

STRATEGIC PLANNING MODELS AND BUSINESS GROWTH OF TELECOMMUNICATION SECTORS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between strategic decision-making process and employee performance of Oil and Gas Firms in Rivers State. Three objectives and three corresponding hypotheses was raised to guide the study. The survey designed used for this study was correlational survey design. The target population for this study was 106 managers of telecommunication sectors (MTN, Airtel, Glo, and 9mobile) in Rivers State. The study adopted a census sampling technique to ascertain a 100 sample size which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Planning Models and Business Growth (SPMBGQ)" was used to elicit data from respondents. Cronbach's alpha reliability coefficient of 0.88 was ascertained. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25. The study found out that there is a significant relationship between Blue ocean model and market share of telecommunication sectors in Rivers State. There is a significant relationship between Ansoff matrix model and market expansion of telecommunication sectors in Rivers State. There is a significant relationship between SWOT analysis model and profit margins of telecommunication sectors in Rivers State. The study concluded that strategic planning models are essential for telecommunications companies in Rivers State because they offer organized methods for negotiating dynamic and competitive market conditions which lead to business growth. The study recommended among others that telecommunication sectors in Rivers State should actively implement Blue Ocean model by creating innovative value propositions that meet untapped customer needs and open new market spaces.

INTRODUCTION

To achieve sustainable corporate success in a highly competitive and quickly changing business environment like the telecommunications sector, one needs more than just operational efficiency; one also needs strategic vision, creativity, and responsiveness to market dynamics (Achtenhagen, Melin, & Naldi, 2013). Business growth measured by indicators like market share, market expansion, and profit margins, is a crucial sign of organizational performance. It shows how well a company can scale its operations, compete, and provide long-term value to stakeholders. In Rivers State, where telecom companies must contend with issues like inadequate infrastructure, regulatory constraints, and fierce rivalry, expansion needs to be carefully planned and carried out using sound strategic planning techniques.

Models for strategic planning offer businesses organized frameworks for evaluating internal capabilities, examining external surroundings, and coordinating resources with strategic goals. Among the most widely used models are the Ansoff Matrix, which helps businesses explore options for product and market growth (Ansoff, 1957); the Blue Ocean Strategy, which concentrates on establishing uncontested market space (Kim & Mauborgne, 2005); and SWOT Analysis, which helps businesses align internal strengths and weaknesses with external opportunities and threats (Gürel & Tat, 2017). These models are essential resources for telecom companies looking to maintain their competitive edge, reduce risks, and find new opportunities.

In Rivers State, telecommunication companies such as MTN, Airtel, Glo, and 9mobile operate in a dynamic business landscape where consumer preferences, technology, and regulatory policies change rapidly. The successful application of strategic planning models can enable these firms to improve market share by innovating customer experiences, achieve market expansion by targeting underserved rural and urban populations, and enhance profit margins by optimizing operational efficiency (Cavusgil et al., 2020; Brigham & Houston, 2019). However, despite their importance, the extent to which these strategic models are applied in the telecommunication sector in Rivers State and their relationship with business growth remains underexplored.

This study, therefore, seeks to examine the relationship between strategic planning models specifically Blue Ocean Strategy, Ansoff Matrix, and SWOT Analysis and the business growth of telecommunication firms in Rivers State, Nigeria.

Statement of the Problem

Despite the increasing recognition of strategic planning as a critical tool for achieving long-term business success, many firms especially in developing economies struggle to translate their strategic intentions into tangible business growth outcomes. This challenge is evident in the inability of numerous businesses to grow their market share, expand into new markets, and sustain profit margins.

A critical issue facing business growth today is the inability to expand market share due to ineffective strategic positioning. Firms that do not strategically differentiate their offerings often find themselves lost in highly saturated and competitive markets. This limitation is compounded by the lack of continuous environmental scanning, resulting in poor market intelligence and the failure to anticipate consumer preferences or competitor moves. Consequently, businesses fail to design proactive strategies that capture and sustain a larger portion of the market, leading to stagnation and decline in competitiveness.

Moreover, market expansion remains a daunting challenge, particularly in regions with volatile economic, political, or regulatory climates. Strategic planning models often provide broad frameworks but may not account for regional complexities or cultural nuances that influence market entry and penetration. Small and medium-sized enterprises (SMEs), in particular, often lack the strategic foresight and financial resources to pursue calculated market expansions. The absence of structured strategic plans aligned with local and global realities hinders their ability to diversify or enter new geographic locations, thus limiting their growth potential and scalability.

Profit margin sustainability is another pressing concern. While businesses may experience short-term gains, many fail to maintain profitability over time due to flawed cost structures, poor forecasting, and misaligned investment priorities all pointing to inadequate strategic planning. Strategic models, when improperly applied or poorly monitored, lead to inefficient resource allocation and missed opportunities for cost optimization. Additionally, the lack of periodic strategy evaluation mechanisms contributes to the persistence of underperforming initiatives. Hence, without effective and contextually relevant strategic planning models, businesses continue to face significant challenges in achieving sustained growth across key dimensions such as market share, expansion, and profit margins. It is against this pitfall, the study investigated strategic planning models and business growth of Telecommunication Sectors in Rivers State.

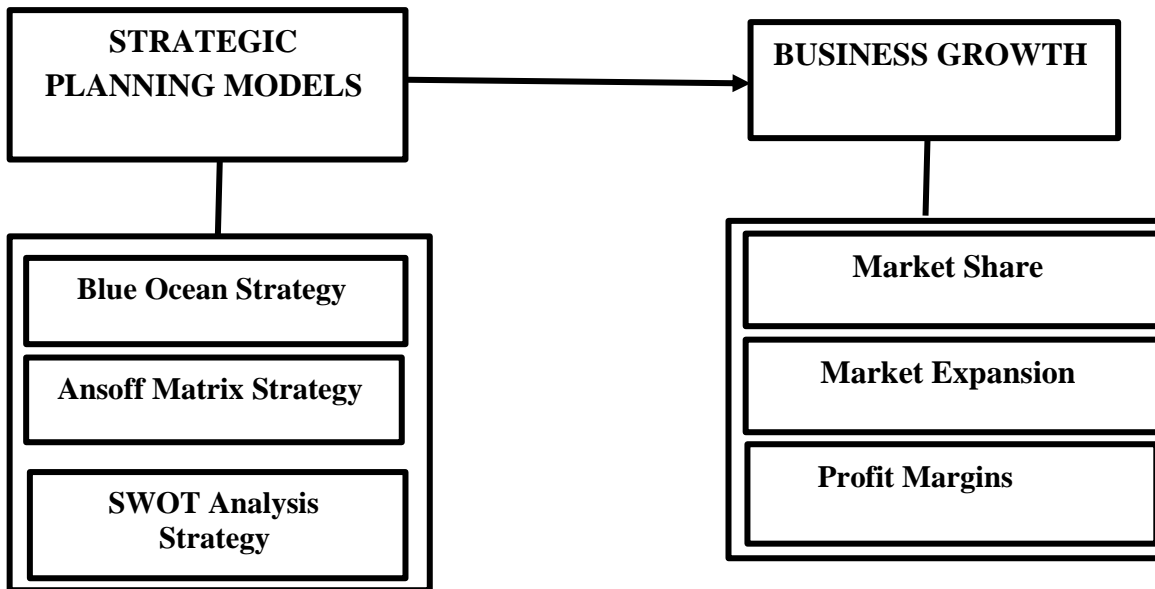


Figure 1: Conceptual framework on Strategic Planning Models and Business Growth of telecommunication sectors in Rivers State.

Source: Conceptualize by Desk Researcher (2025)

Dimensions of Strategic Planning Models Adapted from Kim & Mauborgne (2005); Panagiotou, (2003) & Ansoff (1957)

Measures of Business Growth Adapted from Armstrong & Kotler (2006); & Brigham & Houston, (2019).

Aims & Objectives of the study

The aim of this study is to determine the relationship between Strategic Planning Models and Business Growth of telecommunication sectors in Rivers State. The specific objectives are:

1. Examine the relationship between Blue Ocean model and market share of telecommunication sectors in Rivers State.
2. Determine the relationship between Ansoff matrix model and market expansion of telecommunication sectors in Rivers State.
3. Ascertain the relationship between SWOT analysis model and profit margins of telecommunication sectors in Rivers State.

Research Questions

The following research questions were raised to guide the study.

1. What is the relationship between Blue ocean model and market share of telecommunication sectors in Rivers State?
2. What is the relationship between Ansoff matrix model and market expansion of telecommunication sectors in Rivers State?
3. What is the relationship between SWOT analysis model and profit margins of telecommunication sectors in Rivers State?

Hypothesis

The following null hypotheses were formulated and was tested at a significant level of 0.05.

H₀₁: There is no significant relationship between Blue ocean model and market share of telecommunication sectors in Rivers State.

H₀₂: There is no significant relationship between Ansoff matrix model and market expansion of telecommunication sectors in Rivers State.

H₀₃: There is no significant relationship between SWOT analysis model and profit margins of telecommunication sectors in Rivers State.

Review of Related Literature

This section reviews extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Strategic Planning Model

In order to accomplish long-term objectives, strategic planning models are organized frameworks that help businesses focus resources, determine priorities, and synchronize activities. In addition to assessing external opportunities and dangers, these models assist decision-makers in assessing internal strengths and weaknesses. Strategic planning models, according to Bryson (2018), are "structured frameworks used to help organizations identify their mission, assess internal and external environments, set goals, develop strategies, and allocate resources to achieve long-term success." These frameworks offer a road map for coordinating organizational operations with strategic goals and direct methodical decision-making. Strategy planning models are tools that give managers analytical techniques to evaluate competitive environments, determine strategic direction, and formulate action plans to achieve sustainable competitive advantage (Hill, Jones, & Schilling, 2014).

Strategic planning models need to be flexible and responsive to shifting market conditions. Rigid or antiquated strategic models might impede agility and responsiveness in the quickly changing company environment of today. According to Makinde, Ogunnaike, and Popoola (2023), companies that employ data-driven decision-making and update their strategic plans on a regular basis are better positioned for resilience and growth. Additionally, forecasting accuracy and operational alignment are improved when digital technologies and real-time analytics are incorporated into strategic planning procedures. This change is a reflection of the trend toward more flexible strategy frameworks that can boost output in cutthroat marketplaces. Therefore, for modern firms looking to increase their market share, expand, and enhance their profit margins, it is imperative that they adopt and modify strategic planning methods.

Dimensions of Strategic Planning Models

Blue Ocean Strategy

Yang and Yang (2021) define Blue Ocean Strategy as "a strategic model that focuses on value innovation by creating new market boundaries through reconstructing buyer value elements, thereby enabling firms to break away from saturated markets and unlock new customer bases. Blue Ocean Strategy is a strategic planning model that focuses on creating uncontested market spaces—"blue oceans"—rather than competing in saturated and highly competitive markets—"red oceans." Developed by Kim and Mauborgne (2005), this model encourages organizations to pursue differentiation and low cost simultaneously to unlock new demand and render the competition irrelevant. The strategy involves value innovation, which is achieved when companies align innovation with utility, price, and cost positions. By shifting focus from competitors to alternative industries and customer segments, businesses can discover new value frontiers. For example, companies like Cirque du Soleil and Apple have successfully employed Blue Ocean Strategy to redefine market boundaries.

Through strategic repositioning and the identification of latent market demands, Blue Ocean Strategy assists businesses in achieving company growth. Choi and Lee (2021) claim that because there is less direct competition in their newly formed markets, businesses using the Blue Ocean framework typically see increases in customer engagement and long-term profitability. However, the model necessitates risk-taking, inventiveness, and in-depth industry knowledge. Companies also need to understand how difficult it is to maintain the blue ocean over time because rivals may

eventually copy advances, forcing the company back into the red ocean. Blue Ocean Strategy is still a potent instrument for strategic revitalization and game-changing expansion.

Ansoff Matrix Model

Johnson, Scholes, and Whittington (2017) define the Ansoff Matrix as "a strategic tool that helps organizations assess growth opportunities by examining the relationship between products and markets to guide decision-making and manage associated risks. The Ansoff Matrix, also known as the Product/Market Expansion Grid, is a strategic planning model that helps organizations determine growth strategies by analyzing the relationship between products and markets. It outlines four primary strategies: market penetration (existing products in existing markets), product development (new products in existing markets), market development (existing products in new markets), and diversification (new products in new markets). According to Ansoff (1957), each quadrant of the matrix presents different levels of risk and growth opportunities, helping firms choose the most appropriate path based on their current capabilities and market conditions.

Ansoff Matrix remains highly relevant in today's dynamic business environment. Nwachukwu et al. (2023) assert that firms using the Ansoff Matrix are better able to align their innovation strategies with market trends and demand. Market penetration strategies, for example, are ideal in saturated markets, while diversification may suit firms seeking to explore new industries. However, each strategy requires careful risk assessment and resource alignment. The Ansoff Matrix aids decision-making by offering a clear framework to evaluate how product and market changes can fuel sustainable growth and expansion efforts

SWOT Analysis Model

Panagiotou (2003) defines SWOT as "a framework for analyzing a company's internal capabilities and external possibilities that offers a foundation for developing strategic alternatives based on situational awareness. SWOT Analysis is one of the most widely used strategic planning models for assessing an organization's internal Strengths and Weaknesses, along with external Opportunities and Threats. This model helps decision-makers identify competitive advantages and vulnerabilities, formulate objectives, and prioritize strategic initiatives. SWOT encourages comprehensive environmental scanning by integrating internal assessments with external market forces. It serves as a foundational tool in strategic planning, offering simplicity and flexibility for both small and large organizations.

When properly applied, SWOT analysis greatly enhances organizational flexibility and agility. Businesses that routinely use SWOT analysis are better able to predict changes in the market and react proactively, particularly in unpredictable circumstances, claim Oyedokun and Adegbite (2022). Critics caution against shallow or skewed analyses, nevertheless, as these can result in the development of incorrect strategies. Organizations are advised to use data-driven techniques and cross-functional cooperation in addition to SWOT analysis to optimize effectiveness. SWOT analysis is still a useful tool for determining strategic priorities and coordinating them with the environment and mission of the company.

Concept of Business Growth

Business growth refers to the process by which a company expands its operations, increases its market presence, and enhances its financial performance over time. It encompasses multiple dimensions such as increased sales revenue, expanded customer base, improved market share, higher profit margins, and entry into new markets or product lines. Business growth can occur organically through internal initiatives such as product development, innovation, and marketing or inorganically through mergers, acquisitions, and strategic alliances. According to Penrose (1959), business growth is fundamentally tied to the firm's internal capacity to utilize its resources efficiently and its ability to exploit market opportunities. This implies that firms must not only have growth aspirations but also the strategic capabilities to manage expansion sustainably

Growth is crucial for long-term success, competitiveness, and survival in today's company contexts. Businesses that expand have a better chance of drawing in capital, keeping skilled employees, and becoming more resilient during uncertain economic times. Achtenhagen, Melin, and Naldi (2013) assert that attaining strategy renewal and value creation are just as important to business growth as scale. They contend that growth ought to be in line with stakeholder expectations, market conditions, and the company's vision. Additionally, companies that prioritize strategic planning, innovation, and customer-centric models typically see stronger long-term success. Therefore, for businesses hoping to stay profitable and relevant in quickly changing industries, comprehending and controlling the idea of business growth is essential.

Measures of Business Growth

Market Share

Market share is the proportion of total sales in a certain market or industry that a particular company has during a given time period. It is a crucial sign of market domination and competitive strength. Gaining market share frequently indicates that a company is outperforming its rivals through better value offering, price strategy, innovation, or devoted clientele. Armstrong and Kotler (2017) assert that market share is a measure of a company's brand positioning and strategic efficacy in better meeting customer needs than rivals, in addition to its sales performance.

The effectiveness of pricing, distribution, and marketing initiatives is also assessed using market share as a growth statistic. Businesses with sizable or expanding market shares frequently enjoy the advantages of economies of scale, stronger negotiating leverage, and boosted investor confidence. According to Tidd and Bessant (2021), ongoing innovation and adaptability to shifting customer preferences are usually linked to sustainable market share gain. Aggressive market share acquisition that disregards operational effectiveness or profitability, however, may backfire. Therefore, even while market share is an essential sign of company growth, it should be used in conjunction with other performance metrics to guarantee overall success.

Market Expansion

The process by which a company expands its activities into new consumer groups, geographic areas, or industry sectors in order to boost revenue and organizational growth is known as market expansion. This aspect of market expansion is particularly important for companies looking to diversify their risk or that have reached market saturation. Ansoff (1957) asserts that one of the main growth techniques is market development, which is a component of market expansion and entails selling current items to new markets. Market research, localization tactics, new distribution methods, and regulatory compliance in uncharted areas are frequently needed.

A company's visibility, clientele, and long-term viability are all improved by a successful market expansion. Businesses can also take advantage of new trends and unexplored prospects thanks to it. Cultural issues, logistical difficulties, and competitive threats are just a few of the difficulties that can arise during the process. Businesses seeking market expansion must invest in adaptable marketing and operational strategies and match their value offerings with local needs, as stressed by Cavusgil et al. (2020). Strategically implemented, market growth greatly boosts a company's resilience, scalability, and worldwide competitiveness.

Profit Margins

The percentage of revenue that a business keeps as profit after deducting its costs is known as the profit margin because it shows how well a company manages expenses and produces returns, it is a crucial indicator of corporate progress. Gross, operating, and net profit margins are the three main forms of profit margins, and each one provides information about a different facet of financial health. Higher profit margins are essential for assessing a company's viability and growth prospects because they frequently indicate strong pricing power, cost control, and operational efficiency (Brigham & Houston, 2019).

In addition to showing present profitability, profit margins have an impact on strategic choices about expansion, investments, and shareholder returns. Businesses with strong and expanding profit margins are better able to draw in money, make innovative investments, and withstand downturns in the economy. Data-driven tactics and technology adoption are increasingly helping to enhance margins by streamlining operations and improving decision-making, as noted by Delen and Zolbanin (2018). Although market expansion could generate income, companies might find it difficult to survive without healthy profit margins. Thus, monitoring profit margins is crucial to making sure that expansion results in sustained financial stability.

Theoretical Review

Strategic Management Theory

Strategic management theory does not have a single founder but evolved through contributions from various scholars. However, one of the most recognized early proponents is Igor Ansoff, often referred to as the "father of strategic management," who formally introduced the concept in his book, *Corporate Strategy* published in 1965. Other notable contributors include Alfred Chandler (1962), who emphasized the importance of structure following strategy, and Michael Porter (1980), who advanced the field with competitive strategy frameworks.

Strategic Management Theory posits that organizational success is driven by the systematic formulation, implementation, and evaluation of strategies that align internal resources with external opportunities and threats. It emphasizes long-term planning, competitive positioning, and the continuous adaptation of an organization to its environment. The theory is grounded in a process that includes goal setting, environmental scanning, strategy formulation, execution, and performance evaluation. According to David and David (2017), strategic management enables organizations to anticipate change, allocate resources efficiently, and achieve a sustainable competitive advantage.

For telecommunication sectors in Rivers State, strategic management theory is highly relevant as it provides a structured framework to navigate a challenging and dynamic business environment. Given the volatility in Nigeria's industrial sector caused by factors such as regulatory instability, infrastructural deficits, and market competition, strategic planning becomes essential. Through models like SWOT analysis, Porter's Five Forces, and the Blue ocean strategy, firms can assess their internal capacities and external market conditions to formulate effective strategies.

Applying strategic management theory helps telecommunication sectors in Rivers State enhance market share, achieve market expansion, and improve profit margins by aligning production processes, innovation, human resources, and marketing efforts with broader organizational goals. Moreover, it encourages proactive thinking and agility, which are vital for competing effectively in both local and regional markets. By embedding strategic management principles into their operations, these firms are better positioned to drive sustainable business growth and withstand economic fluctuations.

Empirical Review

Nwosu and Onuoha (2022) investigated strategic planning practices and performance of manufacturing firms in Rivers State, Nigeria. The study employed an ex-post facto research design targeting 30 registered manufacturing firms in Port Harcourt. From this, a sample of 120 top-level managers was selected using purposive sampling. The researchers collected primary data through a pre-tested structured questionnaire. Validity was achieved through expert judgment in strategic management, and the instrument's reliability yielded a Cronbach's Alpha of 0.88. The questionnaires were self-administered and retrieved within one month. Data was analyzed using Pearson correlation and regression analysis. The findings showed a strong and significant relationship between the adoption of models like the Ansoff Matrix and business growth indicators such as market expansion and profit margins. The study concluded that firms that actively engage in strategic planning tend to outperform their competitors in revenue growth and operational stability. It was recommended

that manufacturing firms institutionalize strategic planning units and provide continuous training for strategic implementation across departments.

Oladimeji and Abubakar (2021) conducted a study titled strategic planning and business growth of small and medium enterprises in Lagos State, Nigeria. The researchers adopted a descriptive survey research design. The population comprised owners and managers of registered SMEs in Lagos State, from which a sample size of 150 respondents was selected using stratified random sampling. Primary data was collected through a structured questionnaire. The instrument's validity was ensured through expert review in business administration, and reliability was confirmed with a Cronbach's Alpha of 0.82. The questionnaire was administered physically to respondents over a two-week period. Data was analyzed using multiple regression analysis and descriptive statistics. Findings revealed that the use of strategic planning models particularly SWOT analysis and the Balanced Scorecard had a significant positive effect on the growth of SMEs in terms of market share and profitability. The conclusion was that structured strategic planning leads to better goal setting, competitive positioning, and sustainable growth. The researchers recommended that SMEs should invest in capacity building for strategic planning and adopt formal planning tools tailored to their specific industry and market dynamics.

METHODOLOGY

The survey designed used for this study was correlational survey design. The target population for this study was 106 managers of telecommunication sectors (MTN, Airtel, Glo, and 9mobile) in Rivers State. The study adopted a census sampling technique to ascertain a 100 sample size which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Planning Models and Business Growth (SPMBGQ)" was independently subjected to face and content validity by the supervisor and two other experts in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument which was used to collect primary data and the data obtained were accordingly analyzed. Cronbach's alpha reliability coefficient below the 0.75 was used ascertained.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.88	3

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .88 which is above .70 which implies that the items are reliable. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25.

ANALYSIS OF DATA

H₀₁: There is no significant relationship between Blue Ocean strategy and market share of telecommunication sectors in Rivers State.

Table 2: **Correlations of Blue Ocean strategy and Market Share**

		Blue Ocean strategy	Market Share
Spearman's rho	Blue Ocean strategy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.690**
		N	.000
Market Share		Correlation Coefficient	1.000
		Sig. (2-tailed)	.690**
		N	.000
		N	106

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 2 above shows an r-value of 0.690 at a significance value of 0.000, which is less than the chosen alpha level of 0.05 for the hypothesis relating Blue Ocean strategy and market share. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{01}) stating that there is no significant relationship between Blue Ocean strategy and market share was rejected, and the alternative hypothesis (H_{a1}) was accepted. This implies that there is a high positive relationship between Blue Ocean strategy and market share of telecommunication sectors in Rivers State.

Ho₂: There is no significant relationship between Ansoff matrix strategy and market expansion of telecommunication sectors in Rivers State.

Table 3: Correlation of Ansoff matrix strategy and Market Expansion

		Ansoff matrix strategy	Market Expansion
Spearman's rho	Ansoff matrix strategy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.724**
		N	.000
	Market Expansion	Correlation Coefficient	1.000
		Sig. (2-tailed)	.724**
		N	.000
			106
			106

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 3 above reveals r value of 0.724 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating Ansoff matrix strategy and market expansion. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{02}) which states that there is no significant relationship Ansoff matrix strategy and market expansion of telecommunication sectors in Rivers State was rejected and the alternate hypothesis (H_{a2}) was accepted. This implies that there is a high positive relationship between Ansoff matrix strategy and market expansion of telecommunication sectors in Rivers State.

Ho₃: There is no significant relationship between SWOT analysis strategy and profit margins of telecommunication sectors in Rivers State

Table 4: Correlations of SWOT Analysis Strategy and Profit Margins

		SWOT Analysis Strategy	Profit Margins
Spearman's rho	SWOT Analysis Strategy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.778**
		N	.000
	Profit Margins	Correlation Coefficient	1.000
		Sig. (2-tailed)	.778**
		N	.000
			106
			106

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025

Table 4 above shows a correlation coefficient of 0.778 at a significance level of 0.000, which is less than the chosen alpha level of 0.05 for the hypothesis relating SWOT analysis strategy and profit margins. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between SWOT analysis strategy and profit margins of telecommunication sectors in Rivers State was rejected, and the alternative hypothesis (H_{a3}) was accepted. This implies that there is a high positive relationship between SWOT analysis strategy and profit margins of telecommunication sectors in Rivers State.

DISCUSSION OF FINDINGS

Blue Ocean strategy Model and Market Share

With respect to research question one; the correlations on Blue Ocean strategy and market share of telecommunication sectors in Rivers State revealed that there is a significant relationship between Blue Ocean strategy and market share of telecommunication sectors in Rivers State (where $P = 690 = \text{sig}, .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between Blue Ocean strategy and market share of telecommunication sectors in Rivers State. This result is in line with the findings of study by Oluwajoba and Akinyele (2020) who posited that companies using Blue Ocean approaches attract previously non-customers and differentiate themselves through cost-efficiency and uniqueness of value propositions. The findings support the idea that Blue Ocean Strategy can help firms avoid price wars and escape highly competitive "red oceans," thereby capturing a larger portion of market share.

Ansoff Matrix Model and Market Expansion

With respect to research question and hypothesis two; correlations on Ansoff matrix strategy model and market expansion of telecommunication sectors in Rivers State revealed that there is a significant relationship between Ansoff matrix strategy and market expansion of telecommunication sectors in Rivers State (where $P = 724 = \text{sig}, .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between Ansoff matrix strategy and market expansion of telecommunication sectors in Rivers State. This result is supported by the study of study by Adeoye and Elegunde (2020) who conducted an empirical study on the impact of Ansoff Matrix strategies on the market expansion of fast-moving consumer goods (FMCG) companies in Southwest Nigeria. Their study revealed that revealed that market development and product development strategies had the most significant influence on market expansion efforts. Firms that introduced existing products into new regional markets (e.g., Northern Nigeria) and developed product variants tailored to local preferences were able to grow their customer base and increase brand penetration.

SWOT Analysis Model and Profit Margins

With respect to research question and hypotheses 3; Correlations on SWOT analysis strategy model and profit margins of telecommunication sectors in Rivers State revealed that there is a significant relationship between SWOT analysis strategy and profit margins of telecommunication sectors in Rivers State (where $P = 778 = \text{sig}, .000$) thus leading to acceptance of alternate hypothesis: there is a significant relationship between SWOT analysis strategy and profit margins of telecommunication sectors in Rivers State. This finding is in line with Bello and Olanrewaju (2022) who revealed that firms that integrated SWOT analysis into their quarterly planning cycles experienced significant improvements in gross and net profit margins. In particular, the ability to capitalize on identified strengths such as customer loyalty and skilled workforce while mitigating threats like market competition and supply chain disruptions, allowed the firms to improve cost-efficiency and pricing strategies.

CONCLUSIONS

Strategic planning models are essential for telecommunications companies in Rivers State because they offer organized methods for negotiating dynamic and competitive market conditions. Companies can find development opportunities, maximize internal strengths, and reduce external threats by using models like the Ansoff Matrix, SWOT analysis, and Blue Ocean Strategy. This increases market share, broadens client bases, and boosts profit margins. In a sector characterized by swift advancements in technology and changes in consumer preferences, these models facilitate well-informed choices, creativity, and long-term viability. For telecom companies looking to attain and sustain company success in the area, strategic planning methods must be applied consistently and adaptably.

RECOMMENDATIONS

Based on the objectives of the study, the following impactful recommendations are made to enhance the strategic planning and business growth of telecommunication sectors in Rivers State:

1. Telecommunication sectors in Rivers State should actively implement Blue Ocean Strategy by creating innovative value propositions that meet untapped customer needs and open new market spaces.
2. Telecommunication sectors should apply the Ansoff Matrix to guide structured market expansion decisions, including product development and entry into new geographic or demographic markets.
3. To enhance profit margins, telecommunication sectors should embed SWOT analysis into their regular strategic planning processes. This will enable them to identify internal inefficiencies and external threats early, optimize resource allocation, and align operational strategies with market realities.
4. Telecommunication sectors also conduct periodic performance reviews and strategy sessions that incorporate SWOT findings to make data-driven adjustments that improve cost management, pricing strategies, and overall profitability.

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