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STRATEGIC RESOURCE ALLOCATION AND COMPETITIVE ADVANTAGE OF GLOBAL SYSTEM FOR MOBILE COMMUNICATION COMPANIES, JALINGO, TARABA STATE

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ABSTRACT

The study investigated strategic resource allocation and competitive advantage in Global System for Mobile Communication (GSM) companies in Jalingo, Taraba State. The study adopted survey research design. The population of the study consisted of one hundred and twenty (120) senior management staff of the GSM companies (MTN, Airtel, GLO, and 9Mobile), out of which 92 was obtained as the sample size using Taro Yamane's formula. A structured questionnaire was used as the primary instrument for the study. Ninety-two (92) copies of structured questionnaires were randomly administered on senior management staff of four (4) GSM companies. Statistical Package for Social Science (SPSS) was used to analyzed the data. The regression analysis model was used to test the research hypotheses. The study revealed that there is a significant positive effect of resource identification on competitive advantage in the GSM companies in Jalingo, there is a significant positive effect of matching resource to needs on competitive advantage in the GSM companies in Jalingo, there is also a significant positive effect of customer focus on competitive advantage in the GSM companies in Jalingo. The results indicate that strategic resource allocation is a crucial component that organisations must address in order to achieve a competitive edge. The study recommended that GSM companies in Jalingo should prioritize the systematic identification of resources by accurately identifying resources, GSM companies should develop mechanisms for evaluating current and future needs and strategically allocate resources and that GSM companies should embed customer-centric strategies into their core operations.

Keywords: Competitive Advantage; Customer focus, Matching resource to needs; Resource Identification; GSM companies,

INTRODUCTION

Competitive advantage is a company's unique ability to outperform its rivals in the marketplace. Competitive advantage refers to the unique strengths or attributes that allow a company to outperform its competitors (Orlu *et al*., 2024). When a GSM firm creates durable Competitive advantage, it sets itself apart from the competition and provides value to its customers as well as stakeholders (Adama and Okeke, 2024). Farida and Setiawan (2022) argued that the phrase "competitive advantage" was introduced by Michael Porter in 1985, without acknowledgement of prior works. Over the past thirty-five years, several publications in strategic management have emerged, although defining competitive advantage remains challenging. Wen-Cheng et al. (2011) assert that competitive advantage occurs when a company offers equivalent advantages as its rivals at a reduced cost (cost advantage) or delivers superior benefits compared to competing items (differentiation advantage). Furthermore, modern studies assert that a company's value proposition encompasses quantifiable competitive advantage and delineates its strategy for succeeding in value creation competition (Barney and Hesterly 2019). Competitive advantage is a strategic advantage that can be derived from various factors, such as superior product quality, efficient operations, strong brand recognition, or innovative technologies (Mugo and Macharia 2020). There are many ways of measuring of measuring competitive advantage. Brand reputation, value creation, customer satisfaction, market share, productivity, success of new products, cost and price advantage, profitability, cost, differentiation, innovativeness, product quality, flexibility, adaptability, and

persuasive power were all used by Ambastha and Momaya (2004) to measure competitive advantage.

Strategic resource allocation is the deliberate and shrewd allocation of a company's finite resources to achieve a competitive advantage (Maritan and Lee, 2017). The resources include financial assets, skilled persons, advanced technology, and brand reputation (Mukherjee *et al.*, 2020). It entails the process of identifying the most efficient distribution of resources to achieve the highest possible intended result. Strategic allocation is the basis of a competitive advantage. Companies that exhibit great skill in allocating resources might obtain a significant edge over their rivals (Collis and Montgomery, 2008). In order to further develop its main advantages, the organization strategically deploy resources to areas where they excel (Farrell *et al.*, 2020). Strategic allocation helps to prevent the waste of resources and investment in areas where there is lack of sufficient competence or where competitors have a strong advantage. This enables the distribution of resources to be directed towards initiatives with a greater likelihood of success and significant impact (Zhang *et al.*, 2023). Strategic resource allocation allows organisations to assign resources specifically to research and development (R&D), which in turn promotes innovation in areas such as network technology and service offerings. This invention has the potential to generate distinctive selling points that appeal to new customers and enhance customer loyalty (Maritan and Lee, 2017).

Strategic resource allocation is the cornerstone of competitive advantage, and companies that excel in allocating their resources can significantly outperform their rivals. By strategically deploying resources to areas where they excel, companies can capitalize on their unique strengths and further enhance their competitive advantage. Strategic allocation helps prevent the waste of resources by ensuring that they are invested in areas where the company has a strong advantage and can achieve significant impact. Strategic resource allocation is not just a tactical decision but a strategic one that directly contributes to a company's competitive advantage.

Despite the growing body of research on competitive advantage, there is a dearth of empirical studies that specifically examine the relationship between strategic resource allocation and competitive advantage in the GSM industry. While previous studies have explored the impact of individual resources (e.g., brand equity, network quality) on firm performance (Kim and Hu 2022, Liu, 2021), few have comprehensively investigated the synergistic effects of resource allocation and their contribution to sustained competitive advantage. This study aims to bridge this gap by examining the strategic resource allocation on sustain competitive advantage of GSM companies in Jalingo.

Literature Review and Theoretical Framework

Resource-Based Theory (RBT)

This study is anchored on resource based theory. The concept of Resource-Based Theory (RBT) has an interesting development history. While the theory itself is largely credited to the 1980s, the groundwork was laid much earlier by Edith Penrose in the 1930s with her work on firms as a collection of resources and their impact on growth strategies (Penrose, 2009). In the 1980s, scholars like Jay Barney further developed the theory, emphasizing how a firm's unique and valuable resources can lead to a sustained competitive advantage (Barney, 1991). His work is widely recognized as a pivotal contribution.

While Penrose gets credit for the initial idea, Barney is recognized for shaping it into the ResourceBased Theory we know today, focusing on competitive advantage, Penrose primarily explored how firms grow through utilizing their resources. Barney took it a step further, emphasizing how valuable, rare, inimitable, and non-substitutable (VRIN) resources can lead to a sustained competitive advantage. This VRIN framework became a core concept of RBT (Barney, 1991).

The assumptions of this theory rests on two main competitive landscape namely; heterogeneity of resources and it states that firms possess diverse resources and capabilities which can be tangible (like machinery) or intangible (like brand reputation). The most important thing here is that this

variety gives room for divers strategic approaches and competitive advantages (Davis and DeWitt, 2021). The second assumption is resource immobility, this acknowledges that some resources are not easily transferable between firms, this immobility comes with Complexity, that is to say, certain resources, like a highly skilled workforce or a complex organizational culture, may be difficult for competitors to replicate due to their inherent intricacies. Another fact is path dependence, here resources may be built upon historical decisions and past investments, making them challenging for new entrants to quickly develop. Explaining more sometimes causal ambiguity comes to play, and it's a situation where it is hard to pinpoint exactly what makes a resource valuable. Even if competitors can see the outcome, but the underlying processes or knowledge might be unclear (Dionysus and Arifin, 2020). These assumptions create an environment where firms can leverage their unique and difficult-to-imitates resources to gain a sustainable advantage over competitors.
In order to put this theory to use in this work first identify resources that contribute to superior performance by helping to exploit opportunities or neutralize threats (Malhotra *et al.*, 2024). A strong brand name creates value by attracting customers, then look for resources that few competitors possess, example patented technology is an example of a rare resource which can be used to assess how difficult it is for competitors to imitate your resource (Collins, 2022). Matching Resources to Opportunities come after you have identified your VRIN resources, map them to strategic opportunities in your market. A strong brand built on customer focus can be leveraged to launch new products successfully. Allocate resources strategically by investing, developing and maintaining your VRIN resources. This can involve training employees, upgrading technology, or protecting intellectual property (Maritan and Lee 2017).

Conceptual Framework

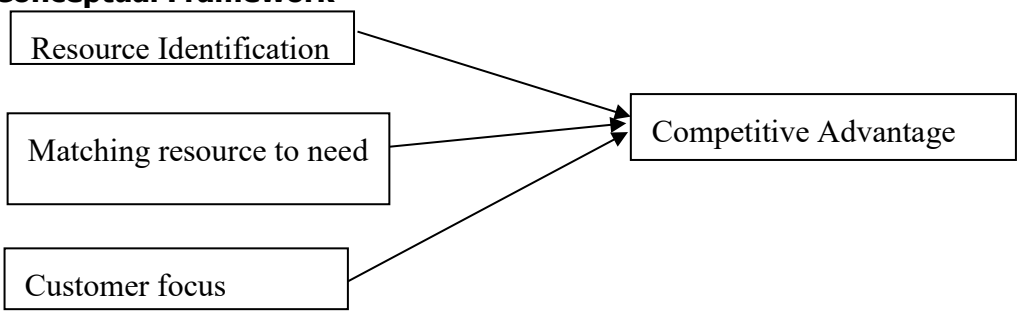

Figure 1: Conceptual Framework of the study

Strategic Resource Allocation

Strategic resource allocation is the deliberate and intelligent process of distributing a company's finite resources to achieve a competitive advantage (Mukherjee *et al.*, 2020). It's not just about having resources; it's about deploying them in the most impactful way. The dimensions of strategic resource allocation in this study are resource identification, matching resources to needs and customer focus (Collins, 2022)

1. **Resource Identification:** The first step in strategic resource allocation is meticulously identifying all the resources a GSM company possesses. This goes beyond just financial assets and encompasses a broad spectrum, forming the foundation upon which the company builds its success (Sillince, 2006). The lifeblood of any organization, financial resources include cash flow, access to capital, and creditworthiness. A healthy cash flow allows for network infrastructure investments, spectrum acquisition for wider coverage, and funding for marketing campaigns to reach new customers (Bandrowski *et al.*, 2016). A skilled and motivated workforce is the engine that drives a GSM company forward. This human capital encompasses a diverse range of talent, including network engineers who ensure smooth network operations, technicians who maintain cell towers and base stations, customer service representatives who handle customer inquiries and troubleshoot issues,

and marketing teams who develop and execute strategies to attract new subscribers and retain existing ones (Maritan and Lee 2017). The technological infrastructure is the backbone of a GSM company's operations. This includes network equipment like base stations and mobile switching centers, cell towers that provide network coverage across a geographic area, spectrum licenses that grant permission to use specific radio frequencies for signal transmission, and data centers that house the information technology systems for network management and service delivery (Kastro *et al.*, 2010).

2. **Matching Resources to Needs:** Once resources are identified, the critical step involves meticulously aligning them with the company's strategic needs and customer demands. This ensures that GSM companies are investing in areas that will yield the greatest return. Since reliable connections are a top priority for customers, allocating resources towards network upgrades, cell tower expansion, and spectrum acquisition directly translates to superior network coverage, call clarity, and faster data speeds (Jia *et al.*, 2018). The industry is constantly evolving, and strategic allocation towards research and development (R&D) allows companies to develop innovative services that meet the changing needs of customers. Creating a positive customer experience is vital for retaining customers and attracting new ones, this can be done allocating resources towards customer service training to ensure courteous and efficient interactions, develop user-friendly billing systems that are easy to understand and navigate, and implement efficient complaint resolution mechanisms to address customer concerns promptly (Davies and Challis, 2018).

3. **Customer Focus:** Strategic resource allocation thrives on a deep understanding of the customer. Understanding customer demographics, data usage patterns, and evolving needs is crucial. This allows for targeted resource allocation towards services and features that resonate with the customer base (Gebauer and Kowalkowski, 2012). Dividing the customer base into different segments based on needs and usage patterns allows for tailored resource allocation. Actively soliciting customer feedback through surveys and interaction with call centers provides valuable insights. This feedback loop allows for continuous improvement and ensures resource allocation remains aligned with customer expectations (Gebauer and Kowalkowski, 2012).

these organisations will establish and strengthen their position as leaders in the highly competitive market (Mugo and Macharia, 2020).

Strategic resource allocation, with a focus on resource identification, matching resources to needs, and customer focus demands, empowers GSM companies to transform their resource base into a powerful engine for competitive advantage. It allows them to differentiate themselves in the market, attract and retain customers, and ultimately achieve sustainable success.

Competitive Advantage

Competitive advantage refers to the unique strengths or attributes that allow a company to outperform its competitors (Orlu *et al.*, 2024). When a GSM firm creates durable Competitive advantage, it sets itself apart from the competition and provides value to its customers as well as stakeholders (Adama and Okeke, 2024).

According to Farida and Setiawan (2022), that the term "competitive advantage" was introduced by Michael Porter in 1985, who made no reference to prior literature. Over the past thirty-five years, numerous publications in strategic management have emerged, although defining competitive advantage has proven to be challenging. Wen-Cheng et al. (2011) assert that competitive advantage arises when a company offers equivalent advantages as its rivals at a reduced cost (cost advantage) or delivers superior benefits compared to competing items (differentiation advantage). Furthermore, modern scholars assert that a company's successful proposition embodies quantifiable competitive advantage and delineates its strategy for excelling in value generation (Barney and Hesterly 2019). To accomplish this objective, a corporation must address the following two enquiries: What unique advantages will we provide our clients that will convincingly encourage them to choose us over our competitors? How will we transform this unique customer value into enhanced financial returns for

our organisation (Barney and Hesterly 2019)? The primary sources of competitive advantage are technology and innovation, people resources, and organisational structure (Adama and Okeke 2024).

Empirical Review

Orlu *et al.* (2024) conducted a comprehensive study to investigate the relationship between hardware infrastructure and competitive advantage within the GSM service provider landscape of Rivers State, Nigeria. Their research revealed that hardware infrastructure plays a pivotal role in shaping competitive advantage, particularly in terms of cost advantage. By analyzing the impact of various hardware resources on GSM service providers' operations, the study demonstrated that investments in robust and efficient infrastructure can significantly enhance cost-effectiveness and overall performance. The researchers emphasized the importance of optimizing hardware infrastructure to achieve economies of scale, reduce operational costs, and ultimately gain a competitive edge in the market. Based on their findings, the researchers recommended that GSM service providers prioritize the strategic development and maintenance of their hardware infrastructure. This includes investing in cutting-edge technologies, upgrading existing systems, and ensuring the efficient utilization of resources. By doing so, GSM service providers can position themselves for long-term success and maintain a competitive advantage in the dynamic telecommunications industry. The study under review emphasized the importance of hardware infrastructure as a critical resource that requires careful and strategic allocation to achieve competitive advantage.

Seggie and Griffith (2008) examined the resource matching foundation underlying competitive advantage in the context of the globalisation of service firms. The research employs resourceadvantage theory and a congruence method to propose that aligning resources with customer wants in the globalised domestic market results in a competitive advantage for the firm. The research indicated that resource alignment can facilitate the replication of competitive advantages across global segments during market expansion.

Tryson (2022) investigated the relationship between strategic planning and competitive advantage. While previous research has shown a positive association, others have found no effect. Tryson aimed to resolve this inconsistency by examining the mediating role of customer focus. Using data from the TAZARA, the study found that strategic planning and customer focus both positively influence competitive advantage. Moreover, customer focus partially mediates the relationship between strategic planning and competitive advantage. These findings suggest that railway companies can gain a competitive edge by prioritizing customer focus and implementing effective strategic planning. Future research could replicate this study in other sectors and explore additional mediating or moderating factors.

Olatunji and Adeyemi (2022) investigated the relationship between customer satisfaction and competitive advantage in the Nigerian GSM industry. The findings revealed a significant positive relationship between customer satisfaction and competitive advantage. This suggests that GSM companies in Nigeria can gain a competitive edge by prioritizing customer satisfaction. Organisation can make informed decision about where o invest this involves identifying customer segments, understanding different customer groups and their unique requirement and addressing customer complaints promptly as well as offering personalized services to enhance customer satisfaction and achieve a sustainable competitive advantage.

METHODOLOGY

This study adopted survey research design to investigate the effect of strategic resource allocation on competitive advantage in GSM companies in Jalingo. The population of the study involve senior management staff of the GSM companies in Jalingo. Senior staff were chosen for this study because they hold key positions that directly influence organizational direction and strategies and they control

significant budgets and human resources, making their perspectives essential for understanding resource allocation. There were 120 senior management staff in the four GSM companies in Jalingo. The sample size was obtained using Taro Yamane's formula:

$$n = \frac{N}{1 + Ne^2}$$

Using the above formula, a sample size of 92 was obtained for the study. The instrument for data collection was a researcher structured questionnaire titled "Strategic Resource Allocation and Competitive Advantage Questionnaire (SRACAQ)". The instrument was validated by two experts from the Department of Business Administration, Federal University Wukari. This study adopted the non-financial performance indicators such as network quality & coverage, innovation & technological leadership and employee satisfaction & engagement to measure competitive advantage in the instrument. The reliability of the instrument was determined following trial testing of the instrument on ten (10) respondents in MTN office Wukari, the data obtained was subjected to Cronbach's Alpha coefficient test and a reliability coefficient of 0.78 was obtained, meaning the instrument is reliable for data collection. Ninety-two (92) copies of the instrument (SRACAQ) was administered on senior staff of the four (4) GSM companies in Jalingo.

Statistical Package for Social Science (SPSS) was used to analyzed the data that were collected. Descriptive statistics such as mean and standard deviation were employed to summarize the data of the sample and the distribution of responses on strategic resource allocation and competitive advantage in GSM companies. The regression analysis model was used to test the research hypotheses. The hypotheses were accepted or rejected at $p < 0.05$ level of significance.

Findings and Discussion Table 1: Descriptive Statistics on Resource Identification and Competitive Advantage

	Statement	N	Mean	Standard Deviatio n	Variance
1.	Our company effectively identifies resources (financial, technological, human capital) that are relevant to achieving a competitive advantage in Jalingo.	92	3.99	1.223	1.496
2.	In Jalingo, our competitors seem to have a better understanding of valuable resources for gaining a competitive edge.	92	4.01	1.174	1.378
3.	Our company struggles to identify resources that can create a sustainable competitive advantage in the Jalingo market.	92	3.93	1.210	1.463
	Overall Mean	**92**	**3.97**		

Source: Field Survey, 2024

Table 1 depicts high mean scores of the questionnaire items ranging over 3.00, this means that greater number of the respondents expressed very high and high extents of acceptance to the research question with respect to resource identification. However, it can be seen that statement 2 which sought to determine the extent to which competitors seem to have a better understanding of valuable resources for gaining a competitive advantage, has the highest mean score of 4.01. This shows that question 3 has the strongest influence on the variables. The overall mean for resource identification and competitive 3.97.

Table 2: Descriptive Statistics on Matching Resources to Needs and Competitive Advantage

Statement	N	Mean	Standard Deviation	Variance
1. Our company effectively allocates resources to meet the specific needs of our customers	92	3.97	1.211	1.466
2. We are often limited by resource constraints in effectively competing with other GSM companies in Jalingo.	92	4.14	1.130	1.278
3. Our company prioritizes allocating resources towards network upgrades in areas with high customer demand in Jalingo.	92	4.24	1.048	1.099
4. Inefficient resource allocation hinders our ability to offer competitive data packages in Jalingo.	92	4.18	1.124	1.262
5. There is a clear link between how we allocate resources and our competitive advantage in the Jalingo market.	92	4.19	.882	.778
Overall Mean	**92**	**4.14**		

Source: Field Survey, 2024

Table 2 presents the result of matching resources to needs and competitive advantage. The table depicts high mean scores of the questionnaire items. ranging over 3.00, this means that greater number of the respondents expressed very high and high extents of acceptance to the research statements. However, it can be seen that statement 3 which sought to determine the extent to which GSM companies prioritized allocating resources towards network upgrades in areas with high customer demand services has the highest mean score of 4.24. This shows that statement 2 has the strongest influence on the variables. The overall mean from the table is 4.14.

Table 3: Descriptive Statistics on Customer focus and Competitive Advantage

Statement	N	Mean	Standard Deviation	Variance
1. Our company prioritizes understanding the specific needs and preferences of our customers	92	4.26	1.288	1.659
2. Compared to competitors, our company offers data packages and services that are less relevant to Jalingo customers' needs.	92	4.34	1.212	1.470
3. A strong focus on customer service is a key resource for achieving a competitive advantage in Jalingo.	92	4.46	1.179	1.391
4. Focusing on customer needs in Jalingo helps us develop targeted marketing campaigns that give us a competitive edge.	92	4.35	1.195	1.428
Overall Mean	**92**	**4.34**		

Source: Field Survey, 2024

The result in table 3 above shows the descriptive statistics of customer focus and competitive advantage. The mean values were high above 4.00 indicating the respondents' acceptance of the research statements. The mean response in statement 3 which is on customer service been the key resource for achieving a competitive advantage is the highest. The overall mean from the table is 4.34.

Test of Hypotheses

The following hypotheses were tested at $p < 0.05$ level of significance.

$H_0$1: There is no significant effect of resource identification on competitive advantage in GSM companies in Jalingo.

$H_0$2: There is no significant effect of matching resources to needs on competitive advantage in GSM companies in Jalingo

$H_0$3: There is no significant effect of customer focus on competitive advantage in GSM companies in Jalingo.

Regression Analysis

Table 4: Regression of independent variable on competitive advantage

	Resource Identification	Matching resources to needs	Customers focus	Strategic resource allocation
R	.164	.182	.156	.317
R Square	0.034	0.041	0.019	0.100
Adjusted R Square	0.023	0.029	0.02	0.089
Std. Error of the Estimate	0.42215	0.42079	0.42265	0.40759
R Square Change	0.034	0.041	0.019	0.100
F Change	6.743	8.381	6.146	9.019
df	1	1	1	3
Sig. F Change	**0.01**	**0.004**	**0.014**	0

Source: Field Survey, 2024

Interpretation of Result

Table 1 displays the comprehensive summary of all the hypotheses. The regression analysis result in table 4 shows the effect of strategic resource allocation on competitive advantage. The results show that resource identification has a weak positive correlation with competitive advantage, with an R value of 0.164. This variable explains only 3.4% of the variance in competitive advantage, as indicated by the R Square value of 0.034. Despite the weak correlation, the predictor is statistically significant, with a Sig. F Change value of 0.01. Also, matching resources to needs exhibits a slightly stronger correlation, with an R value of 0.182 and an R Square of 0.041, indicating that 4.1% of the variance in competitive advantage. This variable also proves to be statistically significant, with a Sig. F Change of 0.004. The customers focus variable shows the weakest correlation with competitive advantage, with an R value of 0.156 and an R Square of 0.019, meaning it accounts for only 1.9% of the variance. However, this variable is still statistically significant, with a Sig. F Change of 0.014. On the other hand, the combine effect of strategic resource allocation demonstrates the strongest relationship with competitive advantage, with an R value of 0.317. This explains 10% of the variance, as reflected in its R Square value of 0.100. The significance level for this variable is particularly

strong, with a Sig. F Change of 0, suggesting it is a critical factor in enhancing competitive advantage.

The findings presented in table 1 indicate that the data exhibited a normal distribution. Furthermore, a linear relationship was observed between strategic resource allocation and competitive advantage. Additionally, it was determined that there was no multicollinearity between the variables of strategic resource allocation and competitive advantage. Based on these facts, the linear regression model:

$Y = \beta 0 + \beta ixi + \varepsilon$

Y = Competitive advantage β_0 =
Constant
βi = resource identification/matching resources to needs/customer focus ε
= Error term was selected to test the hypothesis of the study

Summary of Results and Finding

i. There is a significant effect of resource identification on competitive advantage in the GSM companies in Jalingo; ii. There is a significant effect of matching resource to needs on competitive advantage in the

GSM companies in Jalingo; iii. There is a significant effect of customer focus on competitive advantage in the GSM companies in Jalingo.

Discussion of Findings

This study investigated the effect of strategic resource allocation on competitive advantage. The findings suggest that while resource identification, matching resources to needs, and customer focus all have a positive impact on competitive advantage, each has a relatively small effect size. The combined model explains only around 8% of the variance in competitive advantage. This aligns with the findings of Mugo and Namada (2020) which suggests that achieving a competitive advantage is a complex process influenced by numerous factors beyond just resource allocation but additional factors like technological innovation, market dynamics, and organizational culture. The survey results highlight specific resources like strong network infrastructure and customer service as crucial. This aligns with research by Orlu *et al.* (2024) which emphasizes the importance of infrastructure capabilities for competitive advantage of GSM Service Providers in Rivers State. Similarly, the report by Tryson (2022) underscores the role of customer focus and service quality in achieving customer satisfaction and loyalty, which are key drivers of competitive advantage. The study also found out that individual aspects of strategic resource allocation have statistical significant effects on competitive advantage. This could be due to several reasons. Firstly, each aspect might be necessary but not sufficient for achieving a competitive edge. Secondly, the impact of each aspect might be dependent on the specific industry or context. This aligns with the concept of resource complementarity highlighted by Lin *et al.* (2009), which suggests that the value of a resource is enhanced when combined with other complementary resources.

CONCLUSION

This study examined the effect of the allocation of strategic resources on the achievement of a competitive advantage. The results indicated that the process of identifying resources, aligning them with specific demands, and prioritising customer focus and knowledge all contribute significantly to gaining a competitive advantage. Nevertheless, the individual impacts were somewhat limited. When these variables were combined, they accounted for a relatively higher, albeit still moderate, fraction of the variation in competitive advantage. These results indicate that strategic resource allocation is a crucial component that organisations must address in order to achieve a competitive edge and gain important insights.

RECOMMENDATION

Based on the findings from the research hypotheses, it is evident that strategic resource allocation plays an important role in shaping and sustaining competitive advantage. The following recommendations are made:

i. GSM companies in Jalingo should prioritize the systematic identification of resources by accurately identifying and categorizing resources such as technology, human capital, financial assets, and intellectual property of the companies which can ensure that they are fully aware of their strengths and capabilities.
ii. GSM companies should develop robust mechanisms for evaluating current and future needs and then strategically allocate resources to meet these demands. This approach will ensure that the most critical areas of the business are well-supported, leading to enhanced operational efficiency and a stronger market position.
iii. GSM companies should embed customer-centric strategies into their core operations by understanding and anticipating customer needs, preferences, and behaviors which can tailor their services and products to meet market demands more effectively.

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