# EFFECTIVE MARKETING OF AIR SERVICES IN NIGERTA: A CASE STUDY OF NIGERIA AIRWAYS LIMITED

BY

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BETNG A RESEARCH PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS (MBA)

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## DECLARATION

I hereby declare that this project entitled "*EFFECTIVE MARKETING OF AIR SERVICES IN NIGERIA: A CASE STUDY OF NIGERIA AIRWAYS LIMITED*" has been written by me and that it is a record of my own research work. To the best of my knowledge, it has not been presented before in any previous appliation for a Master Degree.

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## CERTIFICATION

This project work entitled *"EFFECTIVE MARKETING OF AIR SERVICES IN NIGERIA: A CASE STUDY OF NIGERIA AIRWAYS LIMITED"*, meets the regulations governing the award of the degree of Master of Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to advancement of knowledge and literary presentation.

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# DEDICATION

**This work is dedicated to:**

Funmi, my wife who has always stood behind me in my various pursuits in life.

My kids, Mimi, Dayo, Yinka and Dammy who have always been my source of joy and strength in all my endeavors.

My mother who saw me through thick and thin in those early days of my life.

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God Bless.

# ABSTRACT

This study was designed to find out how Nigeria Airways can effectively and efficiently market their services. The Nigeria Airways was selected as s case study.

Data for the study were collected from both primary and secondary sources. Relevant existing literatures were carefully reviewed. In order to collect data from both employees of the Nigeria Airways and its customers, questionnaires were duly administered and analysed.

The study reveals a market that is highly dissatisfied with existing services of the airline. Major complaints include poor customer relations, lack of safety and security for life and property and general overall operational inconsistences. This study also reveals that customers hold safety, comfort, convenience, and speedy arrivals as factors that pertinent in selecting airlines.

In conclusion, the study calls for effective marketing planning at all levels of operation. It also recommends a careful identification and analysis of markets for effective positioning of the airlines services against competition.

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# CHAPTER ONE

# INTRODUCTION

## 1.1 BACKGROUND

No organisation enjoy the monopoly of leadership in business. In every highly industrialised society, the degree of competition between one manufacturer and another is often such that only the most economic methods of operation will ensure survival.

To achieve this economy of operation, high volume output is essential. To maintain high volume output, one obviously needs high volume sales. This constant demand for sales can only be met if the selling side of the organisation is able to continue to obtain repeat orders from its existing customers and can gain new customers to replace these who for variety of reasons, may case to use its product or services.

To make a profit, it is necessary to achieve a sale and to achieve a sale, it is necessary to find a customer. It follows therefore that the creation of customers, rather than the creation of a product, is the point from which the organisation must set out its quest for a profit. This is where effective marketing comes in to play its desired role.

In every business transaction, the customer is the king. Thus, for an organisation to enjoy an increase in the demand for its product or services, the customer's sovereignty must be recognised. Many customers consider the attitude of employees as the best guide to the personality of the business. This is where image enhancement plays a high role. Image enhancement, therefore, attempts to ensure the sovereignty of the customers and contributes to the organisation growth. It follows therefore that business organisation can benefit from a company of friendly, courteous, and helpful customer relations.

However, Government parastatals have been constantly accused of poor treatment of their customers. The general attitude of the employees is that of laissez-faire. This is due largely to the erroneous belief that government business does not belong to any body. Worsening the situation is the work-renumeration relationship which is grossly not commensurate. The Nigerian Airways is not an island and does not operate in isolation of the so-called **"Nigerian Factor"**. Effective marketing thus becomes a sine qua non in marketing its services in order to keep them in business and increase as well their efficiency, productivity and profit.

## 1.2 PROBLEM DEFINITION

Like every other organisation, the human factor plays a significant role in the service sector through the creation of bad image, poor quality service, Internal management crises, etc. The Nigerian Airways cannot be an exception.

With the increasing number of private Airlines stiff competition with others is imminent. The present economic crunch in the country coupled with dwindling patronage, high cost of aircrafts maintenance and other inputs can grind the business to a final halt. The Nigerian Airways, therefore, has to develop some strategies that can keep the business afloat. In doing so, they must be able to keep their actual customers while potential customers are being created.

## 1.3 OBJECTIVES OF THE STUDY

Generally, the objective of this study is to design strategies for the effective marketing services. Specially the study which seek to achieve the following objectives.

Bozina (1987) opined;

i. that no matter how well designed any human scheme may be, it must be subjected to continuing review particularly during implementation to ensure that the right strategies are applied so that the right objective of such scheme would be achieved. It is on this platform that a study on the marketing of services with reference to the Nigerian Airways is being carried out.

ii. this research work, therefore, intends to examine the marketing of services in Nigerian Airways with aim of improving upon the service

presently rendered to customers in the industry. This will help to increase sales, efficiency and productivity.

## 1.4 SIGNIFICANCE OF THE STUDY

It is regrettable to note that hitherto, there has no research work of his nature known to the researcher, on his very important public enterprises, considering its significance.

It is expected that at the end of this exercise a lot of discoveries as well as revelations will be made that will be of immense benefits not only to Nigeria Airways but also to the entire Airlines industry. The discoveries in this research work is hoped to enhance better quality of services rendered by the Airways and patronage of the customers consequently, the turnover and the profit margin of the organisation will increase.

## 1.5 SCOPE OF THE STUDY

This research work will cover only the domestic/intend operations of the Nigeria Airways and does not intend to cover the international operations.

## 1.6 LIMITATIONS OF THE STUDY

Inspite of significance of this study, the area of coverage is very limited. The reason for this is largely due to the present depression in Nigeria economy. With the high cost of traveling coupled with the distances involved in carrying out the research, the area of coverage has to be limited.

Besides, funding of the project is basically a private affair without any support from other sources. This makes it difficult to expand the scope.

The bureaucratic delays in government parastatals, Nigeria Airways inclusive, is also enough reason for narrowing down the study.

As this study involve the use of questionnaire, it is primarily limited to the respondents' co-operations, question interpretation and the accuracy of the information supplied.

In general, this study is subjected to any limitation linked with dates collection and the use of questionnaire not mentioned.

## 1.7 RESEARCH DESIGN

In order to facilitate the research work data will be collected both through the primary and secondary sources. Two sets of questionnaires will be designed and administered to illicit relevant information from the customers and the industry personnel. Personal interviews will also be conducted on the management of Nigeria Airways, the customers and the employees. Personal observation and experience will also play a no small role in making the research work a success.

## 1.8 NATURE OF THE QUESTIONNAIRE

The questionnaires used were designed for three (3) categories of respondents, viz., the management of the Nigeria Airways, the employees and the customers. The customers. The questionnaires were of three sections each-sections ABEND C, section "A" dealt with demographic information and experience. Section "B" dealt with the central problem being investigated while section "C" was drawn to give room for personal comments of the respondents on the study.

## 1.9 ADMINISTRATION OF THE QUESTIONNAIRE

The research visited the Nigeria Airways Office to distribute the questionnaire to both the management and the employees of the industry while those of the customers were distributed to them at the departure hall in the airport. The

respondents were allowed enough time to complete the questionnaires and these were collected back immediately.

The research also used a non-structural form of interview. A free discussion was held with the customers about the service they enjoyed rom the Nigeria Airways. The respondents were allowed to express their experiences freely without any hindrance. As the discussion were going on, the responses were being recorded by the researcher. Even though the interview was non-structured, the discussion centered typically on the central problem being investigated.

A total of 150 questionnaires were administered on all the categories. Out of this, 75 questionnaires were administered on the employees of the industry; 15 on the top management personnel and 60 were served on the consumers of their services

A rating scale of 4-1 was used in the questionnaire. Each item on the questionnaire was therefore structured to illicit such responses as:

| | | | |
|---|---|---|---|
| 1. | Strongly Agreed (SA) | - | 4 points |
| 2. | Agreed (A) | - | 3 points |
| 3. | Disagreed (D) | - | 2 points |
| 4. | Strong Disagreed (SA) | - | 1 point |

A minimum of 1 point and a maximum of 4 points were the expected responses from each of the items in the questionnaire.

## 1.10 METHODS OF DATA ANALYSIS

To analyse the data, vigorous statistical analysis was ignored. Rather, percentage method was adopted through the circulation of frequency distribution of subjects opinion on the issues raised. These were presented in frequency tables.

# CHAPTER TWO

# REVIEW OF LITERATURE

## 2.1 INTRODUCTION

At one time, Elvy (1982) noted, there was no such thing as marketing. Blacksmith, stone mason, saddler, carpenter, Hoosier, and Tailors, all knew their customers personally. They were in a position to discuss the size, the shape, the design, the colour and the price of the goods they made with the people who bought and used them.

However, with the coming of the industrial Revolution, this personal contract came to an end, changes in production led to changes in distribution. The greatly increased production of goods which resulted from mechanization required a mass market for their consumption, and distribution became a major undertaking.

Marketing has traditionally stressed goods producing industries. Marketing as a discipline developed initially in connection with selling physical products. The physical product focus may cause people to overlook the many other types of entities that are marketed. Such entities include services, organisations, people, places and ideas. Even today, the vast majority of marketing texts draw almost all their examples from goods providing firms and channels of distribution of goods. Services firms typically lag behind manufacturing firms in their use of

marketing. George and Barksdale (1974)[2] surveyed four hundred service and manufacturing firms and concluded that in comparison to manufacturing firms, service firms appear to be:

1. Generally less likely to have marketing mix activities carried out in the marketing department.
2. Less likely to perform analysis in the offering areas.
3. More likely to handle their advertising internally rather than go to outside agencies.
4. Less likely to have an overall sales plan
5. Less likely to develop sales training programmes.
6. Less likely to use marketing research firms and marketing consultants and
7. Less likely to spend as much on marketing when expressed as a percentage of gross sales.

It is important to emphasize, that the world economy is fast becoming a service economy thus, a greater attention should now be focused on the marketing of services than hitherto.

Today, as competition intensifies, service quality deteriorates, more service firms are taking an interest in marketing. As noted by Philip Kotler (1984), Airlines were one of the first services to study their consumers and competition and take positive steps to make traveling easier and more pleasant.

Marketers must seek ways to apply the marketing functions to the service sector more effectively. Educators could help by increasing the amount of time spent on the services and government sectors to marketing courses. And, all marketers should work on techniques for increasing the production of service workers.

## 2.2 EXPERTS VIEWS ABOUT MARKETING

Marketing as observed by **Kotler (1983)** is **"human activities directed at satisfying needs and wants through exchange processes"**. Furthermore, in 1984, he looked at marketing as **"a social process by which individuals and groups obtain what they want and need through creating and exchanging products and value with others"** . **Peter Drucker (1973)** one of the leading management theorists, puts it this way, **"the aim of marketing is to make selling superfluous. The aim is to know and understand the customer, so well that the product or service fits him and sells itself"** .

The American Marketing Association officially defines marketing as **"the performance of business activities that direct the flow of goods and services from producer to consumer or user"**. To **Nickels (1978)**, Marketing is referred to as those activities performed by individuals or organisations, other profit or non-profit to enable facilitate and encourage exchange to the satisfaction of both parties.

Marketing is exchange activities conducted by individuals and organisation for the purpose of satisfying human wants (Enis, B., 1977). But to Markin (1979), "A modern definition of marketing would be the set of activities by which the demand structure for goods, ideas and services is managed in order to facilitate the exchange process satisfactorily".

Stanton (1981) defines marketing as "a total system of business activities designed to plan, price, promote and distribute want-satisfying goods and services to present and potential customers".

Olatise looks at marketing as "the business process through which products are matched with marketing and through which transfers of ownership are affected so as to maximize long-term earning per shares.

Odia considers marketing as the identification of customers neweds and the delivery to customers satisfaction-at a profit.

Mc Carthy (1971) perceives marketing as "the process of analyzing consumer demand, developing a product to satisfy the demand, motivating the sale of the product and distributing the product into ultimate consumption.

Harm, Stear and Herris (1972) view marketing as relating to those activities that direct the flow of goods and services into their appropriate utilization from manufacturer to consumer.

From the foregoing, we note that there are many definitions of the word "MARKETING". One of the most straight forward definition says that marketing is getting the right goods or service in the right quantity to the right place at the right time and making a profit out of the operation.

Following this definition, it can be seen that marketing functions are extensive. Among the most important functions of marketing are the assessment of the market to discover where the customers are to be found, how many they are whether their number (which constitute the market) shows a tendency to grow or to diminish. Enquiry must be made into the methods currently used to distribute and sell to that market and if these methods are likely to remain viable in the future. The attributes and shortcomings of competitions must be assessed to establish the degree of competitive merit. It is also a function of marketing to probe into the attitude of consumers with regards to both the currents product and those it is proposed to develop. What do the consumers need? What is their attitude to current product and the prices which they have to pay for them ? Do they have market preferences between one brand and another, and, if so, what are they ?

Marketing must look into the likely future pattern of demand. It must establish sales forecasts, to ensure the correct allocation of marketing resources and also to provide essential information not only for the planning and production department, but for the overall budget of the company. It must concern itself with the promotion and presentation of the product or service, both through advertising and mechanizing with the provision of samples, demonstration, free trials and other forms of physical presentation.

## 2.3 MARKETING STRATEGY

As **Markin (1979)** put it, determining a company`s objective and matching them to the marketing opportunities give their firm a strong sense of direction. The marketing strategy is a "game plan" for enabling the firm to reach its chosen destination. This game plan or strategy is concerned with the critical factors of marketing identification, market description, market measurement, and market segmentation.

**Philip Kotler** confirmed Markin`s assertion by saying that marketing strategy is the basic approach that the business unit will use to achieve it`s objectives, and it consists of broad decision on target markets, marketing positioning and mix, and marketing expenditure levels.

## 2.4 MARKETING OF SERVICES

### 2.4.1 INTRODUCTION

Some people might argue that there is no such thing as service marketing. **William Stonton (1981)** noted that many service organisations do not think of themselves as producers or sellers of goods but see themselves as producers of service. In theory product marketing and service marketing are essentially the same. In each case, a marketing programme is built around the parts of the marketing mix-the product or service, the price structure, the distribution system, and the promotional programme. Moreover, there after are substantial similarities in practice. At the same time, however, significant differences do exist between product marketing and service marketing. The strategies and practical used in conventional product marketing after are inappropriate for services marketing services marketing often calls for a different approach.

### 2.4.2 NATURE AND CHARACTERISTIC OF SERVICES

a. **Definition and Scope**

There is really no widely accepted definition of service that marketers use. Infact, there is no clear boundary between the organisations that part of the channels for goods and those that

provide services. Restaurant, for example, are considered by some waiters as part of the channel of distribution for goods because they are an alternative to supermarkets. But it is clear that the primary activities for restaurant are service activities. Furthermore, some services are subject to free market exchanges than others, such as government services, are paid for through mandatory taxes.

**Nickels (1978)** defines a service as an intangible product that is performed rather than provided (bought and sold) in a market place in a mutually satisfying manner.

To **Philip Kotler (1984)** a service is **"any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of any thing.** It's production **may or may not be tied to a physical product".** This, renting a hotel room, depositing money in a bank, traveling on an airplane, visiting a psychiatrist, having a hair cut, having a car repaired, watching a professional sport, etc, all involve buying a service.

**Stanton (1981)** sees services as **"those separately identifiable, essentially intangible activities that provide want satisfaction, and that are not necessarily tied to the sale of a product or another service".** To him, to produce a service may or may not

required there is no transfer of title (permanent ownership) to these tangible goods. From this definition, a service includes such activities as medical care, entertainment, and repair services but exclude credit delivery and other services that exist only when there is the state of a product or another services. Also, the consumer of a service takes only temporary possession or make only temporary use of any goods required in the production of the service.

b. Characteristics of a Service

Kotler (1984) has identified four characteristics of services that must be considered when designing marketing programmes. This include intangibility, inseparability, variability and perishability. William Stanton agrees with this as he enumerates his own to include intangibility, inseparability, interogenety and perishability and fluctuating demands.

i. Intangibility

Services are intangible. In view of this, it is impossible for customers to sample, to taste, feel, see, hear, or smell services before they buy them. This feature places some strains on a marketing organisation. The burden falls mainly on a company's

promotional programmes. The sales force and advertising department must therefore concentrate on the benefits to be delivered from the service rather than emphasizing the services itself.

ii. **Inseparability**

Most often, a service is inseparability from the source i.e from the person (seller) or a machine. Moreover, some services must be created and dispensed with simultaneously. From the marketing stand point, inseparability frequently means that direct sales is the only possible channel of distribution and a seller's service cannot be sold in very many markets.

iii **Heterogeneity**

Services are highly variable and heterogenous, as they depend on who provides them and when and where they are provided. It is impossible for a service industry, or even an individual seller of services, to standardized output. Each unit of the service is somewhat different from other units of the same services. For example, an airline does not give the same quality of service on each trip. All the repair jobs a machine does on automobiles are not

of equal quality. An added complication is that it is equally different to judge the quality of service.

iv. Perishability and Fluctuating Demand

Services are highly perishable and cannot be stored. Empty passengers seat in an aircraft, an idle mechanic in a garage and an unfulfilled business appointment, all represent business that is lost for ever. Furthermore, the market for services fluctuate considerably by season, by day of the week, and by hour of the day. The perishability of services is not a problem when the demand is steady because it is easy to staff the services in advance. When demand fluctuates, service firms have difficult problems. For example, public transportation companies have to own much more equipment because of rush hour demand than they would if demand were even throughout the day. The combination of perishability and fluctuating demand offers product planning pricing and promoting challenges to service company executives. They might look for new uses for idle plant capacity in off seasons.

Sasser has described several strategies for producing a better match between demand and supply in a service business.

On the Demand Side:

1. Differential pricing will shift some demand from peak to off-peak periods. Example include low early morning movie prices and week end discount prices for car rentals.

2. Non-Peak demand can be cultivated.

3. Complementary services can be developed during peak time to provide alternatives to waiting customers such as cocktail lounges to sit in while waiting for a table and automatic tellers in the bank.

4. Reservation systems are a way to manage the demand level. Airlines, hotels and physicians employ them extensively.

On the supply side:

1. Part-time employees can be hired to serve peak demand. Colleges add part-time teachers when enrolment goes up, and restaurants call in part-time waitresses when needed.

2. Peak-time efficiency routines can be introduced, Employees sperform only essential tasks during peak periods. Paramatics assist physicians during busy periods.

3. Increased consumer participation in the tasks can be encouraged, as when customers fill out their own medical records bag their own groceries.

4. Shared services can be developed, as when several hospitals share medical equipment purchases.

5. Facilities making potential expansion possible can be developed, as when an amusement part buys surrounding land for later development.

6.

### 2.4.3 CLASSIFICATION OF SERVICES

**Philip Kotler (1984)** notes that it is difficult to generalize about services marketing because services very considerably. Supporting this view, **William Stanton (1981)** observed that some statistics on services may be misleading because it is becoming more difficult to separate products and services and that we rarely find situations in which services are marketed without any product involvement whatsoever. Most products are accompanied by services and most services require supporting products.

According to **Kotler** services can be classified in a member of ways.

1. IS THE SERVICE PEOPLE-BASED OR PRODUCT BASED?

A psychiatrist virtually needs no equipment but a pilot needs an airplane. Within people based service one can distinguish between those involving professionals (Accounting, Management Consulting), skilled labour (plumbing, Car repairs, etc. and unskilled labour (taxi, lawn cars, etc.). In equipment based services, one can distinguish between those involving automated equipment (automated car washer, vending machines, etc. equipments operated by relatively unskilled labour (taxis, motion picture theaters, etc.), and equipment operated by skilled labour (airplanes, computers, etc.). Even within a specific service industry different services provided vary in the amount of equipment they use.

2. IS THE CLIENT'S PRESENCE NECESSARY TO THE SERVICE?

Here, **Kotler** noted that brain surgery involves the client's presence while a car repair does not. If the client must be present, the service provider has to be considerate of his or her needs. Thus, a beauty shop operator will invest in shop decoration, play background, music and engage in light conversation the client.

3. WHAT ABOUT THE CLIENT'S PURCHASE MOTIVE?

This consider whether the service met a personal service need (personal service) or a business need (business services). Physicians will price physical examination for private patients differently, from those for company employees on a retainer. Services providers usually develop deferent marketing programmes for personal and business markets.

4. WHAT ABOUT THE SERVICE PROVIDERS MOTIVE AND FORM?

Here, the emphasis is on whether profit or non profit oriented and whether it is a private or public business. These two characteristics when crossed produce four different types of service organisations. Clearly, the marketing programmes of a private investment hospital will differ from a private charity hospital or a general hospital.

Nickels (1978) divided services into two broad classifications viz, industrial services and consumer services. According to him, industrial services are provided for a broad range of organisations, including manufacturing, mining, agriculture, non-profit and the government. Such services include Accounting, Communication, Computer services, Architectural services, Consulting, Credit education of services, Insurance, repairs, Transportation, Utilities etc.

Consumer services, like goods, can be divided into three types convenience, shopping and specialties services.

Convenience services are those consumer services that the public purchase rather frequently and with minimum of efforts. Examples include repair services, hair cutting and dry cleaning services. Shopping services are those consumer services that the public select after comparing quality, price and reputation. Examples include auto-repairs shops, include medical specialists, lawyers and financial advisers.

## 2.5 DEVELOPING A PROGRAMME FOR MARKETING OF SERVICES

Because of the characteristics of services - intangibility, inseparability, homogeneity and perish ability - the task of developing a total marketing programmes in a service industry is often unequally challenging.

**William Nickels (1978)** noted that the six universal marketing functions - market analysis, marketing communication, product differentiation, market segmentation, valuation and exchange - apply to service organisation as well as industrial firms but the implementation is often different. These functions and other basic concepts are also used when planning marketing programmes for service.

a. MARKET ANALYSIS

Market analysis enables marketing participants to learn about the further demand for, and supply of products, including intangible products. **Stanton (1981)** observes that market analysis is essentially the same, whether a firm is selling a product or service.

Marketers should understand the component of population and income as they affect the market for their services. In addition, they must carefully analyze why customers want their services and determine whether the several market segments have the same or different buying motives. Also, sellers must determine the buying patterns for their services, when, where and how do customers buy. Who does the buying and makes the buying decision. The Psychological determinants of buying behaviour - attitude, perceptions, personality, etc. are also pertinent in the marketing of services as in product marketing. In like manner, the sociological factors of social class structures and small group influences and market determinant in services.

Marketing analysis enables that producers and losers of services to find each other or beg - satisfying exchange agreement **(Nickels, 1978).**

b. PLANNING AND DEVELOPING THE SERVICE

New services are just as important to a service company and new product are to a product marketing firms. Similarly, the improvement of existing products and the eliminations of unwanted, unprofitable services are also key goals. Product planning has its counterpart in the marketing programmes of a service industries. The high perishability, fluctuating demand and inability to store services make product planning critically important to services marketers. A service industry can expand or contract its product mix, after existing services, and trade up or down in order to increase total sales, reduce seasonal fluctuations in volume or change buying patterns.

In some respect, product planning is easier for service than for product. Packing, colour, labeling and style are non-existing in service marketing. Although, branding is difficult in service industry in view of the difficulty, to maintain consistency of quality, brand names are often more important than brand names of goods. The customer learn to expect a certain level and quality and certain consistency of service that is unavailable from little known service organisations. One does not usually think of packaging in relationship to services, but the concept of packaging are very important. For instance, a travel agency might combine transportation services with housing, recreation and meals in a

package that is more attractive to the buyer than are to separate items.

c. PRICING OF SERVICES

In the marketing of services, nowhere is there a greater need for managerial creativity and skill than in the area of pricing. Services are extremely perishable, they usually cannot be stored, and the demand often fluctuates considerably. All these carry significant pricing implications. Coupled with this, customers may postpone purchases or even perform some services themselves. These considerations suggest that elasticity of demand for service should influence the price set by the seller.

In view of the heterogeneity and the difficulty of standardizing quality, most service are highly differentiated. This, perfect market does not apply in the pricing of services.

The basic method of price determination used for product pricing are also used for pricing of services. Cost push pricing is used for regulated services. Pricing policies such as quality discount, cash discount, etc as applied to product pricing are also used in service pricing.

d. CHANNELS OF DISTRIBUTION FOR SERVICES

Traditionally, most services are sold directly from producer to consumer or industrial user. No middlemen are used when the services cannot be separated from the seller or when the service is created and marketed simultaneously.

However, in recent years, some firms have realized that the service characteristic of inseparability is not an insurmountable limitation to a seller's distribution system. With a little imagination in management **Stanton** notes a service marketer broaden it's distribution considerably.

e. PROMOTING THE SERVICE

In the marketing of services, personal selling advertisement and other forms of promotion are extensively used. Personal selling is essential when developing close relationship between the buyer and the seller.

## 2.6 IMAGE ENHANCEMENT IN MARKETING OF SERVICES

Richert, etal (1954) defines image as **"the impression, personality, or mental picture generally called to mind when the firms name is mentioned".**

Depending on the attitude of the service worker towards the customers, the customers may react with excitement or with non-challant towards the firm or organisation rendering the service. Service industries, therefore, must take necessary steps to erase negative impression in the minds of their customers by creating appropriate atmosphere as desired by customers.

Kotler (1980) notes that no fruitful image work can be done with an organisation until research is conducted to determined how the organisation is seen by its various key publics. Any effort made in creating an image for the organisation, must take into consideration the impression, variety, pleasantness, honesty, timeliness, prices, good quality services convenience, accessibility promotional mix, etc.

Many consumers consider the attitude of employees as the best gu de to the true personality of business (Olshavsky, 1973). This follows that the failure of any business to make progress is a direct responsibility of the negative attitude of the personnel in the organisation. Employees in the organisation should strive to create a good image for the organisation to enhance patronage.

## 2.7 EFFECTIVE CUSTOMER RELATIONS

The organisation determines the needs and want of target markets and adopts itself to delivering the desired satisfaction more effectively and more efficiently

than the competitor. It is, therefore, very important that the organisation should known their actual customers as well as their potential customers. To identify the customers of the organisation is to property define the business purpose and the business mission.

The knowledge that each customer defines the organisation differently; that the customers have different values and expectations, is very useful in the overall effort to satisfy individual wants. When the customer is known, the question of positioning or repositioning the product or service in terms of price channel or product use, becomes simple. In addition to knowing the customers, it is also important to know where they are, what they prefer to buy, whether prestige, durability or affordability. This gives the organisation the advantage of meeting the customer's satisfaction.

It is not enough to know the customers. A good customer relationship has to be maintained. In order to maintain this relationship, the organisation must be able to study the customer buying process, get involved in the first step of the process, assist the customer in selecting their needs and follow up the customer through each stage of its buying process. A good communication complete with feedback facilities is very essential in any customer relationship.

# CHAPTER THREE

## 3.1 EVOLUTION OF CIVIL AVIATION IN NIGERIA

**"The evolution of the air transport, which today, has become the pivot of world`s new economic order began in Nigeria as an Accident of history".**

The whole thing started when a Royal Air force Bristol fighter plane had Royal order to fly from Cairo, Egypt, into Kano Nigeria, to assess an on going civil disorder. Thereafter, a decision to counter-attack or find a diplomatic solution would be made. **"The civil disobedience was a product of arrogance and brutality exhibited by the British resident officer in Kano a Pre Nigeria's existence imperial kingdom in the Northern protectorate".**

According to histories, a British Resident officer had assaulted the then Emir of Kano, Emir Abbas. The assault led to the Emirs death. It was the death of the Emir that gave birth to the civil disorder.

In 1925, the matter was actually leading to a climax. Consequently, the new resident district officer in Kano, E.J Arnest, had to send an SOS message to Lagos for a declaration of a state of emergency in Kano. When the reinforcement sent in from Lagos could not handle the situation, an urgent message was

dispatched to the home office in London for assistance. This was that necessitated the mission from Cairo to Kano. **"Following the receipt of the imperial majesty`s telegram by the Royal Air force reconnaissance troop in Cairo, an immediate flight into Kano organised enroute through Maiduguri on a sunny after noon, Royal Air force Bristol fighter zoomed into Kano in 1925"**

Although no existing records indicate the exact time And date of landing, it is pertinent to note that the Royal Air force Bristol fighter plane which was sent to investigate the crisis in Kano in 1925 was the fore runner of the aviation in Nigeria.

## 3.2 EMERGENCE OF WEST AFRICAN AIRWAYS

With the Royal Air Force reconnaissance flight into Kano in 1925 over, the route was virtually opened for regular military flight until the British Airway corporation replaced the services.

The British airways corporation had the statutory right to fly to Sudan and Kano. Urgent mails from the Colonial Administration constituted the bulk of its cargo. Lagos and Calabar were at about the same time added for similar services. With the end of the world war and the awareness to which the RAF and the British Airways corporation had concerning air transportation in the West African sub-region, it became a task for the authorities of the British Colonies in Nigeria to

annex the countries together through a joint of a regional airline named West African Airways Corporation. The countries involved were Nigeria, Ghana, Sierra-Leone and the Gambia.

The West African Airways Corporation started operation with a wet-leased dove under the supervisory control of another body set simultaneously with it. This body was named the West African Air Transport Authority (WANTA) "The Initial services WAAC included the link between the colonies and united Kingdom, passing through Sudan. Later a number of domestic services particularly in Nigeria and Ghana were introduced".

Under the operation of the West African Airways Corporation of the services property in equipment, land and buildings were acquired and located in the four countries with Lagos and Accra sharing major administrative and technical stations of the airlines.

In Lagos for instance, WAAC had a large expense of land covering the entire perimeters of the present Airways House and the Airport in Ikeja. It also acquired the land on the outskirts of Bishops Vinney Memorial Church through the present Airways club, Ikeja Golf, stretching to the present site of the Lagos country Club.

## 3.3 NIGERIA AIRWAYS LIMITED

On May 1st, 1959 a true National Airline was born for Nigeria. This came seventeen months before Nigeria's independence. The Federal Government bought the remaining 47% shares in WAAC divided between Bo-AC and Elder Dempster lines and signed a new Airways limited. **"The basic objectives of the airline at the time were:**

a. **To have a national flag carrier to promote the image of Nigeria.**

b. **To provide air transportation on both domestic and international routes and,**

c. **To provide a back-up for security during periods of emergency".**

The Nigeria Airways Limited fleet at this pioneering stage was made up of the bequeathed Dove, DC3, Herons and Piper Aztec. The traffic was very limited as flights were only to few navigable station in the country. A joint flight operation between Nigeria airways and BOAC was still main trained for Lagos - London route.

The airline has evolved over the years in acquisition of technical skill and equipment into a modern well managed airline. Initially it entered into the

purchase of Turboprop F-27 and later F-28. With the involvements in both cargo and passenger operation, the airline added the Boeing strato cruiser B.707 for international services and B.737 for domestic and regional services.

The first charter agreement with a foreign carrier was with BOAC. This led to the leasing of a vicker VC to jet which was added to the fleet.

The enhanced corporation development and fleet expansion programmes of the airline was halted during the Nigerian Civil war of 1967-70 during which commercial aviation was at stand still because of the perilous climate of war. In 1969, the VCIO aircraft which was leased from BOAC was lost. This was the first major air disaster in Nigeria. All the passengers and crew on board were killed.

However, shortly after the war, air transportation bounced back to a boom. Fourteen years after the war, the fleet of Nigeria Airways grew to as high as 32 with 27 fully owned while the rest were leased. The fleet consisted of F27, F28, B272, B737, B707, DC10 and B747. By the end of 1985 after a deliberate reduction of types if aircraft to four, four Airbus A310 were added, making the fleet to remain at 17 by the end of the period.

In mid 80s Nigeria Airways carried an average of 6,000 passengers and 45 tonnes of cargo daily. It also touched 19 International destinations within Africa, Europe and the United States of America besides 16 local destinations in Nigeria.

(Table 1-3 show the cities served by Nigeria Airways over its network system). According to the Airlines 1990 report, the airlines traffic increased from 0.4 million revenue passengers in 1974/75 fiscal year to a record height of two million revenue passengers in 1980, representing an average growth rate of about 80% per annum. By 1983, the traffic according to the report reached 2.5 million in 1985. This upward trend was however, terminated by the Structural Adjustment Programme of the government which was necessitated by the global economic depression.

The attendant reduction in purchasing power, resulted in reduced customer traffic. Table 4 shows the trend of decline in passengers intake on Nigeria Airways from then till 1989.

## 3.4 THE NEW DAWN

By 1988 the airline was writhing in the pains of economic emasculation. This situation almost terminated the airline's services. Debts accruing from maintenance, insurance premium, navigational charges and the like were staring the airline in the face. Consequently, two of the aircrafts were held in France as a result of outstanding payments. Airspace became difficult routes to fly as a result of being turned back for failure to honour navigational bills maintenance and supply of spares were difficult to achieve. At the same time staff motivation became an issue of concern.

It was as a result of these teething problems that the then presidents, Major-General Ibrahim Babangida came to the aid of the airline. On October 13th 1988, the government dissolved the Airways Board of Directors and appointed General Bajowa as sole Administrator. The sole Administrator was to report directly to the President. He was given the mandate to recognize and put Nigeria Airways in shape for effective operation as a viable airline. At the end of Bajowa`s mandate in December of that year a Presidential Task Force in which Bajowa himself was a member was constituted to continue the re-organization and prepare the Airline for privatization.

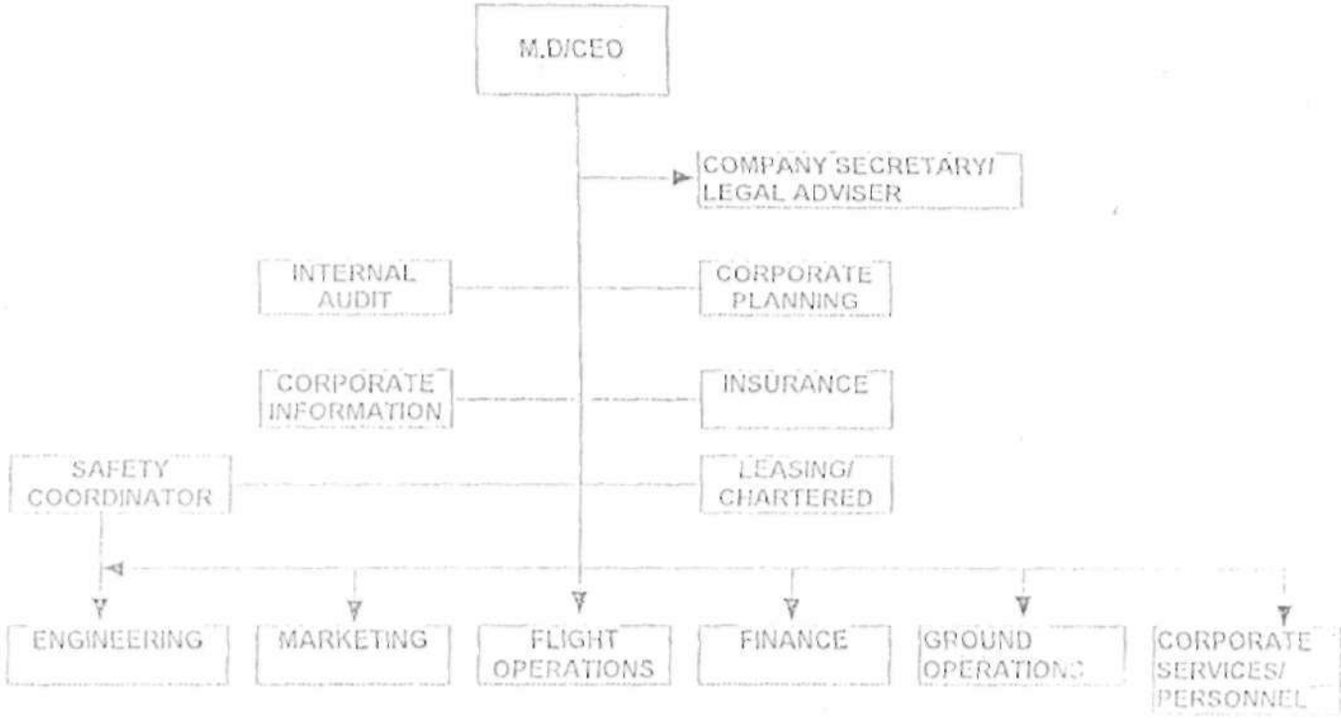
The Federal Government`s action must have been motivated by the attitude of the public to the airline which was largely manifested in various forms of criticisms.

The Presidential Task Force wasted no time in attending to the enduring problems of the airline. A complete re-appraisal of the airlines priorities and prudent financial management eventually put the airline back on its feet. Savings were largely realized from the domestication of the Technical maintenance which formed a major drawing source of the company`s resources. The company`s technical staff were made to perform complicated checks on equipment such as 737, A310, and DC10 which form the core of the airlines`s fleet previously such exercise would have been contracted foreign maintenance companies for very high amounts. As a result of these savings, the presidential task force was in a position to meet historical debt obligations. This to a larger extent helped to

restore the airline's credibility. The Airline was then brought to a level it could complete faranably within the industry.

The overall organizational structure was reorganized. The new structure has seven departments as against the previous six. The Managing Director in addition to his role as chief executive plays the supervisory role on six other divisions such as internal Audit, corporate planning, insurance, corporate information, leasing\charter and Airline safety co-ordination. The other six department are Engineering and maintenance, Marketing, flight operations. Finance Ground Operations and corporate service s. Professional were employed and motivated to take charge of these departments.

# NEW MANAGEMENT STRUCTURE




ADAPTED FROM "THE NEW CHAPTER" NIGERIA AIRWAYS P. 23

## 3.5 MARKETING THE 'NEW NIGERIA AIRWAYS

After the remarkable feat in the area of savings and creation of service, the next and most important task for the Presidential Tas Force was in the area of creating awareness for the airlines services and attracting customers to adopt and use these services. This was entirely to be the task of the marketing department. The primary concern was therefore, to design strategies to effectively market both the airline and its services.

Prior to this time, the marketing strategies of the airline had rather been conventional, store typed and lacked the basis that could have sold even the basic services effectively. Consequently the airline found itself incapable of competing effectively with the industry.

This re-awakening in the area of marketing was unique and very important. It witnessed a revisit to the airlines mission, polities and strategies. It was the smothering of the above that heralded a modern customer oriented marketing into the airline. The marketing department was given prominence and focus. It became the prime assignment to identify and attract customers to the airline.

To achieve the above task, marketing experts had to be brought in. Computerized operations were installed, and customers were able to take their boarding passes

direct from the computer that reserve flights for them thereby reviewing the traditional problem of over-booking and boarding pass racketeering .

In addition, young bilingual girls and boys whose basic education is not below HND or degree were hired and trained as cabin crew. Catering services were improved as well as the decor.

The management believes that the Nigeria Airways has come of age, and is in a position to withstand types of competition.

# CHAPTER FOUR

## 4.1 DATA ANALYSIS

On the collecting the data for this research especially through questionnaires and personal interviews, the purpose of the study-how to effectively and efficiently market Air services in Nigeria-was seriously considered.

Effectiveness and efficiency have to do with met objectives and profitability which will keep the organization in business to continue serving. This research therefore attempt an analysis of effectiveness and efficiency of the Nigeria Airways marketing programs by considering such indications as profitability of operations, attainment of set goals and objectives relative satisfaction by the users of Nigeria Airways, and the overall initiation are implementation of marketing programs.

To collect data for this analysis, two sets of questionnaire were designed And administered . The first set of questionnaire Appendix "A" was administered only workers of the Nigeria Airways within the ranks of top management to middle management. However ever, while great attention was given to staff from the marketing department , the survey also involved staff from other departments. The premise here is that it takes everybody in the organisation working together to effectively service the customer.

The second set of the questionnaires Appendix "B" was designed and administered on individual and organisation who take advantage of Air services. The attempt here was to get a balanced point of view- both from the Nigeria Airways workers and their customers. The analysis of the impression customers have about Nigeria Airways and it`s profile will go a long way to throw sufficient light on the organisations level of effectiveness and efficiency.

## 4.2 ANALYSIS OF QUESTIONNAIRE "A"

Because of the limitation in sample proportion, only twenty five questionnaires in this category were administered in Lagos, Kano, Enugu and Kaduna out of the twenty five administered twenty were returned. This represented 80% of the total sample. The high percentage of return was as a result of the direct administration of the questionnaires by the researcher to the respondents. The few that were not collected came as a result of the **"not at home situation"** or in this case the "not in the office situation" of the respondents. The responses collected were analysed and the same presented below.

When asked whether the Nigeria Airways searches any importance to marketing- (question 6).

Asked whether the marketing functions are well integrated and controlled (question 9) 100% of the respondent said the marketing functions are not effectively integrated controlled.

The major competitors in the industry are the private Airlines. Personal interviews with the employee's of the Nigeria Airways reveal that about 6% of these private airlines limit their operations to local routes.

On question 11, regarding the competitive position of the organisation 5% of the respondents agreed that Nigeria Airways is still leading in the industry. The remaining 50% of respondents were not sure.

The respondents were all of the opinion that the Nigeria Airways is not marketing oriented. They all agreed that transactions and exchanges are often customer initiated. The Nigeria Airways does not go out for customers. It adopts the order-taker orientation and wait for customers to beat apath for its offices. 50% of the respondents when interviewed could not recall their corporate mission and what the marketing objectives of the organisation are.

According to the response, the Nigeria Airways has a marketing department. However, they all agreed that the marketing department is ill-defined and poorly managed.

In response to question 12- what is the extent of marketing planning the respondent all agreed that the organization does not show commitment to formal marketing planning reaction from those interviewed reveal that the organization reacts rather than proacting to competitive situations.

When asked how often their organization introduces new services- (question 13) 80% of the respondents said they were not sure. 20% said the organization does not initiate new service ideas, rather would after wait for other airlines to initiate.

The Nigeria Airways operates both local and international routes.. However, 100% of respondents believe international routes are more profitable.

The organisation advertise, but fares or ticket prices are determining or moderated by the Federal Government through the Ministry of Aviation.

When asked to list the major customer complaints (question 18), the respondents were unanimous in identifying the following complaints:

- poor service
- high fares without consumerate services.
- relays due to cancellation of flights.
- persistent confusion due to the presence of tails poor facilities

- lack of courtesy for customers especially from flight crew members.

80% of the respondents believe the airways has never carried out any meaningful marketing research. The remaining 20% said the airways actually engages in marketing research (question 19)

All the respondents agreed that the services of the Airways are far from being efficient and effective.

On the steps to been taken by the Airways in order to improve its service, the respondents gave a lot of suggestions, prominent among them was the need to revitalize the marketing department. Other suggestions given includes:-

- increased advertising to crate awareness.
- efficient customer relations to create customer relation to create customer satisfaction and profit.
- recruitment of research oriented graduates in the marketing department to carry out marketing research.
- effective marketing planning.
- an overall market orientation that places the needs and wants of the customers above all.
- attractive pricing policy.
- a re-examination of the corporate mission, goals and objectives in line with

market trends

- staff motivation towards enhancing productivity
- market expansion through identification and use of new routes.
- an overall effective competitive stance.
- acquisition of more equipments to service identified profitable new routes.

## 4.3 ANALYSIS OF QUESTIONNAIRE "B"

In order to obtain the views of outsiders who use the service of the Nigeria Airways questionnaire "B" was designed and administered on the customers.

The central theme in the questionnaire was to find out how effective and efficient are the services marketed by the Nigeria Airways. In other words how satisfied the customers of Nigeria Airways are from the services they enjoy from Nigeria Airways.

A total of one hundred respondents were chosen for this study. The questionnaires were administered to the respondents both in their offices and in waiting lounges at Kano, Kadina, Enugu and Lagos. Out of the one hundred questionnaire eighty were collected and analysed. The researcher had to wait for respondents at the Airport to complete their questionnaires. This accounted for the high recovery rate.

The analysis of questionnaire "B" shall be done under the following headings:-

a. Reasons for using Air services.
b. Awareness of the Nigeria Airways.
c. Knowledge of other Airlines.
d. Ration of the Nigeria Airways
e. Availability of Nigeria Airway services
f. Views about the Nigeria Airways
g. Pricing
h. Promotion
i. Coverage
j. Suggestion for improvement
k. Reasons for not using Nigeria Airways

a. Reason For Using Air Services

The respondents gave the following reasons for using Air services.

- safety
- speedy arrivals
- convenience
- availability of services and facilities at airports

b. Awareness of the Nigeria Airways

100% of the respondents said they were aware of the existence of Nigeria Airways.

c. Knowledge of Other Airlines

All the respondents agreed they know of other airlines in the country.

d. Rating of The Nigeria Airways

80% of the respondents rated the Nigeria Airways services as fair, while the remaining said the services were very poor.

e. Availability of Nigeria Airways Services

The respondents all agreed that service offered by the Nigeria Airways are not always available. Personal interview with customers and observation confirm this as a major reason why Nigeria Airways, customers switch to other Airlines.

f. Views About Pricing, Promotion And Coverage

While the respondents are all of the opinion that the Airways prices are competitive they do net hold the same opinion for the Airways promotion and coverage in terms of routes.

Respondents agreed that the Airways has a lot to do in the areas of promotion and coverage. Personal interviews and observation reveal that the airways might have spread itself thus by servicing so many airport in the country. Those interviewed believe this to be a major factor contributing to poor services at these airports.

g. Suggestions For Improvement

Respondents were unanimous in suggesting the following

- A general reorganization of the Airways with customer satisfaction as the immediate objective and productivity as a long range target.
- Effective training of staff in customer relations and attendance.
- Listing and heeding to customers complaints.
- Proper maintenance of aircrafts.
- Privatization of operations.
- Improvement of conditions of service.
- Acquisition of modern aircrafts especially those that will provide comfort and privacy.
- Improved security and safety of goods in transit.
- Training for manpower requirements.
- Adequate and proper planning at all levels.

h. Reasons for Switching from Nigeria Airways

20% of respondents gave the following and reasons for switching from Nigeria Airways to other Airlines.

- Poor services
- Endless slight cancellation leading to wastage of time.
- General lack of flexibility
- Carefree attitude of employees.
- Lack of security for goods in transit
- Poor maintenance of Aircrafts.

# CHAPTER FIVE

## CONCLUSION AND RECOMMENDATIONS

This study has tried to look into ways of effectively and efficiently marketing Air services in Nigeria. The Nigeria Airways was used as a case study. The study has assessed the organisation, the industry and the market. It was also identified the services provided by the Airline, as competitive actions within the industry. Both customer reactions and prevailing economic conditions were carefully identified and analysed.

The conclusion is that a lot needs to be done in the area of marketing Air services in Nigeria. The study reveals a consistent lack of administrative competence on the part of the Airlines; strategies marketing has become a survival tool in modern economies. It is when markets are properly identified and understood, that sellers can effectively position their profiles against competition.

The conclusions drawn from this study were that:

1. Marketing functions are not well integrated and controlled.
2. The major competitors in the industry are private Airlines. This operations are limited to local routes.
3. Nigeria Airways is still the leader in the industry.

4. It is generally believed that Nigeria Airways is not marketing oriented.
5. Transactions and exchanges are after customer initiated.
6. Planning whether at the corporate or departmental levels is conspicuously missing.
7. The market department of Nigeria Airways is ill-defined and poorly managed.
8. The Airline does not initiate new service ideals.
9. International routes are more profitable than local routes.
10. Ticket prices are moderated by the federal government through the industry of Aviation.
11. Major customer complaints include.
    - Poor service
    - high fares without commensurate quality service .
    - delays due to cancellation of flights
    - confusion and insecurity due to the presence of touts.
    - poor facilities
    - general lack of courtesy by flight crew members
    - Nigeria Airways does not carry out marketing research.
12. Respondents cite safely, speedy arrivals convenience, and availability of services and facilities as reasons for using Air services.

13. Respondents are aware of the activities of the airlines in the country.
14. Nigeria Airways customers cite non availability of services as a major reason for switching to other airlines.
15. Respondents believe that Nigeria Airways prices are quite competitive.
16. A lot has to be done in the areas of promotion and coverage.

## RECOMMENDATIONS

Based on this study, certain recommendation are necessary as a guide to effective formulation of marketing policies and strategies. The recommendations are that:

1. Nigeria Airways as a matter of urgency adopt new marketing techniques that are grounded in the marketing concepts. It is when customers are effectively and efficiently satisfied that profitability is realized.

2. Marketing planning has to be taken more seriously in future marketing efforts. Where marketing or sales objectives are carefully identified and quantified, the task of meeting them becomes simplified. At the same time careful planning will lead to proper segmentation of the market. This will result in a proper understanding of market and satisfied customers.

3. In order for Nigeria Airways to remain a leader in the Nigeria Aviation industry, innovation and creativity in its offerings must be consistently pursued.

4. Marketing research is highly necessary as effective strategic marketing cannot be carried out in isolation of successful marketing information gathering.

5. As much as possible service quality should be emphasized. This provides a considerable value Addition and also forms a solid base for product-service differentiation.

6. Effective customer relations is a very vital ensure this, employees must be exposed to training in areas of customer relations and attendance. When staff are completely sold on this concept, customer traffic and profitability will certainly increase.

7. Effective customer relation also calls for "listening and heeding" to customers complaints. For this, a co-ordinated implementation of facilities (e.g suggestion boxes, complaint counters etc.) Should be placed at the reach of customers.

8. Proper maintenance of aircrafts will ensure safety of passengers. Also the airline has to provide a high level of security by employing both human and electronic methods.

9. Privatization of the airline will inject administrative competence into the organisation funds will be readily made available, while most bureaucratic bottle necks will be completely removed from the administrative processes.

10. The purchase of modern aircrafts especially those that will provide comfort and privacy is not a positive image enhance, but also a strategy to attract more comfort and privacy loving customers to the Airlines.

11. Quality of services must be improved through careful planning of operations. Endless flight cancellations leading to waste of time, general lack of transactional flexibility, care-free attitude of employees and other

mannerisms that constitute **"negatives"** in effective customer relations have to be stopped.

12. Sufficient awareness through promotional activities has to be created. Adverts should stress these factors found to be pertinent to the customers decision to travel by air, such as safety, convenience, speedy arrival and timeliness.

13. Nigeria Airways has to go all out for customer in order to complete effectively in the market. The orientation of waiting for customers to ask their ways to Nigeria Airways booking offices must be discouraged.

14. International routes appear to be the profit centers hence, should be effectively managed to provide the much needed funds.

15. Some services such as meals, music and drinks should portray the local Nigerian theme as much as possible. Transactions in flight should also be done in the local medium of exchange (Naira).

16. In order not to stretch itself too thin, all unprofitable routes should be discontinued. This will allow full attention to be given to existing routes with high profit potentials.

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APPENDIX A

## QUESTIONNAIRE "A"

### QUESTIONNAIRE FOR NIGERIA AIRWAYS WORKERS ONLY

**TOPIC:-** EFFECTIVE MARKETING OF AIR SERVICES IN NIGERIA A CASE STUDY OF NIGERIA AIRWAYS LIMITED

Dear Sir,

I am conducting a study on the above topic and require your assistance by filling this questionnaire. Please, be as objective as possible.

Please tick the most appropriate option where options are given. Your response will be treated with utmost secrecy.

Yours faithfully,

**Oraeki Christiana C.**
Business Administration Student.

1. Which section or department do you work ?
   .....

2. What is your present designation or position (please tick one)
   (a) Top Management
   (b) Management
   (c) Middle Management
   (d) Others

3. How long have you worked in Nigeria Airways?

.....

4. Do you derive any satisfaction from your present work ?

(a) Yes ☐
(b) No ☐
(c) Not Decided ☐

5. What are your duties ?

.....
.....
.....
.....
.....

6. Does your organisation attach any importance to Marketing ?

(a) Yes ☐
(b) No ☐
(c) Don't Know ☐

7. Does your organisation have a separate marketing department

(a) Yes ☐
(b) No ☐
(c) Don't Know ☐

8. If Yes in (7) above, how well organised is the marketing department ?

(a) It is ill-defined and poorly handled. ☐
(b) It exist in the name only ☐
(c) It is properly managed. ☐

9. Are the marketing functions effectively integrated and controlled ?

(a) Yes ☐
(b) No ☐
(c) Fairly Done. ☐

10. Who are your major competitors ?

.....
.....
.....
.....
.....

11. What is your position in the industry ?

(a) Leader ☐
(b) Challenger ☐
(c) Nicher ☐

12. What is the extent of marketing planning ?

(a) Little on no formal planning ☐
(b) Planning is done once a year. ☐
(c) Long range plan that is updated annually. ☐

13. How often does your organisation introduce new services?

(a) Once a year ☐
(b) Waits for competitors to initiate. ☐
(c) At least every quarter, ☐
(d) Not sure. ☐

14. How many routes do you cover ?

(a) All the local routes ☐
(b) All the local routes and some international routes ☐

15. Considering both local and international routes, which one is more profitable?

(a) Local ☐
(b) International ☐

16. Do you advertise ?

(a) Yes ☐
(b) No ☐

17. What media do you use ?

.....
.....
.....
.....

18. How do you set you prices ?

(a) Above competitor ☐
(b) Competitively ☐
(c) Below competitor ☐
(d) Others

19. Please kindly list the major complaints of your customers ?

.....
.....
.....
.....

20. Does your organisation engage in marketing research ?

(a) Yes ☐
(b) No ☐

21. In your own opinion are the services rendered by the Nigeria Airways, to its customers very efficient and effective ?

(a) Yes ☐
(b) No ☐
(c) Don`t Know ☐

22. What steps should the Airways take to improve it services ?

.....
.....
.....
.....

Thank you for co-operation.

APPENDIX B

QUESTIONNAIRE "B" (For Customers)

TOPIC:- EFFECTIVE MARKETING OF AIR SERVICES IN NIGERIA A CASE STUDY OF NIGERIA AIRWAYS LIMITED.

Dear Sir,

I am conducting a study on the above topic and require your assistance by filling this questionnaire. Please, be as objective as possible.

Please tick the most appropriate option where options are given. Your response will be treated with utmost secrecy.

Yours faithfully,

**Oraeki Christiana C.**
Business Administration Student.

1. What is the name of your organisation ?
   .....
   .....

2. What is your position in your organisation ?

   (a) Top Management ☐
   (b) Management ☐
   (c) Middle Management ☐
   (d) Others ☐

3. What is the main business of your organisation
   .....
   .....

4. Does your organisation use Air Services ?
   (a) Yes ☐
   (b) No ☐

5. Please state reasons for using

.....
.....
.....
.....

6. Have you ever heard of the Nigeria Airways ?

(a) Yes ☐
(b) No ☐

7. Which other Airlines are you familiar with ?

.....
.....
.....
.....
.....

8. Have you ever used the services of the Nigeria Airways ?

(a) Yes ☐
(b) No ☐

9. If yes, how often ?

(a) Very Often ☐
(b) Often ☐
(c) Not Often ☐
(d) Rarely ☐

10. How would you rate the services offered by Nigeria Airways to those of other Airlines ?

(a) The best ☐
(b) Just good ☐
(c) Fair ☐
(d) Very Poor ☐

11. Are these services always available when you need them ?

(a) Yes ☐
(b) No ☐

12. What is your view about the Nigeria Airways

(a) Price (Fares) ?.....
(b) Promotion?.....
(c) Route (coverage)?.....

13. In what ways do you think the Nigeria Airways could improve her services to customers ?

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.....
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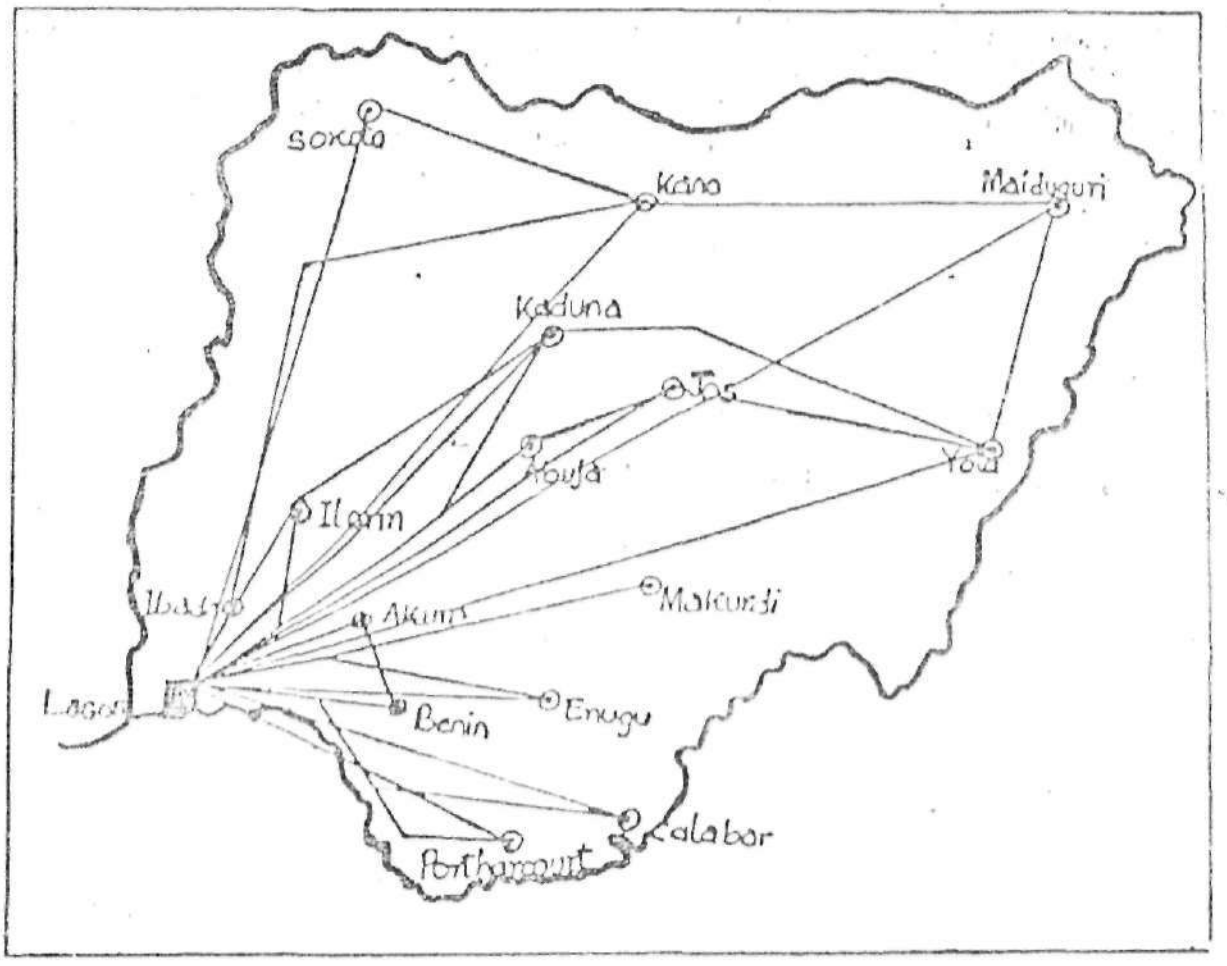
14. If you or your organisation do not use Nigeria Airways any longer, please list your reasons.

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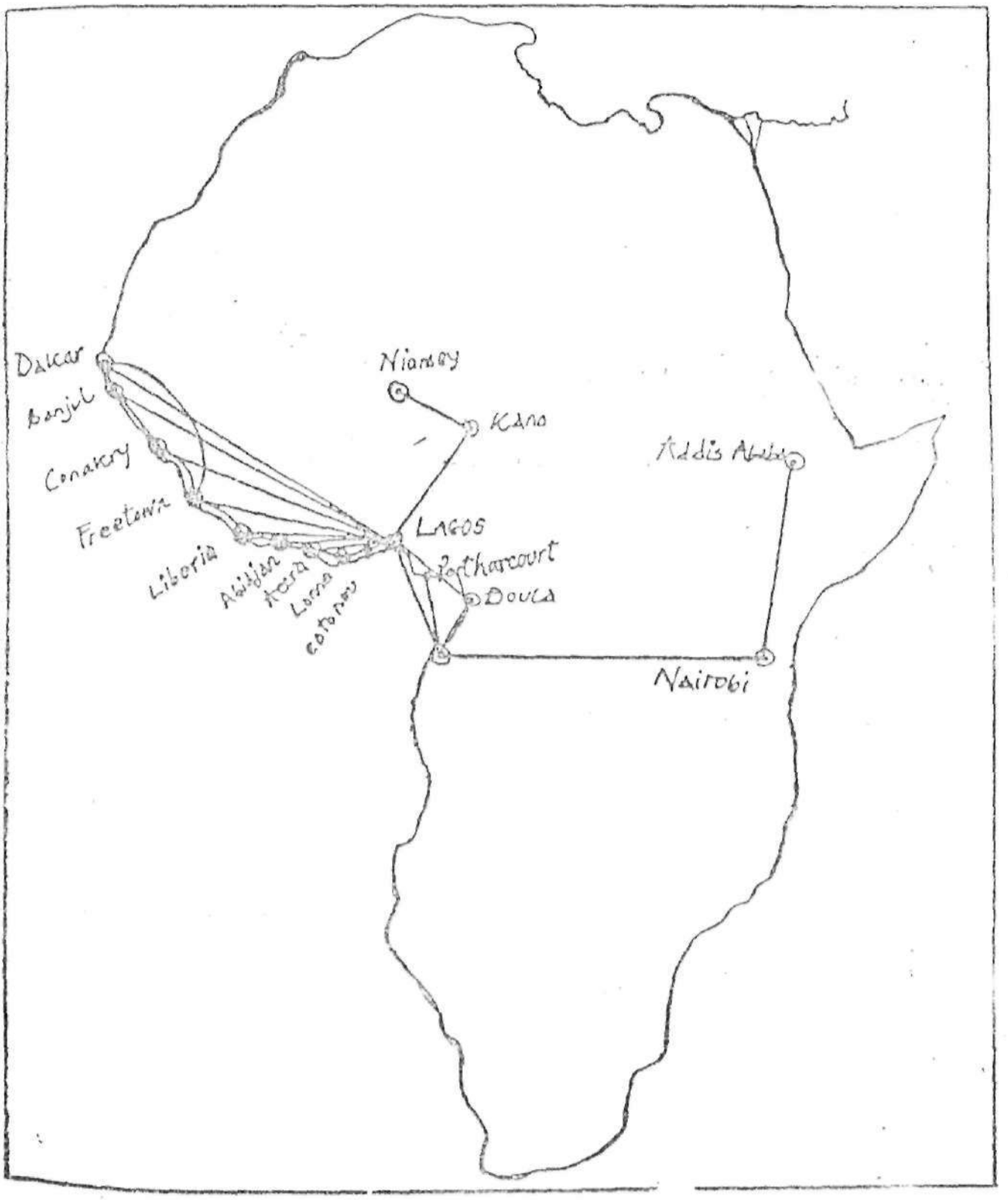
Thank you for your co-operation.

*A joint T—BOAC jet photographed at Heathrow Airport in October 1962*

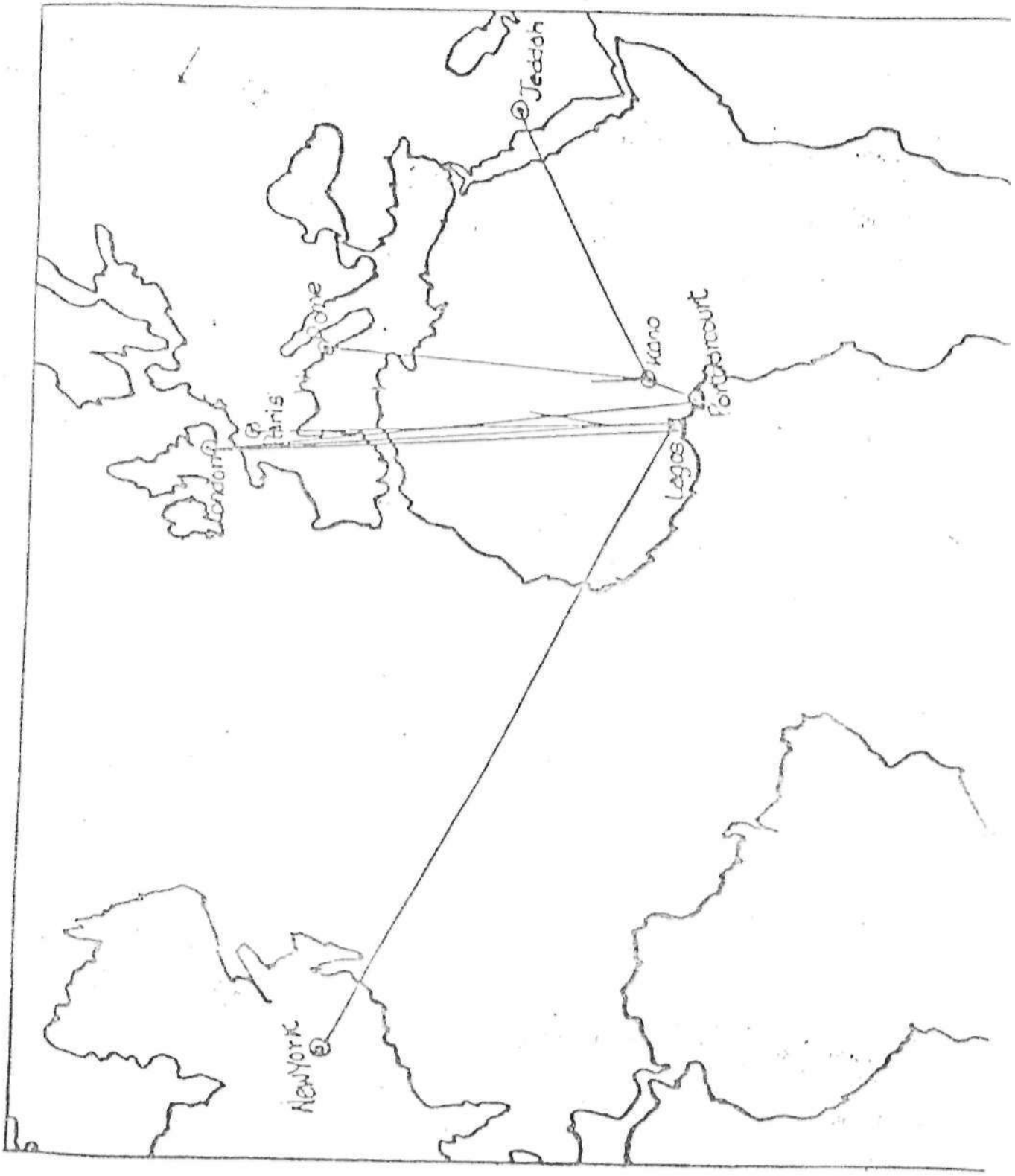
NIGERIA AIRWAYS DOMESTIC ROUTES



NIGERIA AIRWAYS REGIONAL ROUTES



NIGERIA AIRWAYS INTERCONTINENTAL ROUTES



NIGERIA AIRWAYS LIMITED
REVENUE PAX UPLIFT & DISCHARGE

| YEAR | DOMESTIC | INTRA AFRICA | INTER CONTINENTAL | TOTAL |
|---|---|---|---|---|
| 1980 | 1,637,753 | 99,940 | 200,635 | 1,938,328 |
| 1981 | 1,893,656 | 137,260 | 282,251 | 2,313,167 |
| 1982 | 1,713,455 | 160,791 | 264,132 | 2,138,378 |
| 1983 | 1,704,803 | 218,994 | 299,325 | 2,223,122 |
| 1984 | 1,568,152 | 202,876 | 196,692 | 1,967,720 |
| 1985 | 2,089,510 | 249,251 | 236,277 | 2,575,038 |
| 1986 | 1,616,521 | 234,976 | 280,745 | 2,132,242 |
| 1987 | 1,304,427 | 172,088 | 137,336 | 1,613,851 |
| 1988 | 776,897 | 101,591 | 115,859 | 858,379 |
| 1989 | 647,841 | 107,784 | 102,754 | 858,379 |

Source:- STATISTICS UNIT
MARKET PLANING & RESEARCH

Table 4

EIGHT

# Marketing The "NewNigeria Airways"



*Nigeria Airways and SITA officials sign agreement to automate Travel Agency business in Nigeria.*



*Smiling to please! That's today's service in Nigeria Airways*



*Alhaji Abdul Salam (DOM)*

# The Airways House - An architectural masterpiece




AIRWAYS HOUSE