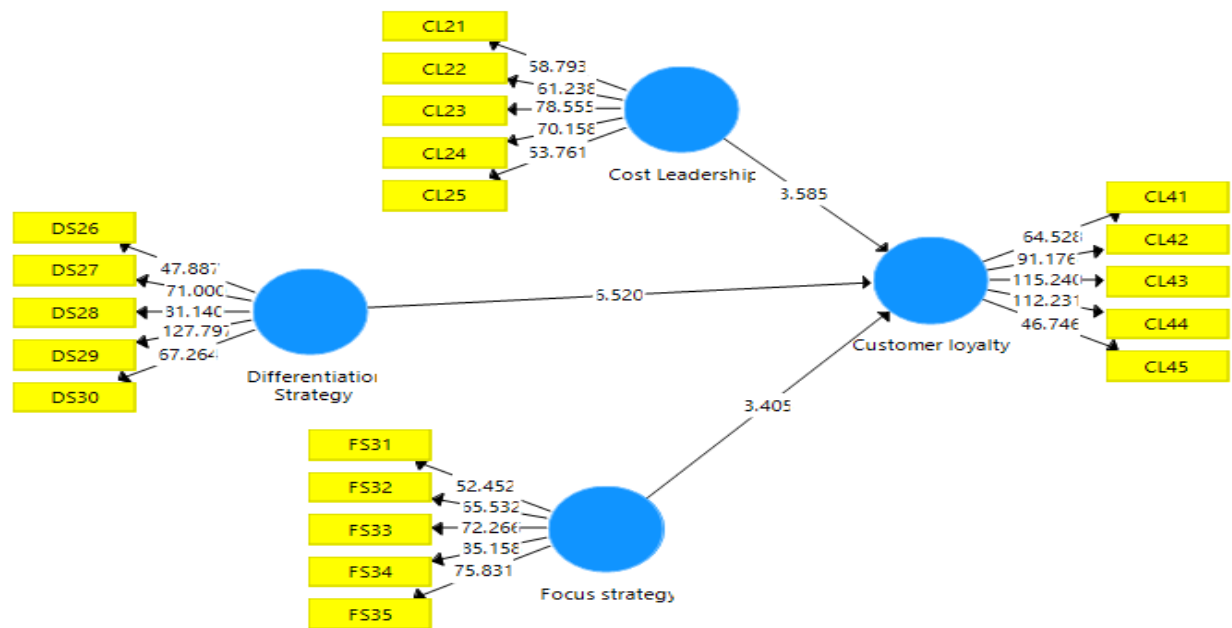Source: Author Data, Smart PLS 3.2.9

Page: 1023

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Figure 2b. PLS Bootstrapping Model with β and T-values.

Source: Author Data, Smart PLS 3.2.9

Table 5: SEM-PLS Results for the Effect of Business Level Strategies on Customer Loyalty

Interaction	Beta Coefficients	T	Sig.	F^2	R^2	Adj. R^2	Q^2 (=1-SSE/SSO)
Cost Leadership -> Customer loyalty	0.209	3.585	0.000	0.042	0.398	0.395	0.292
Differentiation Strategy -> Customer loyalty	0.351	6.520	0.000	0.133			
Focus strategy -> Customer loyalty	0.188	3.405	0.001	0.032			

Source: Field Survey Data (2022)

Table 5 portrays results of PLS-SEM for the effect of business level strategies on customer loyalty of selected service firms in Nigeria. The results showed that cost leadership ($β = 0.209$, $t = 3.585$, $p < 0.05$), differentiation strategy ($β = 0.351$, $t = 6.520$, $p < 0.05$), and focus strategy ($β = 0.188$, $t = 3.405$, $p < 0.05$) have significant, positive, and direct effect on customer loyalty of selected service firms in Nigeria.

From the results, the adjusted coefficient of determination (Adj R^2) was 0.395 indicates that business level strategies explained 39.5% of the changes in customer loyalty of selected service firms understudying while the remaining 60.5% variation in customer loyalty is explained by other exogenous variable different from business level strategies considered in this study. The effect sizes

(f2) of business level strategies revealed that cost leadership, differentiation strategy, and focus strategy had moderate effect sizes (0.042, 0.133, and 0.032, respectively) on customer loyalty which resonate with the findings of the predictive accuracy of the strategies.

The multiple regression model generated from the data in Table 6 is thus expressed as:

CL = α + 0.209CoL + 0.351DS + 0.188FS + U_i------------ Eqn i (Predictive Model)

CL = α + 0.209CoL + 0.351DS + 0.188FS + U_i ------------ Eqn i (Prescriptive Model)

Discussion

The main objective of the study was to examine the interaction between strategic project management

Page: 1024

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

components (project planning, project risk, project cost, project scope and project planning) and stakeholder satisfaction of selected service firms in Nigeria. This objective has been determined in this study where analyses of results were presented in the Tables 4.1, 4.2, 4.3, 4.4 and 4.5 above and also discussed. The regression result from PLS-SEM revealed that business level strategies have statistically significant effect on customer loyalty of selected service firms in Nigeria. This implies that for service firms in Nigeria to achieve optimal service quality, they must pay adequate attention to business level strategies (differentiation strategy, cost leadership, focus leadership).

Islami et al. (2020) while agreeing conceptually with the finding of this study defined differentiation strategy as a strategy in which an organisation seeks to distinguish itself from competitors through the quality of its services. Further Mohamed and Gichinga (2018) defined differentiation strategy as the development of unmatched unique goods and services by firms in order to ensure customer loyalty to the brand. In addition, differentiation strategy aims to build up competitive advantage by offering unique services that are characterized by valuable features, such as quality that ultimately ensures that customer loyalty is maintained Kyengo et al. (2016). David (2019) further elaborated the characteristics of differentiation strategy further that it selects attributes that majority of buyers in an industry perceive as important, and uniquely positions itself to meet those needs so that customer loyalty is sustained. Supporting the study finding, Mohamed et al. (2019) defined cost leadership strategy as an integrated set of actions taken to produce services with features that are acceptable to customers at the lowest cost, relative to that of competitors and thereby retain the loyalty of customers over others.

Empirically, the findings of this study is supported with the study of Chigwende and Govender (2021) which found that call rates and pricing as cost leadrship strategy have positive and significant effect on customer loyalty among telecommunication firms while Ndambuki, Bowen, & Karau, (2017) revealed that product differentiation and product modification have statistically significant and positive effect on customer loyalty and satisfaction. The study of Yuliansyah, Gurd, & Mohamed, (2017) found that low cost strategy and differentiation have statistically positive and significant effect on customer loyalty. Mohamed and Gichinga (2018) also revealed that cost leadership strategy, differentiation strategy, focus strategy and strategic alliances have positive and significant effect on the loyalty of customers and also the performance of the firm. The results further revealed that there is a strong positive and highly significant correlation between cost leadership strategy, differentiation strategy, focus leadership. However, Rahim, Ahmed, Sarkawi, Jaafar, and Shamsuddin (2019) concluded that focus strategy dimension of operational risk management has a negative and significant effect on service quality dimension (customer complaint).

The result of the study is in line with the dynamic capability theory which explains that a firm's basic competencies (strategies) are used to generate short-term competitive positions that can be advanced into a longer-term competitive advantage and as such lead to sustained customer loyalty (Ben-Roy, Pi-Wen, & Jean, 2016). Further, it also includes the identification of projects that are to be prioritized based on the business strategies of the firm and the selection of project routines that should be turned into firm capabilities that will aid the expansionist program of the firm especially in the area of retaining customers and their loyalty (Hermano & Martin-Cruz, 2020).

CONCLUSION AND RECOMMENDATION

The study concluded that concluded that business level strategies (differentiation strategy, cost leadership strategy, focus strategy) have effect on customer loyalty and the more accurate business level strategy (differentiation strategy, cost leadership strategy, focus strategy) are for service firms, the more the customer loyalty experience of

service firms in Nigeria. Therefore, this study recommended that service firms should adequately consider their cost leadership, differentiation strategy and focus strategy efforts since they directly influence customer loyalty to their services.

REFERENCES

Abubakar, A., (2016). Impact of perceived service quality by mobile telecommunication industry on customer satisfaction in Nigeria. *International Journal of Advanced Research, 4*(4). 845-852.

Abu-Alhaija, A., Yusof, R., Hashim, H., & Jaharuddin, N. (2018). Determinants of customer loyalty: A review and future directions. *Australian Journal of Basic and Applied Sciences, 12*(7), 106-111.

Akingbade, W., (2016). Competitive strategies and improved performance of selected Nigeria telecommunication companies. *Journal of Entrepreneurship, Management and Innovation, 10* (4) 143 – 169.

Akintokunbo, O. (2018). Market focus strategy and organisational performance of telecommunication companies in Port Harcourt. *International Journal of Innovative Research and Advanced Studies (IJIRAS), 5*(3), 258 – 263.

Anokye, A. (2020). Sample size determination in survey research. *Journal of Scientific Research and Reports, 26*(5), 90-97.

Ben-Roy, D., Pi-Wen, Y., & Jean, M. (2016). Exploring the relationship among human resource flexibility, organizational innovation and adaptability culture. *Chinese Management Studies, 10*(4), 657 – 674.

Bisschoff, C. (2020). Measuring and managing brand loyalty of banks` clients. *Banks and Bank Systems, 15*(3), 160 - 170.

Bucata, G. (2018). The challenges of organizational management. *Land Forces Academy Review, 4*(92), 275 – 281.

Chigwende, S., & Govender, K. (2021). Customer satisfaction, loyalty and switching behaviour: A conceptual model of mobile telecommunications consumers. *Turkish Journal of Computer and Mathematics Education, 12*(2), 762 – 776.

Chumba, P., Chepkilot, R., & Tanui, J. (2019). Influence of competitive strategies on firm performance in the telecommunication industry: A case study of Telkom Kenya in Nakuru East sub county. *World Journal of Innovative Research (WJIR)*, *7*(4), 55- 64.

David, A. (2019). Porter's competitive strategies influence on performance of mobile telecommunication companies in Kenya. *International Journal of Scientific Research and Management (IJSRM), 7*(2) 1013-1022.

Grigoriou, N., Majumdar, A., & Lie, L. (2018). Drivers of brand switching behavior in mobile telecommunications. *Athens Journal of Mass Media and Communications, 4*(1), 7 - 28.

Hafez, M., & Akther, N. (2017). Determinants of customer loyalty in mobile telecommunication industry in Bangladesh. *Global Journal of Management and Business Research: A Administration and Management, 17*(1), 141-147.

Hermano, V., & Martin-Cruz, N. (2020). The project-based firm: A theoretical framework for building dynamic capabilities. *Sustainability, 12*(6639), 1 – 14.

Page: 1026

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Islami, X., Mustafa, N., & Latkovikj, M. (2020). Linking porter's generic strategies to firm performance. *Future Business Journal, 6*(3), 1 – 15.

Krasner, H. (2021). The cost of poor software quality in the US: A 2020 report. *Consortium for Information & Software Quality, 1*, 1 – 46.

Mohamed, J., & Gichinga, L. (2018). Effects of competitive strategies on organisational performance of telecommunication companies in Mogadishu-Somalia. *IJRDO-Journal of Applied Management Science, 4*(4), 9 – 32.

Mohamed, M., Ndinya, A., & Ogada, M. (2019). Influence of cost leadership strategy on performance of medium-scale miners in Taita Taveta county, Kenya. *International Journal of Development and Management Review (INJODEMAR), 14*(1) 151 – 163.

National insurance commission (NAICOM). (2018). Insurance market performance. Retrieved 04 June, 2021. naicom.gov.ng/docs/publications/Market%20Statistical%20Publication%20-%202018.pdf

Ndambuki, A., Bowen, M., & Karau, J. (2017). The effects of business strategies on growth of market share in the telecommunications industry in Kenya: a case study of Telkom Kenya. *European Journal of Business and Strategic Management, 2*(4) 16 – 32.

Nigerian communications commission (NCC) subscriber data (2020). Industry overview: Subscribers/operator data. Retrieved from https://www.ncc.gov.ng/statistics-reports/industry-overview#view-graphs-tables-2**.**

Njelita, C., & Anyasor, O. (2020). Customer loyalty and patronage of quick service restaurant in Nigeria. *British Journal of Marketing Studies (BJMS), 8*(2), 54-76.

Nyarko, I., Agyeman-Duah, M., & Asimah, V. (2016). Measuring customer loyalty using retention, advocacy and patronage as key denominators. *International Journal of Scientific and Research Publications, 6*(2), 375 - 380.

Pishgar, F., Dezhkam, S., Ghanbarpoor, F., Shabani, N., & Ashoori, M. (2013). The impact of product innovation on customer satisfaction and customer loyalty. *Arabian Journal of Business and Management Review, 2*(7), 1-8.

Kyengo, J., Ombui, K., & Iravo, M. (2016). Influence of competitive strategies on the performance of telecommunication companies in Kenya. *International Academic Journal of Human Resource and Business Administration***, 2*(1), 1- 16.

Kurt, A., & Zehir, C. (2016). The relationship between cost leadership strategy, total quality management applications and financial performance. *Dogus universitesi Dergisi, 17*(1) 97 – 110.

Patricio, V., Da Costa, R., Pereira, L., & Antonio, N. (2021). Project management in the development of dynamic capabilities for an open innovation era. *Journal of Open Innovation: Technology, Markets and Complexity, 7*(164), 1 – 34.

Rahim, N., Ahmed, E., Sarkawi, M., Jaafar, A., & Shamsuddin, J. (2019). Operational risk management and customer complaints: The role of product complexity as a moderator. *Benchmarking: An International Journal, 26*(8), 2486 – 2513.

Page: 1027

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com

Research policy, international relations, insurance and, surveillance department (RPIRD & ISD) report. (2020). Financial condition and performance of deposit money banks in Q3 and Q4 2020. *NDIC Quarterly, 35*(3), 17 – 23.

Viet, V. (2021). The effect of service quality dimensions on student's satisfaction and loyalty. *ABAC Journal, 14*(1), 81 – 99.

Willys, N. (2018). Customer satisfaction, switching costs and customer loyalty: An empirical study on the mobile telecommunication service. *American Journal of Industrial and Business Management*, *8*, 1022-1037.

Yang, Z. (2020). The impact of brand innovativeness on customer loyalty. *Advances in Social Science, Education and Humanities Research, 466,* 443 – 448.

Yuliansyah, Y., Gurd, B., & Mohamed, N. (2017). The significance of business strategy in improving organisational performance. *Humanomics, 33*(1), 56 – 74.

Zhong, Y., & Moon., H. (2020). What drives customer satisfaction, loyalty, and happiness in fast-food restaurants in china? Perceived price, service quality, food quality, physical environment quality, and the moderating role of gender. *MDPI. 9,* 1-19.

Page: 1028

The Strategic Journal of Business & Change Management. **ISSN** 2312-9492 (Online) 2414-8970 (Print). www.strategicjournals.com