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CORPORATE PLANNING AND SURVIVAL OF TELECOMMUNICATION SUB-SECTOR OF NIGERIA

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Abstract

This study was carried out to examine corporate planning and survival of Telecommunication Sub-Sector of Nigeria. The specific objective was to evaluate the influence of strategic objective and environmental scanning on survival of Telecommunication Sub-Sector of Nigeria. Survey research design was used for the study. The population of the study consisted of 394 employee of Airtel Nigeria Plc and sample size was 198 which were determined using Taro Yamane formula for sample size determination. Data were collected using questionnaire and distributed to the respondents out of which 187 copies of the questionnaire were filled and returned. The data collected were analyzed using percentages and regression analyzed. Findings indicated that strategic objective and environmental scanning have significant and positive influence on survey of Airtel Nigeria Plc (R^2 - .887, .949, Beta values- .953, .984, and P- .00, .000 ($P<0.05$)). It was concluded that resource allocation, strategic objective and environmental scanning significantly and positively influenced the survival of Airtel Nigeria Plc. Therefore, it was recommended that Airtel Nigeria should continue to invest in emerging technologies, such as 5G networks and AI-based customer service systems, to stay ahead of the competition and meet the growing demand for mobile data and digital services. Organization should enhance its environmental scanning

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capabilities by leveraging data analytics and market research to predict trends and respond to market dynamics more effectively. Managers could further strengthen partnerships with tech companies and regulatory bodies to leverage innovation and create new opportunities for growth, such as expanding into mobile financial services. The company should continue to focus on customer satisfaction through personalized services, competitive pricing, and robust network coverage to retain and expand its customer base.

Key Words: Corporate Planning, Strategic objectives, Environmental Scanning and Survival, Telecommunication

1.1 INTRODUCTION

In today's competitive business environment, corporate planning has emerged as a crucial determinant of organizational success in the service subsector of Nigeria for which telecommunication provider is an integral part. Thus, Airtel Nigeria PLC, as a leading telecommunications provider, faces numerous challenges, including regulatory pressures, technological advancements, and changing consumer preferences. Effective corporate planning is essential for navigating these complexities and ensuring long-term sustainability (Nwachukwu and Okafor, 2018). Corporate planning encompasses various strategic elements, including the establishment of strategic objectives, environmental scanning, strategy formulation, and the integration of technology (Alabi and Yusuf, 2023). As highlighted by Nwankwo and Mbah (2020), service companies that engage in systematic corporate planning are better positioned to navigate the challenges posed by a dynamic market environment, ultimately enhancing their operational resilience and profitability of service subsector in Nigeria. Resource allocation plays a pivotal role in corporate planning by ensuring that financial, human, and technological resources are effectively distributed to meet organizational goals. For service subsector of Nigeria, this means investing in infrastructure development, customer service enhancements, and innovative technologies. The allocation of resources must align with strategic objectives to optimize performance and ensure competitive advantage. According to Ayo and Adebiyi (2021), successful resource allocation not only improves operational efficiency but also fosters an agile response to market dynamics of service subsector in Nigeria

Strategic objectives are a fundamental aspect of corporate planning that significantly influences a company’s direction and performance. Ojo and Ojo (2019) assert that well-defined strategic objectives help organizations focus their efforts on key priorities, facilitating more efficient resource allocation and improved decision-making. In Nigeria, where economic fluctuations can rapidly impact service delivery, having clear strategic goals allows firms to remain adaptable and responsive to changing market conditions. This adaptability is critical for survival, as it empowers companies to pivot their strategies in alignment with evolving consumer needs and competitive pressures of service subsector in Nigeria

Environmental scanning plays a pivotal role in corporate planning by enabling organizations to identify and analyze external factors that could impact their operations. Alabi and Yusuf (2023) emphasize that service firms that engage in continuous environmental scanning can anticipate trends, assess risks, and seize opportunities. This proactive approach allows firms to stay ahead of competitors and make informed strategic decisions. In the context

of Nigeria's service sector, where regulatory changes and market dynamics are frequent, effective environmental scanning is essential for sustaining competitive advantage and ensuring long-term survival of service subsector of Nigeria.

The influence of corporate planning on the survival of service companies in Nigeria is multifaceted and encompasses strategic objectives, environmental scanning, strategy formulation, and technology integration. Recent literature underscores the importance of these elements in fostering resilience and adaptability within the service sector. As firms strive to navigate the complexities of the Nigerian market, the effective implementation of corporate planning practices will be essential for ensuring their sustainability and long-term successof service subsector of Nigeria.

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

Furthermore, the dynamic nature of the telecommunications industry necessitates a proactive approach to corporate planning. Rapid technological changes and evolving regulatory landscapes require Airtel Nigeria to be forward-thinking in its strategic initiatives. Research by Ekekwe (2023) underscores that companies that engage in comprehensive planning and regularly update their strategies are more likely to sustain their competitive edge in volatile markets. This approach enables Airtel Nigeria to anticipate market shifts and position itself effectively. The interplay between corporate planning, resource allocation, and monitoring and evaluation is critical for the sustainable survival of Airtel Nigeria PLC. By effectively integrating these elements into its strategic framework, Airtel can enhance its resilience and adaptability in a fast-evolving telecommunications landscape. This study aims to explore these dimensions in detail, contributing to a deeper understanding of how strategic corporate planning can secure long-term sustainability for Airtel Nigeria in an increasingly competitive environment.

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

Strategic objectives and their formulation further complicate the landscape for service firms in Nigeria. Often, it appears that organizations lack clearly defined strategic goals, which may lead to misaligned efforts and wasted resources. The absence of a cohesive strategy can hinder decision-making processes and result in reactive rather than proactive responses to market changes. This strategic disarray poses significant risks to the sustainability and growth of Airtel Nigeria. The role of technology in enhancing service delivery and operational efficiency cannot

be overlooked. This resistance to technological integration restricts their ability to innovate and meet evolving customer expectations, making it challenging to maintain a competitive edge in the market. Airtel Nigeria faces significant constraints that hinder its ability to fulfill its mandate in the competitive telecommunications landscape. Regulatory challenges imposed by the Nigerian Communications Commission (NCC) create a complex environment where frequent policy changes and compliance requirements can limit operational flexibility and slow down innovation. Financial constraints further exacerbate these challenges, as access to capital can be limited, affecting the company's ability to invest in critical areas like network upgrades and customer service improvements. These intertwined factors create a landscape where Airtel must navigate substantial obstacles to effectively meet its strategic objectives and fulfill its commitment to providing quality telecommunications services in Nigeria.

Environmental scanning is another critical aspect that many service companies neglect. The failure to systematically analyze external factors such as economic trends, regulatory changes, and competitor activities can leave firms ill-prepared to navigate challenges. Without effective environmental scanning, companies risk missing valuable opportunities and are more vulnerable to unforeseen threats that can jeopardize their survival. Moreover, the absence of monitoring and evaluation (M&E) mechanisms in corporate planning processes can hinder Airtel Nigeria's responsiveness to market dynamics. Effective M&E systems are essential for assessing the impact of strategic initiatives and ensuring that resources are used efficiently. Without these systems, Airtel may struggle to identify performance gaps or emerging trends, leading to missed opportunities and ineffective strategic adjustments.

Consequently, the lack of a structured approach to M&E can result in disconnect between the company's goals and actual outcomes, further undermining its sustainability. However, studies have been conducted on corporate planning, most of this study on objectives and mission while evaluate corporate planning using strategy and environmental scanning with little emphasis on resource allocation, monitoring and evaluation with mixed finding which this study sought to re-examine the influence of corporate planning and survival of service subsector of Nigeria to see if the results would align with previous studies.

The main objective of this study was to examine the influence of corporate planning on survival of Telecommunication sub-sector of Nigeria. The specific objectives are:

i. To examine the influence of strategic objective on survival of Airtel Nigeria Plc.
ii. To investigate the influence of environmental scanning on survival of Airtel Nigeria Plc.

The following research questions were asked to guide the study:

i. What is the influence of strategic objective on survival of Airtel Nigeria Plc?
ii. What is the influence of environmental scanning on survival of Airtel Nigeria Plc?

The following research hypotheses were formulated to guide the study:

Ho$_1$ There is no significant influence of strategic objective on survival of Airtel Nigeria Plc.

Ho_2: There is no significant influence of environmental scanning on survival of Ariel Nigeria Plc.

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Corporate Planning

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

Corporate planning is a fundamental aspect of strategic management that involves setting objectives and determining the necessary actions and resources to achieve them. In Nigeria's service sector, where competition is intensifying and market dynamics are rapidly evolving, effective corporate planning is crucial for survival. According to Adegbite and Akinola (2021), service firms that engage in comprehensive corporate planning are better positioned to navigate challenges and seize growth opportunities. This structured approach enables firms to align their resources and capabilities with their strategic goals, ensuring a proactive stance in the marketplace.

2.1.2 Corporate Planning and Survival

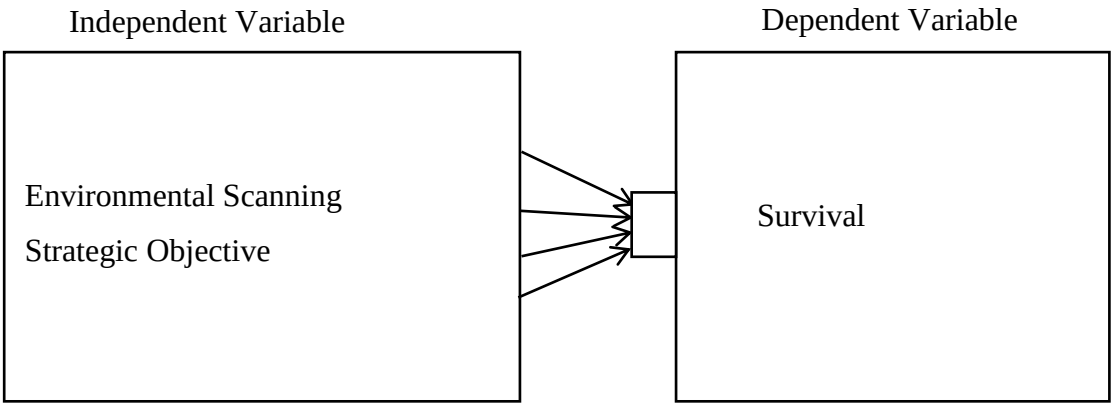


Figure 2.1: Conceptual Model shows the relationship among all the variables.
Source: Researcher' Conceptualization (2024)

2.1.3 Environmental Scanning

Environmental scanning is a vital tool for organizations like Airtel to assess external factors that could influence their operations. It involves systematically gathering, analyzing, and interpreting

information about the external environment, which includes economic, political, social, and technological factors. One key external factor that companies must monitor is exchange rate fluctuations. These fluctuations can significantly impact the financial performance of multinational companies like Airtel, which operate in diverse markets with different currencies. Environmental scanning helps Airtel identify potential risks or opportunities arising from exchange rate movements, enabling the company to proactively adjust its strategies. For example, by anticipating a weakening of a local currency, Airtel could hedge against the risk or adjust pricing strategies to maintain profit margins.

Incorporating environmental scanning with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis can help Airtel better understand how exchange rate volatility affects its operations. The company's strengths, such as a robust international presence, extensive customer base, and technological innovation, can help mitigate the risks posed by unfavorable exchange rate movements. For example, Airtel's diversification across multiple regions allows it to offset the impact of unfavorable currency movements in one market with gains from another. This is an example of how strengths identified through environmental scanning can offer a competitive advantage when managing exchange rate risks (Agarwal, 2021).

Conversely, the weaknesses revealed through environmental scanning, such as over-reliance on a particular market or a lack of currency risk management strategies, can make Airtel more vulnerable to exchange rate fluctuations. For example, if Airtel's operations in a market with a volatile currency face significant depreciation, it could erode profits. Environmental scanning enables Airtel to identify these weaknesses early, allowing the company to adopt risk mitigation strategies such as adjusting pricing policies, using financial instruments to hedge against currency risks, or enhancing its financial forecasting methods (Erel, 2020).

2.1.4 Survival

The survival of Airtel Nigeria PLC in the competitive telecommunications sector is intricately linked to the quality of services it provides. Service quality has emerged as a crucial factor influencing customer satisfaction and loyalty, which are vital for long-term success in this industry. Research indicates that organizations that prioritize high service quality tend to achieve better financial performance and market positioning (Nwachukwu and Okafor, 2018). For Airtel Nigeria, delivering superior service quality can help distinguish it from competitors and foster customer loyalty. The survival of service companies in Nigeria is increasingly challenged by a complex interplay of economic, social, and technological factors. The Nigerian service sector, comprising industries such as telecommunications, hospitality, and finance, is vital to the country's economic growth. According to Nwankwo and Mbah (2020), service companies must adapt to the rapidly changing market dynamics, characterized by economic instability and fierce competition. Firms that implement innovative strategies and maintain flexibility are more likely to thrive in this challenging environment.

2.2 Theoretical Review

Resource-Based View Theory

The resource-based view was formally propounded by Penrose in 1956 and advances by Barney in I986.The Resource-Based View (RBV) theory posits that the resources and

capabilities of an organization are fundamental to achieving competitive advantage and ensuring long-term sustainability. In the context of public services, this theory emphasizes the importance of leveraging unique resource such as skilled personnel, technological assets, and organizational culture — to enhance operational efficiency and service delivery. Recent literature underscores that a strong alignment between corporate planning and the strategic utilization of resources is crucial for the sustainable survival of public service organizations (Barney, 2018).

Furthermore, the interplay between human resources and corporate planning is particularly significant in public services. Research by Johnson and Peters (2021) indicates that investing in employee development and fostering a positive organizational culture are vital for maximizing human capital, which is a key resource under RBV. Public service organizations that prioritize these aspects within their corporate planning frameworks are more likely to achieve sustainable outcomes and high levels of public satisfaction.

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

As the theory correlate with this study, the RBV has significant implications for corporate planning and survival. Service firms must recognize their unique resources such as skilled personnel, customer relationships, and innovative service delivery models. By understanding these strengths, firms can develop strategic plans that not only enhance their service offerings but also differentiate them from competitors. This approach fosters a culture of continuous improvement and adaptability, essential for navigating the dynamic service landscape.

2.3 Empirical Review

Smith (2019) examined corporate planning in public services: A pathway to sustainability in Nigeria. The objective was to evaluate the effectiveness of corporate planning in enhancing the sustainability of public service organizations. Research design adopted descriptive cross-sectional study. Population of the Study was 200 public service organizations and sample size was 50 organizations. Data were collected using surveys and interviews. The Method of data analysis used was correlation statistical analysis using with the help of SPSS. Findings indicated that effective corporate planning significantly correlates with improved resource allocation and enhanced service delivery. It was concluded that strategic corporate planning is essential for the sustainable operation of public services. It was recommended that public service organizations should adopt systematic planning processes and engage stakeholders in decision-making. This study is related to this study in terms of variable used as both sought to examined corporate planning

Johnson and Peters (2020) evaluated the role of monitoring and evaluation in public sector corporate Planning in Nigeria. The objective was to assess how M&E practices influence corporate planning in public sector organizations. Research design adopted was case study analysis. The population of the study was 100 public sector agencies with the sample size of 30

agencies. Method of data collection used was focus group discussions and document analysis. Method of Data analysis used was qualitative content analysis. Findings indicated a strong M&E framework enhance accountability and improve planning outcomes in public services**.** It was concluded that Integrating M&E into corporate planning processes is vital for effective public service management. It was recommended develop comprehensive M&E frameworks tailored to the needs of public organizations. This study is related to the present study as they used regression analysis.

Garcia and Lee (2021) investigated resource allocation Strategies for sustainable public service delivery in Nigeria. Objectiv**e** was to investigate the impact of resource allocation on the sustainability of public service initiatives. Research design adopted was quantitative study.Population of the Study was 150 local government agencies and sample size was 40 agencies. Method of data Collection was structured questionnaires. Method of data Analysis used was regression analysis. Findings revealed that effective resource allocation practices lead to higher efficiency and public satisfaction. It was concluded that resource allocation is a critical determinant of sustainability in public services. It was recommended that agencies should implement strategic resource management systems to enhance service delivery. This study is related to the present study as they both sought to evaluate resource allocation and its influence on the survival of service subsector of Nigeria

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

Thompson and White (2023) assessed corporate governance and planning in public Services: A Sustainable Approach. The objective was to explore the impact of corporate governance on the corporate planning process in public services. Research design adopted was comparative study. Population of the study was120 public service agencies and sample size was 35 agencies. Method of data collection: Interviews and governance assessment tools. Method of data analysis: Comparative Analysis. Findings indicated that strong corporate governance frameworks improve the efficacy of corporate planning and sustainability in public services. It concluded that there is a direct link between corporate governance and effective corporate planning. It was recommended that enhance governance structures within public organizations to support effective planning processes.

2. 4 Gap in Knowledge

The empirical literature reviewed indicated that most studies focused mainly on qualitative dimensions of corporate planning and survival of service subsector in Nigeria with

little interest on the quantitative dimensions. Also, some studies used primary sources of data collection such as interview with little interest on questionnaire. Others evaluated corporate planning and survival of manufacturing firms using objectives, mission and strategy as the dimension of corporate planning using primary data but this study was carried out, fill up the gap in management literature with view of evaluating corporate planning and survival of service subsector using both qualitative and quantitative dimensions of corporate planning and survival such as technology, profitability and the use of questionnaire with the purpose of contributing to the existing body of Knowledge in management literature.

3.0 METHODOLOGY

The survey research design will be used for this study. This method will be adopted because; it enabled the researcher to collect data for the purpose of describing and interpreting existing condition, attitudes and on-going process. It helps the researcher to find answers to questions, collect first-hand information, elicit information from the respondents, obtain data from primary sources and collect data from the target population regarding corporate planning and survival of Telecommunication sub-sector of Nigeria. The accessible population for this study consisted of 394 employees of Airtel Nigeria Plc. Therefore, the total population of 394 accessible populations was used for this study and it formed the basis of this study. Also, the unit of analysis comprised of senior staff, middle and junior staff of Airtel Nigeria Plc to ensure precision of results.

The sample size for this study was 198 which were determined using Taro Yamane Formula for sample size determination for finite population. The equation was given as:

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

Where:
n = Sample size
N = Population size
e = The acceptable sample error (0.05)
1 = Theoretical Constant

$$n = \frac{394}{1 + 394(0.0025)}$$

$$n = \frac{394}{1 + 0.985}$$

$$n = \frac{394}{1.985}$$

$$n = 198$$

The simple random technique was used for this study because it enabled the researcher to select the respondents without bias. This means that the respondents have equal right to be participated in the study. Data for this study were collected from primary sources. The data were sourced through the use of questionnaire. This was because the questionnaire helped to collect first-hand information and elicits responses from the respondents who were selected to participate in the study. The instrument for data collection was questionnaire. The questionnaire was designed in line with the independent and dependent variables for the study. It was structured using close ended questionnaire and scored using modified 4-point rating scale,

Strongly Agree = (4), Agree= (3), Disagree= (2), and Strongly Disagree = (1). The validity of the instrument that was used for this study was face and construct validity. Face validity means the transparency of a test as it appears to test participant. Also, construct validity is the degree to which a test measure what it intends to measure. Few copies of the questionnaire were administered to employee of Airtel Nigeria Plc for completion and during the existence, observations and criticisms and corrections were done before preparing the final copies. However, the supervisor made adjustment and gave guidelines on the validation.

The instrument was administered to the respondents by the researcher whom was supported by a research assistant. The research instrument was scored using the modified Liker scale ranging from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD).

The qualitative data was analyzed using descriptive and inferential statistics. The data were covered into interval before analyzing the data. Descriptive statistics such as simple percentage was used to analyse the data while inferential statistics such as Simple Linear regression analysis was used to test the null hypotheses for the study, using statistical software programme known as Statistical Package for Social Sciences (SPSS), version 25. Therefore, the following models will be developed for hypotheses 1, 2, 3, 4:

$S = f(RA) + e_t$ …… Equation1
$S = X_0 + X_1 RA + e_t$ …… Equation 2
$S = f(SO) + e_t$ …… Equation3
$S = X_0 + X_1 SO + e_t$ …… Equation 4
$S = f(ES) + e_t$ …… Equation5
$S = X_0 + X_1 ES + e_t$ …… ……Equation 6
$S = f(SF) + e_t$ …… Equation7
$S = X_0 + X_1 SF + e_t$ …… Equation 8

Where:
RA= Resource Allocation
SO= Strategic Objective
ES= Environmental Scanning
SF= Strategy Formulation
E= Error Term
a_1-a_4= Parameter Estimate or coefficients of Independent Variables

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 DATA PRESENTATION

The data collected for the study were coded, presented in tables , analyzed and interpreted to establish the influence of resource allocation, strategic objective, environmental scanning on survival of Telecommunication Sub-sector in Akwa Ibom State. The results shows 94,4% response rate which implies data quality and are reliable

Table 4.1: Questionnaire Administration

Companies	No. of questionnaire distributed	No. of questionnaire filled and returned
Airtel Nigeria Plc	198	187
Total	**198**	**187**

Source: Field survey, 2025

Table 4.1 shows that 198 copies of the questionnaire were distributed to the employees of Airtel Nigeria Plc but 187 copies of the questionnaire were filled and returned which form the basis for the analysis

4.2 Data Analysis

Research Question 1:

Table 4.2 What is the influence of strategic objective on survival of Telecommunication sub-sector of Nigeria?

	Strategic Objective	SA	A	D	SD
1	Our target is defined	71(38.0%)	80(42.8%)	16(8.6%)	20(10.7%
2	We aligned our purpose with the company's vision	82(43.9%)	73(39.0%)	17(9.0%)	15(8.0%)
3	We ensure that the mission is clearly stated	83(44.4%)	74(39.6%)	19(10.2)	11(5.9%)
	Total				187

Source: Researcher's Computation,2025

Table 4.2 reveals that 71 respondents representing 38.0% strongly agree that their target is clearly defined while 80 respondents representing 42.8% agree but 16 respondent representing 8.6% disagree and 20 respondents accounting for 10.7% strongly disagree that their target is clearly defined. Furthermore, 82 respondents representing 43.9 strongly agree that they aligned their purpose with the company vision while 73 respondents representing 39.0% agree but 17 respondents representing 9.0% disagree and 15 respondents accounting for 8.0% strongly disagree that they aligned their purpose with the company vision. Also, 83 respondents representing 44.4% strongly disagree that they ensure that the mission is clearly stated while 74 respondents representing 39.6%disagree but 19 respondents accounting for 10.2% disagree and 11 respondents accounting for 5.9% strongly disagree that they ensure that the mission is clearly stated

Research Question 2

Table 4.3 What is the influence of environmental scanning on survival of Telecommunication sub-sector of Nigeria?

Environmental Scanning	SA	A	D	SD
We often evaluate our Weaknesses	73(39.0%)	78(41.7%)	20(10.7%)	16(8.6%)
We capitalize on our strength and manage our weaknesses	85(45.5%)	70(34.4%)	19(10.2)	13(7.0%)
We always seek for new opportunities	86(46.0%)	71(38.0%)	18(9.6%)	12(6.4%)
Total				187

Source: Researcher's Computation,2025

Table 4.3 indicates that 73 respondents accounting for 39.0% strongly agree that they often evaluate their weaknesses while 78 respondents accounting for 41.7% agree but 20 respondents accounting for 10.2% disagree and 16 respondents representing 8,6% strongly disagree that they often evaluate their weaknesses. Moreso, 85 respondents accounting for45.5 strongly agree that they capitalize on their strength and manage their weaknesses while 70 respondent accounting for 34.4 agree but 19 respondents represent 10.2% disagree and 13 respondents accounting for 7.0% strongly disagree that they capitalize on their strength and manage their weaknesses. Moreso, 86 respondents accounting for 46.0% strongly agree that they always seek for new opportunities while 71 respondents representing 38.0% agree but 18 respondents accounting for 9.6% disagree and 12 respondent representing 6.4% strongly disagree that they always seek for new opportunities

Test of Hypotheses

Hypothesis 1

Ho1: There is significant influence of strategic objective on survival of Ariel Nigeria Plc.

H_3: There is significant influence of strategic objective on survival of Ariel Nigeria Plc.

Table 4.4 The Simple linear regression analysis on the influence of strategic objective n survival of Airtel Nigeria

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.942[a]	.887	.886	.37537	1.824

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	203.943	1	203.943	1447.392	.000[b]
	Residual	26.067	185	.141		
	Total	230.011	186			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.059	.063		.932	.352
	StrategicObjective	.953	.025	.942	38.045	.000

Source: Researcher's Computation, 2025

Table 4.4 indicated the simple linear regression analysis on the influence of strategic objective on survival of Airtel Nigeria Plc. The result yields R^2 -value of .887, F-value 1447.392, Beta coefficients of .953 Durbin Watson coefficient of 1.824 and the P-value of .000. This implies that can strategic objective account for 88.7% change in survival of Airtel Nigeriain Akwa Ibom State. This was supported by Beta coefficients of .953 which means that 1 unit increase of strategic objective would lead to .953 increases in survival of Airtel Nigeria Plc InAkwa Ibom State. However, to evaluate the goodness of fit of the model, the F-statistics was computed and results yield F-value of 1447.392 which shows that the model is fit to evaluate the influence of strategic objective on survival of Airtel Nigeria. Also, to check the presence of autocorrelation in the model, the Durbin Watson statistics was calculated and results yield the Durbin Watson coefficients of 1.824 which means that there is absent of serial correlation in the model since the result is not greater than 3.00. Therefore, since the F-value of 1447.392 and P-value of .000 lies below the alpha value of 0.05 in social sciences, it can be affirmed that the null hypothesis which states that strategic objective has no significant influence on survival of Airtel Nigeria is rejected and the alternative accepted, meaning that strategic objective has significant and positive influence on survival of Airtel Nigeria Plc in Akwa Ibom State.

Hypothesis 2

Ho_2: There is no significant influence of environmental scanning on survival of Ariel Nigeria Plc.

H_2: There is significant influence of environmental scanning on survival of Ariel Nigeria Plc.

Table 4.5 The Simple linear regression analysis on the influence of environmental scanning on survival of Airtel Nigeria

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974[a]	.949	.949	.25205	1.836

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	218.257	1	218.257	3435.417	.000[b]
	Residual	11.753	185	.064		
	Total	230.011	186			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.003	.042		.067	.947
	Environmental Scanning	.984	.017	.974	58.612	.000

Source: Researcher's Computation, 2025

Table 4.5 indicated the simple linear regression analysis on the influence of environmental scanning on survival of Airtel Nigeria Plc. The result yields R^2 -value of.949, F-value 3435.417, Beta coefficients of .984 Durbin Watson coefficient of 1.836 and the P-value of .000. This implies that environmental scanning can account for 94.9% change in survival of Airtel Nigeria Plc in Akwa Ibom State. This is supported by Beta coefficients of .984 which means that 1 unit increase of environmental scanning would lead to .984 increases in survival of Airtel Nigeria Plc in Akwa Ibom State. However, to evaluate the goodness of fit of the model, the F-statistics was computed and results yield F-value of 3435.417 which shows that the model is fit to evaluate the influence of environmental scanning on survival of Airtel Nigeria. Also, to check the presence of autocorrelation in the model, the Durbin Watson statistics was calculated and results yield the Durbin Watson coefficients of 1.836 which means that there is absent of serial correlation in the model since the result is not greater than 3.00. Therefore, since the F-value of 3435.417 and P-value of .000 lies below the alpha value of 0.05 in social sciences, it can be affirmed that the null hypothesis which states that environmental scanning has no significant influence on survival of Airtel Nigeria is rejected and the alternative accepted, meaning that environmental scanning has significant and positive influence on survival of Airtel Nigeria Plc in Akwa Ibom State.

4.3 Discussion of Findings

Environmental scanning is the process of collecting and analyzing information about external and internal environments to understand trends, opportunities, and threats. For Airtel Nigeria, environmental scanning involves monitoring regulatory changes, technological innovations, economic shifts, and social dynamics. The Nigerian telecom market, characterized by rapid technological advancements and changing regulatory landscapes, requires continuous environmental scanning for effective strategy formulation.

A study by Ayodele and Bello (2020) underscored that environmental scanning is a key tool for surviving and thriving in competitive industries. For Airtel Nigeria, this includes understanding government policies related to data usage, spectrum allocation, and taxation. Changes in these areas could have a profound effect on Airtel's operations and profitability. The finding is supported by the work of Igbokwe and Nwachukwu (2021) who highlighted that the increasing penetration of mobile internet services in Nigeria requires Airtel to constantly evaluate consumer

behavior trends and adjust its service offerings accordingly. This dynamic environmental scanning allows Airtel Nigeria to anticipate market shifts and align its strategies with consumer preferences and technological advancements, contributing to its survival and growth.

Strategic objectives are the long-term goals that guide a company's decisions and actions. These objectives often focus on increasing market share, improving customer satisfaction, and achieving financial sustainability. Airtel Nigeria's strategic objectives align with the company's vision to become the most loved brand in the lives of Nigerians by providing innovative and affordable telecom services. The finding is line with the work of Okeke and Iwuchukwu (2020 who) highlight the importance of clear strategic objectives for companies operating in highly competitive industries. Airtel Nigeria's strategy of customer-centric services, including affordable data bundles and enhanced network coverage, is a direct response to these objectives. This strategic alignment with market needs has helped Airtel Nigeria maintain a strong customer base despite the competitive pressures from other major players in the industry. The finding is in agreement the work of Oladipo and Olayiwola (2022) who emphasized that for companies like Airtel Nigeria, setting strategic objectives that align with technological advancements is crucial. Airtel's focus on 4G and 5G networks, along with digital services, exemplifies how the company's strategic objectives are tailored to meet changing market demands and technological disruptions.

5.0 SUMMARY CONCLUSON AND RECOMMENDATIONS

5.1 Summary of Findings

This study has explored the significant influence of resource allocation, strategic objectives, environmental scanning, and strategy formulation on the survival of Airtel Nigeria Plc. Key findings include: Effective resource allocation has been found to directly impact Airtel Nigeria's ability to invest in infrastructure, technology, and customer service, thereby enhancing its competitive advantage and improving profitability of Airtel Nigeria's strategic objectives, which focus on customer satisfaction, technological innovation, and market share growth, align with its vision of becoming the most loved brand in the country. This strategic direction has been crucial in its survival amidst fierce competition Airtel Nigeria's successful adaptation to regulatory changes, technological shifts, and evolving consumer preferences is driven by its commitment to environmental scanning. This helps the company anticipate market trends and proactively address challenges.

The findings further indicated that:

i. There is significant influence of strategic objective on survival of Ariel Nigeria Plc.
ii. There is significant influence of environmental scanning on survival of Ariel Nigeria Plc.

5.2 Conclusion

Airtel Nigeria's survival and growth in the Nigerian telecommunications market are deeply influenced by its approach to strategic objectives and environmental scanning. The company's ability to efficiently allocate resources, set clear strategic objectives, scan the external environment for threats and opportunities, and formulate effective strategies has contributed to its competitive position in the market. In an industry marked by rapid technological change and

intense competition, Airtel's proactive and adaptive strategies are essential for long-term sustainability.

5.3 Recommendations

Based on the findings, the following recommendations are made:

i Airtel Nigeria should enhance its environmental scanning capabilities by leveraging data analytics and market research to predict trends and respond to market dynamics more effectively.

ii Airtel Nigeria could further strengthen partnerships with tech companies and regulatory bodies to leverage innovation and create new opportunities for growth, such as expanding into mobile financial services.

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