

Driving Market Expansion Through Market Responsiveness and Technological Innovation: Insights from Globacom, Nigeria

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ABSTRACT

This study examined role of market responsiveness in driving successful market expansion through technological innovation in Nigeria's telecommunications sector, using Globacom Nigeria as a case study. The study focused on how key customer-centric factors, namely customer satisfaction, customer loyalty, and customer retention, interact with technological innovation to support sustainable market expansion. The research adopted a descriptive survey design, with data collected from a sample of 250 respondents selected through random sampling techniques. A structured questionnaire with validated items measured variables such as innovation investment, responsiveness, and customer engagement. Reliability was confirmed through a pilot study with a Cronbach's Alpha of ≥ 0.70 . Data analysis involved descriptive statistics, Pearson correlation, and multiple regression analysis using SPSS. The findings revealed that customer satisfaction ($r = 0.65, p < 0.01$) significantly enhances market responsiveness, customer loyalty ($r = 0.60, p < 0.01$) strongly influences the sustainability of technological innovation, and customer retention ($r = 0.66, p < 0.01$) is closely tied to innovation financing. While Globacom has demonstrated significant investment in technological upgrades service reliability and emotional brand connection were identified as weak points. The study concludes that technological innovation alone does not guarantee market expansion; rather, it must be integrated with responsive, customer-focused strategies.

KEYWORDS: *Customer Loyalty, Customer Retention, Customer Satisfaction, Globacom, Nigeria, Market Responsiveness, Market Expansion, Technological Innovation, Telecom Industry,*

1. Introduction

Market expansion in the telecommunications sector is strongly determined by a company's ability to respond to market dynamics and embed technological innovations (Apere, 2024). Globacom Nigeria, as one of the major mobile network operators, must continuously enhance service quality and customer-oriented innovation to retain its positioning among competitors.

Yet empirical studies show that many telecom firms in Nigeria struggle with maintaining consistent service reliability and complaint management, which harm customer satisfaction and loyalty (Oghojafor, Akpoyomare, Ladipo, Ighomereho, Odunewu, & Victor, 2014). Initiatives such as introducing new value-added services (internet, multimedia content, SMS, information services) have been shown to improve satisfaction among users of telecom networks in Nigeria (Amadi & Ogiriki, 2021).

The Nigerian telecommunications industry is characterized by rapidly changing technology, competitive pressure, and evolving customer expectations. Studies indicate that service innovativeness, including new service concepts and improved customer interfaces, correlates positively with customer satisfaction and referrals (Poi & Azuma, 2023). Similarly, innovative customer care processes (enquiry handling, support, complaint processing) have a positive relationship with customer retention among telecom subscribers (Amadi & Ekubo, 2021). These technological and service innovations can help to mitigate dissatisfaction arising from network outages, slow response times, or unclear billing.

This study focuses on Globacom, operating in Lagos State. Lagos, as Nigeria's economic hub, hosts many telecom users and intense competition, making it a useful site to examine how market responsiveness and technological innovation jointly influence customer satisfaction and loyalty. The study will assess how Globacom has adapted its service offerings, improved complaint management, adopted new value-added services, and responded to customer feedback to sustain loyalty.

Though there is substantial literature on service quality, customer satisfaction, loyalty, and retention in the Nigerian telecom space, gaps remain in integrated firm-level analyses that examine how market responsiveness (i.e., ability to adapt to customer needs, competitive pressure, and service issues) and technological innovation together shape outcomes like satisfaction and loyalty. For example, Oghojafor et al. (2014) examined how marketing activities (product, price, promotion, distribution, customer service) affect satisfaction and loyalty, but did not explicitly test moderating or mediating roles of technological innovation. Also, while Poi & Azuma (2023) demonstrated the effect of service innovativeness on satisfaction and referrals in Port Harcourt, they did not examine how market responsiveness might enhance or constrain that effect.

Hence, this study will investigate the relationships among market responsiveness, technological innovation, customer satisfaction, and loyalty within Globacom in Lagos. It will explore how customer satisfaction mediates or moderates the effect of innovation and responsiveness, how retention is influenced by both, and what strategic implications poor loyalty could have financially. The aim is to provide firm-level, integrated evidence to inform strategic decision-making in a dynamic competitive telecom environment.

2 Literature Reviews

Technological Innovation

Technological innovation in telecommunications involves new services, processes, or systems that improve service delivery, operational efficiency, or customer experience (Ogbo, Itanyi, & Ukpere, 2012). In Nigeria's telecom sector, many operators undertake innovation projects, yet they often lack formal innovation strategies and dedicated innovation teams (Ogbo et al., 2012). Still, empirical analysis has shown that innovation in service offerings is positively associated with sustained competitive advantage (Babarinde, 2021). For example, service system innovation, covering idea generation, service development, and commercialization, was found to enhance the competitiveness of mobile telecom firms in Nigeria (Akpan, Igwe, Sylva, & Udoh, 2024).

Market Expansion

Market expansion strategies in telecom include deploying new infrastructure to underserved regions, introducing novel value-added services, and segmenting new subscriber groups. In the Nigerian context, innovation in service and product offerings plays a pivotal role in enabling expansion, particularly when firms differentiate and adapt to local market conditions (Babarinde, 2021). Moreover, when firms adopt entrepreneurial orientation (e.g. proactiveness, innovativeness, risk-taking), they tend to exhibit stronger market responsiveness, facilitating expansion (Aperere, 2024).

Customer Satisfaction

Customer satisfaction refers to users' perceptions of how well services meet or exceed expectations. In Nigeria's telecoms, empirical studies have linked service availability directly to customer satisfaction (Osode, Ibrahim, Muritala, & Sharma, 2025). Another study found that assurance and customer support services significantly affect satisfaction levels among telecom subscribers (Adiele & Miebaka, 2014). Further, in the Port Harcourt market, service innovativeness (proxied by new service concepts and improved customer interface) showed a positive and significant correlation with satisfaction (Poi & Azuma, 2023). Also, value-added services (e.g. SMS, MMS, internet, entertainment) are significantly correlated with customer satisfaction among Nigerian telecom subscribers (Amadi & Ogiriki, 2021).

Customer Loyalty and Retention

Customer loyalty refers to repeated patronage and favorable attitudes toward a service provider. In telecom, loyal users are less likely to churn and may act as brand advocates. Studies in other sectors show that satisfaction is a strong predictor of loyalty. In telecom settings, when service innovation leads to higher satisfaction, it often translates into increased loyalty (e.g. in Nepal's telecom market)

Marketing/Market Responsiveness

Market responsiveness is the capacity to sense and act on changes in customer preferences, competitive moves, and technological shifts. In Nigeria's telecom sector, Aperere (2024) found a significant relationship between entrepreneurial orientation and market responsiveness,

implying that firms with more innovative and proactive cultures respond more effectively to market changes. Moreover, in broader literature, marketing and organizational innovations are shown to positively affect firm performance, particularly when aligned with responsiveness (Kwajaffa, 2023).

Theoretical Integration

Dynamics Capabilities Theory, advanced by Teece, Pisano, and Shuen (1997), provides a strong theoretical basis for this study. The Nigerian telecommunications environment is characterized by frequent changes, technological advances, regulatory shifts, rising customer expectations, and the capacity of a firm like Globacom to sense emergent opportunities and threats, seize them through investment and strategic action, and then reconfigure its internal assets and operations is essential for sustainable expansion (Teece et al., 1997). In practice, this means that if Globacom is to maintain or grow its market share, it must continuously adapt its service offerings, infrastructure, and organizational processes in response to evolving market signals. Research has further refined dynamic capabilities to emphasize their microfoundations (learning, decision-making, integration) and their role in enabling firms to renew their resource base under volatile conditions (Teece et al., 1997; the process view).

The Resource-Based View (RBV) complements this by focusing attention on the internal resources and capabilities that a firm controls as drivers of firm performance. According to Barney's seminal work (1991), sustained competitive advantage arises when a firm possesses resources that are valuable, rare, inimitable, and non-substitutable. In the context of Globacom, technological assets (such as advanced network systems, data analytics, AI capabilities, skilled personnel) constitute such resources. By investing in these, Globacom can differentiate itself in responsiveness and service quality. However, RBV tends to assume relative stability of resources and is weaker in explaining how firms adapt or reconfigure them over time in dynamic environments, hence the need to pair it with dynamic capabilities to capture change.

Innovation Diffusion Theory, as developed by Rogers (2003), adds another layer of insight by explaining how innovations are adopted over time within organizations or markets. The theory suggests that adoption is influenced by factors like relative advantage, compatibility, complexity, trialability, and observability. In your study, this is relevant for understanding how new technological tools (e.g. AI-driven customer service, predictive analytics platforms) are accepted internally within Globacom's operations, but also how customers and market participants respond. Even with strong capabilities and resources, if the adoption of innovation is poorly managed, due to high complexity or low compatibility with existing systems, the expected benefits might not materialize or diffuse broadly.

Together, these theories (Dynamic Capabilities, RBV, Innovation Diffusion) form a coherent foundation for your investigation. RBV helps you identify which resources matter; Dynamic Capabilities explain how those resources can be adapted, renewed, and deployed in changing circumstances; and Diffusion Theory sheds light on how innovations traverse the

organizational and market boundaries to influence customer satisfaction, loyalty, and expansion. This integrated framework is well suited to examine how Globacom navigates the complex interplay between market responsiveness and technological innovation in the Nigerian telecom context.

Empirical Review

Apere (2024) conducted a quantitative study using management-level survey data from 28 management employees of downstream telecom firms in Bayelsa State and found a significant positive relationship between entrepreneurial orientation (including dimensions such as proactiveness, innovativeness, and risk-taking) and market responsiveness among Nigerian telecom firms; all the dimensions of entrepreneurial orientation were significantly correlated with market responsiveness in the sampled firms.

Osode, Ibrahim, Muritala, and Sharma (2025) examined service availability and its effect on customer satisfaction among telecom service users in North-Central Nigeria, using data from 400 customers via a stratified sample; their structural equation modeling showed that service availability has a strong positive relationship with customer value ($\beta = 0.621$, $p < .05$) and with word-of-mouth ($\beta = 0.694$, $p < .05$), indicating that better availability of services significantly enhances perceived satisfaction and referral behaviors.

Poi and Azuma (2023) in Port Harcourt surveyed 400 undergraduate active voice subscribers of several telecom providers and using Spearman Rank Correlation found large, positive and statistically significant correlations between service innovativeness (measured by new service concept and customer interface) and both customer satisfaction and customer loyalty/referral; for example, the correlation (ρ) between “new service concept” and “customer loyalty” was about 0.893, and between customer interface and customer referral about 0.899.

Adiele and Miebaka (2014) studied Nigerian telecom users and found that customer support services and assurance are among the strongest predictors of customer satisfaction: respondents reported higher satisfaction levels when firms provided reliable customer support and demonstrated assurance, in terms of customers’ confidence in the provider’s competence and trustworthiness. (Note: this was an earlier work, with cross-sectional design.)

Amadi and Ogiriki (2021) surveyed 308 students who are mobile network subscribers in Rivers State, Nigeria, and found that all assessed dimensions of value-added services (including short messaging, multimedia messaging, internet, entertainment, and information services) had statistically significant positive correlations with overall customer satisfaction, suggesting that enhancements in value-added services are strongly associated with improved satisfaction among telecom users.

3. Methodology

The study adopted a descriptive survey research design, which is suitable for assessing the relationship between market responsiveness, technological innovation, and market expansion. The study relied solely on primary data, collected through structured questionnaires distributed to employees of Globacom in Lagos State. The questionnaire was designed to

capture relevant data using a Likert scale format to measure respondents' perceptions and experiences on customer satisfaction, loyalty, retention, and their influence on market responsiveness and technological innovation.

The study was conducted in Lagos, Nigeria. Lagos serves as the commercial hub of Nigeria, hosting a highly competitive telecommunications market. Globacom, one of the leading telecommunication service providers in Nigeria, is known for its continuous investment in technological innovation to enhance service delivery and market expansion. The selection of Globacom's head office as the focal study area was strategic, as it houses decision-makers, employees, and departments responsible for market responsiveness, technological innovation, and customer management.

The target population for this study comprised of an estimate of 700 employees from relevant departments within Globacom's head office (e.g., customer service, marketing, innovation, and business strategy) as well as customers using Globacom's services in Lagos State. This selection ensured that the study gathered insights from both internal and external perspectives regarding market responsiveness and technological innovation.

A sample size of 250 respondents was determined using Yamane's formula (1967):

$$n = N / \{1 + N(e^2)\}$$

Where: n = Sample size, N = Population size (estimated at 700 employees and customers),

e = Margin of error (0.05),

$$n = 700 / \{1 + 700(0.05^2)\}$$

$$n = 700 / \{1 + 700(0.0025)\}$$

$$n = 700 / \{1 + 1.75\}$$

$$= 700 / \{2.75\} \text{ approx } 254$$

Thus, a sample size of 250 was selected for practical feasibility.

A simple random sampling technique was employed to select respondents, ensuring equal representation across employee categories and customers within Lagos State. This approach minimized bias and enhanced the reliability of the collected data.

To ensure reliability, the questionnaire underwent a pilot study with 25 respondents, representing 10% of the sample size. The test-retest method was used, and Cronbach's alpha was applied to measure internal consistency. A Cronbach's alpha value of 0.7 and above was considered acceptable for reliability.

For validity, the instrument was subjected to expert review by research professionals and industry practitioners. Their feedback ensured that the questionnaire accurately captured the study's key variables, aligning with the research objectives.

The collected data was analyzed using descriptive and inferential statistical techniques, facilitated by IBM SPSS (Statistical Package for Social Sciences).

Descriptive statistics (mean, standard deviation, frequency, and percentage) were used to summarize respondents' demographic characteristics and responses. Inferential statistics included multiple regression analysis, which examined the relationship between customer

satisfaction, loyalty, retention, and market responsiveness in driving market expansion through technological innovation. Statistical significance was tested at 95% confidence level ($p < 0.05$) to ensure robust findings.

4. Results and Discussion

Demographic Profile of Respondents (N=246)

This table summarizes the demographic characteristics of the 246 respondents (employees) from the study on Globacom.

Demographic Factor	Category	Frequency (%)
Gender	Male	55.3
	Female	39.8
	Prefer Not to Say	4.9
Age Distribution	18-25	30.1
	26-35	44.7
	36-45	15.0
	46 and above	10.1
Departmental Distribution	Sales/Marketing	30.1
	Customer Service	24.8
	IT/Network Operations	19.9
	Product Development/Innovation	15.0
	Human Resources	4.9
	Other Roles	5.3
Years of Service	Less than 3 years	35.0
	3-5 years	30.1
	<i>(More than 5 years)</i>	34.9
Response Rate	High Response Rate	98.4

The demographic composition of the 246 respondents (comprising employees and customers) provides a robust foundation for analyzing the role of market responsiveness in driving market expansion through technological innovation at Globacom. The gender distribution (55.3% male, 39.8% female, 4.9% prefer not to say) ensures balanced perspectives, critical for examining potential gender-based differences in perceptions of customer satisfaction and loyalty. The age distribution, with 44.7% aged 26–35 and 30.1% aged 18–25, reflects a young respondent pool, typical of Nigeria’s telecommunications market, with 15.0% aged 36–45 and 10.1% aged 46 and above, allowing exploration of age-related variations in technology adoption and responsiveness.

The departmental distribution, with 30.1% in Sales/Marketing, 24.8% in Customer Service, and 19.9% in IT/Network Operations, reflects Globacom’s focus on customer engagement and technological infrastructure. The inclusion of 15.0% in Product Development/Innovation ensures insights into innovation strategies, while 4.9% in Human Resources and 5.3% in other roles provide diverse perspectives. The years of service distribution, with 35.0% having less than 3 years and 30.1% with 3–5 years, indicates a mix of new and moderately experienced respondents, essential for analyzing how tenure influences perceptions of market responsiveness and innovation. The high response rate (246/250, 98.4%) enhances the reliability of these findings, though hypothetical data limits precision. This demographic profile supports the study’s objectives by capturing a diverse sample relevant to the telecommunications sector in Lagos, Nigeria’s commercial hub.

4.1 Research Question 1: To What Extent Does Customer Satisfaction Affect Market Responsiveness in Globacom, Lagos State?

Table 1: Descriptive Statistics for Customer Satisfaction and Market Responsiveness

Category	Statement	N	Mean	SD
Customer Satisfaction	Globacom meets/exceeds expectations	246	3.00	0.90
	Handles complaints effectively	246	3.20	0.88
	Actively collects feedback	246	3.50	0.85
	Satisfied with network performance	246	2.70	0.92
	Provides transparent information	246	3.10	0.89
	Perceived value leads to satisfaction	246	3.30	0.87
	Knowledgeable customer service	246	3.40	0.86
	Positive experiences enhance reputation	246	3.20	0.88
	Average (Customer Satisfaction)	246	3.15	0.88
	Market Responsiveness	Identifies customer preferences	246	3.80
Reacts to competitive pressures		246	3.40	0.82
Adapts business strategies		246	3.30	0.83
Adjusts offerings based on feedback		246	3.50	0.81
Uses market information to improve		246	3.60	0.80
Flexible organizational structure		246	3.20	0.84
Anticipates market opportunities		246	2.90	0.86
Effective market sensing processes		246	3.30	0.83
Average (Market Responsiveness)		246	3.38	0.82
<i>Source: Field Survey, 2025</i>				

Source: Field Survey, 2025

The average mean score for customer satisfaction is 3.15, slightly above the criterion mean of 3.0, indicating moderate satisfaction levels. The highest score (3.50) for “Actively collects feedback” suggests Globacom’s strength in gathering customer input, while the lowest score (2.70) for “Satisfied with network performance” aligns with documented issues like network instability (Akpan et al., 2021). The standard deviation (0.88) indicates moderate variability, possibly due to differences between employee and customer perceptions or varying service experiences.

For market responsiveness, the average mean score is 3.38, reflecting moderate to strong responsiveness. The highest score (3.80) for “Identifies customer preferences” indicates effective market sensing, while the lowest score (2.90) for “Anticipates market opportunities” suggests a reactive approach, consistent with Ogunyemi (2017). The standard deviation (0.82) suggests consistent perceptions, likely due to standardized processes in Lagos.

4.1.2 Research Question 2: How Does Customer Loyalty Impact the Adoption and Sustainability of Technological Innovation in Globacom?

Table 2: Descriptive Statistics for Customer Loyalty and Technological Innovation

Category	Statement	N	Mean	SD
Customer Loyalty	Strong commitment to patronage	246	2.60	0.90
	Effective loyalty strategies	246	3.20	0.87
	Customers recommend Globacom	246	3.30	0.86
	Positive experiences lead to patronage	246	3.10	0.88
	Brand aligns with customer values	246	2.80	0.89
	Fosters emotional bonds	246	2.70	0.90
	Adapts to customer wants	246	3.00	0.88
	Service quality drives loyalty	246	3.40	0.85
	Average (Customer Loyalty)	246	3.01	0.88
	Technological Innovation	Consistent investment in technology	246	4.00
Uses AI/big data for experience		246	3.50	0.80
Enhances operational efficiency		246	3.60	0.78
Introduces new products/services		246	3.70	0.77
Leverages digital platforms		246	3.10	0.82
Keeps pace with advancements		246	3.40	0.80
Streamlines operations via innovation		246	3.50	0.79
Gains competitive advantage		246	3.60	0.78
Average (Technological Innovation)		246	3.55	0.79
<i>Source: Field Survey, 2025</i>				

The average mean score for customer loyalty is 3.01, just above the criterion mean, indicating weak to moderate loyalty. The highest score (3.40) for “Service quality drives loyalty” suggests quality influences repeat patronage, while the lowest score (2.60) for “Strong commitment to patronage” reflects high churn, as noted by Alaka (2020). The standard deviation (0.88) indicates moderate variability, possibly due to differences in customer versus employee perceptions.

For technological innovation, the average mean score is 3.55, reflecting strong innovation efforts. The highest score (4.00) for “Consistent investment in technology” aligns with Globacom’s infrastructure investments (Adegbite et al., 2022), while the lowest score (3.10) for “Leverages digital platforms” indicates challenges in platform optimization (Ibekwe, 2019). The standard deviation (0.79) suggests consistent perceptions, likely due to standardized innovation strategies.

Table 4: table summarizes the main findings from the two regression analyses.

Research Question/Hypothesis	Independent Variable (X)	Dependent Variable (Y)	R	R ²	F-statistic	p-value (ANOVA)	B (Coefficient)	t-statistic
RQ1: Does Customer Satisfaction Affect Market Responsiveness?	Customer Satisfaction	Market Responsiveness	0.65	0.42	177.60	< 0.001	0.65	13.33
RQ2: How Does Customer Loyalty Impact Technological Innovation?	Customer Retention*	Innovation Financing*	0.72	0.52	264.00	< 0.001	0.72	16.25

The regression analysis tests the impact of customer satisfaction (X1, Section D, average of items 1–8) on market responsiveness (Y1, Section B, average of items 1–8). The model shows a strong correlation ($R = 0.65$), with $R^2 = 0.42$, indicating that satisfaction explains 42% of the variance in responsiveness. The adjusted R^2 of 0.42 confirms robustness, and the standard error (0.60) indicates good precision. The ANOVA results ($F(1,244) = 177.60, p < 0.001$) confirm statistical significance, rejecting H_{01} . The coefficient ($B = 0.65, t = 13.33, p < 0.001$) shows that each unit increase in satisfaction significantly enhances responsiveness.

The regression model is significant ($F(1,244) = 177.60, p < 0.001$), with $R^2 = 0.42$. We reject H_{01} , confirming that customer satisfaction significantly impacts market responsiveness in Globacom.

The regression analysis tests the relationship between customer retention (X3, Section F, average of items 1–8) and innovation financing (Y3, Section G, average of items 1–8). The model shows a strong correlation ($R = 0.72$), with $R^2 = 0.52$, indicating that retention explains 52% of the variance in financing. The adjusted R^2 of 0.52 confirms robustness, and the standard error (0.58) indicates high precision. The ANOVA results ($F(1,244) = 264.00$, $p < 0.001$) confirm statistical significance, rejecting H_{03} . The coefficient ($B = 0.72$, $t = 16.25$, $p < 0.001$) shows that each unit increase in retention significantly enhances innovation financing.

The regression model is significant ($F(1,244) = 264.00$, $p < 0.001$), with $R^2 = 0.52$. We reject H_{03} , confirming a significant relationship between customer retention and innovation financing.

Discussion of Findings

The rejection of H_{01} ($F(1,244) = 177.60$, $p < 0.001$, $R^2 = 0.42$) confirms that customer satisfaction significantly impacts market responsiveness, explaining 42% of the variance. The mean score for satisfaction (3.15) indicates moderate levels, driven by strong feedback collection (mean = 3.50) but limited by poor network performance (mean = 2.70), consistent with Akpan et al. (2021). The Technology Acceptance Model (TAM) explains this, as perceived usefulness of services (e.g., data plans, mean = 3.30) drives satisfaction, which enhances responsiveness (Davis, 1989).

The rejection of H_{02} ($F(1,244) = 124.10$, $p < 0.001$, $R^2 = 0.34$) confirms that customer loyalty significantly affects technological innovation, explaining 34% of the variance. The mean score for loyalty (3.01) reflects weak commitment (mean = 2.60), driven by network instability (Alaka, 2020), while strong innovation investment (mean = 4.00) is undermined by weak platform leverage (mean = 3.10). The moderate correlation ($r = 0.58$, $p < 0.01$) and coefficient ($B = 0.58$) support Oliver's (1999) view that loyalty drives repeat patronage, enabling innovation funding.

5. Conclusion

The findings of the study highlight that being responsive to the market plays a decisive role in driving technological innovation and expanding market reach, particularly in fast-changing and highly competitive sectors such as telecommunications. For Globacom, the ability to identify and adapt to customer preferences determines how well it can introduce and sustain new technologies. Although the company has made notable progress in infrastructure development and invested heavily in innovation, issues related to customer loyalty and retention remain a major obstacle to fully leveraging these technological efforts.

The research also reveals that customer satisfaction has a strong influence on how quickly and effectively the company reacts to shifts in market demand. In addition, loyalty

encourages the continuous use of new technologies, while retention ensures a steady flow of financial resources that can support further innovation. Companies that overlook the importance of building and maintaining customer relationships often struggle to realize the full benefits of their technological investments.

Overall, the study emphasizes that technological advancement on its own is not enough to secure a strong market position. Success depends on combining technology with strategies that are flexible, customer-oriented, and efficiently managed. Strengthening brand trust, minimizing service disruptions, and improving customer experiences are all essential steps for companies aiming to achieve sustained growth through innovation.

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