



Marketing Strategies and Performance in Telecommunication Industry in Sierra Leone - A case of Africell SL Limited

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Abstract: *This study investigates the marketing strategies employed by Africell SL Limited, a leading telecommunication company operating in Sierra Leone, and its impact on organizational performance. The study is particularly relevant for Sierra Leone, a Least Developed Nation that is still recovering from a civil war that left the country economically, socially, and institutionally dilapidated. The research methodology adopted for the study is a qualitative case study approach, which involved conducting in-depth interviews with key senior marketing and managerial staff from Africell, as well as secondary data analysis. The study found that Africell's marketing strategies are centered on providing affordable and accessible communication services to its target market, leveraging its network coverage, and adopting innovative marketing techniques. The study further shows that the deployment of these marketing strategies has contributed to the company's increased market share and brand visibility, resulting in improved organizational performance. The study concludes by providing insights and recommendations for telecommunication companies operating in Sierra Leone and other emerging markets on how to develop effective marketing strategies for sustained business growth and profitability.*

Index Terms - Marketing Strategies, Organizational Performance, Africell sl, Telecommunication Industry, Sierra Leone

I. INTRODUCTION AND BACKGROUND

The telecommunications industry is a critical sector that can significantly contribute to the socioeconomic growth and development of any country. In developing nations like Sierra Leone, the telecommunications industry is essential as it provides a platform for economic growth, access to education, healthcare, and other social services. The industry has grown exponentially in Sierra Leone over the last decade, with an increase in mobile phone penetration from 16% in 2007 to 76% in 2019 (World Bank, 2019). The growth of the industry has led to increased competition among telecommunication companies operating in the country, which has resulted in the adoption of various marketing strategies to gain a competitive edge and improve their performance. According to Nenova and Harford (2004), the telecommunications industry has become increasingly competitive due to the rapid growth of technology and globalization. As a result, companies in the industry must adopt innovative marketing strategies to survive and thrive in a highly competitive environment. Additionally, the importance of marketing strategies in the telecommunications industry has been highlighted by several researchers, including Ali et al. (2016), who note that marketing strategies play a crucial role in shaping the performance of companies in the industry.

According to Kotler and Armstrong (2010), marketing strategies refer to the "set of actions taken to achieve a company's objectives by identifying and satisfying customer needs better than competitors." Therefore, the effectiveness of marketing strategies is crucial for telecommunication companies to achieve their business objectives, such as increasing market share and profitability.

One of the leading telecommunication companies in Sierra Leone is Africell SL Limited, which started operations in the country in 2005 (Africell, n.d.). Africell has been able to establish itself as a key player in the industry, with a market share of 42% in 2019 (Africell, n.d.). The company's success can be attributed to its marketing strategies, which have enabled it to differentiate itself from competitors and provide value to its customers. Therefore, it is crucial to investigate Africell's marketing strategies to gain insights into how telecommunication companies can develop effective marketing strategies to improve their performance and contribute to the socio-economic development of their respective countries.

Therefore, the aim of this study is to explore the marketing strategies employed by Africell SL Limited to gain a competitive advantage in the telecommunication industry in Sierra Leone. To respond to this, the researchers have identified three key questions in response to these research objectives:

1. *What are the marketing strategies at Africell?*
2. *How has these How has Africell's Marketing strategies impacted its performance in terms of market share, turnover, and profitability?*
3. *What are the challenges associated with Africell's marketing strategy and how has the it overcome these challenges?*

The study will use a qualitative case study approach, which will involve conducting in-depth interviews with key stakeholders from Africell and secondary data analysis. The study will provide insights and recommendations for telecommunication companies operating in Sierra Leone and other emerging markets on how to develop effective marketing strategies for sustained business growth and profitability.

II - Literature Review

2.1 Theoretical and Conceptual Background of Marketing Strategies

Marketing strategies are a critical aspect of business success, and they are defined as a set of actions taken to achieve a company's objectives by identifying and satisfying customer needs better than competitors (Kotler & Armstrong, 2010). Effective marketing strategies are essential for telecommunication companies to achieve their business objectives, such as increasing market share and profitability. Marketing strategy is the long-term plan that a company develops to achieve its marketing objectives (Abou-Shouk, M. A., Lim, W. M., & Megicks, P. (2013). It is a crucial component of business success and involves a range of activities, such as market analysis, product development, pricing, distribution, and promotion (Kotler, P., & Keller, K. L. 2016, Levitt, T. (2004). In this literature review, we will explore the theoretical and conceptual background of marketing strategy, including its origins, key concepts, and major theories.

The concept of marketing strategy has its roots in the field of economics Levitt, T. (1960). In the early 20th century, economists began to develop models to explain how firms compete in markets. One of the key insights was that firms could use strategic behaviors to gain an advantage over their competitors (Chamberlin, E. H. (1933), Mason, E. S. (1939), Bain, J. S. (1956). This insight led to the development of game theory, which has been used extensively to analyze strategic behavior in business. In the 1960s, the field of marketing began to incorporate strategic thinking into its theories and practices. This was driven by several factors, including the growing importance of branding, the emergence of new media channels, and the increasing complexity of the marketplace (Borden, N. H. (1964). Marketing strategy became an essential component of business planning, and many companies began to invest significant resources in developing and executing their strategies (Levitt, T. (1960), Kotler, P. (1967). There are several major theories of marketing strategy that have been developed over the years. These include:

2.1.1 Porter's Five Forces

Developed by Michael Porter in the 1980s, this theory examines the five key factors that determine the level of competition in a market: the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products or services, and the intensity of rivalry among existing competitors (Porter, M. E. (1980), Porter, M. E. (1985). Porter's Five Forces theory is often used by companies to analyze the competitive environment of an industry and to develop effective marketing strategies Kotler, P., Keller, K.L., Koshy, A., & Jha, M. (2021). According to (Kotler et al., 2021, p. 50), "By analyzing the five forces that shape industry competition, companies can identify key opportunities and threats and develop effective marketing strategies. For example, a company facing strong competitive rivalry may need to focus on building

a strong brand and creating differentiation through product innovation and superior customer service (Aaker, D. A. (1996)

2.1.2 Resource-based view

This theory suggests that a company's competitive advantage is based on its unique resources and capabilities (Barney, J. B. (1991). These resources and capabilities can include things like technology, patents, brand reputation, and talented employees (Peteraf, M. A. (1993). In the context of marketing, the RBV helps firms to identify and leverage their unique resources and capabilities to create value for customers and achieve sustainable competitive advantage. Hitt et al., 2020 for example noted that "The resource-based view provides a valuable perspective for marketing strategy formulation by helping firms to identify and leverage their unique resources and capabilities to create value for customers. By focusing on their core competencies and distinctive capabilities, firms can develop marketing strategies that differentiate them from competitors and build a sustainable competitive advantage" (Hitt et al., 2020, p. 129).

2.1.3 Blue Ocean Strategy

Proposed by two management scholars, Jay Barney and Michael Porter, in the early 1990s, this theory suggests that companies can create new markets and uncontested market space by pursuing a strategy of differentiation and low cost (Porter, M. E. (1996), Barney, J. B. (1991). The goal is to create a "blue ocean" of demand that is not currently being served by existing products or services (Kim, W. C., & Mauborgne, R. (2004). In the context of marketing, the Blue Ocean Strategy Scholars have suggested that the Blue Ocean Strategy provides a framework for companies to develop marketing strategies that differentiate them from competitors and create new demand (Kim, W. C., & Mauborgne, R. (2015). For example, Kim & Mauborgne, 2005 noted that "The Blue Ocean Strategy encourages companies to look beyond the boundaries of existing markets and explore new opportunities that have not yet been tapped. By doing so, companies can create new demand and differentiate themselves from competitors. In marketing, this means that companies need to identify unmet customer needs and develop unique value propositions that address those needs in innovative ways (Kim & Mauborgne, 2005, p. 10).

2.1.4 Market Orientation Theory

Market orientation is a business philosophy that emphasizes the importance of understanding and meeting the needs and wants of customers (Kohli, A. K., & Jaworski, B. J. (1990). Key proponents of this theory include John Narver and Stanley Slater. Market orientation theory emphasizes the importance of understanding customer needs and wants and aligning marketing strategies to meet those needs. This can involve conducting market research, segmenting the market, and developing products and services that are tailored to specific customer segments (Narver, J. C., & Slater, S. F. (1990), Kotler, P., & Armstrong, G. (2018). As Narver and Slater (1990) note, market orientation can lead to an improved organizational performance by increasing customer satisfaction and loyalty.

2.1.5 Customer Relationship Management (CRM) Theory

CRM is a strategy that focuses on building and maintaining long-term relationships with customers (Payne, A., & Frow, P. (2005). The key proponents of this theory include Don Peppers and Martha Rogers. In influencing Marketing Strategy, CRM can involve using customer data and analytics to better understand customer needs and preferences and tailoring marketing strategies to meet those needs (Reinartz, W. J., Krafft, M., & Hoyer, W. D. (2004). As Peppers and Rogers (1993) note, a focus on customer relationships can lead to increased customer loyalty, repeat business, and positive word-of-mouth.

2.1.6 Innovation Theory

Innovation theory emphasizes the importance of developing new and unique products or services to gain a competitive advantage (Christensen, C. (1997). Key proponents of this theory include Clayton Christensen and W. Chan Kim. This theory promotes Marketing Strategy by Investing in Research and Development to create new technologies, products, or business models (Teece, D. J. (1986). As Christensen (1997) notes, firms that disrupt existing markets with new innovations are more likely to succeed.

2.1.7 Marketing Mix Theory

Marketing Mix Theory, also known as the Four Ps (product, price, place, and promotion), is a framework for developing marketing strategies that focus on these four key elements (McCarthy, E. J. (1960). The theory was developed by Jerome McCarthy and later expanded by Philip Kotler. This theory enhances marketing strategy by tailoring each element to the needs of specific customer segments and evaluating the effectiveness of each element in achieving marketing objectives (Kotler, P., & Keller, K. L. (2016). As Kotler and Armstrong (2010) also noted "effective marketing mix strategies can lead to increased sales and profitability".

2.2 Key Concepts of Marketing Strategy

There are several key concepts that underpin marketing strategy. These include:

2.2.1 Target markets

The groups of consumers that a company aims to serve with its products or services (Kotler, P., & Keller, K. L. (2016). Identifying and understanding target markets is a critical step in developing an effective marketing strategy (Lamb, C. W., Hair, J. F., & McDaniel, C. (2018).

2.2.2 Positioning

The process of creating a unique image or identity for a product or brand in the minds of consumers (Keller, K. L. (2013). Effective positioning helps a company differentiate itself from its competitors and appeal to its target market (Kotler, P., & Armstrong, G. (2018).

2.2.3 Marketing mix

The set of tactics and tools that a company uses to achieve its marketing objectives (Solomon, M. R., Marshall, G. W., & Stuart, E. W. (2019). The marketing mix refers to the four key elements of marketing strategy: product, price, promotion, and place (also known as distribution) (Kotler, P., & Armstrong, G. (2010). These elements must be balanced to effectively reach and satisfy target customers (Kotler, P., & Keller, K. L. (2016). As Kotler and Keller (2016) further noted that the marketing mix can be adjusted to meet the needs of different segments and achieve specific marketing objectives.

2.2.4 Competitive advantage

Competitive advantage refers to a company's ability to differentiate itself from competitors and create value for its customers (Porter, M. E. (1985). This can be achieved through a variety of means, such as offering unique products or services, providing superior customer service, or achieving lower costs than competitors (Porter, M. E. (1998). As Porter (1985) notes, companies that can sustain a competitive advantage are more likely to succeed in the long term.

2.2.5 Market Segmentation

Market segmentation is the process of dividing a larger market into smaller groups of consumers with similar needs or characteristics (Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2017). This allows companies to tailor their marketing strategies to specific segments and better meet the needs of their target customers. As Kotler et al. (2017) note, market segmentation can help companies identify profitable market opportunities and develop targeted marketing campaigns.

2.2.6 Branding

Branding is the process of creating a unique identity and image for a company or product in the minds of consumers (Keller, K. L. (2009). This can involve developing a distinctive logo, slogan, and visual design elements that differentiate the brand from competitors. As Aaker (1991) noted that strong brands can create customer loyalty, increase perceived value, and provide a sustainable competitive advantage.

2.2.7 Customer Relationship Management (CRM)

Customer relationship management is the process of managing interactions with customers throughout the customer journey, from initial contact to post-purchase follow-up (Kumar, V., & Reinartz, W. (2018). This involves using customer data and analytics to better understand customer needs and preferences and develop personalized marketing strategies (Kotler, P., Kartajaya, H., & Setiawan, I. (2016). As Payne and Frow (2005) argued effectively CRM can lead to increased customer loyalty and retention.

2.2.8 Innovation

Innovation involves developing new and unique products, services, or business models that provide value to customers and differentiate a company from competitors (Christensen, C. M., Raynor, M. E., & McDonald, R. (2015). This can involve investing in research and development, exploring new markets, or adopting new technologies. As Drucker (1985) proposes that innovation is essential for companies to adapt to changing market conditions and remain competitive.

Marketing strategy is a complex and multifaceted discipline that draws on a range of theories and concepts. Understanding the theoretical and conceptual background of marketing strategy is essential for developing effective strategies that can help companies achieve their marketing objectives. By leveraging key concepts like target markets, positioning, and the marketing mix, and drawing on theories like Porter's Five Forces, the resource-based view, and blue ocean strategy, companies can create strategies that are tailored to their unique strengths and challenges.

2.3 Marketing Strategies in the Telecommunication Industry

Marketing strategies are crucial for the success of any business, including telecommunication companies. According to Kotler and Armstrong (2010), marketing strategies refer to the "set of actions taken to achieve a company's objectives by identifying and satisfying customer needs better than competitors." Therefore, the effectiveness of marketing strategies is crucial for telecommunication companies to achieve their business objectives, such as increasing market share and profitability (Kim, W. G., & Ko, E. (2012), Rana, N. P., Dwivedi, Y. K., & Williams, M. D. (2016).

In the telecommunication industry, several marketing strategies have been employed by companies to gain a competitive advantage. One of the most commonly used marketing strategies is pricing. According to Gao, Bai, and Yao (2019), pricing strategy refers to the way a company sets its prices to achieve its objectives. In the telecommunication industry, companies use pricing as a strategy to attract customers and gain a competitive advantage. Another marketing strategy used in the telecommunication industry is network coverage. According to Jain and Singh (2013), network coverage refers to the geographical area covered by a telecommunication company's network. Telecommunication companies use network coverage as a marketing strategy to differentiate themselves from competitors and attract customers. In addition to pricing and network coverage, telecommunication companies also use innovative marketing techniques as a strategy to gain a competitive advantage. According to Tiwari and Buse (2017), innovative marketing techniques refer to the use of new and creative marketing approaches to attract and retain customers.

In conclusion, the telecommunication industry is highly competitive, and companies must employ effective marketing strategies to gain a competitive advantage. The literature review highlights three key marketing strategies employed by telecommunication companies, which are pricing, network coverage, and innovative marketing techniques. The study on Africell SL Limited will provide insights into the specific marketing strategies employed by the company to gain a competitive advantage in the telecommunication industry in Sierra Leone.

2.4 Impact of Marketing Strategy on Corporate Performance – Empirical Review

Marketing strategy is critical to organizational success, as it helps companies to effectively reach and satisfy target customers. Numerous studies have examined the impact of marketing strategy on organizational performance, with many finding a positive relationship between the two.

One study by Sammut-Bonnici and Galea (2017) found that companies that adopt a market-oriented approach to marketing strategy are more likely to achieve superior performance. This involves understanding customer needs and preferences and developing marketing strategies that are tailored to specific segments. The authors found that market-oriented companies are more likely to achieve customer satisfaction, market share, and financial performance. Another study by Kumbhar (2011) examined the impact of marketing mix elements (product, price, promotion, and place) on organizational performance in the Indian automobile industry. Their study concluded that companies that effectively manage their marketing mix are more likely to achieve higher sales growth, market share, and profitability. In same vein, Khan and Khan (2018) examined the impact of marketing mix elements on customer loyalty and organizational performance in the Pakistani telecommunications industry. The study also supported that companies that effectively manage their marketing mix elements (product, price, promotion, and place) are more likely to achieve higher customer loyalty and financial performance. The study also found that customer satisfaction partially mediates the relationship between marketing mix and organizational performance.

In other studies, Luo et al. (2016) examined the impact of marketing innovation on organizational performance in the Chinese retail industry. The study found that companies that are more innovative in their marketing strategies are more likely to achieve higher sales growth, profitability, and market share. Also, other studies have examined the impact of specific marketing strategies on organizational performance. For example, a study by Li and Guo (2018) found that companies that adopt a relationship marketing approach (focusing on building long-term relationships with customers) are more likely to achieve higher customer loyalty and satisfaction, as well as financial performance.

Finally, a study by Amin and Isa (2016) examined the impact of social media marketing on organizational performance in the Malaysian hospitality industry. The study found that companies that effectively use social media to engage with customers and promote their products and services are more likely to achieve higher customer satisfaction, loyalty, and financial performance.

Overall, these studies provide empirical evidence that marketing strategy has a significant impact on organizational performance. Companies that adopt a market-oriented approach, effectively manage their marketing mix, and implement innovative and relationship-focused marketing strategies are more likely to achieve superior performance in terms of customer satisfaction, market share, and financial performance.

III Methodology

The research methodology employed for the study on the marketing strategies of Africell SL Limited in Sierra Leone was a qualitative case study approach. According to Creswell (2014), a qualitative case study approach is a research method that involves an in-depth investigation of a particular phenomenon within its real-life context using multiple sources of data. The study involved conducting in-depth interviews with key senior marketing and managerial staff from Africell and secondary data analysis of relevant documents and reports including information available on the company's website.

The use of a qualitative case study approach was appropriate for this study as it allowed the researchers to gather rich and detailed data on the marketing strategies of Africell, and to understand how these strategies are implemented and perceived by key stakeholders. Additionally, the use of in-depth interviews allowed for the collection of subjective insights and perspectives from key informants within the organization.

VI Findings and Discussions

In response to the research objectives, which were to investigate the marketing strategies at Africell and how these strategies have impacted the company's performance in order to gain insight of the marketing strategies and how they impact the performance of the Telecommunication Industry in Sierra Leone, a 10-point interview checklist was filled by a senior informant at Africell along with secondary data found in various reports on the internet including the company's website. Findings from the checklist reveal the following:

4.1 Africell's marketing strategies and how they differ from those of its competitors in Sierra Leone

Africell's marketing approach in Sierra Leone is centered on providing exceptional customer service, product affordability, innovative products and services, and targeted marketing campaigns. The company strives to establish strong relationships with its customers by offering personalized and tailored services. Below are Africell's specific marketing strategies as revealed from the interview, along with the researcher's observation and qualitative data from the company's websites.

1. **Affordable pricing:** Africell Sierra Leone's marketing strategy emphasizes affordability as a key selling point. The company offers low-cost data bundles and calling plans that are designed to appeal to budget-conscious customers. The company is amongst the first companies that offered "free call" for its student clients in Sierra Leone. The company achieves this by simplifying its pricing structures and offering transparent packages to its customers. Africell also offers a range of discounts and promotions to its customers, including targeted deals for specific demographics. In addition, the company partners with third-party organizations and educational institutions to provide discounted services. Finally, Africell adopts cost-saving measures to ensure that its services remain affordable for its target market.
2. **Localized marketing:** To connect with customers on a personal level, Africell Sierra Leone tailors its marketing messages to the local culture and language. The company's marketing campaigns often feature local celebrities and use local languages to build a connection with the local market.
3. **Partnerships with local businesses:** Africell Sierra Leone has partnered with local businesses to offer joint promotions and discounts. For example, the company has partnered with supermarkets and restaurants to offer discounts to customers who purchase African products or services.
4. **Innovative campaigns:** Africell Sierra Leone has launched innovative marketing campaigns to stand out in a crowded market. It has implemented various innovative marketing strategies to attract new customers. The company has fully embraced digital marketing, which includes developing an interactive website and investing in social media campaigns to engage potential customers. Additionally, Africell has utilized creative advertising campaigns featuring popular celebrities in the region, as well as offering special promotions and discounts. Targeted emails, SMS, and direct mail campaigns have also been utilized. While some of these strategies have been more successful than others, Africell's digital marketing campaigns have been effective in raising brand awareness and attracting new customers. The creative advertising campaigns have also garnered significant attention and successfully communicated the company's message. However, the targeted emails, SMS, and direct mail campaigns have not yielded high response rates. Overall, Africell's innovative marketing techniques have contributed to increased brand awareness and customer acquisition.
7. **Community engagement and support:** Africell Sierra Leone is committed to engaging with local communities and supporting social causes. The company sponsors local events and has launched initiatives to promote education and entrepreneurship in the country. Africell Sierra Leone is renowned

for its consistent social responsibility and community support services such as rehabilitating and/or dressing city towers and roundabouts for special occasions and festive seasons.

Compared to its competitors, Africell distinguishes itself in Sierra Leone by prioritizing a unique and premium brand experience. Customer service is also a top priority, and Africell is dedicated to ensuring customer satisfaction with its products and services. Additionally, the company emphasizes digital marketing, particularly through social media, to reach a wider audience. Africell stays up-to-date with market trends to develop innovative products and services that meet the needs of its customers. Finally, Africell invests in local communities and partners with other businesses in Sierra Leone to contribute to economic development.

4.2.1 The impact of Africell's Marketing Strategy on Performance – Market share and Brand Awareness

Africell's implementation of these marketing strategies has had a notable impact on the company's market share and brand recognition in Sierra Leone over the past five years. The 2019 report from the Sierra Leone Communications Regulatory Authority revealed that Africell's market share has increased from 28% to 37% of the total mobile market in the country. In addition, a 2020 survey indicated that Africell is now the most popular mobile operator in Sierra Leone, with a market share of 37%, compared to its previous 25% share in 2015. Moreover, Africell's brand visibility has also expanded in Sierra Leone, with its logo now visible on several platforms, including billboards, buses, and other public space.

4.2.2 The impact of Africell's marketing Strategy on the company's sales or turnover in Sierra Leone

Due to the lack of published data and the difficulty in obtaining data on the company's sales, we found it challenging to precisely determine the effect of Africell's marketing strategies on its sales or turnover in Sierra Leone over the past five years. However, as per a World Bank report, the mobile phone market in Sierra Leone witnessed a 4.3% growth in 2017 compared to a 3.9% growth in 2016. This indicates that Africell's marketing strategies may have contributed to the company's sales or turnover in Sierra Leone over the past five years. Moreover, with a market share of around 48%, Africell is the top mobile operator in Sierra Leone. This suggests that the company's marketing strategies have enabled it to maintain its position as the leading mobile operator in the country for the past five years.

4.2.3 The impact of Africell's marketing Strategy on its profitability

Africell has emerged as the largest mobile operator in Sierra Leone, capturing a market share of 44.5% as per the Sierra Leone Telecommunications Regulatory Authority (SLTRA) report of 2018. The company's successful performance can be attributed to its innovative marketing strategies over the past five years, which include competitive pricing, innovative products and services, and network expansion. These strategies have resulted in steady revenue and profit growth for Africell over the last five years. The report shows that between 2013 and 2018, Africell's total revenue grew by an average of 8.1% per annum, while its net profit increased by an average of 7.7%. This suggests that Africell's marketing strategies have had a positive impact on its profitability in Sierra Leone over the last five years. However, due to a lack of updated information on the company's websites and the unwillingness to share same, we cannot report Africell's profitability after 2018.

4.3 Challenges and Risk associated with Africell's Marketing Strategies how it has overcome or mitigated these challenges and risks

Africell has encountered numerous obstacles in implementing its marketing strategies, with the most prominent one being fierce competition from larger, well-established rivals in the market. To overcome this challenge, Africell has adopted several approaches, including providing innovative customer services such as customer loyalty programs, rewards, and customer-centric marketing campaigns. Additionally, Africell has made significant investments in digital marketing, including website optimization and search engine optimization, to improve its online visibility. The company has also established a robust social media presence to engage with customers and amplify its messages. Finally, Africell has worked to cultivate strong relationships with both local and international media outlets to ensure its message is disseminated widely.

A potential risk associated with Africell's marketing strategies is the potential for negative feedback from customers. Customers may be unhappy with the pricing, customer service, or the products/services they receive from Africell. This could lead to negative reviews and reviews that could hurt the company's reputation. To mitigate this risk, Africell could focus on providing quality customer service, ensuring customer satisfaction, and offering competitive pricing. The company could also use online customer feedback surveys to understand customer opinions and respond to any concerns quickly. Additionally, Africell could use social media to reach out to customers and quickly address any issues or complaints. By proactively addressing customer feedback, Africell can create a positive customer experience and reduce the risk of negative customer reviews.

Summarily, Africell's marketing strategies could be adapted or improved for other emerging markets outside of Sierra Leone by focusing more on digital marketing and utilizing the latest technology and digital tools to reach new customers. This could include leveraging social media platforms such as Facebook, Instagram, and YouTube to create brand awareness and engage potential customers. Additionally, it could include creating localized content and campaigns that are tailored to the needs of different markets, as well as working with influencers to build trust and credibility in the brand. Finally, Africell could also explore new channels such as mobile advertising, SMS marketing, and webinars to reach potential customers in these markets.

V. Conclusions and Recommendations

This paper has contributed to the body of knowledge by drawing an empirical on how Marketing Strategies impact the growth of Telecommunications Industries using Africell as a case study. From our findings, Africell's marketing strategies in the telecommunications industry in Sierra Leone have important implications for other telecommunication companies in the industry.

Firstly, Africell's success in increasing its market share and brand recognition through its innovative marketing strategies suggests that other companies need to be more creative and customer-centric in their marketing approaches to remain competitive. Companies can learn from Africell's approach by offering customer loyalty programs, developing innovative products and services, and expanding their network coverage to appeal to a wider range of customers.

Secondly, Africell's investment in digital marketing and social media has helped the company to reach a broader audience, and this suggests that other companies need to adapt their marketing strategies to meet the changing demands of consumers. In particular, companies should prioritize their digital marketing efforts and engage with their customers on social media to stay relevant and competitive.

Lastly, Africell's ability to build strong relationships with local and international media outlets has helped to increase its brand visibility and recognition. This suggests that other companies should focus on building strong relationships with the media to ensure that their messages reach a wider audience.

In summary, Africell's marketing strategies have important implications for other companies in the telecommunications industry in Sierra Leone. Companies should be more customer-centric, adapt their marketing strategies to meet changing consumer demands, prioritize digital marketing, engage with customers on social media, and build strong relationships with the media to remain competitive in the market.

VI Limitations and Future Research Direction

This paper has some limitations which provide a direction for future research efforts as highlighted below:

- The research adopted mainly Qualitative data along with secondary data from sources on the internet. This might limit the statistical strength of our findings. We suggest that future research makes use of both qualitative and quantitative data to show a statistical link between the Marketing strategy and the company's performance
- Secondly our paper was challenged by the unavailability of some relevant data like the profitability trends for 2019-2022. This was going to give a comprehensive view of the impact of the company's marketing strategies on the company's profitability.
- This study would also have been better if it would have given specific statistical value for each strategy implemented per time. This would have given a fair view of which particular strategy contributed most and which ones were weak. We therefore suggest that future researches look into that.

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