International Journal of Information and Technology

Volume 1, Issue 1, pages 76-87, October, 2015

Type: Double Blind Peer Reviewed International Research Journal

Host: Africa Research Corps (www.africaresearchcorps.com) Journal Series: Academic Scholars Publishing League (ASPL)

Publisher: International Academic Journal for Global Research (iajgr) Publishing (USA)



Demographic Characteristics of Respondents on GSM Networks Co-location in Benue State, Nigeria

Adekitan, Rasheed Akanfe

Department of Business Administration, College of Management Sciences, University of Agriculture, Makurdi, Nigeria

Abstract - Telecom companies, which rushed to set up towers to cope with the explosion in the number of subscribers, have now realized that it is better to share the infrastructure. The aim of this study is to examine demographic characteristics of respondents on telecommunications infrastructure sharing and cost optimization in Nigeria: a study of GSM networks co-location in Benue State. The study respondents consists of senior technical, rollout managers, finance/accountant and adminstrative staff cadre of MTN and GLO working in Benue State. The population of this category of staff in GLO is 120, while MTN is 170, making a total of 290 respondents. The sample size is 168. Multiple-Regression is a multivariate statistical technique was employed to predict the established relationships between the variables. The highest duration of employment among the respondents fell between 1-5 years (43.9%), while 28.1% have worked for their telecommunication organizations between 6-10 years. The gender distribution constitutes a very high population for men (90.2%), while the women made up a small percentage of 9.8%, giving the picture that the telecommunication organizations in this region are predominantly dominated by the male counterparts. The majority of respondents were those with an HND or a B.Sc., which made up the highest distribution of 70.7%. The M.Sc. holders made up 18.3% followed by professionals (11.0%). The study did not take cognizance of both FSLC and WASC holder staff. The telecom regulatory body (NCC) should encourage infrastructure sharing trends in Benue State by ensuring that terms of agreement are adhered to by both parties and ensuring that defaulting parties are penalized in forms of fines or surcharges. This would ensure better commitments by the colocating parties

Keywords: Co-location, demographics, infrastructure sharing, network, Nigeria



International Journal of Information and Technology (ASPL Journal Series) Volume 1, Issue 1, (October, 2015) pages 76 – 87 www.africaresearchcorps.com

Demographic Characteristics of Respondents on GSM Networks Co-location in Benue State, Nigeria

Adekitan, Rasheed Akanfe

Department of Business Administration, College of Management Sciences, University of Agriculture, Makurdi, Nigeria

Abstract: Telecom companies, which rushed to set up towers to cope with the explosion in the number of subscribers, have now realized that it is better to share the infrastructure. The aim of this study is to examine demographic characteristics of respondents on telecommunications infrastructure sharing and cost optimization in Nigeria: a study of GSM networks co-location in Benue State. The study respondents consists of senior technical, rollout managers, finance/accountant and adminstrative staff cadre of MTN and GLO working in Benue State. The population of this category of staff in GLO is 120, while MTN is 170, making a total of 290 respondents. The sample size is 168. Multiple-Regression is a multivariate statistical technique was employed to predict the established relationships between the variables. The highest duration of employment among the respondents fell between 1 – 5 years (43.9%), while 28.1% have worked for their telecommunication organizations between 6 - 10 years. The gender distribution constitutes a very high population for men (90.2%), while the women made up a small percentage of 9.8%, giving the picture that the telecommunication organizations in this region are predominantly dominated by the male counterparts. The majority of respondents were those with an HND or a B.Sc., which made up the highest distribution of 70.7%. The M.Sc. holders made up 18.3% followed by professionals (11.0%). The study did not take cognizance of both FSLC and WASC holder staff. The telecom regulatory body (NCC) should encourage infrastructure sharing trends in Benue State by ensuring that terms of agreement are adhered to by both parties and ensuring that defaulting parties are penalized in forms of fines or surcharges. This would ensure better commitments by the colocating parties

Keywords: Co-location, demographics, infrastructure sharing, network, Nigeria

Corresponding author - E-mail: rasheed.adekitan2012@gmail.com | Tel: 07036906453; 08055572148

1. Introduction

Telecom companies, which rushed to set up towers to cope with the explosion in the number of subscribers, have now realized that it is better to share the infrastructure. For large players who have a pan-Nigeria footprint, it means a new source of revenue, while for those expanding nationwide, it means lower capital expenditure (capex) and operation expenditure (opex), as well as faster rollout of services (Egan, 1996).

The two selected network operators (MTN and Glo) are the most dominant service providers in the State because of their availability in the grassroots, widespread coverage and preferred networks. Three local governments (Makurdi, Otukpo and Katsina-Ala) in each of the three senatorial districts of the State were selected for the study because they are the

centre/hub of economic activities in the State. The three senatorial districts are: i) Benue North East comprises of Katsina-Ala, Konshisha, Kwande, Logo, Ukum, Ushongo and Vandeikya. ii) Benue North West comprises of Makurdi, Gboko, Buruku, Guma, Gwer East, Gwer West and Tarka. iii) Benue South comprises of Otukpo, Ado, Agatu, Apa, Obi, Ogbadibo, Ohimini, Oju, and Okpokwu. The aim of this study is to examine demographic characteristics of respondents on telecommunications infrastructure sharing and cost optimization in Nigeria: a study of GSM networks co-location in Benue State.

2. Methodology

2.1. Population and Sampling Procedure

The mobile GSM sector is made up of four (4) operators (MTN, Glo, Airtel and Etisalat) of which the researcher considers co-location relationship mainly between two (2) dominant operators (i.e. Glo and MTN) because the operators have wider coverage and were preferred by subscribers in Benue State. In this study, the researcher developed a well-structured and standardized questionnaire on perceived aspect of co-location that affect cost efficiency of GSM firms in Benue State based on the Likert five-point ordinal scale and they were administered to senior technical, rollout managers, finance/accountant and management staff in the domain of study. The respondents possess technical skills, academic qualification and experience in co-location arrangement of GSM operations in Benue State.

Hence, this study respondents consists of senior technical, rollout managers, finance/accountant and adminstrative staff cadre of MTN and GLO working in Benue State. The population of this category of staff mentioned above in GLO is 120, while MTN is 170, making a total of 290 respondents.

A sample size is the number of elements selected from the population which is representative of that population (i.e. a sample must be a representative of the whole population). A representative sample size with known confidence and risk levels was selected based on the work of Yamane (1967) which gave a sample size of 168. The rationale for choosing Yamane is that the sample size is more than 100 respondents.

2.2. Data Collection Techniques

This research work was based on a well-structured method using standard empirical tools. The research design comprised of combination of descriptive, exploratory, inferential and causal approaches. This was because the concept of telecommunication infrastructure sharing needs to be clarified and existing models explored in order to investigate the causal relationships that exist among the variables under study.

The use of Likert five-point as an attitude measuring scale was well justified for this study as described below:

- i. Respondents were selected and subjected to scoring based on the judgmental assessment on the degree of how the various aspects of collocation affect cost efficiency of GSM firms in Benue State.
- ii. Favourable and unfavourable statements of how the aspects of collocation affect cost efficiency and revenue generation of GSM firms in Benue.

- iii. Collected statements in the form of questionnaire were administered to a sample deemed to be reasonably representing the population being studied.
- iv. Each respondent's score was obtained by adding up the scores of the responses to each statement.

3. Results and Discussion

3.1. Survey Response

A total of 168 copies of questionnaire were sent-out and 164 were retrieved. A successful response rate of 97.6% was achieved as 164 copies of the questionnaire were considered acceptable. Given the high percentage of acceptable number of questionnaire retrieved, this response rate was considered reasonably adequate (see Appendix I).

3.2. Demographics of Respondents

3.2.1. Duration of employment

The highest duration of employment among the respondents fell between 1-5 years (43.9%), while 28.1% have worked for their telecommunication organizations between 6-10 years. Those who have worked for a few months and up to a year make up 14.6%; this figure is close to 13.4% of the respondents who have worked for their telecommunication organizations for more than 11 years.

3.2.2. Gender distribution

The gender distribution constitutes a very high population for men (90.2%), while the women made up a small percentage of 9.8%, giving the picture that the telecommunication organizations in this region are predominantly dominated by the male counterparts. Given this information, the ratio of male to female is approximately 10:1.

3.2.3. Educational qualifications

The majority of respondents were those with an HND or a B.Sc., which made up the highest distribution of 70.7%. The M.Sc. holders made up 18.3% followed by professionals (11.0%). The study did not take cognizance of both FSLC and WASC holder staff.

Table 1: Summary of Respondents' Demographics

Duration of Employment	No. of Resp.	Percentage (%)
≤ 1 yr	24	14.6
1 – 5 yrs	72	43.9
6 – 10 yrs	46	28.1
11 ≥ yrs	22	13.4
Total	164	100.0

Gender	No. of Resp.	Percentage (%)	
Male	148	90.2	
Female	16	9.8	
Total	164	100.0	
Education	No. of Resp.	Percentage (%)	
HND/B.Sc.	116	70.7	
M.Sc.	30	18.3	
Professionals	18	11.0	
Total	164	100.0	

Source: Field survey, 2014

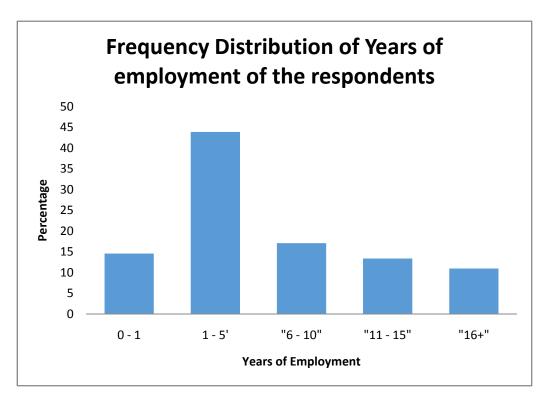


Figure 2: Frequency Distribution of Years of Employment of the Respondents

4. Conclusion and Recommendations

4.1. Conclusion

The study examined the demographic characteristics of respondents on telecommunications infrastructure sharing and cost optimization in Nigeria: a study of GSM networks co-location in Benue State. The study found out that there was a growing recognition among operators that the rise of viable competition through collocation will force each operator to give of its best in service delivery. This has been intensified by the recent introduction of mobile number portability which allows subscribers to switch from one network to another while maintaining their numbers. This calls for high service quality, and telecom operators in Benue are well poised for this competition by engaging in infrastructure sharing which allows operator to easily extend their network coverage to areas that were covered by their competitor.

4.2. Recommendations

From our conclusion, the study came to the following recommendations for stakeholders:

- iii. Rural infrastructure sharing is strongly recommended (both 2G and 3G) in Benue State because majority of the population are living in rural areas.
- iv. The main recommendation is in respect of the epilepsy power supply. It is recommended to the Federal Government to speed up its power sector reforms, as doing so will bring great relief to the infrastructure sharing in Benue State. The tariffs charged by the telecom operators for their services will be drastically reduced and quality of services provided by the operators will also improve tremendously.
- v. The telecom regulatory body (NCC) should encourage infrastructure sharing trends in Benue State by ensuring that terms of agreement are adhered to by both parties and ensuring that defaulting parties are penalized in forms of fines or surcharges. This would ensure better commitments by the colocating parties.
- vi. The NCC should eliminate the issues of non-harmonization of standards in specifications among telecom operators through issuing colocation licenses to third party companies who would be allowed to maintain or build infrastructure as separate companies desiring to share infrastructure. Hence, such issues as lack of commitment from the other party towards taking care of equipment belonging to the other will be eliminated.

References

- Andersen, E. and Fjeldstad, O.D. (2003). Understanding Inter-firm Relations in Mediation Industries with Special Reference to the Nordic Mobile Communication Industry. *Industrial Marketing Management*, 32(5): 397-408.
- Al-Jarbou, Y. and Baroudi, U. (20005). Performance of Heterogeneous Traffic in Roaming Based Sharing Multi Operator 4G WCDM, In: *Proceedings of the 2nd International Symposium on Wireless Communication Systems* (ISWCS). Siena, Italy, pp 40-47.
- Alabi, G. A. (1996). *Telecommunications in Nigeria*. University of Pennsylvania, African Studies Center, March, pp 58-73.

- Alcatel-Lucent, (2010). Network Sharing, in Long Term Evolution: Opportunity and Solutions., Available from Lte World: http://lteworld.org/whitepaper/network-sharing-lte (Retrieved April 2014).
- Babbie, E. R. (1973). *Research Methods*. Belmint (USA): Wadsworth Publishing Company Inc., pp 49-52.
- Bala-Gbogbo, E. (2009). Telecom Industry Operators Opt for Infrastructure Sharing. Available from http://www.234next.com/csp/cms/sites/Next/Money/Business/5418647/story.csp (accessed May 2014).
- Ballon, P. (2007). Business Modeling Revisited: The Configuration of Control and Value. *INFO:The Journal of Policy, Regulation and Strategy for Telecommunications, Information and Media*, 9(4): 6-19.
- Ballon, P. and Delaere, S. (2009). Flexible Spectrum and Future Business Models for the Mobile Industry. *Telematics and Informatics*, 26 (3): 44-46.
- Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Strategic Management*, pp 203-227.
- Barney, J. B. and Arikan, A. M. (2001). The Resource-Based View: Origins and Implications. In: Hitt, M. A., Freeman, R.E. and J. S. Harrison J. S. (Eds.), *The Blackwell Handbook of Strategic Management*, Malden, MA: Blackwell Publishers Inc., pp 112-126.
- Beckman, C. and Smith, G. (2005). Shared Networks: Making Wireless Communication Affordable, in IEEE Wireless Communications. April 20, 5(1): 78-85.
- Bengtsson, M. and Kock, S. (2000). Co-opetition in Business Networks—to Cooperate and Compete Simultaneously. *Industrial Marketing Management*, 29(5): 411-426.
- Bengtsson, M., Eriksson, J. and Wincent, J. (2010). Competition Dynamics an Outline for Further Inquiry. *Competitiveness Review: An International Business Journal*, 20(2): 194-214.
- BENSEEDS Drafting Committee .(2004). Benue State Economic Empowerment and Development Strategy available at http://web.ng.undp.org/documents/SEEDS/Benue State.pdf (access March 2015).
- Bhawan, M. and Marg, N. J. (2007). *Recommendations on Infrastructure Sharing*. Telecom Regulatory Authority of India, p 42.
- Booz, A. H. (2007). *Infrastructure Sharing: Opportunities and Threats for MENA Telecom Operators,* Booz Allen Hamilton Consulting. Available from http://www.boozallen.com/news/29537171 (access September 2014).
- Bourley, N. (1981). Sex Ratio Manipulation and Selection for Attractiveness. *Science*, 21(1): 721–722.
- Bouwman, H., Haaker, T. and De Vos, H. (2008). *Mobile Service Innovation and Business Models*. Berlin: Springer.
- Braccini, A. (2008). Business Model Definition Methodologies for Telecommunication Services. *ITS Regional Conference*, Rome, September.
- Brian, W.S. (2007). *Telecommunication Structures*. Indiana: Thomas Telford Publishing Telford, pp 113-120.
- Chandler, A. D. (1962). Strategy and Structure: Chapters in the History of the Industrial

- Enterprise. Cambridge: M.I., pp 49-50.
- Chanab, L., El-Darwich, B., Hasbani, G. and Mourad, M. (2007). *Telecom Infrastructure Sharing:* Regulatory Enablers and Economic Benefits, Booz Allen Hamilton Consulting, December 5, pp 1–12.
- Chanab, L., El-Darwich, B., Hasbani, G. and Mourad, M. (2007). *Telecom Infrastructure Sharing:**Regulatory Enablers and Economic Benefits. Booz Allen Hamilton Inc.: Available from http://www.boozallen.com/media/file/Telecom_Infrastructure_Sharing.pdf (Retrieved July 20, 2014).
- Chen, W. and Zha Y. (2004). Cost Allocation Methods Based on Cooperative Games. In *Operations Research and Management*, 13(4): 54-57.
- Chesbrough, H. and Rosenbloom, R.S. (2002). The Role of Business Model in Capturing Value from Innovations: Evidence from Xerox Corporation's Technology Spin-off Companies. *Industrial and Corporate Change*, 11(3): 529-555.
- Cohen, T. and Southwood, R. (2008). Extending Open Access to National Fibre Backbones in Developing Countries. The 8th Global Symposium for regulators, *International Telecommunication Union*, Pattaya, Thailand. Available from http://www.ictregulationtoolkit.org/en/Publication.3553.html, Retrieved April, 2014.
- Crown Castle Int., (2002). Third International Conference on *3G Mobile Communication Technologies*.
- Dai J. and Xue H. (2004). The Strategy of Profit Allocation among Partners in Dynamic Alliance Based on the Shapley Value. *Chinese Journal of Management Science*, 12(4): 33-36.
- Deephouse, D. L. (2000). Media Reputation as a Strategic Resource: An Integration of Mass Communication and Resource-Based Theories. *Journal of Management*, 26(6): 1091–1112.
- Delaere, S. and Ballon, P. (2003). The Business Model Impact of Flexible Spectrum Management and Cognitive Networks. *Info*, 9 (5): 57 69.
- Delaere, S. and Ballon, P. (2007). Business Model Implications of a Cognitive Pilot Channel as Enabler of Flexible Spectrum Management. *20th Bled eConference*, Bled, Slovenia.
- Egan, B. (1996). *Improving Rural Telecommunications Infrastructure*. TVA Rural Studies Workshop. Columbia University.
- Ericsson, (2003). The Beauty of Network Sharing, Ericsson. Available find http://www.ericsson.com/solutions/news/2004/q1/20040202-network.shtml (accessed March 2014).
- Ericsson, 2003). White Papers on Network Sharing. Available from http://www.ericsson.com/res/docs/whitepapers/network sharing %20rev a.pdf (accessed April 2014).
- Ericsson, (2009). Market Trends and Network Sharing. Available from http://www.ericsson.com/ the company / investors / financial_reports / 2009 / annual 09 / market-and-operations-arket-trends-operator-consolidation-and-network-sharing. html (accessed April 2014).
- Faber, E. (2003). Designing Business Models for Mobile ICT Services, *Proceedings of the16th Bled Ecommerce conference*, Bled.
- Felegyhazi, M. and Hubaux, J. P. (2006). Wireless Operators in a Shared Spectrum, in

- Proceedings of 25th IEEE International Conference on Computer Communications, INFOCOM. Barcelona, Spain, pp 1-11.
- Forge, S. and Blackman, C. (2006). Spectrum for the Next Radio Revolution: the Economic and Technical Case for Collective Use. *INFO*, 8(2): 6-17.
- Frisanco, T., Tafertshofer, P., Lurin, P. and Ang, R. (2008). Infrastructure Sharing and Shared Operations for Mobile Network Operators -From a Deployment and Operations View. In: *Proceeding on International ICOIN Conference*, January 20, pp 45-50.
- Gaitan, O.S., Martins, P., Demerjian, J. and Tohme, S. (2007). Enabling Roaming in Heterogeneous Multi-Operator Wireless Networks. *Journal of Communications*, 2(4): 18-28.
- Giupponi, L., Agusti, R., Perez-Romero, J. and Salient, O. (2007). Improved Revenue and Radio Resource Usage through Inter-Operator Joint Radio Resource Management. In: Proceedings of IEEE International Conference on Communications, (ICC), Glasgow, June 25, pp 67-80.
- Gordijn, J. and Akkermans, J. M. (2001). Designing and Evaluating e-Business Models. *IEEE Intelligent Systems Intelligent e-Business*, 16(4): 11-17.
- Gordijn, J. and Tan, Y. H. (2005). A Design Methodology for Modeling Trustworthy Value Webs. *International Journal of Electronic Commerce*, 9 (3): 31-48.
- Gnyawli, D. R., He, J. and Madhavan, R. (2008). Co-opetition: Promises and Challenges. In C. Wankel, ed. *21st Century Management: a Reference Handbook*. Thousands Oaks: SAGE Publications. pp 386-398.
- Global System for Mobile Telecomunication Association. (2012). Mobile Infrastructure Sharing. Available at http://www.qsma.com/publicpolicy/infrastructure-sharing (accessed September 2014).
- Ghuari, P. and Gronhaug, K. (2008). *Research Methods in Business Studies*. London: Pearson Education.
- Hair, J., Anderson, R., Tatham, R., and Black, W. (1998). *Multivariate Data Analysis.* (5th Ed.). New Jersey: Prentice Hall Inc.
- Håkansson, H. and Snehota, I. (1995). *Developing Relationships in Business Networks*. London: Routledge. p 86.
- Harno, J. (2002). 3G Business Case Successfulness Within the Constraints Set by Competition, Regulation and Alternative Technologies. Nokia Research Centre.
- Hasbani, G., El-Darwinche, B., Mourad, M, and Chanab. (2007). *Telecom Infrastructure Sharing:*Regulatory Enablers and Economic Benefits. Booz and Company: L.A.
- Herzog, A. (2007). *The Coming Carrier Network Infrastructure: A Way Different Landscape.*Alcatel-Lucent.
- Hew, S. L. and White, L. B. (2006). Fair Resource Bargaining Solutions for Cooperative Multi-Operator Networks. *in Proceedings of International Zurich Seminar on Communications*, pp 58-61.
- Huawei, (2010). Leading the Track. Available from http://www.huawei.com/broadband/lte/

- leading the track/net4mobility.doc (access May 2014).
- Huawei, 2012. Long Term Evolution (LTE) Available from http://www.huawei.com/publication/view.do?id=5703&cid=10549&pid=61 (access May 2014)
- Hultell, J. and Johansson, K. (2010). An Estimation of the Achievable User Throughput with National Roaming. KTH report, 2006, available at http://urn.kb.se/resolve?urn=urn:nbn:se:kth:diva-27029 (Retrieved March 2014).
- Hultel, J., Johansson, K. and Markendahl, J. (2004). Business Models and Resource Management for Shared Wireless Networks. *The Royal Institute of Technology*, pp 42-45.
- Ilaria G. and Pierpaolo, P. (2004). Supply Chain Coordination by Revenue Sharing Contracts. *International Journal of Production Economics*, 18(9): 131-139.
- International Telecommunication Union (2004). An Overview of the Nigerian Telecommunication Environment. *ITU Telecommunication Africa,* pp 34-36.
- Institute of Telecommunication Professionals (2007). *Operators Search for New Revenue Stream.* Available from http://www.telenity.com/news-events/articles/operators_search_for_new_revenue_stream.php. (Retrieved February 26, 2014).
- Johansson, K., Kristensson, M. and Schwarz, U. (2006). Radio Resource Management in Roaming Based Multi-Operator WCDMA networks, In: *Proceedings of IEEE 59th Vehicular Technology Conference spring*. Milan, May 25, 4(1): 2062-2066.
- Kervin, J. B. (1992). Method for Business Research. New York: Harper Collins.
- Kettinger, W. J. (1994). National Infrastructure and the U.S Information Super Highway. *Information and Management*, 6(3): 357-368.
- King, A. W. and Zeithaml, C. P. (2001). Competencies and Firm Performance: Examining the Causal Ambiguity Paradox. *Strategic Management Journal*, 22(1): 75–99.
- Koski, H. and Kretschmer, T. (2004). Survey on Competing in Network Industries: Firm Strategies, Market Outcomes and Policy Implications. London: LSE Research Online.
- Klynveld Peat Marwick Gwerdeler, (2011). Passive Infrascture Sharing in Telecommunications. Infrastructure Sharing Brochure. KPMG Africa Limited.
- Kyriazakos, A. S. and Karetsos, T. G. (2004). *Practical Radio Resource Management in Wireless Systems*. Boston: Artech House.
- Lau, T. Y., Kim, S. and Atkin, D. (2005). An Examination of Factors Contributing to South Korea Global Leadership in Broadband Adoption. *Telematics and Informatics*, 4(2): 349-359.
- Leighton, W. (2009). Measuring the Effects of Spectrum Aggregation Limits: Three Case Studies from Latin America. October 25, Available at SSRN: http://ssrn.com/abstract=1494371 (access February 2014).
- Li A. and Zhang Z. (2005). *Fuzzy Mathematics and its Application*. BeiJing: Metallurgical Industry Press.
- Li, F. and Whalley, J. (2002). Deconstruction of the Telecommunications Industry: from Value Chains to Value Networks. *Telecommunications Policy*, 26(3): 451-472.
- Li Y. (2008). One Fixed Cost-Sharing Method Based on Bargaining Game Between DEA and Nash. System Engineering, 26(6): 73-77.
- Losada, R. (2009). On Infrastructure SharingAgreement: Should Network Operators be Allowed to Build Facilities Jointly. *ComisionNacionaldel Mercado de Valores*, available at

- http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1582326 (Retrieved September 2014).
- Luo, Y. (2007). A Co-opetition Perspective of Global Competition. *Journal of World Business*, 42(2): 129-144.
- Mansell, R. (1988). Telecommunications Network-Based Services: Regulation and Market Structure in Transition. *Telecommunications Policy*, 12(13): 243-255.
- Mansell, R. (1990). Rethinking the Telecommunication Infrastructure: The New Black Box. *Centre for Information and Communication Technologies*, 19(7): 501-515.
- Mansell, R. (1994). Strategic Issues in Telecommunications: Unbundling the Information Infrastructure. *Telecommunications Policy*, 18(8): 588-600.
- Markendahl, J. (2011). Mobile Network Operators and Cooperation A Tele-Economic Study of Infrastructure Sharing and Mobile Payments Services. 1st ed. Stockholm: Ph.D dissertation, CoS,KTH.T. Press.
- Martin, R., Roma, M. and Vansteenkinste, I. (2005). *Regulatory Reforms in Selected EU Network Industries*. Occasional Paper Series, 28(5): 1-46.
- Ma S. and Wang P. (2006). The Study of Profit Allocation among Partners in Supply Chain Based on the Shapley Value. *Industrial Engineering and Management*, 4(2): 43-45.
- Mattsson, L. G. and Johanson, J. (1992). *Network Positions and Strategic Action: An Analytical Framework*. Uppsala: Företagsekonomiskainstitutionen.
- Meddour, D.E., Rasheed, T. and Gourhant, Y. (2011). On the Role of Infrastructure Sharing for Mobile Operators in Emerging Markets. *Computer Networks*, 55(19): 1576-1591.
- MTN. (2008). MTN Group 2008 Final Audited Results for the Year ended 31 December. *MTN Group*. South Africa. pp 1-22.
- Nalebuff, B. and Brandenburger, A. (1996). *Co-opetition*. ISL Frlag A B, Oskarshamn. Napoli, P. (2001). *Foundations of Communications Policy, Principles and Processes in the Regulation of Electronic Media*. Cresskill, New Jersey: Hampton Press.
- Neuman, L. W. (1997). Social Research Methods, Methodology and Research Using Quantitative Data. Aviam Company, Needham Heights, USA.
- Nigerian Communication Commission. (2004). Trends in Telecommunications Markets in Nigeria: 2003-2004. *Nigerian Communications Commission*. Available from http://www.ncc.gov.ng (accessed January 2014).
- Nigerian Communication Commission. (2005). Determination of Interconnect Rate Issued by Nigerian Communications Commission. *Nigerian Communications Commission*, June, pp 1–31.
- Nigerian Communication Commission. (2006). Guidelines on Collocation and Infrastructure Sharing. *Nigerian Communications Commission*, pp 1-13.
- Nigerian Communication Commission. (2012). A Report on Network Quality of Service and Performance of the GSM in Nigeria, March 22. pp 14-16.
- Newbert, S. L. (2007). Empirical Research on the Resource-Based View of the Firm: An Assessment and Suggestions for Future Research. *Strategic Management Journal*, 28(2): 121–146
- Nworuh, G. E. (2004). Basic Research Methodology for Researcher Trainers and Trainers in

- Management Sciences (2nd Ed.). Owerri: Ambix. Nokia, 2013. Network Insight, Efficiency and Recommended Solution. Available at http://www.nokiasiemensnetworks.com/insight/efficiency/recommended-solutions/networks.com/sharing-brings-huge-efficiency-gains-and-improved-end-user-experience (Retrieved July 2014).
- Siemen, 2011. Telecommunication and 3G Network Sharing. Available at http://www.nokiasiemensnetworks.com/news-events/press-room/press-releases/t-mobile-and-3-uk-build-europe-s-largest-shared-3g-network (Retrieved March 2014).
- Offergelt, F., Berkers, F. and Hendrix, G. (2011). If You Can't Beat Them, Join Them Cooperative and Non-Cooperative Games in Network Sharing. In 15th International Conference on Intelligence in Next Generation Networks (ICIN). Berlin,
- Oliver, W. 2007. The Rise of Network Sharing Risks and Rewards for Network Operators. Communication, Media and Technology (CMT) Journal, 5(3): 12-15.
- Onwurah, C. (2008). *Infrastructure Sharing Promoting Competition In Next Generation Fixed Access*. OFCOM, pp 1-33.
- Onuzuruike, E. (2008). Telecom Infrastrucuture Sharing as a Strategy for Cost Optimization and Revenue Generation: A Case Study of MTN Nigeria/Zain Nigeria Collocation. (MBA Thesis Proposal). School of Management. Blekinge Institute of Technology.
- Oppenheim, A. N. (1992). *Questionaire Design, Interviewing and Attitude Measurement*. 2nd edition, London: Pinter.
- Osterwalder, A. (2005). Clarifying Business Models: Origins, Present and Future of the Concept, Communications of the Association for Information Systems, 16(6): 1-25.
- Osterwalder, A. and Pingeur, Y. (2004). *Business Model Generation*. Amsterdam: Osterwalder, A; Pingeur, Y. pp 34-38.
- Park, S.H. and Russo, M.V. (1996). When Competition Eclipses Cooperation: An Event History Analysis of Joint Venture Failure. *Management Science*, 42(6): 85-89.
- Peha, M. J. (2009). Sharing Spectrum Through Spectrum Policy Reform and Cognitive Radio:

 Policy Management, by Regulators and License-Holders, is Important for Implementing
 the Best Means for Dynamically Sharing the Limited and Precious Communications
 Spectrum. Retrieved April 2, 2014, from IEEE Xplore.
- Pereirasamy, M. K., Luo, J., Dillinger, M. and Hartmann, C. (2005). Dynamic Inter-Operator Spectrum Sharing for UMTS FDD with Displaced Cellular Networks, in *Proceedings of IEEE Wireless Communications and Networking Conference (WCNC)*, 3(2): 1720-1725.
- Picot, A. and Wernick, C. (2007). The Role of Government in Broadband Access. *Telecommunications Policy*, 31(18): 660-674.
- Porter, M. E. (1980). Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press.
- Porter, M. E. (1984). Competitive Advantage. New York: Free Press.
- Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review,* January15, pp 86-90.
- Porter, M. and Millar, V. (1985). How Information Gives You Competitive Advantage. *Harvard Business Review*, pp 149-160.

- Prasad, R. and Mihovska, A. (2009). *New Horizons in Mobile and Wireless Communications:* Radio Interfaces. Boston, London: Artech house.
- Ritala, P. and Hurmelinna-Laukkanen, P. (2009). What's in it for me? Creating and Appropriating Value in Innovation-Related Co-opetition. *Technovation*, 29(12): 819-828.
- Rou B. M. and Kock, S. (2000). Competition in Business Networks—to Cooperate and Compete Simultaneously. *Industrial Marketing Management*, 229(5): 411-26.
- Rumelt, R., Schendel, D. and Teece, D. (1991). Strategic Management and Economics. *Strategic Management Journal*, 12(6): 5-29.
- Sabat, H. (2005). *The Network Investment Economics of the Mobile Wireless Industry*. Springer Science and Business Media, Inc. Manufactured in The Netherlands, pp 187-206.
- Sadiq, M. A., Oyelade, O. and Ukachukwu, C.A.S. (2011). International Conference on Innovations in Engineering and Technology (IET).
- Spector, P. E. (1992). Summated Rating Scale Construction: An Introduction. London, Sage Publication.
- Tankard, M. (2010). The Benefits and Barriers of Network Sharing. Stockholm: Ericsson *Business Review*, 3(4): 40-47.
- Tella, S.A. (2007). Telecommunications Infrastructure and Economic Growth: Evidence from Nigeria. UN-IDEP and AFEA Joint Conference on Sector-led Growth in Africa and Implications for Development Dakar, Senegal, November 8.
- Village, J. A., Worrall, K. P. and Crawford, D. I. (2002). 3G Shared Infrastructure. In: Proceedings of the Third International Conference on 3G Mobile Communication Technologies.
- Whalley, J. (2002). Change Within the Mobile Communications Market; An Initial Assessment of the Structural and Organizational Repercussions of 3G. *Communications and Strategies*, 45(1): 177-193.
- Wikipedia, (2012). Map of Benue State. Available from en.wikipedia.org/wiki/Benué_State (access October 2014)
- Wiklund, J. and Shepherd, D. (2003). Knowledge-Based Resources, Entrepreneurial Orientation, and the Performance of Small and Medium-Sized Businesses. *Strategic Management Journal*, 24(13): 1307–1314.
- Zhu, K. and Kraemer, K. L. (2002). E-Commerce Metrics for Net-Enhanced Organizations: Assessing the Value of e-Commerce to Firm Performance in the Manufacturing Sector. *Information Systems Research*, 13(3): 275–295.
- Yamane, T. (1967). Statistics: An Introductory Analysis. New York: Harper and Row, p 99.

APPENDIX I: Questionnaire Distribution and Retrieval

S/N	Group	Number Administered	Number Retrieved	Acceptance Number	% of Success
	Total	168	164	164	97.6

Source: Field survey, 2014