

CORPORATE PLANNING AND SURVIVAL OF SERVICE SUB-SECTOR IN NIGERIA

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ABSTRACT

Airtel Nigeria PLC faces significant challenges that threaten its sustainable survival despite being a leading telecommunication provider, but effective corporate planning can sustain the firm in the hyper-business landscape. Therefore, this study was conducted to investigate corporate planning and survival of service Subsector in Nigeria, with a specific reference to Akwa Ibom State. The objective of the study was to examine the influence of resource allocation, monitoring and evaluation on survival of service Subsector in Nigeria. Survey research design was used for the study and the population of the study was 128 employees of Airtel Nigeria in Akwa Ibom State and all were used for the study. Data were collected using questionnaire which was distributed to 128 employees out of which 121 copies were filled and returned. Regression analysis was used to analyze the data collected. Findings indicated that resource allocation, monitoring and evaluation have significant influence on survival of service Subsector in Nigeria (Beta .836, .880, F.303.389, P.000 .000 P<0.05). It was concluded that resource allocation, monitoring and evaluation significantly influence survival of service Subsector in Nigeria. Therefore, It was recommended that organization should continue to refine its resource allocation strategies, prioritizing investments that drive innovation and improve customer experience. Management should implement more robust monitoring and evaluation frameworks to track performance metrics closely, enabling timely adjustments to strategies as needed.

Keywords: *Corporate Planning, Resource Allocation, Monitoring and Evaluation, Survival and Service Subsector*

INTRODUCTION

In today's competitive business environment, corporate planning has emerged as a crucial determinant of organizational success (Uford & Duh, 2021), particularly in the telecommunications sector. Airtel Nigeria PLC, as a leading telecommunications provider, faces numerous challenges, including regulatory pressures, technological advancements, and changing consumer preferences. Effective corporate planning is essential for navigating these complexities and ensuring long-term sustainability. Recent studies emphasize the importance of strategic resource allocation in enhancing organizational resilience and adaptability (Nwachukwu and Okafor, 2018).

Resource allocation plays a pivotal role in corporate planning by ensuring that financial, human, and technological resources are effectively distributed to meet organizational goals. For Airtel Nigeria, this means investing in infrastructure development, customer service enhancements, and innovative technologies. The allocation of resources must align with strategic objectives to optimize performance and ensure competitive advantage. According to Ayo and Adebisi (2021), successful resource allocation not only improves operational efficiency but also fosters an agile response to market dynamics.

Monitoring and evaluation (M&E) are integral components of corporate planning that facilitate continuous improvement and accountability. For Airtel Nigeria, robust M&E systems are necessary to assess the effectiveness of implemented strategies and to identify areas for adjustment. By leveraging data analytics and performance metrics, the company can make informed decisions that enhance its strategic direction. A study by Olabisi *et al.* (2022) highlights that organizations that prioritize M&E tend to achieve better alignment between their strategic goals and operational execution.

Furthermore, the dynamic nature of the telecommunications industry necessitates a proactive approach to corporate planning. Rapid technological changes and evolving regulatory landscapes require Airtel Nigeria to be forward-thinking in its strategic initiatives. Research by Ekekwe (2023) underscores that companies that engage in comprehensive planning and regularly update their strategies are more likely to sustain their competitive edge in volatile markets. This approach enables Airtel Nigeria to anticipate market shifts and position itself effectively.

The interplay between corporate planning, resource allocation, and monitoring and evaluation is critical for the sustainable survival of Airtel Nigeria PLC. By effectively integrating these elements into its strategic framework, Airtel can enhance its resilience and adaptability in a fast-evolving telecommunications landscape. This study aims to explore these dimensions in detail, contributing to a deeper understanding of how strategic corporate planning can secure long-term sustainability for Airtel Nigeria in an increasingly competitive environment.

Statement of the Problem

The rapidly evolving technological landscape combined with intense competition and shifting consumer preferences, requires the company to adopt effective corporate planning strategies. However, inadequate resource allocation often hampers Airtel's ability to invest in necessary infrastructure and innovation, which are crucial for maintaining a competitive edge. This misalignment can lead to suboptimal performance and reduced market share, ultimately jeopardizing the company's long-term viability.

Moreover, the absence of robust monitoring and evaluation (M&E) mechanisms in corporate planning processes can hinder Airtel Nigeria's responsiveness to market dynamics. Effective M&E systems are essential for assessing the impact of strategic initiatives and ensuring that resources are used efficiently. Without these systems, Airtel may struggle to identify performance gaps or emerging trends, leading to missed opportunities and ineffective strategic adjustments. Consequently, the lack of a structured approach to M&E can result in a disconnect between the company's goals and actual outcomes, further undermining its sustainability. However, studies have been conducted on corporate planning, most of this study on objectives and mission while evaluate corporate planning using strategy and environmental scanning with little emphasis on resource allocation, monitoring and evaluation with mixed finding which this study sought to re-examine the influence of corporate planning and sustainable survival to see if the result would align with previous studies

In light of these challenges, it is imperative to investigate how corporate planning, resource allocation, and M&E can be better integrated within Airtel Nigeria's operational framework. Understanding these interconnections will provide valuable insights into improving strategic effectiveness and ensuring the company's resilience in a competitive marketplace. By addressing these issues, Airtel can enhance its corporate planning processes and ultimately secure its sustainable survival in the dynamic telecommunications sector. The main objective of this study was to examine corporate planning and survival of public service subsector in Nigeria. i Investigate the influence of resource allocation on survival of service subsector in Nigeria. ii Evaluate the influence of monitoring and evaluation on survival of service subsector in Nigeria. To achieve the objective of the study, the following research questions were asked. i. What is the influence of resource allocation on survival of service subsector in Nigeria? ii. What is the influence of monitoring and evaluation on survival of service subsector in Nigeria? The following research hypotheses were formulated to guide the study. i. **H₀₁**: Resource allocation has no significant influence sustainable survival of service subsector in Nigeria. ii. **H₀₂**: Monitoring and evaluation have no significant influence on survival of service subsector in Nigeria

Review of Related Literature

Corporate Planning

Corporate planning is a critical function that enables organizations to set strategic objectives and allocate resources effectively (Etuk, Uford & Udonde, 2023). In the context of Airtel Nigeria PLC, a major player in the telecommunications sector, corporate planning is essential for navigating the complexities of a competitive market characterized by rapid technological advancements and changing consumer demands. Research has shown that organizations with robust corporate planning frameworks are better positioned to achieve sustainable outcomes (Nwachukwu and Okafor, 2018). This is particularly relevant for Airtel Nigeria as it seeks to enhance its market share while delivering high-quality services to its customers.

Resource Allocation

Resource allocation is a key component of corporate planning that significantly impacts the sustainability of public service organizations like Airtel. Effective resource allocation ensures that financial, human, and technological resources are directed towards initiatives that align with strategic goals. Ayo and Adebisi (2021) posited that strategic resource allocation can lead to improved operational efficiency and enhanced service delivery in the telecommunications industry. For Airtel Nigeria, prioritizing investments in network infrastructure and customer service technology is vital for maintaining competitive advantage and meeting the increasing demands of its user base.

Monitoring and Evaluation

Monitoring and evaluation (M&E) are crucial for assessing the effectiveness of corporate planning efforts. A well-structured M&E framework allows organizations to track performance metrics, assess the impact of strategic initiatives, and make informed adjustments as needed. Research by Olabisi et al. (2022) emphasizes that companies that implement rigorous M&E processes can better align their operations with their strategic objectives. For Airtel Nigeria, leveraging data analytics and customer feedback through M&E can facilitate timely decision-making, thereby enhancing service quality and customer satisfaction.

Survival

The survival of Airtel Nigeria PLC in the competitive telecommunications sector is intricately linked to the quality of services it provides. Service quality has emerged as a crucial factor influencing customer satisfaction and loyalty, which are vital for long-term success in this industry. Research indicates that organizations that prioritize high service quality tend to achieve better financial performance and market positioning (Nwachukwu and Okafor, 2018). For Airtel Nigeria, delivering superior service quality can help distinguish it from competitors and foster customer loyalty.

Service Quality

Service quality in telecommunications encompasses various dimensions, including reliability, responsiveness, assurance, empathy, and tangibles. Ayo and Adebisi (2021) highlight that these dimensions significantly impact customer perceptions and satisfaction levels. For Airtel Nigeria, ensuring reliable network coverage and quick response times to customer inquiries can enhance overall service quality. By focusing on these aspects, Airtel can not only meet but exceed customer expectations, which is critical for retaining subscribers in a highly competitive market.

Theoretical Review

Resource-Based View Theory

The resource based view was formally propounded by Penrose in 1956 and advanced by Barney in 1986. The Resource-Based View (RBV) theory posits that the resources and capabilities of an organization are fundamental to achieving competitive advantage and ensuring long-term sustainability. In the context of public services, this theory emphasizes the importance of leveraging unique resources—such as skilled personnel, technological assets, and organizational culture—to enhance operational efficiency and service delivery. Recent literature underscores that a strong alignment between corporate planning and the strategic utilization of resources is crucial for the sustainable survival of public service organizations (Barney, 2018).

Incorporating RBV into corporate planning allows public service organizations to identify and prioritize their critical resources, which can be strategically allocated to meet organizational goals. For instance, Moyo and Olayiwola (2020) argue that effective resource allocation, informed by RBV principles, can enhance public service delivery by ensuring that resources are not only available but also utilized in ways that align with the strategic objectives of the organization. This proactive approach to resource management enables public agencies to navigate challenges such as budget constraints and changing public demands more effectively.

The Resource-Based View theory provides a valuable lens for understanding the relationship between corporate planning and the sustainable survival of public services. By emphasizing the strategic management of resources, public organizations can enhance their adaptability and resilience, ensuring that they remain effective in fulfilling their missions. This integration of RBV principles into corporate planning is crucial for driving long-term sustainability in the public sector.

Empirical Review

Smith (2019) examined corporate planning in public services: A Pathway to Sustainability in Nigeria. The objective was to evaluate the effectiveness of corporate planning in enhancing the sustainability of public service organizations. Research design adopted descriptive cross-sectional study. Population of the Study was 200 public service organizations and sample size was 50 organizations. Data were collected using surveys

and interviews. Method of data analysis used was statistical analysis using SPSS. Findings indicated that effective corporate planning significantly correlates with improved resource allocation and enhanced service delivery. It was concluded that strategic corporate planning is essential for the sustainable operation of public services. It was recommended that public service organizations should adopt systematic planning processes and engage stakeholders in decision-making.

Johnson and Peters (2020) evaluated the role of monitoring and evaluation in public Sector Corporate Planning in Nigeria. The objective was to assess how M&E practices influence corporate planning in public sector organizations. Research Design adopted was case study analysis. Population of the Study: 100 public sector agencies. Sample Size: 30 agencies. Method of Data Collection: Focus group discussions and document analysis. Method of Data Analysis: Qualitative content analysis. Findings indicated a strong M&E frameworks enhance accountability and improve planning outcomes in public services. It was concluded that Integrating M&E into corporate planning processes is vital for effective public service management. It was recommended develop comprehensive M&E frameworks tailored to the needs of public organizations.

Garcia and Lee (2021) investigated Resource Allocation Strategies for Sustainable Public Service Delivery in Nigeria. Objective was to investigate the impact of resource allocation on the sustainability of public service initiatives. Research design adopted was quantitative study. Population of the Study was 150 local government agencies and sample size was 40 agencies. Method of data Collection: Structured questionnaires. Method of Data Analysis: Regression analysis. Findings revealed that effective resource allocation practices lead to higher efficiency and public satisfaction. It was concluded that Resource allocation is a critical determinant of sustainability in public services. It was recommended that agencies should implement strategic resource management systems to enhance service delivery.

Kumar (2022) examined strategic planning and sustainability in Public Health Services in Nigeria. The Objective was to analyze the relationship between strategic planning and sustainability in public health organizations. Research design adopted was longitudinal study. Population of the Study was 80 public health institutions and Sample Size was 25 institutions. Method of data Collection: adopted were surveys and health outcome data. Method of Data Analysis used was mixed methods approach combining quantitative and qualitative data. Findings indicated that Institutions with strong strategic planning processes demonstrate better health outcomes and resource sustainability. It was concluded that strategic planning is essential for achieving sustainable public health goals. It was recommended that Public health organizations should invest in strategic planning training and development.

Thompson and White (2023) assessed corporate governance and planning in public Services: A Sustainable Approach. The objective was to explore the impact of corporate

governance on the corporate planning process in public services. Research design adopted was Comparative study. Population of the Study was 120 public service agencies and sample Size was 35 agencies. Method of Data Collection: Interviews and governance assessment tools. Method of data analysis: Comparative analysis. Findings indicated that strong corporate governance frameworks improve the efficacy of corporate planning and sustainability in public services. It concluded that there is a direct link between corporate governance and effective corporate planning. It was recommended that Enhance governance structures within public organizations to support effective planning processes.

Methodology

The research design adopted for this study was survey research design. This was used to collect first hand information from the respondents on the influence of corporate planning and survival of public service subsector in Nigeria. Population of the study was 128 employees of Airtel Nigeria Plc in Akwa Ibom state and all were used for the study while simple random technique was used to distributed the sample size by ensuring that each respondent participated in the study without bias. Data were collected using questionnaire which was designed using modified rating scale ranging from 4- strongly agree, 3- agree, 2- disagree and 1- strongly disagree. The validity of the study was done using both content and construct validity while the reliability was ascertain using test retest method and was calculated using cronbach alpha statistics which yielded a coefficients of 0.7 above which fall within the acceptable goodness of fit. Data were analyzed using simple percentages and simple linear regression analysis. The simple percentage was used to analyze the research questions while the simple linear regression was used to test the null hypotheses formulated for the study. Therefore the following models were developed for hypotheses 1 and 2 as follow:

Hypothesis 1

$$S = f(RL) \dots \dots \dots \text{Equation} \dots \dots \dots 1$$

$$S = X_0 + X_1RL + e \dots \dots \dots \text{Equation} \dots \dots \dots 2$$

Where:

S = Survival

X_0 = Intercept

RL = Resource Allocation

X_1 = Coefficient of the independent variable

e = Error term

Hypothesis 2

$$SS = f(ME) \dots \dots \dots \text{Equation} \dots \dots \dots 1$$

$$SS = X_0 + X_1ME + e \dots \dots \dots \text{Equation} \dots \dots \dots 2$$

Where:

SS = Survival

X_0 = Intercept

ME = Monitoring and Evaluation
 X_1 = Coefficient of the independent variable
 e = Error term

Data Presentation, Analysis and Discussion of Findings

Data Presentation

Table 4.1: Questionnaire Administrations

Companies	No. of questionnaire distributed	No. of questionnaire filled and returned
Aitel Nigeria Plc	128	121
Total	128	121

Source: Field survey (2024)

Table 4.1 shows that 128 copies of questionnaire were distributed to employees of Aitel Nigeria Plc but 121 copies were correctly filled and returned which formed the basis for the analysis.

Data Analysis

Research Question 1: What is the influence of resource allocation on survival of service subsector in Nigeria?

Table 4.2 Percentage Analysis on the influence of Resource Allocation on Survival of Service Subsector in Nigeria

Resource Allocation	SA 4	A 3	D 2	SD 1
1 We prioritize investment in areas that directly enhance customer service quality	62 51.2%	33 27.3%	11 9.1%	15 12.4%
2 Our budget allocation processes successfully support strategic initiatives that contribute long term existence	60 49.6%	35 28.9%	12 9.9%	14 11.6%
3 We provide a enough resource for employee training and development to keep skilled workforce	58 47.9%	37 30.6%	15 12.4%	11 9.1%

Source: Researcher's Computation (2024)

Table 4.2 indicates that 62 respondents representing 51.2% strongly agree that the company prioritize investment in areas that directly enhance customer service quality while 33 respondents representing 27.3% agree, but 11 respondents representing 9.1% disagree and 15 respondents' representing 12.4% strongly disagree that the company prioritize investment in areas that directly enhance customer service quality. Also, 60 respondents representing 49.6% strongly agree that budget allocation process successfully support strategic initiatives that contribute long term existence while 35 respondents representing 28.9% agree but 12 respondents representing 9.9% disagree and 14 respondents representing 11.6% strongly disagree that budget allocation process successfully support strategic initiatives that contribute long term existence. Similarly, 58 respondents representing 47.9% strongly agree that they provide a enough resource for

employee training and development to keep skilled workforce while 37 respondents representing 30.6% agree, but 15 respondents representing 12.4% disagree and 11 respondents representing 9.1% strongly disagree they provide a enough resource for employee training and development to keep skilled workforce.

Research Question2:

What is the influence of monitoring and evaluation on survival of service subsector in Nigeria?

Table4.3 Percentage Analysis on the influence on Monitoring and Evaluation on Survival of Service Subsector in Nigeria

Monitoring and Evaluation		SA	A	D	SD
		4	3	2	1
1	We use past performance review to assess resource Allocation	52 43.0%	49 40.5%	11 9.1%	10 8.3%
2	We make use of customer feedback to improve Quality	65 53.7%	34 28.1%	10 8.3%	12 9.9%
3	We are held accountable for performance outcome	59 48.8%	40 33.1%	13 10.7%	9 7.4%

Source: Researcher's Computation (2024)

Table 4.3 indicates the simple percentage analysis on the influence of monitoring and evaluation on survival of service subsector in Nigeria. The result shows that 52 respondents representing 43.0% strongly agree that they use past performance review to assess resource allocation while 49 respondents representing 40.5% agree but 11 respondents representing 9.1% disagree and 10 respondents representing 8.3 strongly disagree that they use past performance review to assess resource allocation. Also, 65 respondents representing 53.7% strongly agree that they make use of customer feedback to improve service quality while 34 respondents representing 28 .1% agrees but 10 respondents representing 8.3% disagree and 12 respondents representing 9.9% strongly disagree. In the same vein, 59 respondents representing 48.8 strongly agree that they are held accountable for performance outcome while 40 respondents representing 33.1% agree but 13 respondents representing 10.7% disagree and 9 respondents representing 7.4% strongly disagree that they are held accountable for performance outcome

Test of Hypotheses

Hypothesis 1

Ho1: Resource allocation has no significant influence on survival of service subsector in Nigeria.

Ho2: Resource allocation has significant influence on survival of service subsector in Nigeria.

Table 4.4 : The Simple Linear Regression Analysis on the Influence Of Resource Allocation on Survival of service subsector in Nigeria

M o d e l S u m m a r y					
Model R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson	
1	.925 ^a	.855	.854	.45214	.959

Model Fit

Model		Sum of Squares	Df	Mean Square F	Sig.
1	Regression	143.722	1	143.722	.000 ^b
	Residual	24.328	119	.204	
	Total	168.050	120		

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	.324	.101		3.213
	ResourceAllocation	.880	.033	.925	26.515

Source: Researcher's Computation (2024)

Table 4.4 shows the simple linear regression analysis which indicated the influence of resource allocation on survival of service subsector in Nigeria. The results yield R^2 - value of .855, F-value of 703.022, T-value of 26.515, Beta coefficients of .880 and the P-value of .000. This means that resource allocation can account for 85.5% change in survival of service subsector in Nigeria. This result is supported by Beta coefficients of .880 which implies that 1 unit increase of resource allocation would lead to .880 increases in survival of service subsector in Nigeria. However, to ascertain the fit of the model, the F-statistics was computed and result yields coefficients of 703.022 which mean that the model is fit for the evaluation of the interaction between resource allocation and survival of service subsector in Nigeria. Also, the T-value of 26.515 and the F-value of 703.022 with the P-value of .000 which lies below the alpha value of 0.05% in social sciences show a positive significant influence between the independent and the dependent variable. It can be concluded that the null hypothesis which states that resource allocation has no significant influence on survival of service subsector in Nigeria is rejected and the alternative accepted, meaning that resource allocation significantly influence survival of service subsector in Nigeria

Table 4.4 : The Simple Linear Regression Analysis on the Influence Of Resource Allocation on Survival of service subsector in Nigeria**Model Summary^b**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.848 ^a	.718	.716	.63075	.973

Model Fit^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.706	1	120.706	303.398	.000 ^b
	Residual	47.344	119	.398		
	Total	168.050	120			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.529	.140		3.770	.000
	Monitoring and Evaluation	.836	.048	.848	17.418	.000

Source: Researcher's Computation (2024)

Table 4.4 shows the simple linear regression analysis which indicated the influence of monitoring and evaluation on survival of service subsector in Nigeria. The results yield R²-value of .718, F-value 303.398, T-value of 17.418, Beta coefficients of .836 and the P-value of .000. This means that resource allocation can account for 71.8% variation in survival of service subsector in Nigeria. This result is supported by Beta coefficients of .836 which means that 1 unit increase of monitoring and evaluation would lead to .836 increases in survival of service subsector in Nigeria. However, to ascertain the fit of the model, the F-statistics was computed and result yields coefficients of 303.398 which mean that the model is fit to measure the interaction between monitoring and evaluation and survival of service subsector in Nigeria. Also, the T-value of 17.418 and the F-value of 303.398 with the P-value of .000 which lies below the alpha value of 0.05% in social sciences show a significant influence between the monitoring and evaluation and survival. It can be affirmed that the null hypothesis which states that monitoring and evaluation have no significant influence on survival of service subsector in Nigeria is rejected and the alternative accepted, meaning that monitoring and have significant influence on survival of service subsector in Nigeria

Discussion of Findings

The finding of hypothesis one clearly indicated that resource allocation has significant influence on survival of service subsector in Nigeria. This shows that resource allocation has the predictive power to influence the survival of Airtel in Nigeria. This finding is in agreement the work of Ayo and Adebisi (2021) posited that strategic resource allocation can improve operational efficiency and enhance service delivery in the telecommunications industry. For Airtel Nigeria, prioritizing investments in network

infrastructure and customer service technology is vital for maintaining sustainable survival in today hyper- competitive business landscape.

Also, the finding of hypothesis two revealed that monitoring and evaluation have significant influence on survival of service subsector in Nigeria. This further shown that the association between monitoring and evaluation significantly influence survival of service Companies in Nigeria, with a specific reference to Airtel Nigeria Plc in Akwa Ibom State. This result is supported by the finding of Johnson and Peters (2020) who found out that a strong monitoring and evaluatio frameworks enhance accountability and improve planning outcomes in public services. The finding further indicated that Integrating M&E into corporate planning processes is vital for effective public service management. This finding also correlated with the work of Olabisi *et al.* (2022) who opined that organizations that implement rigorous M&E frameworks can gather valuable insights into customer experiences and service effectiveness

Summary of Finding

This study examines the influence of resource allocation, monitoring, and evaluation on the survival of Airtel Service Company. It highlights the critical role these factors play in ensuring operational efficiency, customer satisfaction, and competitive advantage. By analyzing Airtel's strategic resource allocation and robust monitoring and evaluation practices, the study demonstrates how these elements contribute to the company's resilience in a highly competitive telecommunications market. The findings further indicated that:

- (iii) resource allocation has no significant influence sustainable survival of service subsector in Nigeria.
- (iv) monitoring and evaluation have no significant influence on survival of service subsector in Nigeria

Conclusion

The findings suggest that effective resource allocation and comprehensive monitoring and evaluation systems are vital for the sustainability of Airtel Service Company. Strategic investments in technology and human resources, combined with regular performance assessments, have significantly enhanced operational effectiveness and customer loyalty. Consequently, these practices not only improve service delivery but also ensure that the company adapts swiftly to market changes and consumer needs. There, it was concluded that resource allocation, monitoring and evaluation have significant influence on survival of service subsector in Nigeria.

Recommendations

The following recommendations were made in line with the findings of this study That: Organization should continue to refine its resource allocation strategies, prioritizing investments that drive innovation and improve customer experience.

ii Management should implement more robust monitoring and evaluation frameworks to track performance metrics closely, enabling timely adjustments to strategies as needed.

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