International Journal of Scientific Research and Management (IJSRM)
||Volume||10||Issue||02||Pages||EM-2022-3013-3023||2022||
Website: www.ijsrm.in ISSN (e): 2321-3418
DOI: 10.18535/ijsrm/v10i2.em01

Strategic Planning, a Management Practice on Performance of Telecommunication Companies in Rwanda

Kirabo Joyce, Gregory Namusonge, Mike A Iravo

Executive Summary
This research sought to examine the strategic planning practice as tool for performance in the telecommunication companies. Strategic planning for that reason offers a much-needed basis on which telecommunication companies can grow and evaluate its success against failures and establish boundaries for efficient decision-making. The research further assessed the level of influence of legal and regulatory framework as a moderating factor on the performance of Telecommunication industry in Rwanda. This study utilized both qualitative and quantitative data as well as applied a descriptive survey design. The study population included the 100 Top and middle level, managers of mobile phone operator companies in Rwanda which comprised of MTN and Airtel company Headquarter and different branches within Kigali City. The data collection instruments were pre-tested using the Cronbach's alpha and factor analysis of dimensions reductions to determine the validity and reliability of the tests. The data collected was analyzed and presented using tables, by help of the SPSS statistical Package for Social Science. The results on, reliability test, descriptive statistics, demographic information of respondents, correlation analysis, normality test, heteroskedasticity test, factor analysis and regression results were established on all the variables of strategic planning, plus the intervening variable of the legal and regulatory framework. Notably, the correlation results revealed that Strategic Planning had a positive and significant. The results revealed that Strategic Planning has a positive and significant moderate relationship with Performance of Telecommunication industry. The results on linearity test for strategic planning and performance of the telecommunication industry since the level of linear association was found to be 0.953 which was also positive and statistically significant. Similarly, the null hypothesis Strategic Planning and performance of the telecommunications industry were subjected to the hypothesis to determine whether to accept or reject the null hypothesis and the results showed a positive and significant association between Strategic Planning and Performance of Telecommunication industry (β = 0.953, ρ< .05). Therefore, the hypothesis was rejected. Thus, as the Performance of Telecommunication industry increased, the strategic planning too increased. It can therefore be concluded that, the companies benefited tremendously when the strategic planning was taken into account for the efficient performance of the telecommunication industry in Rwanda.

Key *Words: Strategic Planning, Management, Practice, Performance, Telecommunication Industry in Rwanda*

Introduction

According to Young, (2013) a strategic planning process usually involves the formulation of vision for the future that defines the fundamental purpose of an Organization (Young, 2013). Such fundamentals include the budget, as well as developing of general goals, specific objectives or targets and performance measurement to gauge Organizational progress, which will involve forecasting within and outside the institution and preparing scenarios for response to challenges (Young, 2013). Many Organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them thus leading crisis management. There is no doubt that traditional management practices such as detailed annual budget, strategic plans, quarterly forecasts and monthly management reports are now becoming obsolete (Pearce.J & Robinson R, 2011). The current movement suggest that, there needs to be a strong bottom-up component to the planning process both to ensure that the important views of all people at all levels of the Organization are heard and that they are part of the process and part of the plan (Barney, 2009). When performed well, strategic planning unifies the entire Organization behind a single set of marching orders designed to accomplish clear objectives.

Strategic planning is an Organization's process of defining its strategy or direction and making decisions on allocation of resources to pursue this strategy (Simerson, 2011). He maintains that, strategic planning may also extend to control mechanisms for guiding the implementation of the strategy. Strategic helps management understand what is happening in the business currently. This in term allows management to plan for tomorrow. In the world of rapid change, it becomes imperative for management to think strategically (plan for the future). Strategic planning looks at the long-term goals and objectives, which is how Organizations survive and thrive (John & Mathew, 2012).

For organization to properly plan their long-term projects and activities, it is very imperative that the goals and objectives of the organization are in overall alignment with those of the business. Therefore, to effectively manage any corporate function, it requires a thoughtful and comprehensive strategic planning process (Odongo, (2008).

Objectives of the Study

1. To evaluate the influence of strategic planning on the performance of telecommunication industry in Rwanda
2. To assess the moderating influence of legal and regulatory framework on the performance of Telecommunication industry in Rwanda

Research Hypothesis

H_1: There is no significant relationship between strategic planning and performance of telecommunication industry in Rwanda

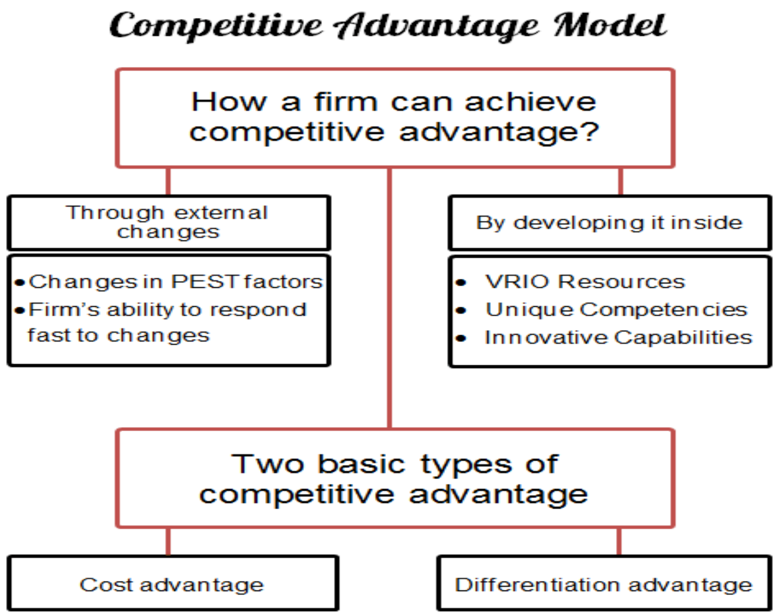
H_2: There is No significant correlation between legal and regulatory framework and the performance of Telecommunication industry in Rwanda

Literature Review

The theory of competitive advantage

According to Porter, (2001) a firm makes a strategic plan and develops its business strategies in order to obtain competitive advantage (i.e., increase profits) over its competitors. It does this by responding to five primary forces (1) the threat of new entrants, (2) rivalry among existing firms within an industry, (3) threat of substitute products/ services, (4) the bargaining power of suppliers and (5) the bargaining power of buyers. Porter, (2001), reemphasized the importance of analyzing the five competitive forces in developing strategies through systematic planning for competitive advantage: Analyzing the forces illuminates an industry's' fundamental attractiveness, exposes the underlying drivers of average industry profitability, and provides insight into how profitability will evolve in the future.

In the competitive forces model, five industry forces – barriers to entry, threat of substitution, bargaining power of buyers, bargaining power of suppliers, and rivalry among industry incumbents – determine the profit potential and success of an industry or sub-segment of an industry(Porter, 2001). Importantly, building longer-term relationships with customers, suppliers, and third parties, manufacturers are trying to fight back and preserve longer-term competitive advantage.



Source: (Malburg, 2007)

Figure 2.1 The competitive Advantage Model

Figure 2.1 demonstrates a planning paradigm that, the company has to keep examining both its external factors including the PEST and internal changes including the VRIO, its unique competences and the available innovative capabilities in order to gain either the cost or differentiation advantage (Lightfoot, 2013). In the functional sector of any business undertaking or industrial branch, there is always an internal competitive struggle and confrontation for advantages. Ideally, the target of organizational strategy assumes that, by establishing and sustaining the already achieved strategic advantage, the business can easily reach its objectives. For that reason, the company's strategic plan should always be spearheaded towards creation of new potential advantages that lead to customer satisfaction and ultimately towards beating the competitor in the market. Once this is done, the business advantage is definitely extended as the competitors' advantages begin to shrink (Doval, 2016).

The overall goal of any profit-oriented company is not only to create but also to maintain the achieved business advantage. Different firms have got a wide-range of models for competitive advantage but at the end of the day, they have the prerogative to create several other models if the ones applied in the literature do not reflect the competitive environment and the contingency conditions in which they associate their business features against their firm's strategy. The competitive advantage strategy originates from the capabilities within which business management combines basic and advanced resources and potentials in form of well-coordinated and well-planned activity systems through strategic planning

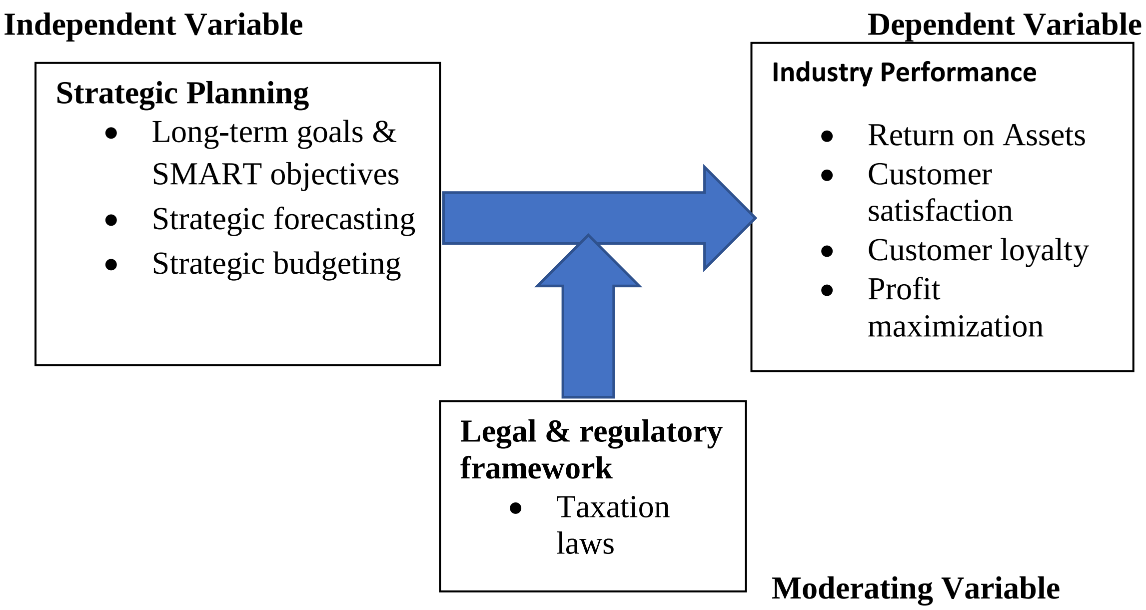


Figure 2.2 The Conceptual framework

2.3.1: Strategic planning Practice

Strategic planning it is the most crucial strategic management tool that help telecommunication companies to set goals and objectives, make rational forecasts and allocate resources in consideration of the risks and opportunities that are faced by the firms. Strategic planning gives a roadmap for growing doable coherent businesses which are proactive to situations which allows the telecommunications companies to keep up with the ever-changing trends in the market and to stay a step ahead of the competitor. Strategic planning for that reason offers a much-needed basis on which telecommunication companies can grow and evaluate its success against failures and establish boundaries for efficient decision-making (Pearce.J & Robinson R, 2011).

Strategic planning is an Organization's process of defining its strategy or direction and making decisions on allocation of resources to pursue this strategy (Simerson, 2011). He maintains that, strategic planning may also extend to control mechanisms for guiding the implementation of the strategy. Strategic helps management understand what is happening in the business currently. This in term allows management to plan for tomorrow. In the world of rapid change, it becomes imperative for management to think strategically (plan for the future). Strategic planning looks at the long-term goals and objectives, which is how Organizations survive and thrive (John & Mathew, 2012).

According to Young, (2013) a strategic planning process usually involves the formulation of vision for the future that defines the fundamental purpose of an Organization. Such fundamentals include the budget, as well as developing of general goals, specific objectives or targets and performance measurement to gauge Organizational progress, which will involve forecasting within and outside the institution and preparing scenarios for response to challenges (Young, 2013). Many Organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them thus leading crisis management. There is no doubt that traditional management practices such as detailed annual budget, strategic plans, quarterly forecasts and monthly management reports are now becoming obsolete (Pearce.J & Robinson R, 2011). The current movement suggest that, there needs to build a strong bottom-up component to the planning process both to ensure that the important views of all people at all levels of the Organization are heard and that they are part of the process and part of the plan (Barney, 2009). When performed well, strategic planning unifies the entire Organization behind a single set of marching orders designed to accomplish clear objectives. Rational strategic planning is a formal, logical, systematic, and continuous process Jill R, Hough & Dt Ogilvie (2005). With the following steps: definition of the mission and long-term objectives of the organization, analysis of its environment, generation and evaluation of strategic alternatives, implementation of the chosen strategy, and finally, monitoring of the results

Legal and Regulatory Framework

These political and institutional factors include governments' attitudes towards market regulations, electoral system, political systems (presidential vs parliamentary), accountabilities and independence of the regulatory agencies. One indication of the benefit of telecommunication investment is the strong correlation between telecommunication development and overall economic development (Bauer, 2010).

Kotakorpi, (2006), published evidence that shows that statistically, telecommunications investment causes growth in the financial sector hence GDP growth, due to the heavy revenue through taxes that the companies pay to the government. While the list of scholars, who seek to explain the regulatory policies, is much longer than the one cited here, the list of explanatory variables used typically includes the above variables. As also shown in the above-cited studies, one additional factor, which explains the regulatory policies, is the performance of the regulatory market itself.

In the same way, the government collects taxes in order to provide the non-revenue services such as infrastructure, education, health, communication system etc., providing employment opportunities and essential public services (such as maintenance of law and order) irrespective of the prevailing ideology or the political system of a particular nation (Worlu & Nkoro,, 2012). Rwanda is a developing country whose major exports are coffee and tea therefore, the only best way through which the government can boost the economy is through tax revenue mobilization as a source of financing developmental activities in the country. However, this has been a difficult issue primarily because of various forms of resistance, such as evasion and corrupt practices attending to it.

Adegbie & Fankile, (2011), the more the citizen lack knowledge or education about taxation in the country, the greater the desire and opportunities for tax evasion, avoidance and non-compliance with relevant tax laws. In this respect, the country becomes more adversely affected due to absence of tax conscience by individuals, companies, and the failure of tax administration to recognize the importance of communication and dialogue between the citizens and tax-related matters (Adegbie, & Fankile , 2011). In the face resource efficiency in financing long-term development, developing countries like Rwanda resort to foreign capital such as, loans and grants as a primary means to achieve rapid economic growth. Consequently, this ends up accumulating huge external debts in relation to the Gross Domestic Product (GDP) and serious debt serving problems in terms of foreign exchange flow and as such, majority of the population ends up living in absolute poverty.

2.3.6: Organizational Performance

Chandler (2012), defined Organizational performance as the ability of an Organization to utilize its resources (e.g. knowledge, people and raw materials) to achieve Organizational goals in effective and efficient way. It is a set of financial and non-financial indicators, which offer information on the degree of achievement of objectives and results (Lebans & Euske, 2011). Performance is dynamic, requiring judgment and interpretation; performance may be illustrated by using a casual model that describes how current actions may affect future results.; performance may be understood differently depending on the person involved in the assessment of the Organizational performance (for example; performance can be understood differently from a person within the Organization compared to one form outside). To define the concept of performance is necessary to know its elements characteristic to each area of responsibility. To report an Organization's performance level, it is necessary to be able to qualify the results. Organizational performance comprises the actual output or results of an Organization as measured against its intended output. Organizational performance involves the recurring activities to establish organizational goals, monitor progress towards the goals and make adjustments to achieve those goals more effectively and efficiently. Organizational performance is an abstract concept and it is difficult for so many organizations to directly measure. Instead of measuring Organizational, performance directly the Organization selects indicators such as quality, growth, productivity, job satisfaction, goal consensus, managerial interpersonal skills.

In general, the concept or Organizational performance based upon the idea that an Organization is the voluntary association of productive assets, including human, physical, and capital resources, for achieving a shared purpose. Those providing the assets will only commit them to Organization so long as they are satisfied with the value they receive in exchange, relative to alternative uses of the assets, (Lebans & Euske, 2011). Consequently, the essence of performance is the creation of value. So long as the value created by the use of the contributed assets is equal to or greater than the value expected by those contributing the assets, the assets will continue to be made available to the Organization and the Organization will continue to exist. Therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any Organization. How that value is created is essence of most empirical research in management. Conversely, how that value is measured is the essence of this research (Carton, 2004). The telecommunication sector is emerging from a period of cost cutting and debt reduction. This is mainly because traditional fixed line carriers are losing market share in favor of mobile operators that are offering raising quantities of airtime in return for a flat monthly fee as well as advanced value-added services.

Methodology

This study applied descriptive survey design by collecting general information through administering questionnaire to the selected sample of respondents. This design was appropriate since it provided an accurate account of characteristics of a particular event or scope of real-life situation (Kothari, 2004). Both qualitative and quantitative data was collected in order to answer the question formulated for this study.

The target population comprised of all Top and middle level, managers of mobile phone operator companies in Rwanda which include MTN and Airtel company Headquarter and branches managers within Kigali. The sampling frame for this research included all the mainstream managers holding the top and middle level leadership positions at MTN and Airtel in Kigali that are involved in the core telecommunication business at either the corporate, business or functional level. These business units in the MTN and Airtel telecom include; marketing and communications, customer care, logistics, commercial, risk and strategy, information technology, human resource, finance and administration, network operations.

To determine a sample size for this research, the researcher applied a Slovene's formula, which is commonly used to calculate the sample size out of the study population (Cooper & Schindler, 2014). Slovene's formula: n=N/(1+N(e)2) Therefore, n = 133/(1+133(5%)2) n = 100 respondents

Cronbach's alpha was used in the study to determine the reliability of the tests. Cronbach"s Alpha measured the internal reliability of a set of related items. Specifically, it summarizes the extent to which sets of items were interrelated with each other (Hair 2006). First, questionnaires were randomly distributed and collected among 19 subjects and then its cronbach's alpha was obtained by the SPSS statistical software. The collected data was then extracted from the questionnaires and presented using tables, and figures while analysis and interpretation was done based on the frequencies and percentages of respondents' views in line with the research questions. This was done by help of the SPSS system based on percentages and frequencies of respondents' views. The coding of respondent's views was done in Ms excel program used to analyze and interpret the study figures. Finally, correlation analysis, factor analysis and regression model were applied to establish the relationship between strategic marketing and performance of telecommunication industry in Rwanda.

Results and Discussion

Total Variance Explained for performance

Explained variance sometimes referred to as explained variation is used in research to measure the inconsistency and discrepancy between the said model and the actual data. Actually, it is part of the model's total variance that is explained by the different factors which are essentially present and are not caused by the error variance. The higher percentage of explained variance indicates a strong strength of association. In essence, the percentage of the variance Colum gives the ratio that is expressed as a percentage of the variance accounted for by each component to the total variance among all the variables. This therefore implies that better predictions were made (Rosenthal & Rosenthal, 2011).

Total Variance Explained for performance

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.302	61.456	61.456	4.302	61.456	61.456
2	.732	10.463	71.920			
3	.533	7.612	79.532			
4	.438	6.251	85.783			
5	.413	5.906	91.689			
6	.350	4.997	96.686			
7	.232	3.314	100.000			
Extraction Method: Principal Component Analysis.						

Further, the high factor loading scores showed that all the items explained Performance of Telecommunication industry. The EFA extracted 1 factor with an Eigen value of 4.302 which is above the accepted value of 1 and cumulative extracted variance of 61.456 %. Thus, none of the items was dropped (Yong & Pearce, 2013).

Table 4.1 Strategic Planning Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.200	59.997	59.997	4.200	59.997	59.997
2	.728	10.405	70.401			
3	.585	8.364	78.765			
4	.460	6.565	85.330			
5	.418	5.971	91.301			
6	.346	4.948	96.249			
7	.263	3.751	100.000			
Extraction Method: Principal Component Analysis.						

Further, The EFA extracted 1 factor with an Eigen value of 4.200 which is above the accepted value of 1 and cumulative extracted variance of 59.997 %. Thus, none of the seven items was dropped (Yong & Pearce, 2013).

Legal & Regulatory Framework Total Variance Explained

It is part of the model's total variance that is explained by the different factors which are essentially present and are not caused by the error variance. The higher percentage of explained variance indicates a strong strength of association. In essence, the percentage of the variance Colum gives the ratio that is expressed as a percentage of the variance accounted for by each component to the total variance among all the variables. This therefore implies that better predictions were made (Rosenthal & Rosenthal, 2011).

Table 4.2 Legal & Regulatory Framework Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.089	61.781	61.781	3.089	61.781	61.781
5	.287	5.740	100.000			
Extraction Method: Principal Component Analysis.						

Further, the high factor loading scores showed that all the items explained strategic planning. The EFA extracted 1 factor with an Eigen value of 3.089 which is above the accepted value of 1 and cumulative extracted variance of 61.781 % (Yong & Pearce, 2013). Thus, none of the two items was dropped.

Correlation Results

Correlation analysis forms a basis for regression analysis; thus, it is appropriate to analyze in research. Extant studies have described the concept of correlation as the degree of association between variables in the study (Mukaka, 2012; Asuero*et al.*, 2006). Equally, it quantifies the strength of the linear relationship between a pair of variables (Bewick*et al.*, 2003). The present study sought to probe the relationship strategic management practices and Performance of Telecommunication industry under the moderating role of Legal & regulatory framework. Therefore, the study analyzed the relationships that are inherent among the variables using Pearson product moment correlation coefficient (*r)* to assess or infer on the strength of the linear link between study variables (Mukaka, 2012).

Statistically, correlation coefficient always falls between -1.0 and +1.0 such that if the correlation (*r*) is positive, there is a positive relationship whereas if correlation (*r*) is negative, then the relationship between variables is negative (Samuel & Okey, 2015; Rebekić*et al.*, 2015). Further, if the correlation (r) falls within 0.00 to 0.10 then it is a negligible correlation; 0.10 to 0.39 means weak correlation; 0.40 to 0.69 infers a moderate correlation; 0.70 to 0.89 implies a strong correlation and 0.90 to 1.00 signifies a very strong correlation (Schober *et al.*, 2018). Accordingly, bivariate correlation analyses were performed and Pearson correlation coefficients were generated to measure the strength of the link between the study variables (Field, 2000).

Table 4.3 Correlation Results

		Performance	Strategic Planning	Legal and regulatory
Performance	Pearson Correlation	1		
	p-value			
Strategic Planning	Pearson Correlation	0.953**	1	
	p-value	.000		
Legal and regulatory	Pearson Correlation	0.905**	.837**	1
	p-value	.000	.000	

From the results on table 4.37 above, there is a positive and significant correlation between the independent variables and Performance of Telecommunication industry. Notably, the correlation results revealed that Strategic Planning has a positive and significant moderate relationship with Performance of Telecommunication industry's (r =0.953**, ρ<.05).

Moderating variables showed a positive and significant correlation with Performance of Telecommunication industry. As revealed, Legal & regulatory framework (r =0.905**, ρ<.05) is positively associated with Performance of Telecommunication industry. Based on the above results there is an indication of the linear relationship between all predictors on performance, hence the need to perform a more sophisticated model such as multiple regression model to show a cause-effect relationship.

Table 4.4 Coefficients of Strategic planning on performance

Model		Coefficients		t	Sig.
		B	Std. Error		
	(Constant)	-1.713E-016	.033	.000	1.000
	Strategic planning	.953	.033	28.918	0.000

H_1 predicted that there is no significant effect of the Strategic Planning on Performance of Telecommunication industry. However, the results presented in Table 4.45 above showed a positive and significant association between Strategic Planning and Performance of Telecommunication industry (β = 0.953, ρ< .05). Therefore, the hypothesis was not rejected. Thus, Performance of Telecommunication industry increases as strategic planning increases.

H1: Strategic Planning*Regulatory framework and performance of telecommunication industry in Rwanda

Table 4. 5 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.969	.938	.936	.25316684

From table 4.46 above, the combined prediction of all the variables accounted for approximately 94% of the total variation in Performance of Telecommunication industry ($R2 = .938$ and Adjusted $R2 = .936$) as depicted in Table 3.37. Thus, the model was fit to predict Performance of Telecommunication industry using Strategic Planning.

4.12.2 Analysis of variance

Analysis of variance sometimes reoffered to as ANOVA is a statistical tool of analysis which splits observed sum of variables which are found inside a data set into two parts which include the random factors and the symmetric factors

Table 4.6 Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	80.680	3	26.893	419.597	.000[b]
	Residual	5.320	83	.064		
	Total	86.000	86			

The results in Table 4.47 indicates that the overall models were a good fit since the variables; Strategic Planning, were found to have a value of F-statistic of 419.597 and the p-value was found to be 0.000 which is less than the critical value of 0.05.

Hypothesis summary

No	Null Hypothesis	Decision criteria	Conclusion
1	**H_1:** There is no significant relationship between strategic planning and performance of telecommunication industry in Rwanda	Reject the null hypothesis if $p<0.05$	The null was rejected since p-value was found to be < 0.05
2	**H_2:** There is no significant moderation effect of legal and regulatory framework on the relationship between strategic planning practice and the performance of Telecommunication industry in Rwanda	Reject the null hypothesis if $p<0.05$	The null was rejected since p-value was found to be < 0.05

Conclusions

This specific objective was set to ascertain whether strategic planning has a substantial influence on the performance of the telecommunications company. To that effect, the indicators of strategic planning include the strategic forecasting, strategic budgeting and long-term goals & objectives. All the respondents were strongly in agreement with statements that; The firm has a Process of defining company’s strategy or direction and making decisions on allocating its resources to pursue this strategy, The firm has a Systematic process of envisioning a desired future and translating this vision into broadly defined goals and steps achieve them, The organization formulates the strategic vision for the future in a timely manner, The company has a framework for Evaluating and monitoring the overall strategic plan, We regularly forecast internal and external development, We always Specify the tactical “action” strategies to be accomplish and The firm has a Smart Budgeting strategy to maximize resources and minimize costs.

Notably, the correlation results revealed that Strategic Planning has a positive and significant moderate relationship with Performance of Telecommunication industry. The results on linearity test for strategic planning and performance of the telecommunication industry since the level of linear association was found to be 0.953 which was also positive and statistically significant. Similarly, the null hypothesis Strategic Planning and performance of the telecommunications industry were subjected to the hypothesis to determine whether to accept or reject the null hypothesis and the results showed a positive and significant association between Strategic Planning and Performance of Telecommunication industry ($\beta = 0.953$, $\rho < .05$). Therefore, the hypothesis was rejected. Thus, as the Performance of Telecommunication industry increased, the strategic planning too increased. It can therefore be concluded that, the companies benefited tremendously when the strategic planning was taken into account for the efficient performance of the telecommunication industry in Rwanda.

Recommendations

Managerial decisions and strategic plans that managers make have a daily impact on the success of the entire telecom company. The most important ingredient of such company success is inclusive decision-making in the strategic planning process. Hence, this research recommends the need for telecom managers to build a strong bottom-up component in the strategic planning structures to ensure that views and opinions of people across all levels of the organization are heard and that they are part of the plan and part of the process. Such diversity leads to better decision-making because the action of bringing people into the strategic conversation with different specializations and cultural experiences promotes creativity with fresh perspectives on the task or problem at hand.

Importantly, the telecommunications firms' managerial decisions should leverage systematic processes of envisioning the desired future and translating this vision into broadly defined goals and steps to achieve them. Ideally, the firms should define their company's strategy or direction and make decisions on allocating their resources through designing smart budgeting policies that maximize resources and minimize costs in the pursuit of their strategies in a timely manner. Managerial decisions in the telecom companies should have a framework for evaluating and monitoring the overall strategic plan, regularly forecast internal and external development, always specifying the tactical "action" strategies to be accomplished.

References

1. Adegbie, & Fankile . (2011). Company Income Tax and Nigeria Economic Development" . *European Journal of Social Science*, 22.
2. Barney. (2009). Strategic Management Theories and the linkages with organizational competitive advantage from the Resource Based view. *European Journal of social sciences, 7*.
3. Bauer, J. (2010). *Regulation, Public Policy and investment in communication infrastructure. Telecommunication Policy.*
4. Carton. (2004). *Principles of marketing* (12th edition ed.). Prentice Hall of India.
5. Chandler, P. (2012). Effects of executive departures on the performance of acquired firms. *Strategic Management Journal*, 137-152.
6. Doval, E. (2016). Is outsourcing a strategic tool to enhance the competitive advantage. *Review of General Management*, 78-87.
7. Field A. (2000). *Discovering Statistics using SPSS for Windows.* London, Thousand Oaks- New Delhi: Sage Publication.
8. John & Mathew. (2012). *Strategy and leadership:* . Oliver Wight Americas, Inc.
9. Lightfoot. (2013). *Competitive Strategy of Telecom Operators in post -3G Era Based on Industry Chain Value Stream.* Paris : Paris Atlantis press.
10. Lebans & Euske. (2011). Management and Marketing Challenges for the Knowledge society. *Vol.6.*
11. Kotakorpi. (2006). Access price regulation investment and entry in telecommunications. *International Journal of Industrial Organization*, 1013 -1020.
12. Kothari. (2004). *Research Methodology: Methods and Techniques* . New Delhi.: Asia Publishing house.
13. Malburg. (2007). *Strategic safari your complete guide through the wilds of strategic management* . United Kingdom: Prentice Hall.
14. Odongo.E. (2008). Complexity Considerations and Market behaviour: 224-235. *The Rand Journal of Economic*, 224-235.
15. Pearce.J & Robinson R . (2011). Strategic Management formulation, Implementation and Control: An empirical analysis of process development. *Strategic management journal*,
16. Porter. (2001). Strategy and the Internet. *Harvard Business Review*, 62-78.

17. Robinson. (2014). *Out of minds: learning to be creative*, . Newyork, NY : McGraw –Hill Irwin.
18. Simerson. (2011). Organizational information processing, competitive responses and performance in the United States domestic airline industry. *Academy of management journal*, 60-85.
19. Worlu & Nkoro,. (2012). *Access regulation, competition and broadband penetration: an international study.* Telecommunication Policy.
20. Young, R. D. (2013). *Perspective on Strategic Planning in the Public Sector: Institute for public service and policy research.* University of South Carolina.

\