MARKETING IN THE TRANSPORT INDUSTRY:
A STUDY OF BENUE LINKS (NIG) LTD.

BY

AOR, KYURA ALEXANDER.

BEING A RESEARCH PROJECT SUBMITTED TO THE POST-GRADUATE SCHOOL, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA)

DEPARTMENT OF BUSINESS ADMINISTRATION .
FACULTY OF ADMINISTRATION
INSTITUTE OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA - NIGERIA,

OCTOBER, 1998.

MARKETING IN THE TRANSPORT INDUSTRY:
A STUDY OF BENUE LINKS (NIG) LTD.

BY

AOR, KYURA ALEXANDER.

OCTOBER, 1998.

DECLARATION

I hereby declare that this project work has been accomplished through my own personal efforts and guidance of my Supervisor and that all the information therein are to the best of my knowledge correct. It has not been accepted in any previous submission anywhere for an academic award. All the sources of information are specially acknowledged by means of references. Therefore, any omission or commission in the project work should be attributed to my personal human error.



AOR KYURA ALEXANDER
OCTOBER, 1998.

CERTIFICATION

`This thesis/project work/dissertation entitled "MARKETING IN THE TRANSPORT INDUSTRY: A STUDY OF BENUE LINKS (NIGERIA) LIMITED, MAKURDI" by Mr. Alexander Kyura Aor, meets the regulations governing the award of masters of Business Administration (MBA) in the department of Business Administration, Faculty of Administration, Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literally presentation.

.....	13th January, 2003.....
PROJECT SUPERVISOR	DATE
.....	.....
EXTERNAL EXAMINER	DATE
.....	25/2/02
CO-ORDINATOR MBA	DATE
.....	1-4-03
HEAD OF DEPARTMENT	DATE

DEAN, PG SCHOOL — 03/12/02 DATE

DEDICATION

This project is dedicated to my dear Son Master Timothy Tille Aor who had to sacrifice one year of schooling for my programme, and to my Senior brother Mr. James Iorshe Aor who through his understanding, support and untiring care, inspired me through the course.

ALEXANDER KYURA AOR

ABSTRACT

Benue Links is a limited liability company established by the Benue State Government with the assistance of the Federal Government through the Federal Urban Mass Transit Agency (FUMTA). like any other mass transmit agency (established by **the** Federal Urban Mass Transit Agency), Benue Links was designed not only to alleviate the transport problems of the masses and create employment opportunity in the state, but also to cope adequately with the repayment of the soft loans for its establishment if the management of the transport outfit is inefficient and ineffective.

Mass Transmit System is said to be effective if it is capable of evacuating a large number of people from various parts of the city or from one urban centre to the other within the shortest possible time and at a reasonable measure of comfort. Urban Transportation system has become more acute and forms the major transportation mode in our great Country-Nigeria.

This dissertation therefore examines the management of Benue Links with respect to the implementation of marketing techniques, and possible suggestions to improve its operations for the achievement of the objectives of the Urban Mass Transit System in the State in general and customer satisfaction in particular.

To accomplish this task, the project has been divided into Six Chapters. Chapter One introduces the project topic as well as the scope of the study and end with defination of some terms. Chapter two is the literature review which attempts to throw light on the conceptual frame work of marketing; marketing objectives, marketing services and scope of service operations in public transportation. Also in the Chapter, Factors affecting marketing decisions and planning marketing actions and its application to Benue Links (Nig) Ltd as well as benefits of marketing to the Company under study are discussed. Chapter three is basically on research methodology where sample selection, method of data collection and analysis for the research are treated.

Chapter four Reviews Benue Links historical background encompassing its organizational set-up, its objectives and coverage. While Chapter five provides data presentation and analysis with application of marketing in transport industry and ends with proof of hypothesis, Chapter Six is the concluding part which provides recommendations for an effective and efficient application of marketing techniques in the management of public transport sector.

TABLE OF CONTENTS

		PAGE
1.	Title Page	i
2.	Declaration	ii
3.	Certification	iii
4.	Dedication	iv
5.	Acknowledgement	v
6.	Abstract	vi
7.	Table of content	vii
8.	CHAPTER ONE: INTRODUCTION	1
	1.1. Introduction	1
	1.2. Statement of problem	4
	1.3. Purpose of study	6
	1.4. Significance of the study	7
	1.5. Research Hypothesis	8
	1.6. Scope of the Research	9
	1.7. Limitations of the study	10
	1.8. Definition of Terms	11
	1.9 Footnotes	12
9.	CHAPTER TWO: LITERATURE REVIEW	14
	2.1. Introduction	14
	2.2. Conceptual Framework of Marketing	18
	2.3. Setting up Marketing objectives	26
	2.4. Marketing service and scope of service operations in public transportation	28

2.5. Marketing mix and its role in service industry 35
2.6. Decision making and problem solving in marketing 39
2.7. Factors affecting marketing decision 40
2.8. Planning marketing actions and its application to Benue Links (Nig) Ltd. 46
2.9. The Benefits of marketing to the Society. 49
Foot Notes 50
10. CHAPTER THREE: RESEARCH METHODOLOGY 53
3.1. Introduction 53
3.2. The Research Decision 53
3.3. Sample selection 55
3.4. Method of Data Collection 56
3.5. Method of Data analysis for the Research 58
11. CHAPTER FOUR: HISTORICAL BACKGROUND OF BENUE LINKS (NIG) LIMITED 59
4.1. Introduction 59
4.2. Establishment of Benue Links (Nig) Limited 60
4.3. Organisational structure of Benue Links 64
4.4. Objectives of the Company 68
4.5. Benue Links Coverage 71
12. CHAPTER FIVE: DATA PRESENTATION AND ANALYSIS 77
5.1. Introduction 77
5.2. Presentation and Analysis 77
5.3. Application of marketing in transport industry 88
5.4. Test of Hypothesis 90

13. CHAPTER SIX: SUMMARY, RECOMMENDATION AND CONCLUSION 93

6.1. Summary 93

6.2. Conclusion 94

6.3. Recommendations 95

6.4 Bibliography 99

6.5. Appendices. 103

CHAPTER ONE

INTRODUCTION

I.I INTRODUCTION

In a modern emancipated society, the individual is allowed a measure of free will and choice as well as allowed to make his own decisions, whether they be right or wrong for him. In allowing these freedoms there must be competition for his preferences, and a drive for resultant profits is tolerable. This is the basis upon which our society lives and expands.

It contrasts with a totalitarian State operating a planned economy, where some official decides on behalf of the population what its tastes should be, what is good for it and have it should spend its money. In such a society, there is no universal demand for marketing practices, although some of its activities exist in other forms, such as propaganda.

Few of the service industries have yet felt the pressure of competitive forces with sufficient intensity for the practice of marketing to have been widely adopted. This blind spot has affected and applies to the Mass Transmit Scheme in Nigeria.

The Bus system as a mode of mass transportation in Nigeria is not new. Between 1975 and 1983, several state governments introduced bus transit system as a means of alleviating the problems of movement requirements of their people. To mention but just a few, Bendel introduced the Bendel line; Lagos introduced the Lagos State transport corporation (LSTC); Kwara introduced the Kwara State transportation Corporation (KSTC);

Rivers introduced

the Water lines, Kano introduced the kano state transport corporation (KSTC). As it is common with many government/parastatals in Nigeria, these various mass transit corporations recorded woeful failures. The major and common causes for their failures included:-

i. Politicizing the system by dictating routes to be plied and fares to be charged both without economic undertone while expenses of the corporation were not subsidized.

ii. Absence of a firm decision as to whether the system should be commercial or not.

iii. Poor procurement procedures and misuse of spare parts, extensive pilferage of spare parts, overstaffing and general lack of discipine by Staff.,

These among several other reasons have been identified after extensive enquiries following the failures of the system. These enquiries would not have been necessary if the system had been minitored and the performance level evaluated. Such monitoring and performance evaluation exercise would have alloweed an adequate understanding of the demand for the system such that existing limited resources could be used adequately for optimum results. Besides, the monitoring and performance evaluation exercise allows for the acquisition of a huge data, the basis of which forecasts can be made for future planning. The data set also provides objective justification of government assistance in terms of funds for or improvement in road

complimentary Facilities for the mass transit system

However, to operate profitably and therefore justify its establishment and cut down on government constant assistance in terms of funds operation of the Transport Scheme has to introduce the marketing concept philosophy to Banking as:

i. Identifying present and future markets for service.

ii. Selecting which markets to serve and identifying customers' need within them.

iii. Setting long and short term goals for the progress of existing and new services.

iv. Managing and service so as to persuade customers to use them at a profit, and controlling of success in so doing.

The application of marketing in Banking Industry is similar to that of marketing in other service industries including transportation.

Today, the present state of Nigerian economy and as it affects the service sector in particulars has led private transport organizations, for instance, Skene Dili Chukwu, Chi Di Ebele and the like, to take marketing as a serious activity which has hitherto been neglected.

As business have begun to recognise that marketing is of vital importance to the success of a firm an entirely new way of business thinking a new philosophy has evolved. It is called the Marketing Concept' and it states that " the Customer's want-satisfaction is the economic and social justification for a firms existence", consequently, all company activities must

be devoted to finding out what the customers want and then satisfying those wants, while still making a profit over and long run.

In applying and concept in Nigerian service industries, It is beneficial to both and organization and its customers. That is achieving the organization and its customers. That is achieving and Organizational goals through customers satisfaction. The concept at its inception was adopted by few companies, but became wide spread in the 1950[8].

In Nigeria however, it is still a relatively new concept as an operating business philosophy, however, it is a systematic and orderly way of looking at a business enterprises from and customer,[8] point of view, a view that replaces and selling concept.

1.2 STATEMENT OF THE PROBLEM

The researcher has chosen to write on "Marketing in the Transport Industry: A Study of Benue Links (Nigeria) Limited Makurdi.

The large population and the demand for an effective transport system is one of the reason for this research work. The population of Nigeria is put at about 100 million people. This large population requires an effective and efficient transport system to be able to satisfy it.

Another reason for this is the inadequacy of private transport operators. The fact that the number is small has made

private transport operators to employ exploitative tendencies in carrying out their services to and public, for example, for charging high forces.

A further, compelling reason is the effects of this inadequacy on the Nigerian economy. Because of this problem, it is not easy to evacuate economic goods from the areas to the Urban centres for consumers satisfaction.

Last but not the least, the introduction of the 'Structural Adjustment Programme' (SAP) in 1987 by the Babangida administration brought a lot of problems to different sectors of the economy including the transport sector, which saw the failure of the Nigerian Railway Corporation and the Nigerian Airways Authority. This therefore formed a good basis for an effective Road Transport System.

The Statement of the problem m now is to find out the extent of information of marketing tools in the Public Transport Organizations and if Marketing techniques have not being applied in the management of public transport business in Nigeria, why? If on the other hand, marketing techniques are used in administering public transport in Nigeria, to what extent are the techniques employed? We there any (further) suggestions and / Recommendations to further improve the services of these public transport companies with a view of satisfying the needs and /or wants of the huge Nigerian Populace.

1.3 PURPOSE OF STUDY

Marketing of transport services goes beyond the selling of those services. The marketing of transport services must perform three fundamental different functions on duties. The sustenance is of primary importance of the objectives for which the system was set up were to be achieved. The second aspect involve the monitoring procedure during which the management learns and introduce the desired changes to suit the specific environment for which the system had been set up. Finally, it must make profits to cater for the immediate as well as for long time needs. This three sides nature of transport business brings marketing problems which are more complex than those faced by other forms, be they manufacturing or other services.

The main objective of this study is to examine the role of marketing in the transport sector of the economy and to determine the extent to which public transport companies in Nigeria Market their services. To this end, we shall examine;

i. The ways of performing marketing functions in transport companies.

ii. The extent to which transport companies especially, public ones in Nigeria market their services in terms of employing marketing techniques in educating their customers, increasing their patronage and improving efficiency as well as effectiveness of their operations.

iii. The difference between marketing in public transport business and marketing in consumer or industrial goods.

iv. To provide relevant recommendation as solutions to the problems.

1.4 SIGNIFICANCE OF THE STUDY

The study of marketing in the transport industry at this time that the end nation is moving towards economic recovery is very important.

First, it highlights the inherent danger and the sufferings that the society will experience by allowing only private transport operators to be in charge of our transport system in the society.

Consequently, (upon the above reasons), it will serve to stimulate private operations to improve on their performance because of imminent competition.

One other significant reason is that it will help the Nigeria Society in general, since all the thirty - six (36) states of the federation and the federal capital territory operate mass transit scheme, and are all general by the federal urban mass transit programme (FUMP) with headquarters at Abuja, the study of Benue Links will stimulate as the study of the other public transport organizations.

Also since much has not been written about the public transport system in Nigeria,this research work titled "marketing in the transport industry" will help scholars who may from time to time wish to contribute to the field.

Lastly, it will help the company to be aware of its weakness so as to improve on them and solidify its strengths where necessary.

1.5 RESEARCH HYPOTHESIS

(a) Most public transport companies fail because of non application of marketing techniques.

(i) Their services are not known to customers due to lack of promotion.

(ii) They do not take marketing to be important or relevant to the operations of their business.

(iii) Most public transport companies do not have a formal marketing department.

(iv) Locating a branch or route to fly is not determined by market forces.

(b) The transport industry, particularly road transport operators do not consider their customers (passengers) very important for the survivor of their companies.

(i) People travel by public transportation because it is cheaper than other modes.

(ii) Facilities provided by most public transport companies are not satisfactory.

(iii) Services renderd by public transport companies are poor.

(iv) Public transport company staff do not threat their customers well. They are not polite to customers.

(v) Some passengers are compelled to travel by public transport by certain socio-economic considerations or factors.

1.6 SCOPE OF THE RESEARCH

The project has been set out to cover the operations of Benue Links (Nigeria) Limited, a public transport company with headquarters at Makurdi, the capital of Benue Links. The researcher project work relates to Benue Links, therefore, any conclusions or generalization reached is applicable to Benue Links as a Public transport operator. However, considering certain large inferences drawn out of the research project work, the project can be of significant use to other public transporters in Nigeria and beyond.

Another geographical restriction set by the research is that of area upon which personal interviews were conducted and questionnaires administered. For certain obvious reasons, Benue Links was selected and the investigations conducted there in. Despite this geographical scope set by the researcher, readers should note his finding may be applicable to all other public transport operators in Nigeria.

The project covers a framework of marketing concept, the scope of service operations in public transport. It further touches on the marketing mix and its role in the service industry, environmental factors affecting marketing decisions and still further gives a clue as to how to plan marketing

actions in public transport companies. Finally, benefits of to be derived have also been assessed.

1.7 LIMITATION OF THE STUDY

No meaningful research work of what ever nature can be without short coming. The limitations of this research project as discussed below will play a significant role in reaching a global generalization.

Right from the on set, difficulties were met in the process of collecting the information used in forming the literature review. The marketing concept in public transport operation is a topic on which relevant materials and publications are scarce, and this has constituted a major limitation to this research work.

The questionnaires were partly filled in by some respondents and partly administered by the researcher to the respondents. Different approaches were used by the researcher in administering the questionnaires in order to give room for flexibility.

The problem of time, financial resources and other necessary assistance can not be over emphasized. This has contributed significantly to the coverage of only one public transport company (Benue Links (Nig) Ltd. Makurdi). This however, does not render the project irrelevant to other transport companies within Nigeria because the stratified nature of Nigeria has been taken into consideration in drawing the

case.

These constraints not withstanding, quite a lot has been done and it is hoped that findings of the study would help a great deal in stimulating the public transport companies owned enlightening readers about this subject and laying a good foundation for further work on the subject in Nigeria in particular and certain inferences can be drawn out of it by other countries of the world at large.

1.8 DEFINITION OF SOME TERMS

Distribution

This is the means or link by which the right product or service is made available to the target market. That is to say it consists of all the activities concerned with moving the right amount of the right products to the right place at the right time[8].

Market

(i) It is a physical place where buyers and sellers gather to exchange goods and services.

(ii) A market is its purest technical sense, is the set of all actual and potential buyers of a product or service[9].

MARKETING

Marketing is human activity directed at satisfying needs and wants through exchange processes[10].

MARKETING CONCEPT

This is a philosophy of management which maintains that the focal point of the entire firm is the customer (consumer) satisfaction[11].

MARKETING MIX

Marketing mix is the blending together of controllable marketing variables that the firm uses to achieve targeted objectives, and these are product, price, place and promotion popularly called the $4p_s$[12].

PRODUCT/SERVICE

This is anything that can be offered to a market for acquisition, use or consumption to satisfy a need [13].

PROMOTION

This is communication that inform potential consumers of the existence of products/services and persuade them that those products/services have need satisfying capabilities[14].

TARGET MARKETING

The seller distinguishes among many market segments, selects one or more of these segments, and develops products and marketing mixes tailored to each segment[15].

FOOT NOTES

1. Ade, A.O.(1996); "Monitoring and Performance Evaluation of Mass Transit Operations." Lecture Delivered on Mass Transit Operations Management Course, 12-13 August 1996 at Makurdi.

2. John, S. (1975); " Marketing", Business and Management Studies Series Pp. 19.

3. Ibid ..... Pp. 12

4. Nwankwo, G.O. (1987); The Nigerian Finance System, Macmillian Press, Nigeria, Pp. 170

5. Drucker, P.F. (1968); Management, Task, Responsibilities, Practices, Harper and Raw, Pp. 64-65.

6. Seebohn, F. (1973); The Marketing Programme in the marketing of Bank Services, Cambridge Pp. 27.

7. Stanton, W.J. (1981); Fundamentals of marketing, Mc. Hill Inc. Pp 10.

8. Ibid ..... Pp. 351

9. Kotler, P. (1980); Marketing Management: Analysis, Planning, and Control, Prentice-Hall, Inc. Englewood Cliffs, New Jersey, Pp. 12.

10. Ibid ..... Pp. 14

11. Stanton, W.J. (1981); Op cit ..... Pp. 10

12. Kotler, P. (1980); Op cit ..... Pp 68

13. Ibid ..... Pp. 5

14. Ibid ..... Pp 70

15. Ibid ..... Pp. 251

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In both developed and developing countries, multi-modal transportation system are indispensable infrastructures which provide the desired rate of momentum for economic development. In fact, the development process depends, to a large extent on the completeness and over all efficiency of a nations transportation network. Modern economic theory holds that units of new investment in transportation system will always induce the flow of goods and services which otherwise would not occur. In specific terms, additional transportation investment creates positive multiplier effect on all sectors of economic activities (Agagba 1996)[1],

In developing countries such as Nigeria, the need for complete and efficient transportation system is even greater due to the rapid growth and transient nature of the economy. In addition, Nigeria is a vast nation with a total land area of 91.2 million hectares, 68.4 million hectares of which are cultivable. However, only 34 million hectares are cultivated at present[2].

The above limitations are due to lack of `all season' roads, particularly feeder roads which provide market access for linking urban population centres with remote farming districts. The Directorate for Roads and Rural Infrastructure (DFRRI) rural road program was aimed at providing these access roads. This

program if well carried out would have enabled exchange to take place, as transportation serves as a tool for time and place utility.

Nonyelu, G.N (1981) defines marketing as `the set of activities that facilitate exchange transactions involving economic goods and services for the ultimate purpose of satisfying human needs'. The activities implied in this definition include product development, production, branding, packaging, distribution and promotion[3].

Philip Kotler (1980) defines marketing as "human activity directed at satisfying needs and wants through exchange processes."[4] This means that any human activity which leads to the satisfaction of consumers needs and wants by means of exchange is marketing. A marketer must therefore recognise and understand consumers needs and wants, and determine how best to satisfy them.

Both definitions above recognise the role of transportation in Marketing since it is through transportation that goods and services can be made available for exchange to take place.

His excellency general Olusegun Obasanjo, the then head of State, while presenting the Third National Development Plan, re-affirmed Nigeria's transportation policy in these terms: "Nigeria's transport objectives have been stated since early 1960, in general terms it aimed at co-ordinated development, economic efficiency and, by implication, the support of national interest like the opening up and binding together of this vast

nation. These objectives are as relevant and valid Today as they were when first explicitly set down in 1963."[5]

In pursuance of these objectives, the second national development plan did emphasize transportation capital investment. Between 1970-1975 ₦472.4 million or 23% of the total public investment was injected into the transport sector of the economy. Roads took the lion share with 66.5%, Railroads had 9.5%, while Ports and Airways had 13% and 11% respectively. In general, the fourth national development plan indicated the importance the government accorded to the transport sector from 1981 till the present time. The drastic reduction of 32% plan size between 1981 and 1985, should not be construed as a change in allocating priority; but rather it is a reflection of the deliberate effort to scale down or postpone capital projects, in the face of global economic growth due to glut and radical fluctuations in the oil pride[6].

TABLE 2.1

TRANSPORT SECTOR FISCAL ALLOCATION IN FIRST - FOURTH NATIONAL DEVELOPMENT PLANS.

PLAN PERIOD	PLAN SIZE ₦ MILLION	TRANSPORT SECTOR ALLOCATION	MODAL DISTRIBUTION OF TRANSPORT SECTOR ALLOCATION IN PERCENTAGE			TRANSPORT SECTOR AS % OF PLAN SIZE
			LAND	AIR	WATER	
1962-1988	1,586,000	309,092	68%	7%	25%	19%
1970-1975	2,050,738	472,398	76%	11%	13%	23%
1975-1980	43,314,009	9,677,541	83%	8%	9%	22%
1981-1985	70,500,000	10706.616	85%	6%	9%	15%

SOURCE: Fourth National Development Plan 1981-1985.

The Nigerian Road Network in 1988 was estimated to be about 144,000 kilometers; the responsibility for the road network is shared by Federal State and Local Governments. The Federal Trunk Roads Comprises 28,600 kilometer; State roads about 30,000 kilometers and Local roads 85,000 kilometers. In Nigeria, Federal and State governments emphasise road development more than any other mode. This is justified because the high way is the primary mode for movement of passengers and freight[7].

2.2 CONCEPTUAL FRAME WORK OF MARKETING (CONCEPT).

The most important managerial task within the manufacturing industry is that of understanding the needs and wants of customers in the market, and adopting the operations of the organisation to deliver the right goods and services more effectively and efficiently than its competitors. Having this demanding challenge in mind, and marketing concept was introduced to augment the problem.

Marketing concept according to Institute of marketing is " a philosophy of Business management which focuses the activities of all department on the needs of the costumers and organizes the total resources of the company to the difficult task of Identifying and Satisfying those needs profitably. It stems from Recognition of the fact that a business can only survive by providing profitably the goods and services which the customers wants to buy."It goes on state, "the concept of marketing is a corporate affair involving the whole company or organisation.It is a generally shared management philosophy which should permeate top management thinking and influence company decisions and practices or policies.The concept's activity involves in the marketing operation all those concerned with research development, design, production, finance, distribution, after sales service, as well as the labour itself"[8].

The market concept has been expressed in many colorful ways.For instance;

i "Make what you can sell instead of trying to sell what you can make."

ii " We have to stop marketing makeable products and learn to make marketable products."

iii To do all in our power to pack the customer's naira full of value, quality and satisfaction."

iv "Profitable sales volumes should be the goal of the firm, and not just volume for sake of volume alone."

v "All company planning and operations should be customer oriented.[9]

The marketing concept calls for a management re-orientation regarding what business a company is in. Typically, when an executive is asked, "What business are you in?" the answer is, "We make this," or "we sell that". These executives must start thinking in terms of what benefits they market- what needs (wants) they are satisfying.

Marketing concept is the firm's commitment to the time honored concept in economic theory known as Consumer Sovereignty. The concept process that the determination of what should be produced should be in the hands of the consumers not in the hands of the government nor in the hands of the firm. The firm in this regards produces what the consumers need and want to maximize consumer welfare while making some reasonable profits[10]. In the United States of America (USA), the General Election Company is usually acknowledged as the first firm to structure its operations systematically in accordance with the

marketing concept[11].

This implies that management in both the manufacturing and service industries have two main areas of responsibility:

i. Remaining Sensitive to market needs:- The management of any business must be aware of the nature of market demand, and of changes that occur or take place in it. The nature of demand and the need to supply it effectively yet profitably, should be the driving force behind the decisions of all the company's managers, not just its marketing function.

ii Market-Oriented Operations Management:- The whole industry should be run so that:

a. Marketing objectives may be achieved and

b. The business trades in a competitive and profitable manner.

The marketing concept as we know it up to this point in time, rests on three propositions for successful business operation:

1. Customer - Orientation:- This puts the customer at the very centre of the firm's activities and planning, knowing the customer, identifying, anticipating and satisfying customers needs and wants (desires) researching and analyzing customers behaviours becomes the basis of all marketing decisions and actions. It will be apparent that this neither prevents the knowledge and understanding of the customer so acquired being used against him whenever necessary nor preclude the artificial stimulation of

customers desires and the persuasion and manipulation of consumers to buy products and services for which the company believes a market can be created.

In any case, the one thing that the marketing concept is supposed to do is to get the company to produce things to sell at a worthwhile profit to markets which can be created rather than merely deposing of whatever the company feels it would like to manufacture.

2. Integration of Effort: Almost every definition of marketing stresses and need for integrating related functions within the business sales and distribution, advertising sales-promotion, product planning and market research to achieve the company's market objectives.

3. Profit Direction: The whole point of the marketing concept is that its application will reduce the risk of loss due to inadequate market information and customer knowledge, misreading of the market, poor product selection and planning.

2.2.1 Application of marketing Concept in Nigeria

A few years ago, academicians in Nigeria joined their overseas colleagues all over the world to raise a number of questions about marketing concept is actually been practiced by business firms or is merely being used for good image making.

The hard truth is that generally it is not easy to practice the marketing concept in an organization because it requires

research, education and relevant organizational structure to facilitate its implementation. To practice the marketing concept is most likely to be expensive in the short run. Consequently, most firms particularly in Nigeria do not practice it. Those who pose the same question in Nigeria base their argument on additional reasons of the following economic and social characteristics of our present economy[12].

a. Many consumer goods are in short supply.
b. Retail prices of some products usually referred to as " essential commodities" tend to be artificially very high.
c. The consumer have lost their sovereignty and the right to make free choices in the market places.
d. Massive unemployment prevails all the time.
e. Competition and satisfaction of consumers' needs have given place to monopoly, stock rationing and unfair pricing policies.
f. Some made-in-Nigeria goods are considered to be either inferior to more expensive than imported brands despite high import duties and tariff protection.

Nwankwo (1987) commenting on the adoption of the marketing concept in Nigerian Commercial Banks States: "The poor quality of Bank services is another significant feature. One has to visit a bank office in Nigeria to notice long queues and struggles of customers to get served. It will take as much as an hour to refer a cheque and in some

cases, one appears to be left with the impression that the counter staff take pride in long queues and the number of people seeking their custom."[13]

The second disturbing issue raised about the marketing concept really questioned its validity to the very foundation. Responsible business executives and highly critical academicians want to know whether or met the marketing concept is "an appropriate" organizational goal in these bad days of perennial shortage of resources and world-wide inflation, particularly in developing countries, neglected social responsibilities, explosive population growth and heavy environmental population. The firm may be doing a good job of serving its target market with its specific needs and wants, but the point is whether the firm is acting in the best long-run interests of its customers, the society and the government. Some people very often tend to forget that an attempt to satisfy particular segments of the market may result in unbelievable social lots. "The federal government, for example, has traditionally catered largely to the demand of workers for higher wages. In 1975, it tried to meet this desire through the unprecedented Udoji salaries and wages awards which gave employees over 100% pay rise with about one year's arrears of salaries resulting in untied inflation. Nigeria has not been able to control this inflation despite the recent introduction of the Structural Adjustment programme with associated implications of the foreign exchange market."[14]

Another example is the automobile industry in Nigeria which has catered to the demand for smaller and more economical automobiles, but meeting this desire has resulted in more fatal accidents to the users of smaller cars. Again the cosmetic industry in Nigeria traditionally catered for moments passion for lighter complexion by offering a product (the breaching cream) that at the same time damages their skins.

Finally, a firm may be doing a good job of relying heavily on importation of foreign made goods to satisfy the needs of most Nigerians who prefer foreign made goods to home made ones. But in trying to satisfy such customer, it may run into conflict with government policy of reducing both foreign debts and dependency on foreign goods. This indeed is unacceptable to the third world countries sometimes referred to as the Less Developed Countries (LDC).

The need therefore arose for a call to be make for a new concept either to modifying the marketing concept or replace it This has brought about the selective national marketing concept' which is a new proposal for the third world countries.

" The selective national marketing concept is a management orientation is to determine that the key task of the organization is to determine the needs and wants of target markets, selectively in relation to the priorities of the nations local conditions at a given time and to adopt the orientation to deliver the desired satisfactions. more effectively and efficiently than its competitions in a may

that preserves or enhanced the consumer's and society's well-being and national aspirations and priorities[15].

However, the marketing concept is likely to be applied more seriously under the following conditions:-

1. When there is a strong competition in the market. The market who creatively caters for consumers needs is likely to run a differential advantage over less insightful competitions and thereby enhance the chances of success and survival.
2. The economy is developed to the extent that the majority of consumer have access to the basic material needs of life and enjoy a high standard of living, they have become more capricious and choosy and consequently are harder be convinced. In such an economy many products and services could rightly be described as frivolous[16].

Even when the two conditions above prevail, such as in the USA; the practical implementation of the marketing concept appears not to be indispensable as one would think. Research in the USA suggests that "the marketing concept is an idealistic policy statement for management and that few companies are able to implement the philosophy and make it operational on day-to-day basis. Nevertheless, the astute marketer, whether he operates in a protected or competitive market, is well advised continually to seek ways to serve his customers better the good will of whom is a valuable resource."[17]

2.3 ESTABLISHING MARKETING OBJECTIVES

"An objective is an aim, goal, mission or task. It is something that someone wants to achieve. it is an end, not a means."[18]

A corporate objective is therefore the concept that validates and entire organization and every action that it takes. Only if the objectives of a given organization are know can it be judged whether and actions that it takes are wise or foolish, appropriate or misguided.

Only if the objectives are know can it be judged whether a given organization is successful or failing, desirable or undesirable, laudable or contemptible. The corporate objective, then, is the criterion, the touch stone, and yardstick by which everything concerning the company is judged.

A marketing objective is a statement of what is to be accomplished through marketing activities.

For an objective to be successfully carried out, it should be stated in clear and simple terms so that all marketing personnel understand exactly what it has to achieve.

It is desirable that it should be written in such a way that the degree of accomplishment can be measured accurately. If a company has an objective of increasing its market share to vary 20%, and firm should have accurate techniques for measuring changes in its market share.

A marketing objective should be given or indicate a time period within which the objective should be accomplished. For

example, a firm that sets an objective of changing its absolute equipment for new ones should state a time period within which this is to be done. This helps the management team and other personnel to dedicate themselves to achieving the set objective.

When setting or creating marketing objectives, the marketing manager must ensure that they are consistent with the over-all objective of the business.

A company in serious financial trouble may be honored solely with short term profits so that it can stay in business.A successful company may want to sacrifice this years profit to add more sophisticated technical equipment that will increase profit in the long-run, and it may have other marketing objectives at the same time, such as finding new customers.A manager who fails to establish marketing objectives that are consistent with the organisations general objectives, will not only be likely to accomplish the marketing objectives but also may work against the achievement of the firms over-all objectives. If a marketing manager sets an objective that requires greater use of consumers credit on the hand while the over-all objective of the firm is to reduce bad-debt loss,then these objectives will or are likely to conflict.

It is when over-all marketing objectives have been established that the marketing manager is heady to develop a marketing strategy.

2.4 MARKETING SERVICE AND SCOPE OF SERVICE OPERATIONS IN PUBLIC TRANSPORT.

Marketing service are these separately identifiable essentially intangible activities that provide want satisfaction, and that are not necessary tied to the sale of a product or other service.To produce a service may or may not require the use of tangible goods.In other morals, a service is any activity or benefit that one party can offer to another that is essentially intangible and does not remit in the ownership of anything.[19]

Renting a hotel room, depositing money in a bank, travelling on an airplane or in a bus, having a hair cut, having a car repaired, matching a professional sport, seeing a movie, having cloths cleaned in a dry-cleaning establishment, getting advice from a lawyer- all involve buying a service.

The growth in service has generally not been due to marketing development in service industries, but rather, to the maturation of an economy and rising standards of living. Traditionally, executives in service industries or companies have not been marketing-oriented. They have lagged behind sellers of products in accepting the marketing concept, and have generally, been slow in adopting promotional methods, "product" strategies, and other marketing techniques. Marketing management in service firms has not been especially creative. Innovations in service marketing have come typically from product-associated companies.

The intangibility of services creates more difficult marketing challenges for service seller than for product sellers. In many service industries-particularly professional services- the seller think of themselves as producers or creators, and not marketers, of the service. They are proud of their ability to easy, "Repair a Car," diagnose an illness", or "have a good haircut". They do not think themselves as business people.

Although other activities of marketing still show signs of a rapid move towards improvements in productivity, little is heard of how customers service may be improved. Yet the customer service department is an essential aid to those other elements.

Really significant improvements in total can not be achieved without a commensurate reformation in the interacting functions. Salesmen can not develop their selling activities without the office absorbing routine tasks. Distribution can not be improved without effective stock control. Advertising will not bring real rewards unless enquiry handling is sharpened. Nor will growth be achieved without adequate attention being given to the major area of customers service. It is giving attention to all these areas that result in the `total marketing concept"[20]. Now services are first improvement to a service company as new products are to a product-marketing company. Similarly, the improvement of the existing products and the elimination of unwanted and unprofitable services are also key

goals. Management can use a systematic procedure to determine:

i. What services will be offered

ii. What will be the length and breadth of the service mix offered and

iii. What, if anything needs to be done in the may of Service Attributes such as branding or providing guarantees.

The high perishability, fluctuating demand and inability to store services make product planning critically important to service marketers. A service industry can expand or contract its "product mix," alter existing services, and trade up or down. The reason for these moves are familiar. The company may want to increase its total volume, reduce seasonal fluctuations in volume, or cater to changing buyers patterns such as the Desire For One-Stop Shopping. Some service firms have effectively expanded their service mix by working jointly with companies selling related services. For instance, automobile rental firms have working arrangements with airlines and hotels so that when customers fly to their destination, a car, a hotel room are reserved and waiting (Stanton (1981)[21].

The service and scope of service operation of public transportation is determined by the interaction of the demand for and supply of the transport system. The demand for bus travel is rather. complex. It is not just affected by fare alone, but also by such factors as time spent on the journey, comfort and regularity of the service offered. These factors are often included in the concept of the generalised cost,

provided each of its components has been weighted. The way in which passengers respond to changes in the attributes of bus service, and how these responses affect their demand for bus travel, can be represented in terms of the conventional elasticity measures.

The two types of elasticity measures which have been used in the analysis of demand for bus travel are: Direct Elasticities and Gross -Elasticities. Direct Elasticities are of two kinds, namely, Fare elasticity and Service elasticity. They are called direct elasticity because they measure the responsiveness of demand for bus travel to changes in the characteristics of bus service. Gross- Elasticities, measure the responsiveness of demand for bus travel to changes in the cost of other modes such as cars and rail. Cross-elasticities give an idea of the degree of diversion from other modes to bus caused by an increase in the price of those modes, or the degree of diversion to other modes, due to an increase in the price of bus travel[22].

At an annual growth rate of 5.8 percent, it is believed that by the year 2000, not less than 12 urban centres of Nigeria would have hit a population of over one million people with lagos metropolis alone recording 7.5 million [23]. Because of the functions of Urban Centres, this large population will be involved in a large volume of inter-urban trips. The collapse of oil price which has worsened the economic situation of the country and the consequent introduction of the Structural

Adjustment Programme (SAP) with its policy of reduction in public consumption and high cost of imported materials, automobile will be out of the reach of many people. Even if it was not, it will be most absurd if not completely impossible for the large number of possible car owners to clog and roads with their cars. Thus, a significant proportion of the urban dwellers will therefore demand efficient, reliable, and comfortable mass transit services. This is already the situation in some urban centres of Nigeria, especially Lagos and Ibadan.

But the existing level of service is abysmally poor. Before the introduction of the Mass Transit system (MTS) by the Federal Government, Transport Services were supplied essentially by the private transport operators. They operate various transport systems ranging from taxi caps to buses of different types and sizes. The sheer large number of the operators, the unco-ordinated nature of their services coupled with the inadequacy and the poor safety standard of the transport system call for a better organised Mass Transit System that will supply the mobility needs of the people.

In terms of the existing scope of service operation, table 2.2 shows the type of characteristics of Mass Transit System used in major cities of Nigeria. There are, however, variations in the types used from city to city. In riverine areas, in addition to some of these bus types, the ferry system is also used, which in Lagos, where the rail traverses not less than

twelve (12) rail stations, and train is used during peak hours for transportation of commuters. Although it is recognised that the transportation of large number of people is best done by the rail system, the attempt by the government to date concentrates on the bus system.

Essentially, the bus system consist of three major interacting elements: The vehicle, the roadway and the operations. For an efficient bus transit system, there is a need for an adequate design and coordination of all the three elements[24].

Perhaps the key to increasing efficiency in service industries is for the management to adopt a manufacturing attitude. The concept of providing a service traditionally conjures visions of personal ministration and attendance on others. To improve performance simply means to try harder, but essentially to continue performing a task in the same old way. In contract, the idea of manufacturing (or efficiently producing) benefits enables us to focus on new performance method[25]

TABLE 2.2 VEHICLE TYPES INVOLVED IN MASS TRANSIT SYSTEM IN NIGERIA

S/N	TYPE	BASIC CHARACTERISTICS	CAPACITY
1.	Standard city Bus (Damcer Benz) 1980s	Standard bus designed with high degree of transportation comfort for passengers. It has low clearance; easy to manoeuvre and equipped with automatic transmission which facilitates driving.	
2.	Double Decker City Bus	-Economical and Space efficient bus. Ample space for sitting and standing passengers. Difficult to manoeuvre. Not useful for a access routes.	48-60
3.	Omni Bus	Medium-Size bus designed for public transport service. Has high clearance and easy to manoeuvre. Poor facilities for commuters comfort.	72-80

4.	Molue	Lorry built into bus. Designed essentially for Nigeria roads. Has high clearance, durability and easy to manoeuvre. Lacks comforts facilities.	50-60
5.	Bolekaja	Truck converted to passenger vehicle. Built of wood. Seats are wooden. High degree of flexibility. Durable but rough and lacks comfort facilities	50-60
6.	Mini bus	"Turo-turo," "Danfo", etc. essentially volkswagen, Toyota, and Nissan Minibus, used on Feeder roads. Easy to manoeuvre. Provide basic sitting comfort.	12-45

SOURCE: Monitoring and Performance Evaluation of Transit Operation. (Professor A. Ogunsanya, (1996).

2.5 MARKETING MIX AND ITS ROLE IN SERVICE INDUSTRY.

Marketing mix is one of the key concept in modern marketing. It is the term used to describe the combination of certain levels of each element of the four controllable inputs (the four P_s) that the firm uses to influence the target market. The marketing mix is made up of the four P_s- the product, the

pricing, promotion and place, as developed by Mc Carthy (1987) [26].

The four element in the mix are interrelated and decision in one area usually affects action in the others. For example, a firm using very little advertising may decide to price its product low to effect possible loss of sales due to lack of adequate advertising. Again, low price may affect the quality of the product just as much as little advertising budget can influence the decisions on the distribution outlet to be used by the firm.

TABLE 2.3

COMPONENTS OF THE FOUR Ps OF THE MARKETING MIX

PROJECT	PRICE	PROMOTION	PLACE
Quality	list price	Advertising	Channels
Style	Discounts	Publicity	Locations
Features	Allowance	Personal selling	Coverage
Brand name	Payment Period	Sales promotion.	Inventory
Sizes	Credit terms.		Transport.
Packaging			
Options			
Services			
Warranties			
Returns.			

The product

Management of the product component of the marketing mix among others includes planning and developing the right product or service to meet the requirement of the target market.Policies and guidelines must be established for eliminating a product in which consumers have found some faults identified through marketing research and for adding new products to supplement the existing ones, and packaging in better containers with more attractive labels.Decisions are similarly required in the areas of branding, sizes,product features, styles, warranties,etc.All of the above are sub-variable under the product at the disposal of the firm.

The price

It is the responsibility of the firm to determine the right base price of its products or services and then establish policies for dealing with discounts,who pays the transportation charges and terms of payment.

Promotion

Promotion is the component of the marketing mix used to inform and persuade consumers about the company's products or services to facilitate the sale of these products or services. Promotion is made up of three variables- advertising and publicity, personal selling, and sales promotion. The combination of the three at certain levels is called a promotional mix.

Place (Distribution)

Even though the distribution structure seems to be uncontrollable,some features of it can be controlled by the firm. For example, the firm has a considerable degree of freedom in choosing the trade channels best fitted to serve a company's distribution needs and the management skills it uses, to make a right decision can make a huge difference in the market position of the firm concerned.In a nutshell, the concept of distribution management involves much more than the art of selecting the right trade channels through which the product will reach the target market at the right time and in the right quantity.It also involves the development of the physical distribution system for handling and transporting the products through these channels. Selecting useful middle men in the channel and developing effective working relations with them are also part of distribution management.

The role of marketing mix in service industry can not be overemphasized, for the marketing mix serves as a guide to marketing managers to combine their services (product) through the provision of discounts,allowances,and credit terms (price) by using advertisements, publicity (promotion) to successfully arrive at their locations through effective coverage (place).The combination of the four ps therefore serves creditably to the success of any business undertaking.

2.6 PROBLEM SOLVING AND DECISION MAKING IN MARKETING.

Marketing management consists in a never - ending process of recognising marketing problems, analysing them, and making decisions. In fact, relative abilities in the combined art of problem solving and decision making are the features which differentiate high calibre executives from the less able- ones.

One reason marketing executives generally receive higher than average earning is that problem solving is more difficult in marketing than in other many fields. Thus, sound executive judgement is at a premium. Problem solving in marketing is difficult because much of it involves abstract reasoning and subjective analysis.Determining what high-fashion dresses to buy for the coming season or determining to what extent automobiles are symbols of social status is a decision which does not fully lend itself to statistical or mathematical analysis.

One hall-mark of a good executive is his ability to make decisions and to make them promptly. Some managers evade the responsibility of making decision by enveloping themselves in a cloak of anonymity called a committee; some pass the buck to other executives. Many people find it difficult to make decisions. A businessman is really ducking the task of decision making when he says he" lets his wife run the house and raise the children without interference". Procrastination in decision making in business situation should not be dismissed lightly, however, because in part the executive is being paid to make decisions

Some decision- evading executive issue progress report, but never a final decision, saying, that they need more information. This is often a legitimate excuse. Ordinarily,nobody has all the information needed or wanted, yet the situation will not wait; a decision must be made.This is true in other walks of life as it is in business. The quarter-back must call a play and execute it in less than twenty -five seconds, even though he would like to have more information, for example, what defence is being set up against him. Often all information needed will not be available until after the decision is made. After the team runs the play, the quarter- back finds out what kind of defense was set up against him.After a company locates its branch on a given corner, the executives find out whether a sufficient number of customers are attracted.

Management ordinarily will never know if it made the best possible decision, even after it has been executed and the results are in. No matter how great the results are, an alternative decision might have turn out better.

Decision making is the heart of management process; a mark of a good executive is that he can make decisions promptly. To aid in this activity, executives have at their disposal the important tool of marketing research.

2.7 ENVIRONMENTAL FACTORS AFFECTING MARKETING DECISIONS

Marketing strategies, tactics and policies are formulated within a framework of forces which constitute the firm's environment.

Some of these forces such as competition, the nature of the market, and various legal and social factors, are external. Others such as the nature of the product and the nature of the company are internal. The success of a marketing executive will depend upon his ability to manage the controllable forces at his command while responding to the external uncontrollable forces usually called the marketing environment.

i INTER AND INTRA - INDUSTRY COMPETITION

Competition is common among firms operating within the same industry or among companies in other industries offering substitute products or services. Consequently, a business executive must lean as much as possible about the economics of these industries in order to cope with the effects of either internal or external competition or both. He should also understand the competitive aspects of this firm's marketing programme such as pricing policies, cost structure and general promotional practices. Knowledge of these will enable him to respond affectively to the effect of competition. For example, if a large percentage of total costs is usually made-up of fixed hosts in that industry, and firm should consider using flexible pricing practices to make price reduction possible in event of severe competition facing and firm. The possibility of price reduction stems from the fact that in the short-run a firm need to cover only valuable costs and any return above that level simply helps to cover and fixed costs.

Before establishing its marketing policies, a firm should be aware of the balance of power within and industry. The size of a firm and its relationship in terms of size and power with other firms in the industry will affect its marketing policy. Likewise, the percentage of the total industry sales a company is generating in each geographical market and whether this share of the market is increasing or decreasing will influence policy decisions.

Finally, management must be constantly alert so to the potential threat of industries producing competitive or substitute products or services. For example, still manufactures are feeling in-roads from aluminum and plastic producers. Inter-industry competition among firms making aluminum foils, tin cans and other types of containers have been heightened by the evolution in packaging.

Nature of the Market

ii The environmental influence of the market itself on marketing decision affects both the qualitative and quantitati ve aspects of market and also decision making by marketing management. The number of potential customers, their relation , buying power, buying motives, and buying patterns or habits- all should be subjects of careful detailed study.

iii. Legal and Social Factors

Laws enacted at the federal state and local levels as well as independent regularly services exercise a lot of influence on the marketing activities of a firm. Price control

decree of 1974, and other regulatory measures affecting advertising, packages, and distribution systems are only a few examples of these political legal forces.

Marketing executives are also responding more and more to social influences. Management realises the value of a good company image. Public disapproval of misleading advertisement, poor product performance, inadequate product information can indelibly hurt a business.

In general, management know that it must pay attention to its social responsibilities within the flame-work of acceptable social practices if the company is to benefit in the long run.

iv Nature of the product

whether the product will be ultimately used by household consumers or business and industry will affect decision regarding the channels of will affect decision and promotion, unit price, frequency of purchase, pre-sale and post-sale services needed, and the amount of thought given to purchase, are product factors which influence the marketing program. A staple product, slightly differentiated from competitive items, will call for pricing, distribution and promotional strategies different from those used for a highly distinctive product. Products subject to annual model changes requires different marketing decisions from those which go unchanged for several years.

marketing management. The number of potential customers, their location, buying power, buying motives, and buying patterns or habits - all should be subjects of careful detailed study.

iii. Legal And Social Factors.

Laws enacted at the Federal, State and Local levels as well as independent regulatory services exercise a lot of influence on the marketing activities of a firm. Price control Decree of 1974 and other regulatory measures affecting advertising, packaging, and distribution systems are only a few examples of these political and legal forces.

Marketing executives are also responding more and more to social influence. Management realise the values of a good company image. Public disapproval of misleading advertisement, poor product performance, hidden finance charges and inadequate product information can indelibly hurt a business.

In general, management knows that it must pay attention to its social responsibilities and that its decision making must be done within the frame-work of acceptable social practices if the company is to benefit in the long run.

iv. Nature of The Product.

Whether the product will be ultimately used by household consumers or business and industry will affect decision regarding the channels of distribution and promotion, unit price, frequency of purchase, pre-sale and post-sale services needed, and the amount of thought given to purchase, are product factors which influence the marketing programme. A staple

product, slightly differentiated from competitive items, will call for pricing, distribution and promotional strategies different from those used for a highly distinctive product. Products subject of annual model changes require different marketing decision from those which go unchanged for several years.

v. Nature of The Company.

A marketing executive should realise that the production, financial and personnel capability of his firm as well as its marketing structure, establish environmental limits on the marketing program. If a firm is considering the addition of a new product to its existing group, the decision is influenced by production factors; can the existing facilities and experiences be used? If the new product requires a new plant or machinery the financial capability enters the queue. Some firms can not enter new markets or embark upon marketing new products because of insufficient or inadequate personnel. If the firm has been selling to the industrial market and the new product would go to the consumer market, management's decision must be tempered with by the need to employ new channels of distribution and middle men and to develop a substantially increased and different advertising program.

2.8 PLANNING MARKETING ACTIONS AND ITS APPLICATION TO BENUE LINKS (NIG) LTD.

Planning is difficult because it requires that the

marketing manager try to predict the future. Marketing planning focuses on the development of objectives and strategies to determine which marketing activities are to be performed in the future, when and how they are to be performed, and who is to perform them. Plans provide a marketing manager with a basic frame-work for implementing and controlling the marketing activities of an organisation. Marketing planning is a continuous process because plans must change as forces in the marketing environment change.

How far ahead should a marketing manager plan? There is no single answer. Plans that cover a period of only one year or less are called "short-range plans". There are also medium and long-range plans, these sometimes cover up to twenty years. A five-year plan for instance, is reworked each year (called rolling planning) because the environment changes and the long run planning assumptions need to be reviewed. A manager often has short, medium and long-range plans all at the same time.

A marketing manager gains several benefits from planning. First, planning helps one to formulate objectives and to think systematically about the firm's future.

Secondly, it helps the marketing manager to reduce operating costs because plans increase efficiency.

Also planning helps the marketing manager to control marketing activities because plans are goals against which one can measure actual performance.

Finally, planning assists the marketing manager to coordinate marketing activities within the marketing units and to integrate marketing efforts with other departments in the business.

The extent to which marketing managers develop and use plans vary. Although, planning provides numerous benefits, some marketing managers do not use formal plans. A few do not plan ahead because they spend most of their time dealing with daily problems. (Many of these daily problems would be eliminated by planning ahead). Some marketing managers who develop plans do not actually use them. This happens either because the marketing manager is not strong enough to stick to the plans or because the plans are defective and worth not following.

Drawing this concept to Benue Links (Nig) Limited it could be seen from the above discussion that the organisation adopts the short-time range plans. This is because of the nature of services they offer, which are intangible and therefore do not have permanent possession.

BENUE LINKS (NIGERIA) LIMITED operates in a competitive environment, and for a company to be up to the task it has to watch out constantly for the strategies used by its competitors and this accounts for one of the reasons it uses the short-range plan. Since the inception of the company on 28th February, 1988, the company's chief executives are appointed by the State government, and all the six so far have never been people with transport knowledge, since the appointments are politically

motivated. This is also another reason why the organisation adopts the short-range plan, since the executives do not hope of staying for long in office due to change of government and inconsistency in policy formulation.

Since the incorporation of the company, it has never had a marketing department until a commercial department was established as recently as 1996, though with the establishment of the department, it does not carry out marketing activities but restricts itself to bus hiring arrangements and the issuing of tickets only. This suggests that the company looks at itself as creating the services and not the customers which they have to serve. This short coming informs the operation of the short-range plans.

From the above reasons it can clearly be seen that **BENUE LINKS (NIGERIA) LIMITED** has not yet started the adoption and application of marketing concept in its operations.

2.9 THE BENEFITS OF MARKETING TO SOCIETY.

In the past, business was not seriously involved with social responsibility. Social problems were considered outside the scope of business activities. But today, there is a growing demand that the quality of life of members of the society be the concern of business since it is not possible for a healthy business to exist within a sick society. The concept of social responsibility emphasises that marketers must conduct their activities in a socially responsible manner in order to justify

the privilege of operating in our relatively free economic system. It means no worth while privilege or freedom comes without a price. This explains why companies engage in fund raising activities, scholarship awards and community development projects.

Business should therefore concern itself with social responsibility for several resources.

1. It worth in the interest of business since a healthy business can not exist in a sick society.
2. A concern for the "quality of life" may lead to higher income levels and this in turn may present entirely new business opportunities.

3. Failure to engage in some form of social responsibility on the part of business may lead to government intervention. Such government intervention may place limitations on the marketing executives' activities which may have unfavorable effects on the achievement of business goals and objectives.

Business should therefore live up to its social responsibilities to minimise government control which is not easy to remove once it is established. In addition, it should realise that its decision making must be done within the frame work of acceptable social practices if the company is to benefit in the future.

FOOT NOTES

1. Azagba, P.J.I. (1996); "Transportation and National Development in Nigeria, " paper presentation on Mass Transit Operations and Management (12-13 August, 1996) Makurdi.
2. Arnold, G. (1977); Modern Nigeria, Longmans, London.
3. Nonyelu, N. (1981); Modern Marketing for Nigeria, London: Macmillan Press, Pp. 51.
4. Philip, K. (1980); Marketing Management: Analysis, Planning, and Control. Prentice Hall, Inc. Englewood Cliffs New Jersey, Pp.4.
5. Federal Republic of Nigeria (1970); Second National Development Plan (1970-1975), Federal Ministry of Economic Development and Reconstruction, Lagos 1970..... Pp. 18.
6. Federal Republic of Nigeria (1981); Fourth National Development Plan. (1981 -1985), Federal Ministry of National Planning, Lagos..... Pp 20-21
7. Federal Republic of Nigeria (1970) Op cit ..... Pp15.
8. William, M.P. (1977); Marketing Basic Concepts and Decisions, Illinois Pp. 45.
9. Stanton, W.J. (1981); Fundamentals of Marketing, Mc Graw - Hill Inc. Pp. 10.
10. Alexander, N. I. (1990); Principles of Marketing ABIC Books and Equipment Ltd. Enugu - Nigeria. Pp. 40 -41.
11. General Electric Company Annual Report (1952); "Marketing Men take in General Electric Unit" Business Week 24th June, 1950 Pp. 30-35.
12. Alexander, N.I. (1990); Op cit .... Pp 05

13. Nwankwo, G.O. (1987); The Nigeria Financial System. London, Macmillian Press Ltd. Pp. 20-21.

14. Alexander, N.I. (1990); Op. cit. Pp. 48.

15. Ibid ..... Pp. 98.

16. Nonyelu, N. (1981); Op. cit ..... Pp 35

17. Hiram, C.B. Bill, D. (1971); "Marketing Attitude Towards The Marketing Concept." Journal of Marketing, 35 (Oct. 1971), Pp. 29-36.

18. John, A. (1980); Practical Corporate Planning, London, George Allen and Unwin Ltd. Pp. 34-35.

19. Stanton, W.J. (1981); Op. cit .....Pp. 450

20. John, S. (1978); Marketing, Business and Management Studies Series, Pp. 180

21. Stanton, W.J. (1981); Op. cit ..... Pp. 448

22. Ogunle, I.C. (1996); " Techniques of Travel Demand Analysis for Mass Transit System." Paper Presentation on Mass Transit Operations and Management (12-13 August, 1996); Makurdi

23. 1991 Population Census, Federal Office of Statistics Makurdi. Pp. 12.

24. Ade, O.A. (1996); " Monitoring and Performance Evaluation of Mass Transit Operations" A paper presentation on Mass Transit Operations and Management, (12-13 August, 1996), Makurdi.

25. Theodre Levitt, (1972); " Production-Line Approach to Service,"Harvard Business Review, Sept. -oct., 1972 Pp. 41-52.

26. Jerome Mc Carthy, E. (1987); Marketing: A Managerial Approach, 6th Edition, Homewood, Illinois, Richard D. Iruwin, Pp. 39

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION.

This chapter deals with the projects research methodology. It is concerned mainly with the various research methods and data collection instruments used in the project. It has also been clearly explained that this forms of sources of information were used, and these are the primary and secondary sources of information and the areas upon which they were used.

The aims behind this chapter is therefore to give room for verification to those who may be interested in doing so and also to provide room to those who may want to ascertain its validity in the future or in other fields or societies to do so, against this background therefore the project has been designed in such a way that it can easily be understood b every body, whether he is production or service industry.

3.2. THE RESEARCH DESIGN

A research work of this nature would have been carried out using a surely or documentary investigation, however, the case study approach is used for a number of reasons. The case study approach tends to reveal and truth about a particular group of people or group of firms in an industry. Also, it is believed that any generalization made may be applicable to all public transport companies in Nigeria since the operate in the same economic and social environment with similar management styles.

The entire research work is set out in six (6) chapters. Chapter one is the introductory chapter, and it gives back ground information about the whole topic. The chapter identifies the problems encountered by users of public transport system in Nigeria generally and Benue State in particular. It further states the purpose for which the research is carried out. Also stated is the significance of the study to the company and the public, further, it specifies the research hypothesis, and scope of the research work as well as the limitations. It finally attempts to define some technical terms.

Chapter thus is the review of related literature and the chapter tries to identify the conceptual framework of marketing (concept); it gives the reason why there is need for establishing marketing objectives. The chapter further states that role of marketing mix, it gives a guide to decision making in marketing and also identifies the environmental factors affecting marketing decisions. It finally shows how marketing planning can be carried out and its relation to the company under study and the benefits of marketing to the society.

Chapter three is the research methodology used in carrying out the research work. It centres on the research design, the sample used,s the methods of data collection and analysis.

Chapter four gives a historical background of Benue Links (Nigeria) Limited, Makurdi. It gives information on the establishment of the company, its organisational structure, the

objectives of the company and its service operation.

Chapter five is one presentation of data and its analysis. It further discusses the findings and finally proofs the hypothesis as used in the study.

Chapter six draws the conclusion on the whole work. It serves up the entire write-up and gives the recommendations. Also included in this chapter is references as used in the research work and carries the appendix.

3.3 SAMPLE SELECTION

One public transport company is selected for this research work and it is Benue Links (Nigeria) Limited with it headquarters in Makurdi; the Benue State capital. The choice of one of these transport companies is not by accident. It is however, typical of a corporate organisation being secretive in its operations more especially with the present cut-throat competition in the transport industry.

Despite the secretive attitude, efforts were made and as an insider, ten (10) senior management staff of the company were interviewed, through only eight (8) actually returned their questionnaires. Thirty (30) customers (Passengers) were also interviewed during the course of the research work however, only twenty five (25) returned their questionnaires.

The choice is also informed by the fact that a large percentage of travellers from Benue State are customers of this company. The large prcportion of customers enjoyed by the

it in Nigeria and to managers of service organisations, the researcher decided and made use of the following instruments;

i. Questionnaire

ii. Personal interview.

3.4.1 Questionnaire

A well structured questionnaire was designed containing a reasonable member of questions to obtain information need on the relevance of marketing (concept) and its application to service industry and the success therefrom. The questions mainly required the respondents to tick the answers they consider appropriate in their own opinion as such options were given to them.

The researcher decided to use the close ended questions so that the respondents will not use interest in responding to the questionnaires.

While questionnaire `A' was given directly to management staff of the company and got filled -in, questionnaire `B' was administered directly by the researcher to those respondents who are illiterates and would find it difficult to understand the concept and aim of the research work. The reason for doing this was to clarify issue and to give room for wide spread of samples.

The two categories of questionnaires have been attached to the project work under the appendices.

3.4.2 Personal Interview

Personal interview in a form of discussion was used as a supplementary method of data collection under the primary and secondary sources. Since very little has been written on marketing in service organisations, personal interviews were also used in forming the chapter on literature review. However, part of the information was also used in the data analysis and interpretation as well as recommendations.

Opinions of teachers of marketing was also sought and their suggestions on how the marketing concept could be made to work was also included in this work.

3.5 METHOD OF DATA ANALYSIS FOR THE RESEARCH

The entire data collected by the researcher through the questionnaire, personal interviews and documentary methods have been properly analysed and interpreted and conclusion drawn there from.

The researcher has used the tabular format for presentation of information and has used percentages to review the information and allow for comparisons. This has been done under the chapter on data presentation and Analysis.

CHAPTER FOUR

HISTORICAL BACKGROUND OF BENUE LINKS (NIGERIA) LIMITED MAKURDI.

4.1 INTRODUCTION

Following the amalgamation of Nigeria by British, the present geographical entity now known as Benue State, was known as Benue Province. Then Nigeria was divided into four regions namely- West, North, East and Middlebelt. In 1976, the structure of the federation of Nigeria was divided into twelve (12) administrative states by the (then) General Yakubu Gowon military administration with Benue and Plateau being merged together as Benue- Plateau State. Again in 1976, another federal structure, this time made up of Nineteen (19) states was evolved, and Benue State curved out of Benue -Plateau State.

In yet another restructure of the Federal Republic of Nigeria in 1991, which saw the creation of Kogi State, part of the Benue State made up of Ankpa, Idah, Ayangba and Dekina Local Government Areas were curved out of Benue State and merged with part of Kwara State to form Kogi State.

When Nigeria was divided into twelve administrative states as earlier mentioned, the then government of Benue-Plateau State in 1972, established a public transport corporation known as Benue-Plateau Bus Service (BPBS) with a good number of vehicles in its fleet. The bus service in operation, covered all the

urban centres of the state.

With the creation of Benue State out of the then Benue-Plateau State in 1976, all the assets and liabilities of Benue - Plateau Bus Service were equally shared. With these assets, the Benue State Government established a transport company known as "Benue Transport Service (BTS) with its headquarters at Makurdi, the state capital.

The transport company (Benue Transport Service) operated for a few years. But perhaps, as a result of inefficient and incompetent administrative qualities and/or financial misappropriation coupled with technical inexpertise were responsible for the collapse of the Benue Transport Service in 1984.

Between 1984 and 1987, transportation was left in the hands of private commercial operators in the State. There were serious travel problems- ranging from lack of carrying units to exorbitant charges. Benue State with a population figure of about 4.834 million people as at 1988, has an estimated figure of 40 percent living in the rural areas. This necessitated a large, complex urban transportation system in order to ease intra-city and inter-state travels.

4.2 ESTABLISHMENT OF BENUE LINKS (NIGERIA) LIMITED.

By 1983 when the Buhari regime ousted the Shagari presidential administration, the economy of the nation was in a very bad shape and so restrictions were imposed on various

items, which included among others, vehicles and vehicle spare parts. This resulted in the rise in prices of vehicles and vehicle spare parts which raised the operational cost of vehicles. Transportation services were offered by rickety vehicles which had no regards to safety, reliability and comfort. Fares were revised upwards almost on daily basis on short distances and the private operators restricted their services only to routes they found remunerative.

To revolutionalise the nation's socio-economics development pattern, a committee of experts was set up in 1986 to examine, review and recommend a comprehensive and appropriate transport policy for Nigeria. The committee's report led to the evolution and adaptation of the nation's current transport system, named the "Federal Urban Mass Transit Programme" (FUMTP).

Against this background, Benue links (Nigeria) limited (BLNL) was established on the 27th February, 1988 with an authorised share capital of ₦ 1 million as a limited liability company by the Benue State Government, with the specific task of implementing the Federal Urban Mass Transit Programme (FUMPT) in Benue State. As originally conceived, the Mass Transit Programme is a joint Federal and State Governments Programme. While the former provides logistic support, operational guidelines and technical assistance to states, the latter are responsible for the actual delivery of transport services to the travelling public through the operations of their respective State-Government-Owned Mass Transit Agencies. Thus Benue Links

(Nigeria) Limited, like its counter parts in other states operates under the operational guidelines of FUMPT. The existing cordial relationship between Benue Links (Nigeria) Limited and Federal Urban Mass Transit Authority (FUMPTA) has enable the company benefit from various forms of assistance, notably vehicle allocation, workshop tools and equipment, occasional allocation of vehicle spare parts, grant for site improvement and a host of others.

It is worth noting that after incorporation in 1988, Benue Links suffered several structural and administrative changes. The transport company started operations under a task force of Urban Development Board. Few months later, ministerial responsibility over the company was transferred to the ministry of Commerce and Industry. The appointment of a Chief Executive took place almost nine months after inception when a Sole Administrator was named. The status of the Chief Executive was metamorphosed to General Manager in 1989 and again up-graded to Managing Director in october 1992 to reflect Government's changing perception and expectations of the company.

From all indications, the lack of continuity in administration and leadership is likely to have some repercussions on other major areas bordering on the company's ability to live up to its mandate. It is clear that there was no serious preliminary / feasibility study before the company was established. Key decisions such as the site on which the company would commence operations, type of vehicle to be used,

calibre of staff to be hired and so on, were not based on any systematic assessment of the needs of the transport industry in general and the particular circumstances of Benue Links (Nigeria) Limited.

As part of its contribution to the successful execution of the programme, the Federal Government of Nigeria through Federal Urban Mass Transit Authority (FUMPTA), supplied as a loan Nineteen (19) bus units to the Benue State Government. These buses which arrived Makurdi in September, 1988 consisted of:

a. Ten (10) Mercedes Bendz of 0365 Buses;

b. Five (5) Peugeot J5 Buses, and

c. Four (4) Units of Nissan Buses.

These buses were supplied at a total cost of ₦ 3,142,512 million and the loan was to attract an interest of 3% over six (6) years with a grace period of one year.

Today (Sept. 1998) the fleet size of Benue Links is made up of Thirty- One (31) vehicles comprising of:

a. Four (4) Units of 1414 Mercedes Benz

b. Six (6) Units of 509 Mercedes Benz

c. Four (4) Units of 608D Mercedes Benz

d. Eleven (11) of Toyota (Hilux) pick-up vans

e. One (1) Unit of Isuzu (Jumbo) bus recently acquired by the company at the cost of ₦ 7.2 million and

f. Five (5) units of 750 DM lance.

4.3 ORGANIZATIONAL STRUCTURE OF BENUE LINKS

In recognition of the need for a hierarchical arrangement whereby orgnizational structure depicts a hierarchical arrangement of personnel in various department of an organization as emphasized by renowned management scholars such as, Max Webber, Frederick Taylor and others, many organizations in our days have put this into practice.

Therefore to enhance proper functioning, Benue Links (Nigeria) Limited, like any other incorporated company, its Articles of Association provide a Board of Directors at the apex of the organisation which provides general policy guidance and direction, headed by a part-time chairman. A management group headed by a general Manager (now in person of Mr. Terna Ahua) as the Chief Executive is responsible for the day-to-day operation and executive of the Board's Policies. In addition the company also has Internal Audit, Monitoring and Legal Services/Company Secretary as Units answerable directly to the General Manager and Chief Executive of the Company. Next to the General Manager in the hierarchical personnel arrangement of Benue Links (Nigeria) Limited is the Assistant General Manager in person of Mr Emmanuel I. Manger who is answerable to the General Manager. He takes charge of the functional departments in existence as well as purchasing and statistics/planning units. These functional departments are:

a. Administrative/Finance Departments

These departments hitherto were separated and each headed by a manager but presently, are some- how merged but still carry out their normal duties.

The administrative department takes charge of staff records, personnel matters and general welfare of the workers. Units like Public Relations and Personnel fall under its jurisdiction. The department is headed by an Administrative Manager, assisted by an Administrative Officer and Clerks. The security unit, typists, cleaners/Messengers for smooth operation of the company all fall under this department.

Finance Department is in charge of revenue collection, keeps all financial records such as receipts on the purchase of vehicles, spare parts, payment of salaries and so on, and is headed by an accountant who is assisted by account clerks. Other staff under this department include those in stores and fuel clerks.

b. Maintenance/Commercial Workshop

This department carries out two major functions. The maintenance section also referred to as the Engineering, Technical department takes care of the maintenance or repair and routine services of Benue links vehicles.The commercial workshop as the name implies, is a section in the department that repair, and services private and / or government vehicles on commercial basis,since Benue links has the most modern workshop and tools

in Benue state.It is headed by a manager (workshop manager) and assisted by supervisors for efficient and effective operation.

c. Traffic services /commercial Department.

The functions of these department are in most cases appreciated and treated together since they work hand in hand. In real sense however, they are different, perform separate and diverse functions as well as headed by different and separate managers.

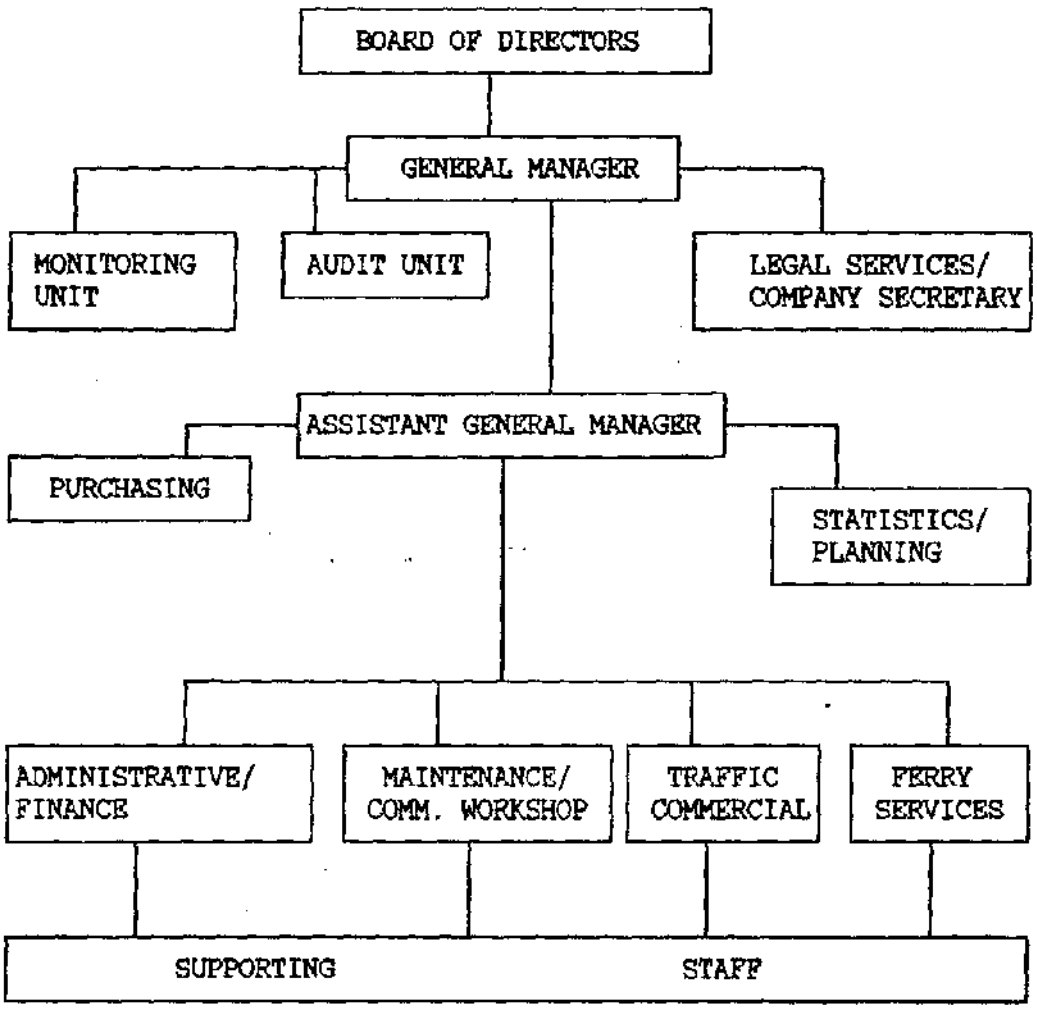
The Traffic Department is headed by the Traffic manager. His major functions is to detail vehicles or route vehicles on daily basis as well as supervise drivers. He also in conjunction with the Assistant manager determine who should drive which vehicle and who should not. The payment of drivers night Allowance and fuel money also fails under his jurisdiction.
The commercial department headed by a commercial manager who is saddled with the responsibilities of arranging for all matters concerning the hiring of company vehicles also, in liaison with the Assistant or general manager determine routes that are economical to be plied as well as the fares to be charged and whether the general fares be increased or decreased.The staff under this department are booking clerks,freight officers and company's agents.

d Ferry services

This department is made up of staff carrying out various functions relating to the operations of the company's water Transport system. The department is directly under the control of the Assistant General Manager.The staff in the department are those manning the activities or services of the ferry at Buruku in Guma local Government Area of Benue state and the water Bus plying Makurdi- Udengi water route, linking the people of Benue state with those in Nassarawa local Government Area of Nassarawa state. Figure 3.1 below shows the company's current organisational chart.

Figure 3.1

BENUE LINKS ORGANISATIONAL CHART



SOURCE: OPEN REGISTRY, BENUE LINKS (NIG) LTD.

4.4 OBJECTIVES OF THE COMPANY

As highly pointed out in paragraph three (3) of 4.2 above, the relationship between Federal Urban Mass Transit Programme (FUMTP) and Federal Urban Mass Transit Agencies (FUMTA) calls for the former to play a motherly role to the later. It is

therefore pertinent to have a look at the operational guide lines issued to FUNTA by FUMTP.

4.4.1 FEDERAL URBAN TRANSIT AGENCY (FUMTA) OPERATIONAL GUIDE LINES.

The huge investment in the purchase of buses will not, on its own determine the success and profitability as well as the good-intentions of the venture. Rather, the successful implementation of the Scheme depends on the efficiency and effectiveness of the states' Urban Mass Transit Agencies. For a well co-ordinated implementation of the Federal Urban Mass Transit Programme (FUMTP), the Federal Government, through FUMTA, issued the following operational guidelines:

i. States Government should participate in the provision of Urban Mass Transit Services and Facilities.

ii. Resources allocated to this programme should be used to provide immediate relief to the problem areas of the urban centres in the state;

iii. All States Government are to set up limited liability companies for the operation of the Mass Transit Programme;

iv. On standardization, state operators were limited to Mercedes Benz, Burem, Bedford, Leyland, Neptune, J5 buses, steyr buses. States were however, advised to, as much as possible, restrict their fleet size to two models only.

v. To ensure adequate maintenance of Mass Transit Fleet, it was recommended that procurement of vehicles should be

backed up with adequate spare parts to the tune of about 10-15% of the procurement cost;

vi. Appropriate identity and periodic auditing of acquired spare parts was also advised;

vii. The establishment of a well equipped workshop was recommended;

viii. Inter- state motor parks should be moved to the outskirts of the cities with adequate facilities provided;

ix. State Governments are to prepare annual policy programmes for their major urban centres within the framework of the period's guidelines issued by the Federal Government;

x. Each state implementing agency is to be sending quarterly progress reports to FUMTA for control and correction purpose; and

xi. The maximum staff operating ratio to operational vehicles for all the Mass Transit Agencies is 4:1, that is, four staff to one operating bus.

4.4.2 THE OBJECTIVES OF BENUE LINKS (NIG) LIMITED.

Any organisation whether big or small, private or public, economic or social or religious must have specified objectives which it strives to attain. Objectives serve as guide in its operation. The objectives also give the establishment a definite focus.

Under the talked about programme (FUMTP) that dominates this chapter (ch. 4) that commenced in 1988, and Federal

Government of Nigeria purchase vehicles and loans to the various states of the nation including Abuja (the Federal Capital) to alleviate the transportation problems of the masses. It is under this programme that Benue Links (Nigeria) Limited was established to implement the Federal Urban Mass Transit Programme in the state. The mandate of the company is to:

i. Evolve an efficient and effective development of Nigeria's Urban Mass Transit System;

ii. Modernise and lay a solid foundation for the orderly and comprehensive programme of the Urban Mass Transit System in the State;

iii. To improve the development of economic growth, employment generation to the people of Benue State and other positive multiplier effects;

iv. Being an implementor of a Federal Populist (Mass Transit) programme, in addition to the provision of additional vehicles for use by commuters, charges fares that are competitive but affordable to most commuters; and,

v. Benue Links (Nigeria) Limited is also concerned with efficient and productive application of available resources to enhance profitability and hence long term survival and growth of the company.

4.5 BENUE LINKS COVERAGE

Benue Links (Nigeria) Limited which, has on its fleet a total number of thirty-one (31) functional and serviceable

vehicles has the following major routes to ply. These are:

i. Intra-city routes or town service

ii. Intra-state routes.

iii. Rural transportation services

iv. Ferry services and

v. Duter-state services.

4.5.1 INTRA -CITY SERVICES (TOWN SERVICE

At present, Benue Links offers reliable and affordable intra-city services to commuters in Makurdi Metropolis and the suburb. To render this service efficiently and effectively, some of the buses are scheduled on the designated routes determined by availability of customers. This has further improved the socio-economic activities of the state capital.

It is intended that such services should be extended to Gboko and Otukpo towns whose sizes and level of socio-economic activities. demand such services. In the state capital the routes covered on the intra -city services includes:-

i. Wurukum - Apir.

ii. Wurukum - North Bank.

iii. Wurukum - High Level -Modern Market.

iv. Wurukum - Police Barracks - Wadata.

v. Wurukum - Air Force Base.

vi. Wurukum - North Bank - 72 Battalion Barrack.

4.5.2 INTRA-STATE SERVICES (ROUTES)

As a policy, Benue Links operates from a common base (Makurdi Terminus) to other towns in the state, especially to the local government headquarters. Efforts are being made to create more routes to ensure a more effective coverage of the state. This however, is subject to the availability of additional buses in the fleet. The routes effectively covered by Benue Links Company on its intra-state services include:-

i. Makurdi - Adikpo
ii. Makurdi - Aliade
iii. Makurdi - Igumale
iv. Makurdi - Jato - Aka
v. Makurdi - Katsina -Ala
vi. Makurdi - Naka
vii. Makurdi - Gboko
viii. Makurdi - Oju
ix. Makurdi - Okpoga
x. Makurdi - Otukpo
xi. Makurdi - Otukpa
xii. Makurdi - Korinya
xiii. Makurdi - Vandeikya and
xiv. Makurdi - Zaki - Biam

Plans are in the way to ensure that the entire state is covered and particularly that all the local government headquarters benefit from the services of the company.

4.5.3 RURAL TRANSPORTATION SERVICES]

Rural transportation services is a new strategy in the company aimed at satisfying the needs and wants of the rural populace. The mode of vehicles used to render the services is Toyota (Hilux) Pick-up vans specially built or designed to meet local requirements like nature of roads (people) and freight to be evacuated. The vehicles which are eleven in number are opened for hire by deserving Local Government care-taker committee chairmen. One of the major aim of this service is to complement in local government areas where the bigger buses could not reach. They have no designated routes to cover and their operation is based on customers demand.

4.54. BENUE LINKS FERRY SERVICES

In Benue State, some communities are demarcated by rivers-Benue and Katsina-Ala while others like along these rivers where land transportation may not be feasible. To alleviate the transport between such communities and improve their socio-economic activities, Benue Links offers ferry services across river katsina-Ala at Buruku and water bus services across river Benue to Benue and Nassarawa states communities settled along the river, terminating at Udengi, a river side community and headquarters of Nassarawa Local Government Area of Nasarawa State.

4.5.5 INTER - STATE SERVICES

Benue Links Transport Company links up Benue State with some selected states' Capitals including Abuja, the Federal Capital. By the level of operation, Benue Links no doubt leads other states' mass transit agencies in the nation.

Among the interstate routes currently plied by the company include:-

i. Gboko - Dan-Anacha
ii. Makurdi - Lagos
iii. Makurdi - Kaduna
iv. Makurdi - Zaria/Kano
v. Makurdi - Abuja
vi Makurdi - Jos
vii. Makurdi - Enugu/Onitsha

In order to build corporate image and cultivate customers/passengers confidence in the company, the management of Benue Links introduced passengers insurance scheme. Besides Company vehicles, under the scheme, passengers are entitled to compensation in an event of loss of property, injuries, permanent disability or death while legally or genuinely on board company's vehicles. This is a unique promotion strategy or market technique
singularly employed by the company out of the numerous states mass transit agencies.

The company intends to improve on its achievements so far. The necessary machinery has been put in place to acquire more

new vehicles, create and ply more routes, establish more zonal offices to widen and scope of operations, improve staff welfare to mention but just a few.

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1 INTRODUCTION

This chapter deals with the presentation and analysis of data collected from fieldwork. The data collected is presented in tabular form and analysed using percentages. For the purpose of clarity, the chapter is divided into three main sections namely:

a. Presentation and data analysis;

b. Discussion of findings; and

c. Proof of hypothesis.

5.2 PRESENTATION AND ANALYSIS.

The data presented here is based on returned questionnaires. Two sets of questionnaires were administered. The first set of questionnaire (Questionnaire A) was meant for and administered to ten (10) management staff of Benue links (Nigeria) limited, of this number,eight (8) out of the ten questionnaires were returned.

The second set of questionnaires (questionnaire B) was administered personally by the Researcher to a cross-section of customers (passengers) of Benue links (Nigeria) limited. In the course of the research work, thirty copies (30) of the questionnaire B were administered and twenty- five (25) were returned. The responses are hereby presented below according to

the following tables.

TABLE 1

PRESENCE OF A FORMAL MARKETING AND CUSTOMER SERVICE DEPARTMENT.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
YES NO	2 6	25 75
TOTAL	8	100

Source: Field work.

The above table indicates that there is a formal marketing /customer service department for 2 respondents representing 25%; while six (6) respondents representing 75% believe that there is no formal marketing department in Benue links organisational setting. However, they are of the opinion that the functions of marketing department are being handled by the administrative and at times the commercial departments.

TABLE 2

IMPORTANCE OF MARKETING.

RESPONSES	NO.OF RESPONDENTS	PERCENTAGE
YES NO DON'T KNOW	8 - -	100 - -
TOTAL	8	100

Source: field works

It is seen here that respondents are of the opinion that marketing is relevant to the public transport organisation

(Benue links) and it is through this that customers can be satisfied with the service provided.

TABLE 3

MEANING OF MARKETING.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Selling of service	-	-
Advert and sales promotion.	2	25
Public Relations	1	12.5
All of the above	5	62.5
Others	-	-
TOTAL	+ 8	100

Source: Field work.

From the above table, it could be seen that the majority of respondents (63%) believe that marketing in service organisations includes not only selling of services and public relations, but also advertising and sales promotion.

TABLE 4.

RESEARCH INTO CUSTOMER NEEDS

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
Yes	7	87.5
No	1	12.5
TOTAL	8	100

-SOURCE: Field work.

Seven (7) respondents representing 88 percent are of the opinion that Benue Links Company conducts research into customers' needs. One (1) respondent representing 12 percent believe that research into customers needs is not undertaken by the company.

TABLE 5.

RELEVANCE OF RESEARCH

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Very important	7	87.5
Important	1	12.5
Less important	-	-
Not Important	-	-
Indifferent	-	-
TOTAL	8	100

SOURCE: Field work

The above data shows that researching into customers needs is of great importance to Benue Links Company and other public transport companies.

QUESTIONNAIRES `B' CUSTOMERS 1 PASSENGERS

Application of marketing in Transport Services.

TABLE 6.

ATTITUDE OF BENUE LINKS STAFF TO CUSTOMERS

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Very friendly	14	56
Friendly	5	20
Very unfriendly	4	16
unfriendly	2	8
indifferent	-	-
TOTAL	25	100

SOURCE: Field work.

The above data shows that 14 respondents representing 56 percent of the customers interviewed are of the opinion that the attitude of the Benue links staff towards them is very friendly; five (5) respondents are of the opinion that the attitude of Benue Links staff is friendly while 4 respondents representing 16% are of the belief that staff attitude towards is very unfriendly and two (2) respondents representing 8% believe the

staff have unfriendly approach.

TABLE 7

RATING OF FACILITIES PROVIDED BY BENUE LINKS (NIG) LTD.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Satisfied	10	40
Not Satisfied	15	60
TOTAl	25	100

SOURCE: Field Work

The response above shows 40 percent representing 10 respondents are satisfied with the facilities provided by Benue Links, while 15 respondents representing 60 percent are not satisfied.

TABLE 8

ATTENTION TO CUSTOMERS' COMPLAINTS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Yes	8	32
No	17	68
TOTAL	25	100

SOURCE: Field Work

In the data above seventeen (17) respondents representing 68% are of the opinion that their complaints are not attended to, while eight (8) respondents representing 32% agree that their complaints are attended to.

TABLE 9

SATISFACTION WITH THE PRESENT STATE OF SERVICES OFFERED

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Satisfied	9	36
Not Satisfied	15	60
Indifferent	1	-
Others	-	-
Total	25	100

SOURCE: Field Work.

The above table shows that 15 respondents which constitute 60% representing more than half of the respondents are not satisfied with the present state of services offered while 9 respondents representing 36% are satisfied with one (1) respondent having an indifferent attitude towards the state of services currently offered by the organisation.

TABLE 10

JOINING QUEUE BEFORE SERVICES

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Yes	14	56
No	11	44
TOTAL	25	100

SOURCE: Field Work

In table 10, 14 respondents representing 56% indicate that they join queue before getting services, while 11 respondents representing 44% indicated that they do not join queue before getting services.

TABLE 11

RESPONSE TOWARDS SERVICES FROM THE COMPANY

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Favourable	6	75
unfavourable	2	25
TOTAL	8	100

SOURCE: Field work

The table shows that out of eight (8) respondents interviewed, six (6) of them representing 75% agree that they receive a favourable response while two (2) are of the opinion that they receive infavourable response.

TABLED 12

SOURCE OF GATHERING INFORMATION FROM CUSTOMERS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Sales force Mere Observation Market Survey Customer enquiry Others	3 - 4 1 -	37.5 - 50 12.5 -
TOTAL	8	100

SOURCE: Field work

Table 12 indicates that 4 respondents representing 50% of the staff interviewed are of the opinion that market survey is the company's source of gathering information from customers. Thirty-seven point five (37.5) agree that their source of information is through the company's sales force with one (1) respondent having an opinion that customer enquiry is the

company's source of information about its customers.

TABLE 13

PROMOTION OF SERVICES

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Advertisement	2	25
Personal Selling	-	-
Sales promotion	2	25
All of the above	4	50
Others	-	-
TOTAL	8	100

SOURCE: Field work

Table 13 gives the information that promotion of services is carried out through advertisement, personal selling and sales promotion; four (4) respondents representing 50% are of this opinion. However, two (2) respondents each representing 25% opinion coverage agree that Benue Links promotes its services through advertisement and sales promotion respectively.

TABLE 14

PROMOTIONAL MODE DETERMINATION

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Advertisement	2	25
Personal Selling	-	-
Sales promotion	2	25
All of the above	4	50
Others	-	-
TOTAL	8	100

SOURCE: Field work.

It shows from table 14 that the mode of promotion to use is determined solely by or is entirely and responsibility of

management staff of Benue Links (Nigeria) Limited Makurdi.

TABLE 15

WHO DETERMINES BRANCH/ROUTE LOCATION

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Government	-	-
Management	8	100
Competitors	-	-
Customers	-	-
Others	-	-
TOTAL	8	100

SOURCE: Field work.

In table 15 it can be seen that the location of a branch or route is also entirely the responsibility of the management of the company. There is a 100 % agreement on this point.

TABLE 16

WHY CHOOSE BENUE LINKS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Advertisement	-	-
Recommendation	2	8
Solicitation	3	12
Shortage of fare	15	60
Others	5	20
TOTAL	25	100

SOURCE: Field work.

From table 16, out of twenty five (25) passengers interviewed, 15 of them representing 60% are of the opinion that shortage of face is responsible for their choice of Benue Links transport company, the opinion that, they were been solicited by

the company staff. Five (5) other respondents had different reasons for choosing the company as a carrier while two (2) others representing 8% said they came as a result of recommendation from friends.

TABLE 17

HOW OFTEN DO YOU TRAVEL ON BENUE LINKS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
No enough fare No other vehicle Fuel shortage On a long journey Others	15 5 4 1 -	60 20 16 4 -
TOTAL	25	100

SOURCE: Field work.

Information from table 17 shows that 60% of passengers travel on Benue Links when they run short of transport fare. Twenty (20) percent holds that they promise services of Benue Links when there are no other modes of transport. four (4) passengers representing 16% travel on Benue links when there is fuel scarcity. One (1) respondent said, he travel on Benue Links buses only when he is going on a long journey.

TABLE 18

DOES THE COMPANY OFFER YOU ANY SERVICES PARTICULARLY DESIGNED TO SUIT YOUR REQUIREMENTS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Yes No	5 20	20 80
TOTAL	25	100

SOURCE: Field work.

It is clear from the table above that 80% of the respondents are of the view that Benue Links does not offer them services particularly designed to suit them. Twenty percent (20%) representing five (5) respondents are of the view that Benue Links provides services to suit their requirements.

5.3 APPLICATION OF MARKETING IN TRANSPORT INDUSTRY: DISCUSSION OF FINDINGS.

The research findings relating to the application of marketing in transport business show that the principle of marketing are well understood by management staff of Benue Links (Nigeria) Limited; and its importance to the transport industry can not be-over- emphasised.

The responses in question one (1) as presented in table ne (1) show that though marketing is important and relevant to transport business, Benue Links has no formal marketing/customer service department. Rather, the functions of marketing are being performed by administrative department or sometimes by the

commercial department. Table 4 relates to researching into customers needs and gathering inputs from customers on services rendered. However, findings revealed that researching into customers needs and consultation of customers of Benue Links (Nigeria) Limited are of great importance since it aids decision-making for higher customer satisfaction and profit maximization by the company and other service organisations.

The research findings also reveal that Benue Links obtains information from customers about the services provided through market survey, observation and sometimes the company's sales force.

Branch and office location as indicated in table 15 is principally based on market potential, local services and accessibility. The management also determines where a branch should be located based on their criteria.

From the above discussion of findings therefore, it could be deducted that Benue Links company and other public transport operators in Nigeria understand and apply marketing techniques in their operations. However, it is the degree of understanding and application of these techniques that can be regarded as inadequate in sustaining customers' satisfaction.

As earlier pointed out in chapter two of this research work, where marketing principles are practiced, there is expected to be customers satisfaction. From the findings it has been established that the needs of customers are not adequately met in terms of services rendered by Benue Links and the

exclusion of the customers in the decision-making process as it affects them. This point is illustrated by information from table 9.

5.4 TEST OF HYPOTHESIS

In providing the hypothesis, Ho will stand for Null Hypothesis and Hi for the alternative hypothesis.

Hypothesis 1: HO: Marketing is relevant, important and quite application to public transport business as they are to the operations of other business and services enterprises.

Hi: Marketing is not relevant, important and quite applicable to public transport business as they are to the operations of other business enterprises.

For the proof of the above hypothesis, questions 2 and 3 in questionnaire 'A' (Staff of Benue Links) will be used. The responses are tabulated in tables 2 and 3.

TABLE 2

IMPORTANCE OF MARKETING AND ITS RELEVANCE.

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Yes	8	100
No	-	-
Don't know	-	-
TOTAL	8	100

SOURCE: Field work.

In response to question two (2) 'is marketing important or relevant to your operations'; a careful examination of table 2

above shows that 100 % of management staff of the company do recognise the relevance and importance of marketing tools and techniques to public transport business and its capability to satisfy customers' needs and wants.

In proving the above hypothesis,it has been established from the findings that public transport services are promoted through conventional promotools (Advertisement personal selling and sales promotion).

Table 3 below indicates about 63 % understanding and acceptance of these instruments.

TABLE 3

MEANING OF MARKETING

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Selling of services	-	-
Advert. and Sales Promotion.	2	25
Public relations	1	12.5
All of the above	5	62.5
Others	-	-
TOTAL	8	100

SOURCE: Field work.

From the above and in view of the findings and discussion of same, the Null hypothesis (H^0) is therefore accepted, while the alternative hypothesis (Hi) is rejected.

Hypothesis 2:

Ho: Most customers are satisfied with the present state of services offered by Benue Links and hence other public transport organisations in Nigeria.

Hi: Most customers are not satisfied with the present state of services offered by Benue Links and hence other public transport organisations in Nigeria.

In proving the hypothesis, the response to question 9 of questionnaire `B' (for customers/passengers) as tabulated in table 19 and reproduced below will be used.

TABLE 9 SATISFACTION WITH THE PRESENT STATE OF SERVICES

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
Satisfied	9	36
Not satisfied	15	60
Indifferent	1	4
Others	-	-
TOTAL	25	100

SOURCE: Field work.

In response to question 9, fifteen (15) respondents, representing 60% indicated that they are not satisfied with the current services offered by public transport companies.

Based on the above findings, the null hypothesis (Ho) is rejected, while the alternative hypothesis (Hi) is accepted.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 SUMMARY

This study was carried out to analyse the marketing efforts of Benue Links (Nigeria) Limited, a public transport company and examine to which extent marketing techniques can improve its operational efficiency. This is because marketing (concept) has become an essential element in the management of a modern public transport system. For every Nigerian public transport company, competition from other transport companies has grown more intense and steadily more professional

The era of specialization in service industry management by particular institutions has changed to where most organisations offer a wide range of services in competition with each other, consequently, it has become essential to use all the resources and techniques that marketing can provide.

From the data collected during the course of this study, it has been found that the public transport company understudied had no formal marketing department. The marketing functions are performed by other departments such as administration and commercial departments.

It was also found that some management staff of the company have some understanding of what is meant by marketing but most of them perceive the term marketing differently, leading to key

decisions relating to the type of services offered, promotion, pricing and route determination been taken without the consideration of their customers.

The findings further show that marketing tools and techniques (marketing) are quite applicable to transport business as they are to the operations of other businesses. Further more, the findings show that the potential consumers for majority of public transport companies or organisations in Nigeria are aware of the range of services provided, that effective marketing is required for higher customer satisfaction.

6.2 CONCLUSION

This study has empirically investigated the application or relevance or involvement of marketing in the public transport organisations, and it was found that marketing is quite applicable to the transport industry as it is to the operations of non-transport business. All business enterprises exist to offer products and/ or services to consumers at a profit and these products and/or services have to be marketed. It has been established that the principles of marketing manufactured goods are similar to those of marketing services in service industries. The difference however, is in the application of these principles.

However, findings have shown that customers are not satisfied with the present state of transport operations.

Operational issues such as staff attitudes towards customers, provision of waiting facilities such as seats, toilets and good ventilation are inadequate.

Therefore it is realistic to say, in the light of the findings of this research work, that though public transport companies in Nigeria are applying marketing principles and techniques in their transactions, they can improve on their application of these principles and techniques to enhance their efficiency and effectiveness vis-a-vis better customer satisfaction.

6.3 RECOMMENDATION

Having analysed the efforts of public transport companies (Benue links) in Nigeria to integrate marketing principles and techniques in transport operations, it is pertinent to make some recommendations. These recommendations are aimed at improving the performance of public transport firms in Nigeria and higher customers satisfaction. In the light of the findings discussed in chapter five, the researcher wishes to recommend the following:

1 That a formal marketing department should be established by Benue links and other public transport companies to carry out marketing functions. The department should among others have the following divisions.

a Service Division: The service division shall be concerned with improving of the existing service,identification of market demand, and in conjunction with other sections of the department develop proposals for approval by the management.

b Market section: This shall put into practice the principles of market segmentation, through the identification of the characteristic of customers both prospective and potential ones,their needs and wants and penetration of the various markets with its services.

2 Benue links as well as other public transport companies should endeavour to monitor the degree of customers satisfaction with their service on a continuous basis. This can be done by designing questionnaires for customers to fill, provisions should be made in the questionnaires for customers to suggest wages in which the company can improve on its services.

3 Adequate facilities for customers' comfort while waiting such as seats, toilets, and good well ventilated shades should be provided. Daily newspapers, magazines and some journals should be bought for customers to read so that they will be kept busy while waiting.

4 There should be market oriented training for all levels of non-mechanical staff. The management should hire some marketing specialists who from to time to time will be

lecturing the staff on the application of marketing techniques as situation demand.

5 Punctuality with respect to reporting time of staff and take off time of vehicles will help improve the image and efficiency as well as effectiveness of the company, since in business, time is money.

6. Adequate attention should be paid to the maintenance for vehicles so that cases of breakdown that frequent the present practice shall be seriously minimized thereby building the image of the company as well as restoring customers' confidence and satisfaction.

7. The marketing department should adopt the customer orientation concept (marketing concept). The integration of the marketing activities has to be gradual in order to win extensive acceptance by the other departments of the organisation.

8. Contingency arrangements should always be made to handle cases or situations like excessive passengers on a route, provision of vehicles to take care of stranded passengers in case of breakdown on transit and the refund o fares if such arrangements fail.

9. Non- availability of spare parts causes delays and down time of the vehicles increases which consequently weakens operational efficiency as it creates artificial out-of-stock of services and reduced revenue generation. Management should ensure constant availability of the

necessary spare parts to reduce vehicle down time.

10. To improve the performance and operations of Benue Links, management in general and the marketing or commercial department should explore lucrative routes that would cross- subsidize the routes being operated as a social service to the masses.

11. Transportation like other service industries, being professionalised discipline, leadership positions in public transport organisations should be held strictly by professionals in the area or persons with wealth of experience in transportation business.

12. Last but not the least, a motivated staff is an asset to an organisation. Benue Links management should device a loan revolving scheme or any other suitable most motivation package for her staff which would not only boost their morale towards higher productivity but also retain efficient and effective staff.

It is hoped that the implementation of these recommendations, will not only solve some of the problems encountered by customers/passengers in getting transport services but further, improve their level of satisfaction.

BIBLIOGRAPHIES

1. Hays, W.H. (1973); Statistics for social science, Hoct Rine Hart and Winiston Inc.
2. Osuala, EC. (1987); Introduction to Research Methodology, Africana Feb, Publishing Limited.
3. Ade, A.O. (1996); "Monitoring and performance Evaluation of Mass Transit Operations." Lecture Delivered on Mass Transit Operations Management Course Makurdi. (12-13 August, 1996).
4. Alexander, N.I. (1990); Principles of Marketing, ABIC Books and Equipment Ltd. Enugu, Nigeria.
5. Arnold, G. (1977); Modern Nigeria, Longman, London.
6. Azagba, P.J.I.(1996); "Transportation and National Development in Nigeria," paper presentation on Mass Transit Operations and Management (12-13 August, 1996), Makurdi.
7. Drucker, P.F. (1968); Management: Tasks, Responsibilities and Practices. Harper and Row.
8. Federal Republic of Nigeria: Second National Development plan (1970-1975); Federal Ministry of Economic Development and Reconstruction, Lagos.
9. Federal Republic of Nigeria: Fourth National Development Plan (1981-1985). Federal Ministry of National Planning Lagos.

10. Hiram, C.B; Bill, D. (1971); "Marketers Attitude Toward The Marketing Concept." Journal of Marketing.

11. Jerome Mc Carthy, E. (1987); Marketing: A Managerial Approach, 6th Edition. Homewood, Illinois, Richard D.I. Irwin.

12. John, A. (1980); Practical Corporate Planning, London George Allen and Unwin Ltd.

13. John, S. (1978); Marketing, Business and Management Studies Series, Longman, London.

14. Kotler, P. (1980); Marketing Management, Analysis, Planing and Control , prentice -Hall, Inc. Englewood, New Jersey.

15. "Marketing Men take over in General Electric Units" Business Week (24 June, 1980); General Electric Company Annual Report
1952

16. Nonyelu, N. (1981); Modern Marketing for Nigeria, London; Macmillian press Ltd.

17. Nwankwo, G.O. (1987); The Nigeria financial system, london, macmillian press Ltd

18. Ogunde, I. C. (1996); "Techniques of Travel Demand Analysis for Mass Transit System." paper presentation on Mass Transit Operations and Management (12-13 August, 1996) Makurdi.

19. Seebohn, F. (1973); The marketing programme in marketing of Benue Services, Cambridge.

10. Hiram, C.B; Bill, D. (1971); "Marketers Attitude Toward The Marketing Concept." Journal of Marketing.

11. Jerome Mc Carthy, E. (1987); Marketing: A Managerial Approach, 6th Edition. Homewood, Illinois, Richard D.I. Irwin.

12. John, A. (1980); Practical Corporate Planning, London George Allen and Unwin Ltd.

13. John, S. (1978); Marketing, Business and Management Studies Series, Longman, London.

14. Kotler, P. (1980); Marketing Management, Analysis, Planing and Control , prentice -Hall, Inc. Englewood, New Jersey.

15. "Marketing Men take over in General Electric Units" Business Week (24 June, 1980); General Electric Company Annual Report
1952

16. Nonyelu, N. (1981); Modern Marketing for Nigeria, London; Macmillian press Ltd.

17. Nwankwo, G.O. (1987); The Nigeria financial system, london, macmillian press Ltd

18. Ogunde, I. C. (1996); "Techniques of Travel Demand Analysis for Mass Transit System." paper presentation on Mass Transit Operations and Management (12-13 August, 1996) Makurdi.

19. Seebohn, F. (1973); The marketing programme in marketing of Benue Services, Cambridge.

20. Stanton, W.J. (1981); Fundamentals of Marketing, Mc. Graw Hill Inc.

21. Donald, s. Tull, Del, I. Hawkins (1976); Marketing Research: Meaning, Measurement and Method. Macmillian Publishing Co. Inc. New York.

22 Theodre Levitt; (1972); "Production-Line Approach to service", Harward Business Review, Sept - Oct. 1972.

23. Dr. Viashima, I. (1993); "Brief on Benue Links (Nigeria) Ltd: presented to the in-coming Military Administrator of Benue State in December, 1993.

24. Adeniyi, K. (1983); " Public Transportation: A Bare Need in Nigeria", ITCC Review Vol. 12 No. 16.

25. Ayeni B. (1983); The Development of an Urban Land use transportation model for Lagos, Nigeria. NGJ Volume 26.

26. Bolade, T. (Ed); "Urban Mass Transit System in Nigeria". The proceedings of a seminar on Urban Mass Transit System in Nigeria, held at Kaduna between 27th February to 1st March, 1989.

Department of Business Administration,
Kongo Campus,
Ahmadu Bello University,
Zaria.
22nd September, 1998.

Dear Sir/Madam,

I am a post-graduate student of the above named institution. As part of requirements for the award of Masters of Business Administration (MBA); I am carrying out a research project titled" Marketing in the Transport Industry: A study of Benue Links (Nigeria) Limited, Makurdi"

The aim of the study is to find out the extent of improvement of marketing in the public transport companies in Nigeria, and named transport company as a case study; with a view to making useful suggestions and recommendations that will improve the operational efficiency of public transport in the country.

Kindly attend to the questionnaire attached to this letter please be informed that all information passed to me shall be held in strict confidence and shall be used only for the academic purpose of this research work.

Thanks you for the anticipated cooperation.

Your Sincerely

Aor K. Alexander.

APPENDICES

APPENDIX 1

APPLICATION OF MARKETING IN PUBLIC TRANSPORT BUSINESS.

QUESTIONNAIRE `A' (FOR BENUE LINKS STAFF)

1. Does your company (Benue Links) have a formal marketing or customer service department? (Please tick only one).

a. Yes ..... (b) No .....

If no which department is responsible for marketing function?

.....

2. Is marketing important or relevant to gone operations?

(a) Yes ..... (b) No. .....

If yes, please state briefly how it is relevant

.....

3. Marketing in your firm means (Tick only one).

(a) Selling of service

(b) Advertisement and sales promotion

(c) Market Researcher

(d) Public Relations

(e) All of the above

(f) Others (please specify) .....

4. Does Benue Links conduct research into customer needs?

   (a) Yes ..... (b) No .....

5. What sort of response have you been receiving from your customers after providing them with services?

6. To what extent is researching into customers wants important to your organisation (Tick only one).

   (a) Very important .....

   (b) Important .....

   (c) Less important .....

   (d) Not important .....

   (e) Indifferent .....

7. How do you got information from customers reactions from the services offered to them?

   (a) Sales force .....

   (b) Mere observation.....

   (c) Market survey .....

   (d) Customer enquiry .....

   (e) Others (please specify).....

8. How does your organisation promote its services?

   (a) Through advertising .....

   (b) Mere observation .....

   (c) Market survey .....

   (d) Customer enquiry .....

   (e) Others (please specify).....

9. Who determines and mode of promotion to use?

   (Please tick one)

   (a) Government.....

   (b) Competitors.....

   (c) Customers .....

   (d) Companys' Management .....

10. What are the factors taken into consideration when locating a branch or route to ply?.....

.....

.....

11. Who determines where a branch should be located?

   (a) Government.....

   (b) Company's Management .....

   (c) Competitors .....

   (d) Customers .....

   (e) Others (Specify) .....

12. Any other comments on your organisations marketing activities?

.....

.....

.....

APPENDIX 2

APPLICATION OF MARKETING IN PUBLIC TRANSPORT BUSINESS

QUESTIONNAIRE `B'/ FOR CUSTOMERS/PASSENGERS)

1. (a) Your Name (Optional) .....

   (b) Occupation (Optional) .....

   (c) Your town .....

2. What made you to choose this public transport company (Benue Links)? tick as appropriate.

   (a) Companys advertisement .....

   (b) Recommendation by a friend etc .....

   (c) Personnel Solicitation .....

   (d) Inadequacy of funds .....

   (e) O t h e r s (p l e a s e s p e c i f y)

.....

3. How after do you travel on Benue Links Buses?

   (a) When you lack money for other modes .....

   (b) When there are no other vehicle .....

   (c) When there is fuel scarcity .....

   (d) When travelling on a long journey only .....

   (e) O t h e r s (p l e a s e s p e c i f y)

   .....

4. How would you rate the facilities provided by the company for customers satisfaction (eg seats, ventilation, operating hours etc)

   (a) Satisfied ..... (b) Not satisfied.....

5. Do you join queues before getting the services?

   (a) Yes ..... (b) No .....

6. Does Benue Links offer you any services particularly designed to suit your requirements? (a) Yes .....

   (b) No .....

7. How do you late and attitudes of Benue Links Staff?

   (a) Very unfriendly .....

   (b) Unfriendly .....

   (c) Very friendly .....

   (d) Friendly .....

   (e) Indifferent .....

8. Are your complaints attended to?

   (a) Yes ..... (b) No .....

9. Are you satisfied the present state of services offered by Benue Links (Nig) Ltd.?

   (a) Satisfied .....

   (b) Not satisfied .....

   (c) Indifferent .....

   (d) Others (please specify).....

10. What other services do you suggest that Benue Links should o f f e r ?

.....

.....

11. Any other comment on the present public transport corporations in the country ?

.....