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Digital Innovation Strategies and Competitive Advantage of Deposit Money Banks in Rivers State

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Abstract

This study examines the relationship between digital innovation strategies and competitive advantage among deposit money banks in Rivers State. Specifically, it evaluates how online banking platforms and mobile banking strategies influence market share and profitability, and the extent to which these platforms mitigate service failures. Four research questions and four hypotheses guided the study. The study adopted a cross-sectional survey research design. The target population comprised 135 respondents drawn from 27 deposit money banks in Rivers State. A census sampling technique was employed, resulting in a sample size of 135 respondents. Data were collected using a structured questionnaire, of which 130 copies were retrieved and used for analysis. Structural equation modeling (SEM) was employed to analyze the data. The findings revealed that one dimension of digital innovation strategies, namely online banking platforms, has a statistically significant positive relationship with measures of competitive advantage, specifically market share (β = 0.744) and profitability (β = 0.690). In addition, the mobile banking strategy was found to have a strong and significant positive relationship with market share (β = 0.675) and profitability (β = 0.710). The study concluded that the dimensions of digital innovation strategies significantly influence the measures of competitive advantage among deposit money banks in Rivers State. Consequently, the study recommends that bank management should continuously invest in digital innovation strategies, particularly online banking platforms and mobile banking systems, to enhance transaction speed and deliver personalized services. These efforts are expected to improve customer satisfaction, increase engagement, and strengthen competitive positioning.

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1 INTRODUCTION

Competitive advantage remains a central focus for organisations that want to outperform competitors, attract customers, and sustain profitability. In recent years, competitive advantage in organizations are measured using market share and profitability, yet many companies fail to implement it successfully through digital innovation strategies. Competitive advantage is obtained when an organization develops or acquires a set of attributes that allow it to outperform its competitors (Wang, 2014). In other words, competitive advantage is revealed, when activities of a given organization are more profitable than those of its market competitors or when it outperforms them as regards other significant results of activities, as noticed by Huff et al. (2009). This constitutes ascribing features of uniqueness and exceptionality to competitive advantages. Besides, Grant (2010) says if the firm is to prosper within the industry it must establish a competitive advantage over its rivals. In the contemporary, fast-paced economy, this is no longer a static position but a dynamic capability to adapt, innovate, and understand customer needs faster than competitors as noted by Mohammed et al. (2020). However, competitive advantage now stems from the ability to collect, analyze, and act on information faster than competitors, allowing for real-time market responses rather than lagging strategies.

Then, digital innovation strategies are not just about mechanization, but rethinking how value is created. Companies that prioritize digital innovation stay ahead of market trends and adapt to technological changes faster than competitors. Organizations that integrate digital tools into their strategy achieve significant revenue growth. This highlights the direct financial benefits of a structured digital approach. Digital innovation strategies enable companies to better understand and meet customer needs, fostering loyalty and retention. Successful firms are shifting from selling products to offering services such as using online banking platforms and mobile banking strategy. Therefore, digital innovation strategies thus become the core of the business strategy and is used to solve existing or future challenges, keep up with technological changes, through online banking platforms and mobile banking strategy to gain a competitive advantage in the long run. Moreover, several studies have highlighted the strategic benefits of digital innovation strategies in creating a sustainable competitive advantage, however, organisations still struggle to realize these benefits due to high implementation costs, resistance to change and lack of digital expertise.

Furthermore, lack of effective online banking and mobile banking strategies has resulted in transfer payment failure, customer complaints and frustration, low turnover, mergers and acquisition of banks, and low profit margins. Bingham et al. (2015) pointed out that these have pushed customers to switch to competing banks that offer more efficient digital services. In addition, mobile banking strategies are often poorly implemented resulting in frequent application failures, poor user experience and limited client trust which in-turn reduce bank's market share, erode profitability and weaken their competitive position. From empirical perspective, some scholars have examined these variables; however, their studies were conducted in different scopes and produced mixed or inconsistent results, thereby creating a knowledge gap. Consequently, there is a need to investigate the relationship between digital innovation strategies and the competitive advantage of deposit money banks in Rivers State. The outcome of this study will be of great benefits to the management, employees and stakeholders of the banks. It will also equip them with an in-depth understanding of the dynamic business environment and the need to align operational technologies with customer expectations. Consequently, banks will be able to strengthen customer loyalty and sustain long-term relationships in an increasingly competitive financial market. In addition, the findings will assist managers of deposit money banks in Rivers State to develop innovative solutions that will enable their institutions to remain competitive.

Consequently, this study specifically pursues the following objectives: to;

i. Examine the relationship between online banking platforms and market share of deposit money banks in Rivers State.
ii. Evaluate the relationships that exist between online banking platforms and profitability of deposit money banks in Rivers State.
iii. Determine the relationships that exist between mobile banking strategy and market share of deposit money banks in Rivers State.
iv. Assess the relationships that exist between mobile banking strategy and profitability of deposit money banks in Rivers State.

In attempting to achieve these, the following research questions serve as yardsticks and guide to the research activities. They are as follows:

1. What is the relationship between online banking platform and market share of deposit money banks in Rivers State?
2. To what extent does online banking platform relate with profitability of deposit money banks in Rivers State?
3. How does mobile banking strategy relate with market share of deposit money banks in Rivers State?
4. What is the effect of mobile banking strategy on profitability of deposit money banks in Rivers State?

In line with the specific objectives of the study, the following hypothesis (in null form) were formulated:

H_{01}: There is no significant relationship between online banking platforms and market share of deposit money banks in Rivers State.

H_{02}: There is no significant relationship between online banking platforms and profitability of deposit money banks in Rivers State.

H_{03}: There is no significant relationship between mobile banking strategy and market share of deposit money banks in Rivers State.

H_{04}: There is no significant relationship between mobile banking strategy and profitability of deposit money banks in Rivers State.

2 LITERATURE REVIEW

This section presents a review of relevant literature on the key concepts of the study, including digital innovation strategies, online banking platforms, mobile banking strategy, and competitive advantage, with specific emphasis on market share and profitability. The section also examines the theoretical foundations underpinning the study, as well as empirical studies related to the variables, in order to establish the conceptual relationships and identify existing gaps in the literature.

2.1 Digital Innovation Strategies

Yoo et al (2012) defined digital innovation strategies as the strategic use of digitized information and increasingly pervasive mobile devices with enhanced processing power to create new opportunities for innovation, where physical and digital components are integrated to develop novel products and services. Existing researches have emphasized on how the unique assets of digital innovation strategies enable new types of innovation processes that are distinctively different from the analog innovation processes of the Business Era (Henfridsson et al., 2014; Yoo et al., 2012). To complement this assertion,Van Veldhoven and Vanthienen (2022) observed that digital innovation strategies are essential strategies for survival of organisations. Gong and Ribiere (2021) opined that digital innovation is more than just a technological shift. They concluded that the choice of specific technology adoption does not necessarily reflect the depth to which organisations harness technologies for transformative resolutions. Warner and Wager (2019) argue that, in the pursuit of digital innovation, organizations need to consider how advancements in digital technologies can drive substantial changes in value-creating domains. The integration facilitated by digital innovation enables the seamless interconnection of the virtual and physical realms, contributing to a more agile business process. Therefore, this paper relies more heavily on the integration of the digital innovation strategies such as online banking platforms and mobile banking strategy.

2.1.2 Dimensions of Digital Innovation Strategies

Existing literature identifies several dimensions of digital innovation strategies; however, this study focuses on two key dimensions, namely online banking platforms and mobile banking strategy.

2.1.3 Online Banking Platforms

Agbada (2008) defines online banking platforms as computer-based system used to perform financial transactions electronically. It allows bank customers to pay money from one account to another, pay bills and transfer capitals using recognized electronic channels, among others. Online banking platforms represents a variety of financial services performed through electronic devices, including withdrawals and deposits using automated teller machines (ATMs), automated bill payment (ABP), electronic fund transfer (EFT), and personal computer banking (Muhammad & Azizur, 2013), further highlights that online banking platforms is the use of computers and automated machines for carrying out banking services. Nyangosi et al (2009) cited in Muhammad & Azizor (2013) observed that online banking platforms is the use of computers and automated machines for carrying out banking services. They further collaborated that online banking platforms are basically about funds transfers and inquiry that grown especially in the last two decades to become the deployment of some or all operations of a banking service provider electronically.

2.1.4 Mobile Banking Strategy

Tommi (2017) defines mobile banking as an interaction between a customer and a bank in which connections are done through mobile device(s) such as a cellphone, smartphone, or tablet. Furthermore, mobile banking strategy is a structured approach for financial institutions to deliver services such as account management, fund transfers, and payments via mobile devices like smartphones and tablets, aiming to enhance customer convenience, reduce costs, and increase revenue. Mobile banking offers benefits such as true freedom from time and place, and efficiency for banking transactions. Rajnish et al. (2006) views mobile banking strategy as any transaction involving the transfer of ownership or rights to use goods and services which is initiated and or completed by using mobile access to computer-mediated networks with the help of an electronic device. It further highlighted that mobile banking strategy is built on the ravishment of bank-related financial services via mobile devices. It also comprises of services in the field of accounting, brokerage and financial information.

2.1.5 Concept of Competitive Advantage

According to Warf (2025) competitive advantage refers to the ability of places and countries to produce goods and services quickly, cheaply, and well; it advances on competitive advantage by including several overlooked factors such as demand, organizational ability, management and change over time. Wang (2014) observed that competitive advantage is obtained when an organization develops a set of attributes that allow it to outperform its competitors. In other word, competitive advantage is revealed when activities of a given organizations are more profitable than those of its market competitors or when it outperforms them as regards other significant results of activities as observed by (Huff et al.,2009). This constitutes ascribing features of uniqueness and exceptionality to competitive advantages. Therefore, competitive advantage can be treated as a sine qua non for achievement of success either realization of strategic targets set according to Haffer (2003). Apart, if an organization is to prosper within the industry it must establish a competitive advantage over its rivals as observed by (Grant, 2010). Truly, in this hyper competitive and evolving complex business setting it is difficult to achieve this.

2.1.6 Measures of Concept of Competitive Advantage

It is acknowledged that there are several measures of competitive advantage; however, for the purpose of this study, market share and profitability are adopted as the key measures.

2.1.7 Market Share

Prakash et al. (2024) define market share as the proportion of customers or sales volume a firm captures within a given market. Similarly, Ariss (2010) argues that firms with larger market shares tend to enjoy greater market power advantages. This perspective emphasizes that a higher market share enhances a firm's competitiveness by enabling it to offer discounts, negotiate better terms with suppliers, and exercise stronger bargaining power in procurement. Consequently, market share is positively associated with firm performance. In the same vein, Market share is a critical indicators of a firm's competitive expertise as noted by Edeling and Himme (2008); Sulong et al. (2018). Besides, it has also been noted that market share can significantly influence business overall performance. This is because when a firm expands its market presence, it can lower production costs, offer competitive prices, and achieve more significant sales volumes as observed by Covin et al. (2000). It further defines market share as the percentage of total sales a firm generates within a specific industry over a given period, calculated by dividing the firm's sales by total market sales. This measure serves as a key indicator of competitive strength, market position, and profitability.

2.1.8 Profitability

Siti and Mursalim (2016) aptly defines profitability as the ability of a firm to generate profits. Similarly, Sarngadharan and Rajitha (2011) distinguish between profit and profitability based on how earning capacity is measured; profit is an absolute measure of earnings, whereas profitability is a relative measure that reflects a firm's earning capacity in relation to its resources or investment base. Profit indicates a firm's money receiving during a specified period. While, profitability denotes whether these profits are constant or improved or deteriorated, how and to what extent they can be improved. That is why profits of two unlike firms might be identical, though not for the profitability. Company profitability was company's ability to generate net income from the activity undertaken in an accounting period. Profitability can become an important consideration for investors in their investment decisions. With a bid to get the high profits, was expected to attract investors in investing. Many leaders use financial performance as basis for company's performance. Companies that can get enormous profits can be said to be successful or have a good financial performance as noted by Moeljadi (2014). Brigham et al. (2006) observed that profitability is the end result of a number of managerial policies and decisions. Company profitability is the ability to generate net income from the activities carried out in an accounting period. Therefore, this paper defines profitability as the extent to which a business earns more revenue than its total expenses over a specific period, reflecting how efficiently it manages its operations, resources and market activities to sustain growth and reward stakeholders.

2.2 Theoretical Review

This paper is anchored on Dynamic Capability Theory proposed by David J. Teece (1997). This theory assumes that market and technology keep changing, invariably organisations must be able to notice changes early enough, make quick decisions and adjust how they work. It also, believes that having money, staff, or technology alone is not enough but what really matters is the ability to change, learn, and improve continuously when new challenges or opportunity appear. Besides, this theory is so significant, because digital innovation like online banking platforms and mobile banking strategy keeps changing, so organisations can quickly adopt new digital innovation strategies to meet customer needs better than others. This ability to adopt helps organisations stay ahead of competitors, keep customers satisfied and gain log-term competitive advantage in the digital era.

2.3 Empirical Review

Several empirical studies were reviewed, but only a few were considered relevant for this research. Prakash et al. (2024) examine “market share and firm performance, focusing on moderated and mediating effects of firm size and corporate governance”. The study examined the impact of market share on firm performance, considering the moderating effect of firm size and the mediating role of corporate governance, while controlling for capital structure, growth, and innovation. The study relies on seven-year firm-level data, utilizing an uneven sample of 40 non-financial companies listed on the Nepal Stock Exchange (NSE) and encompassing 280 observations. A causal-comparative research design was used with Process Macro tools in a moderated mediating model to examine the hypotheses. The results revealed a significant impact of market share on firm performance, i.e., ROA ($\beta = 0.195$, $p < 0.01$) and Tobin’s Q ($\beta = 0.232$, $p < 0.01$). Additionally, firm size moderated negatively ($\beta = –0.82$, $p < 0.01$), while corporate governance positively mediated the relationship ($\beta = 0.184$, $p < 0.01$; Tobin’s Q: $\beta = 0.188$, $p < 0.05$). Control variables had no significant impact on corporate governance. The study highlights the implication of balance of market share, corporate governance, and innovation with firm size for the firm’s performance.

Fang et al. (2022) examined “innovation strategy, digital transformation, and competitive advantage in manufacturing enterprises, using evidence from China”. The study aimed to integrate the concepts of digital transformation, innovation strategy, and competitive advantage into a unified research model in order to identify a more effective pathway for enhancing competitiveness through digital transformation in manufacturing firms.The research model was tested through multivariate hierarchical regression analyses, and Hayes’ PROCESS for SPSS, utilizing survey data collected from 183 manufacturing enterprises in China. The results indicate that, in comparison to research and development (R&D) and production, digital transformation in service and organizational activities exert a more significant impact on competitive advantage.

Powel (2016) examined “the concept of competitive advantage, focusing on its logic, sources, and durability”. The main purpose of the study was to present the theoretical foundations of competitive advantage and clarify the key issues associated with its application. The article was developed through a careful review of leading literature and was grounded in the resource-based view. The study concluded that competitive advantage is best understood as a dynamic and context-dependent construct that explains variations in firms’ above-average performance in competitive markets. It further emphasized that the sustainability of competitive advantage depends on the uniqueness, inimitability, and effective deployment of firm-specific resources and capabilities.

Rajnish et al. (2006) examined “mobile banking as a business strategy focusing on the impact of mobile technologies on customer behaviour and its implications for banks”. An empirical survey of customer acceptance conducted within the frame of our research clearly reveals a major, growing interest in Mobile Banking. However, since the degree of interest and the willingness to pay vary for individual services, it seems to be necessary to design specific services taking the needs and wishes of relevant target groups into consideration. Banks ought to therefore employ mobile channels with a clear business-focus. This paper examines the opportunities for banks to generate revenues by offering

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value-added, innovative mobile financial services while retaining and even extending their base of technology-savvy customers.

Muhammad and M D. Aziur (2013) studied the "online banking system – its application in some selected private commercial banks in Bangladesh". The main research issues covered in the study were: adoption of online banking facilities in Bangladesh; identifying major components of online banking and their application; knowing the main online banking services offered by the selected banks; assessing customer satisfaction on online banking service and identifying the major problems of online banking service in selected banks. The main findings of the study were as follows: (i) Online Banking System (OBS) was introduced in Bangladesh in 1998. By December 2011, OBS had been implemented in 47 out of 56 banks. It was reported that OBS was fully operational in almost all foreign commercial banks. Among local commercial banks, all second and third generation banks had fully implemented OBS, while first generation banks and some second-generation banks had only partially adopted the system. (ii) In most of the selected banks, key components such as debit cards, credit cards, automated teller machines (e.g., MasterCard, Visa Card, and Q-Cash Card), point of sale terminals, online services, internet banking, and the Society for Worldwide Interbank Financial Telecommunication (SWIFT) system had been introduced as of December 2011.

Another study by Qureshi et al (2008), was done on customer acceptance of online banking. Almost 50% of the clients shifted from traditional banking to online banking system. The core reason of this transfer was the perceived usefulness, security and privacy provided by online banking.

The empirical literature reviewed shows that firm performance and competitive advantage are shaped by a combination of strategic positioning, technological innovation, and institutional mechanisms. Prakash et al. (2024) provide strong evidence that market share significantly improves firm performance, while corporate governance strengthens this relationship through a mediating effect. However, the negative moderating role of firm size suggests that growth without effective coordination may reduce efficiency gains. This finding highlights the importance of aligning structural capacity with strategic outcomes.

In the context of digital transformation, Fang et al. (2022) demonstrate that innovation strategy and digital transformation are critical drivers of competitive advantage, particularly when firms extend digitalization beyond production to service and organizational processes. This aligns with Powell (2016), who argues that competitive advantage is not static but depends on the effective deployment of unique and inimitable resources. Together, these studies suggest that digital capabilities function as strategic resources that can sustain superior performance when properly managed.

From a banking perspective, Rajnish et al. (2006), Muhammad and Md. Aziur (2013), and Qureshi et al. (2008) collectively show that digital banking innovations, including mobile and online banking systems, improve customer acceptance, service delivery, and operational efficiency. These studies emphasize that perceived usefulness, security, and service customization are key drivers of adoption. They also indicate that banks can strengthen customer retention and expand their market base through technology-driven service innovation.

However, despite these contributions, most existing studies were conducted in different national and institutional contexts, particularly outside Nigeria, with limited focus on how digital innovation strategies influence competitive advantage in deposit money banks within Rivers State. Furthermore, there is limited integration of key performance indicators such as market share and profitability within a unified analytical framework.

This gap provides the justification for this study, which examines the relationship between digital innovation strategies and competitive advantage among deposit money banks in Rivers State.

3 RESEARCH METHODOLOGY

The study employed cross sectional survey research design. The target population was 135 respondents derived from 27 deposit money banks in Rivers State, census sampling technique was used in accepting the 135 respondents (Branch

Manager, Customer Service Manager, Head of Credit Manager, Head of Operation and Head of Research & Development) respectively as a sample size. A 5point likert scale was used on the validated structured questionnaire. The hypotheses were tested using partial least squares-structural equation modeling (PLS-SEM) with SmartPLS version 4.

4 RESULTS AND DISCUSSION

A total of 135 questionnaires were distributed to respondents, out of which 130 copies representing (95%) were returned and used for the study. The hypothesis testing was undertaken at a 95 % confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1: Distribution Of Questionnaire

S/No.	Total number of deposit money Banks	Total number Distributed	Number of questionnaires retrieved
1.	27	135	130

Table 1 above shows the total copies of questionnaire administered. Out of 135, 130 was filed and returned.

Table 2: Distribution Of Positions

S/No.	Particulars	Total Value Distributed	Percentage
1.	Branch Manager	26	20
2.	Customer Service Manager	26	20
3.	Head of Credit Manager	26	20
4.	Head of Operation	26	20
5.	Head of Research & Dev.	26	20
	Total	**130**	**100**

Table 2 above shows the total value of 130 with equal distribution among the five managerial positions such as branch manager, customer service manager, head of credit manager, head of operations and head of research and development. Giving each a value of 26. This equal allocation means each position contributes 20% to the total with no variation among them.

Table 3: Distribution Of Gender

Gender	Value	Percentage
Male	70	54
Female	60	46
Total	130	100

Table 3 shows the total value of 130 that was distributed between genders; the analysis depends on the allocation. 70 were for male representing 54%. While 60 was for female representing 46%. It indicates disparities in representation.

4.1 Hypothesis One and Two

$H0_1$: There is no significant relationship between online banking platform and market share.
$H0_2$: There is no significant relationship between online banking platform and Profitability.

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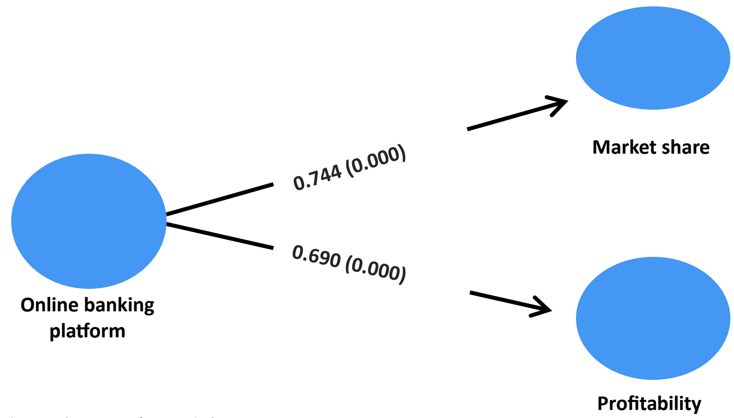

Figure 2: Hypotheses 1-2

Table 4: Analysis of the effect of online banking platform on measures of competitive advantage (market share and profitability).

Hypothesized Path	Standardized Beta(β)	Std. Error	T-Value Value	P-Value (2-tailed)	Relationship Strength	Decision
Online Banking Platforms → Profitability	0.744	0.040	18.50	0.000	Very Strong Positive	Significant
Online Banking Platforms → Market share	0.690	0.046	14.96	0.000	Strong Positive	Significant

Sample Size (N) = 130

4.2 Results Of the Hypotheses Testing on Online Banking Platform And Profitability

The result of the analysis above in figure 2 show a very strong positive and statistically significant level P<0.05 (0.000<0.05), it implies that online banking platform has a very strong positive significant correlation relationship with profitability. The standardized beta coefficient of (β) = 0744 indicates a very strong influence, suggesting that enhancements in online banking services lead to substantial improvement in bank profitability. Therefore, the study rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between online banking platform and profitability.

Results of the Hypotheses Testing on Online Banking Platform and Market Share

The result of the analysis above in figure 2 shows a strong positive and statistically significant level P<0.05 (0.000<0.05), it means that there is significant relationship between online banking platform and market share. A path coefficient (β) = 0690 implies that online banking platform has a strong positive significant correlation relationship with market share. The standardized beta coefficient of (β) = 0690 indicates a strong influence, suggesting that convenience and speed of online banking boost customer satisfaction, which in turn helps banks expand their customer base and strengthen their market position. In line with this, the study rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between online banking platform and market share.

4.4 Hypthesis Three and Four

$H0_3$: There is no significant relationship between mobile banking strategy and Market share.

$H0_4$: There is no significant relationship between mobile banking strategy and Profitability.

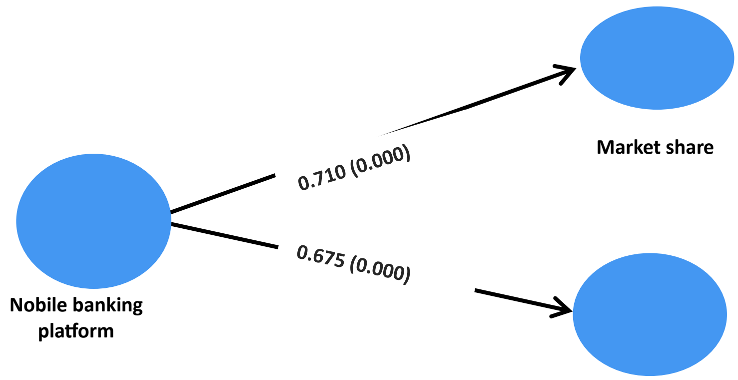

Figure 3: Hypotheses 3-4

Table 5: Analysis of the effect of mobile banking strategy on measures of competitive advantage (Profitability and Market share).

Hypothesized Path	Standardized Beta(β)	Std. Error	T-Value Value	P-Value (2-tailed)	Relationship Strength	Decision
Mobile Banking Strategy → Profitability	0.710	0.043	16.51	0.000	Very Strong Positive	Significant
Mobile Banking Strategy → Market share	0.675	0.049	13.67	0.000	Strong Positive	Significant

Sample Size (N) = 130

The result of the analysis in figure 2 above shows a very strong positive and statistically significant level P<0.05 (0.000<0.05), it implies that mobile banking strategy has a very strong positive significant correlation relationship with profitability. The standardized beta coefficient of (β) = 0710 indicates that as banks strengthen their mobile banking strategies, their profitability tends to increase. Therefore, the study rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between mobile banking strategy and profitability.

4.5 Results of the Hypotheses Testing on Mobile banking strategy and Market Share

This indicates that mobile banking provides customers with convenient access to banking services, allowing them to carry out transactions without physically visiting the bank.

Therefore, the study rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between mobile banking strategy and market share.

The result of the analysis above in figure 2 shows a strong positive and statistically significant level P<0.05 (0.000<0.05), it means that there is significant relationship between mobile banking strategy and market share. A path coefficient of (β) = 0675 implies that banks can strategically utilize various digital channels to provide customers with convenient access to banking services, enabling them to conduct transactions without physically visiting the bank. This convenience enhances customer satisfaction and, in turn, contributes to an increase in the bank's sales volume. In line with this, the study rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between mobile banking strategy and market share.

4.6 Discussion Of Findings

Online Banking Platform and Measures of Competitive Advantage (Market Share and Profitability)

H01 to H02 shows that online banking platform plays a crucial role in enhancing Profitability and market share. This means that banks that invest in robust online banking platforms allowing customers to perform digital transactions, manage accounts, and pay bills online can reduce operational costs, improve efficiency, and increase revenue streams, ultimately boosting profitability. This finding also implies that banks offering user-friendly, accessible, and reliable online banking services are more likely to attract new customers and retain existing ones. The convenience and speed of online banking enhance customer satisfaction, which in turn helps banks expand their customer base and strengthen their market position. This finding agreed with the work of Adewoye (2013) which shows that disruptive innovation dimensions have a significant impact on competitive advantage.

Mobile Banking Strategy and Measures of Competitive Advantage (Market Share and Profitability)
H03 to H04 shows that mobile banking strategy serves as an effective tool for influencing profitability and market share. This discovery suggests that effective mobile banking strategy such as the use of mobile applications, banking services, and mobile payment systems enable banks to improve operative efficiency and reduce transaction costs. Mobile banking allows customers to conduct financial transaction anytime and anywhere using their mobile devices. This convenience increases transaction frequency and service usage, which leads to higher revenue generation and improved profitability for banks. This also, implies that banks with effective mobile banking strategies are able to attract customers and maintain stronger relationship with existing ones. Mobile banking services provide customer with quick access to banking services without the need to visit physical branches. This convenience provides customer satisfaction and loyalty, which helps banks expand their customer base. As more customers adopt mobile banking service, the bank's presence in the market increases, leading to a higher market share. This finding agreed with the work of Oluwatolani (2011) which revealed that the deployment of information technology facilities in Nigerian banking industry has brought about fundamental changes in the content and quality of banking business in the country.

5 CONCLUSIONAND RECOMMENDATION

5.1 Conclusion
Based on the findings, digital innovation strategies, particularly online banking platforms and mobile banking strategy, play a significant role in enhancing the competitive advantage of banks, especially in terms of profitability and market share. The adoption of these concepts enables banks to provide faster, more convenient, and cost-efficient services to customers, thereby improving operational efficiency and reducing transaction costs. Furthermore, mobile banking strategy expand customer access to banking services and strengthen customer engagement. Also, the paper concludes that effective implementation of digital innovation strategies improves bank's operational efficiency, enhances customer experience, increases profitability, and strengthen market share, thereby providing a sustainable competitive advantage in the highly competitive banking industry.

5.2 Recommendations
The following recommendations were made:

1. Management of deposit money banks in Rivers State should continuously invest in modern digital infrastructure to enhance the efficiency, reliability, and sustainability of online and mobile banking services within the local banking environment.
2. Deposit money banks in Rivers State should regularly upgrade their mobile banking applications to include user-friendly interfaces, faster transaction processing, personalized services, and features such as digital wallets, budgeting tools, and instant payment systems in order to improve customer satisfaction and engagement.
3. Financial institutions in Rivers State should prioritize cybersecurity by implementing strong authentication systems such as multi-factor authentication, encryption technologies, and real-time fraud monitoring to protect customer data and strengthen trust in digital banking platforms.
4. Banks in Rivers State should organize targeted training programs and awareness campaigns to improve customers' understanding of digital banking services, thereby increasing adoption and effective utilization of online and mobile banking platforms.
5. Deposit money banks in Rivers State should establish strategic partnerships with financial technology firms operating within and outside the state to develop innovative financial products and strengthen digital transformation strategies for improved competitive advantage.

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