ACHIEVING SYNERGY THROUGH EFFECTIVE MANAGEMENT OF THE MARKETING MIX IN THE FAST FOOD INDUSTRY (A CASE STUDY OF NANET LIMITED)

BY

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CERTIFICATION

This project titled "achieving synergy through effective management of the marketing mix in the fast food industry - a case study of nanet ltd." by abdullahi bello umar, meets the regulations governing the award of the degree of masters in business administration (M.B.A.) of ahmadu bello university, zaria, and is approved for its contribution to knowledge and literary presentation.

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DEAN: POST GRADUATE SCHOOL — **DATE**

DECLARATION

I hereby declare that this project is a record of my own research work it has hot been accepted in any previous application for a higher degree. The various sources of information are clearly indicated in the bibliography. Any errors in the script are entirely my own.

SIGN:

ABDULLAHI BELLO UMAR

DEDICATION

I dedicate this project to my late uncle, lt. Col. nuhu umaru. May his soul rest in perfect peace, amin.

ACKNOWLEDGEMENT

I thank Almighty God in his infinite Mercy for seeing me through yet another academic programme.

To my parents, Alhaji Bello Umaru and Hajiya Fatima B. Umaru, I am beholden beyond what mere words could even begin to express. Thank you for all you have done and please forgive me my failings as a son.

Sincere appreciation is extended to my supervisor, Mr Essienesak J. Ubom, for his able tutelage and guidance.

The Managing Director of Nanet Limited, Mr Ini Akpabio, has been extremely helpful in furnishing me with the information necessary for this project. I am grateful for the patience and understanding he exhibited during my innumerable sojourns to both his office and home. My gratitude also goes to Mr J.A Adewumi , General Manager -Contact Marketing Services; Mallam Aliyu Garba (who introduced me to the concept of 4Ps +S); our formidable team comprising Mustapha K. Mohammed, Mu'azu A. Umar and Nasir Liman(May we meet on a higher frequency, a board meeting, perhaps?); and others too numerous to mention. Attempting a comprehensive list will border on both navety and vanity, therefore, to all my friends, relatives and well - wishers -I say Thank you.

ABDULLAHI BELLO UMAR

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ABSTRACT

Due to the pressures of ever-changing work patterns a new generation of Caterers have appeared. They are the Fast Food operators. Their aim?, to provide the time conscious modern worker with a satisfactory meal. Their offering?, Snacks like meatpies, puff-puff etc. The bone of contention here is, are these fast food operators doing the BEST they, can to provide consumers with a decent offering in terms of quality and prices?. Are the consumers aware of the existence of these products, and are they readily available?

The 1st chapter highlights the subject matter; rationale for the study in view of the problem; a hypothesis, definition section and the significance of the study. Inclusive are the scope, drawbacks and research methodology used in the study.

The 2nd Chapter provides the theoretical foundation to the subject i.e The concepts and principles of synergy, Management and Marketing. Chapters 3 and 4 constitute the data analyses. Nanet Meatpie is examined in terms of history, organizational structure, Marketing Mix and its Management.

The Final Chapter deals with recommendations and a conclusion based on the findings. Overwhelming external environmental and internalorganizational constraints have been found to mitigate sophistication in designing and implementing the Marketing mix in Nigeria. Fast Food operators have realised that theories and concepts are meaningless unless placed in an environmental and competitive context.

CHAPTER ONE

INTRODUCTION

The ever-changing trends in the world today has brought with it attendant changes in all spheres of human endeavor. Our behaviour towards food -that which nourishes our body and sustains our very existence -is not in the least unaffected. Reasonably it is obvious that What, Where, How and When we eat has changed considerably.

1.1 BACKGROUND OF THE STUDY

The increasing pace at which the world is fast changing has made its inhabitants equally fast moving. Time waits but for no one, is an age-old adage desperately clung to nowadays. People seem to be more in a hurry these days as is evident from the manner in which they walk; drive, talk, shop and eat. Indeed, everything is FAST and as any business person will affirm, a business opportunity exists in any situation (if one looks hard enough).

Human beings, however, tight their schedules, must find time to eat. Due to the pressures of work and the hustle and bustle of daily life, the average worker seldom finds time to cook least of all enjoy the palatableness of a home-cooked meal. As a result, they more often than not eat out.

Unfortunately, decent meals from equally decent restaurants require time - time which the customers do not seem to have. Consequently, complaints of slow service became rampant and dissatisfied customers even more so.

People started preparing and taking lunches to the work place, from simple sandwiches to fully prepared meals. Of course, this met with employers

disapproval and efforts were made to curtail this development through the setting up of canteens, etc. Others provided tea and /or coffee with biscuits, chin-chin, cakes, etc. as supplements.

In a bid to reconcile the time-conscious nature of the modern worker with the inescapable inclusion of a meal, a new generation of caterers appeared on the scene . Their main objective towards customers is to provide good, hot snacks and cool drinks. Customer could either "take-away" for consumption elsewhere or on the other hand "sit-in" and enjoy in conducive edifices built with the pleasure, comfort and convenience of the customers in mind. All these are supplemented with quick and efficient services so that more sales can be made.

The customer leaves simultaneously fully satisfied of getting value for money and having more time to spend on other important issues. Fast food, as it has come to be known refers to light meals or lunches taken in place of a fully prepared one. Also called snacks, their preparation is less time-consuming and they have a longer shelf -life. These facts have led the populace to embrace fast foods wholeheartedly. A typical menu of a fast food restaurant or eatery would include various types of meatpies; Ham or beef burger; scotch eggs; fried chicken parts; cakes; fish pies; pizza; sausage rolls; etc. An assortment of drinks are always available for `washing-down' the food e.g. dairy products like Yoghurt, ice-creams and milk of various flavors. Soft drinks with cola, orange and other exotic flavors including alcoholic drinks like wines and lager beer, are also served in such places.

The concept of fast foods is believed to have been imported from the United States of America where big names such as McDonalds, Hardees, Long John

Silver, Eddie King Burger and Chicken George have established their presence. In Nigeria today, we have McDonalds, Chicken George as well as Eddie King Burger under various kinds of contracts, franchise or other arrangements. Such outfits are more common in the Southern Parts of the country with Lagos metropolis having, most probably, the highest concentration of all, of more importance, however, are the indigeneously established fast food outlets and /or chains. By setting out on their own into a hitherto unknown endeavor, braving the odds posed against them by reputable foreign names- with their attendant enhanced image, almost limitless resources, managerial/technical expertise and advanced technology - and also by maintaining standards which is even more compelling than starting the business, they have indeed shown prowess by staying afloat in a fast market with new outfits coming up everyday. As someone rightly pointed out, it takes more than money -it takes drive, innovativeness and managerial flexibility.

Yetkem and Penny K are purported to be the first entrants into the Nigerian scene in the 70's. Since then there have been others like Murphy's Burger, Terris, Nadine, Onions, Havana, Mr D's Liquor, etc. all in Lagos. Further North we have Dizza's, Classy Burger, Nanet Meatpie, A.J.'s Jovad Bakery and Confectioneries, Burger van, etc. Even corporate bodies have ventured into the fast food market: UAC's Mr Biggs, while Leventis and UTC super stores have increased investments in their snacks sections. This lends credence to the ever increasing prominence of the fast food industry. The successes of these various establishments lie not solely on society's demand for high quality products and services which far outstrips the supply, but on their management and marketing skills in presenting a decent offering.

What they simply do is ensure that the right product is appropriately promoted at the right price in the right place and at the appropriate time so as to satisfy the needs of target customers in the chosen market segments. The four variables namely, product, price promotion and place (distribution) constitute the Marketing Mix. An equally significant variable is service. When a customer receives prompt and courteous service for instance, further patronage can be guaranteed. These variables are intra dependent as well as interdependent . Therefore alterations to one element of the marketing mix can have repercussions within each category or elsewhere in the mix. Courversely, a problem in one area of the mix may be solved by adjusting another. For example, if long channels of distribution are hampered by the high perishability of a product, a change in the packaging such that it stores longer, will save a situation of losing a potentially lucrative market. By changing the packaging (product), therefore, a distribution (place) problem has been solved.

An understanding of how the categories of the marketing mix interact is essential before they can be combined in the most cost-effective manner such that marketing objectives can be satisfactorily achieved. Managing the mix for different customers can produce very different offerings. Also the selection of mixes and allocation of resources between the mix elements go a long way in determining the success of the firm and its customer proposition.

It is my belief that Management of the Marketing Mix can be made even more efficient and effective with the right attitudinal perspective. This is where synergy comes in. Depending on the target market and resources available to a firm, an optimum marketing mix can be designed to suit their needs (customers), while at the same time achieve the marketing, financial and other objectives of the company.

Suppose, for instance, each variable of the marketing mix i.e product, price, promotion, place and service carries a weight of one.

Evidently, by combining them the result will be five. Synergy goes much further to show that the whole could be worth more than the sum of the parts. in other words, the result could be six or even more. Thus, by combining the marketing mix elements effectively, an excellent and not just a good result can be obtained.

It is my intention that this project not only stresses the importance of the interdependent nature of the Marketing Mix, but also makes clear the indispensability of achieving Marketing Mix synergy in the fast world of fast foods.

1.2 STATEMENT OF THE PROBLEM

The increasing rate of poor offering by Fast food operators in a rapidly developing market.

1.3 PURPOSE OF STUDY

To discourage complacency in a dynamic marketing environment. To provide a different approach for achieving marketing excellence despite inflation and other harsh economic manifestations. To stress the importance of differentiating one's offering through a combination of the marketing mix variables in order to gain competitive advantage. To analyse the theory and practice of managing the marketing mix in the fast food industry. And finally to make recommendations based on the findings.

1.4 HYPOTHESIS

The fast food operators in Nigeria are unconversant or completely ignorant of the crucial importance of the Marketing Mix elements' interdependent nature.

1.5 SIGNIFICANCE OF THE STUDY

This study is of paramount importance to the organisation in particular i.e Nanet Limited, and to the fast food industry in general. It is also of immense value to the society and knowledge as a whole.

(i) IMPORTANCE TO NANET LIMITED AND THE INDUSTRY

The study makes possible the appreciation of Marketing Mix Management as a critical tool for achieving overall organisational objectives. The dynamic nature of the marketing environment stresses the need for an equally dynamic marketing orientation to enable the organisation remain afloat and even excel in its undertakings. The study, therefore, emphasizes this concept of achieving synergy of the Marketing Mix variables, as a necessary means of survival.

This study can serve as a parameter for measuring success in concept implementation for Nanet Limited and the industry as a whole. The organisation can then maintain or improve upon its present level of operations.

The study will enlighten the public and hence promote Nanet Limited with all the products and services it provides.

(ii) IMPORTANCE TO SOCIETY

Through this study, more effective marketing management can be achieved. As the needs of a society are adequately anticipated, identified and satisfied, improved standard of living will be the result.

This study will serve as a source of public information as to the existence of such an organisation within the society. New entrants into the industry, after reading this write-up, will posses valuable information that will in turn, form the basis for better business practice from inception.

This saves time, energy and finances that would otherwise have been wasted, as is characteristic in the setting up of any business. Jobs would then be provided by such establishments thereby contributing to the society's economic prosperity.

(iii) IMPORTANCE TO KNOWLEDGE

The study makes a case for the principles, concepts and theories underlying Marketing and Management; showing them to be practicable and not limited to the four walls of a classroom.

Since not much research has been conducted in this area, this study will advance the frontiers of knowledge by stimulating further research in a bid to ascertain the findings herein.

As the market continues to expand, there will be increased proliferation into the industry. Better marketing skills, due to the knowledge imparted by this study, would be consequential.

1.6 DELIMITATIONS AND LIMITATIONS

In making this project more manageable and realistic, I have resolved to conduct this study within Kaduna metropolis. Additionally, only one organisation i.e Nanet Limited, shall be investigated.

So that sight is not lost of the focal point of this project, the principles of Management and Marketing especially, shall be discussed in just enough detail as to create ample comprehension.

business hours. FRANCHISING -A form of marketing and distribution by which one company grants to another the right to use any tangible or intangible possession it owns, for the purpose of trade in return for some benefit.
E.g possession of the Nanet Meatpie trademark and business method. For the grantor of the Franchise, the benefit it yields is expansion for a very low investment and the receipt of fees, royalties or profits.
MARKETING INTERMEDIARIES -Any establishment which buys from a producer, and sells to another without changing the form of the product. The intermediary's customer may be another producer, the final customer or yet another intermediary.
MASTHEAD PRODUCT -A product which carries the firm's flag 1.e. establishes the highest standards for the range e.g. Cadillac for General motors, meatpie for Nanet Meatpie etc.
MOI-MOI -Light food made of ground beans and made into a paste; this is then put in tins or wrapped in banana leaves and steamed until done
NICHE -A relatively unexplored part of a market.
ORGANISATIONAL STRUCTURE -arrangement of work of an organisation into units and management positions between which there are defined relationships involving the exercise of authority and the communication of instructions and information.
POLYTHENE -Is a type of plastic made into thin sheets or bags and used especially to keep food fresh.
POOR OFFERING -This refers to products offered for sale of which either one or all of product quality, price, made and manner of promotion (advertisements etc.) availability and customer service leaves much to be desired.

This is necessitated by the plethora of information which the subject contains. As with any human endeavour, this project is not without its drawbacks. By making Nanet Limited a representative of the whole fast food industry and also by limiting my study to Kaduna Metropolis, an objective research is not in the strictest sense achievable.

My idea of "...just enough detail as to create ample comprehension"; might not in the actual sense be enough. Synergy, for instance, more often in the form of a concept rather than the result of a set of realist action plans still remain elusive to even some seasoned professionals.

Based on the research methodology used, inconclusive or obsolete results might be arrived at. The bane of library research, being the absence of up -to-date literature, might lead to obsolete conclusions.

Documentary research relies on the authenticity, validity and genuineness of the documents without which inaccurate conclusions might be made.

Generalizations can not be validly made when using case studies, this is because it provides depth rather than breadth of the phenomenon.

Finally interviews, do not always provide the pertinent objective answers required; the subjectivity of attitudinal research, most often than not, hinders objective analysis. This is so because opinions and attitudes may be at variance with the real facts.

1.7 DEFINITION OF TERMS

AWUF -Any thing gained by putting in (contributing) little or nothing e.g. food and drinks at a party are considered awuf by an invited guest. [colloquial term]CLOSE SHOP -Term referring to the closure of a store or shop after

PRODUCT MATRIX -This is used to determine the competitive strengths of the firm's individual products vis-a-vis each other and those of their competitors.

RE-ORDER LEVEL -The stock level at which a purchase order must be placed if replenishment is to arrive before " stock-out " occurs, provided demand remains reasonably steady.

SHELF-LIFE -Refers to the period which a product can last before becoming unfit for human consumption.

SIT-IN -Refers to eateries with facilities for seating customers SWOT ANALYSIS -SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats, and is a popular shorthand for the environmental analysis and marketing audit which comprise such an essential part of formal strategie marketing plannings. Specifically, strengths and weaknesses relate to the present and expected future status of the company and are determined through the marketing and audit while opportunities and threats exist in the present and future environment in which the organisation is to operate.

TAKE-AWAY -Term used, especially by fast food operators, for snacks and drinks purchased with the intention of consuming them elsewhwere.

TURNOVER -(Sales revenue) the money an organisation earns through the sale of its product or service.

VERTICAL INTEGRATION -The acquisition by a member of distribution channel of a facility or establishment at a level in the channel. Nanet Meatpie, by producing and marketing of their products are involved to forward (vertical) integration.

WASHING-DOWN -Colloquial term refering to the act of using some form of

drink to push the food eaten into stomach area WORKING CAPITAL -The stock of money needed by a business in order to keep trading or to carry on production. It consists of stocks and liquid resources (cash and things that can quickly be turned into casg); and it is equal to the difference between the current assets and current liabilities.

1.8 RESEARCH METHODOLOGY

This project employs the use of both primary and secondary data. The methods used in collecting data for this project include Library research where various textbooks provided the theoretical frame work.

Documentary research has been employed extensively in highlighting Nanet Limited. Several write-ups made either by, or for Nanet Limited, have been extremely useful in this regard. Empirical research is also very predominant as visitations to the establishment on a regular basis made available the wealth of information herein. Interviews, being an integral part of descriptive research were also conducted.

And also non less important is the spot of attitudinal research made necessary by the philosophical nature of marketing and synergy.

CHAPTER TWO

LITERATURE REVIEW

It is my wish that whoever reads this project will have uninhibited comprehension of the subject matter. Such an understanding will allow for coherent and objective analysis.

This chapter, therefore, will highlight the basic underlying principles, concepts, and theories, that are connected to the research topic. In this case, the basic concept is Synergy, while supporting principles are those of management, marketing and the marketing mix.

2.1 SYNERGY

A hypertensive patient will inevitably be advised by a doctor to, in addition to prescribed drugs, rest more often. The combined effect of these two things i.e. medication and rest, is more likely to lead to a speedy and definite recovery. Such a combined effect is bound to be greater than if they were administered at separate times in isolation. This combined effect is known as synergy.

Adapted from the modern latin word : Synergia, Synergy refers to the combined power of a group of things when they are working together which is greater than the total power achieved by each working separately. Frequently described as the `2 + 2 =5' effect, it denotes the fact that a firm seeks a product market posture with a combined performance that is greater than the sum of its parts [1]

The combined action of two or more things, processes etc. that exceeds the sum of their individual effects e.g teamwork or merging two companies, results in a synergy that can be very productive. Increased effectiveness, efficiency,

achievement etc. is produced as a result of such combined action or co-operation.

Basically, this discourse is about combining the different components of the marketing mix and managing them in harmony (with each other); rather than in isolation (from one another). Due to the fact that one affects or can be affected by another, Synergy is best achieved by their harmonization.

Achievement of synergy in this respect, can be translated into smoother operations as well as the attainment of financial and other organisational objectives. An analysis must, however, be made of both the costs and benefits of potential links so that realistic plans can be made to aid Management in achieving their objectives.

2.2 MANAGEMENT

Management has been simply described as getting things done through other people. Unfortunately, bad connotations have been attributed to such a definition with the assertion that it implies some form of deceit or trickery. Management in essence, involves setting objectives and achieving them, with the utmost efficiency, by the effective use and co-ordination of resources e.g capital, plant, materials and labour. It is used to indicate the diversity and multiplicity of the activities to be managed.

There are five essential elements of the management process. Henri Fayol, on accomplished administrator. and author of the much acclaimed book ~Administration, Industrielle et generale~ (General and industrial Management) outlined these elements as planning, organising, command or Directing, coordination, and control.

Planning involves the setting of objectives i.e what the manager intends to achieve. Organising, where assignments needed to meet the firms objectives can be made as well as levels of authority established, is the next step.

Directing (or command), involves the assigning of tasks to individuals within the organisation. It also includes issuing orders to subordinates in such a way that the objectives set at the planning stage can be attained. Coordination seeks to ensure the harmonization of planning, organising and directing. The smooth operation of whatever activity involved would be the result; when tasks are appropriately outlined and assigned to suitably qualified personnel in order to achieve the set objective most efficiently, coordination is said to be successful. Suitable standards must be set so that a parameter for measuring actual results vis-a-vis established targets is attained. By taking steps to bring the results of actual performance closely in line with desired results. Control is being exercised. Where deviation occurs or standards fall below targets, appropriate corrective action should be taken to bring things up to the required standard. Controlling, therefore, is a continuous cycle of planning - control - planning.

Management's task is to develop and co-ordinate the willing efforts of employees to create and maintain conditions in which desired objectives are achieved. Albeit, Management is not restricted to profit seeking business (but required in any situation involving complex <---activity), Peter Drucker sees it as purely a process of providing<----economic<----goods<----efficiently.<---- He<-----believes that Management can only justify its existence and authority by the economic results it produces.[2] Consequently, economic performance should be the focal point when making or taking any decision and /or action. Whatever the perspective taken the Management process will continue to embodythe planning, organising, directing, co-ordinating and controlling of

several activities such that defined objectives can be achieved in the most efficient way possible.

2.3 MARKETING AND THE MARKETING MIX

In his book the "Wealth of Nations", Adam Smith rightly noted -at the beginning of the Industrial revolution - that "consumption is the sole end and purpose of production ; and the interest of the producer ought to be attended to, only so far as it may be necessary for promoting that of the consumer".[3] These words sum up the very substance of marketing.

By linking two basic functions in the community - that of production and consumption marketing aims at satisfying the needs of the customer by means of the product (or service) and the whole bunch of things associated with creating, delivering and finally consuming it. Necessitated by the increasing complexities of the society, processes of manufacture and the pattern of supply, marketing activity ensures that the firm supplies its markets with goods or services that customers wish to buy.

The absence of a central theoretical basis has inevitably led to the proliferation of definitions. Frequently, the form reflects the preoccupations of individual authors. While some look at it from the point of mutual profitability from the marketing exchange, some emphasise its managerial nature.

Keith Crosier[4] reviewed over fifty definitions and classified them into three major groups:

(I) Definitions which opine that marketing is a process of moving goods from concept to consumption in the most effective way.

(ii) Definitions which conceive of marketing as a concept or philosophy of business i.e. the idea that marketing involves willing consumers

and producers in the social exchange process.

(iii) And lastly definitions that see marketing as an orientation -present to some degree in both consumers and producers- that makes the concept and the process possible marketing, as put forward by the Institute of Marketing (UK), a Management process which identifies, anticipates and supplies customer requirements efficiently and profitably.

It is also seen as the performance of business activities that direct the flow of goods and services from the producers to the consumers. Essentially, therefore, marketing is human activity directed at satisfying needs and wants through exchange processes. It is a phenomenon that combines both the philosophy of business and its practice.

The most important marketing proposition is that the key to success lies in keeping close to the customer. By identifying what the customer wants, supplying the right product or services will be made with a two fold effect:

(a) The product (or service) will be sold and profits realised.

(b) The customer will be satisfied, and that will lead to repeat or increased purchases (and consequently more profit to the firm).

Three fundamentals of the marketing function can be outlined thus:

- The recognition and anticipation of demand
- The stimulation of demand
- The satisfaction of demand

It is, therefore; the direct responsibility of the marketing manager to achieve the above objectives by directing and co-ordinating specific marketing activities e.g. identifying market opportunities and needs;

keeping abreast of relevant technological developments; managing products (or services); advertising and promoting its products and motivating channels of distribution etc., and working in co-operation with fellow managers e.g those of the manufacturing and purchasing departments, under the leadership of the managing director.

The major elements of modern marketing, given below are at best an itemization of the complex and sometimes confusing phenomenon:

(a) It is operational: managers must take action as benefit will not emerge from a passive or complacent attitude to the exchange.

(b) It is customer -orientated: making the firm look outside itself in finding solutions to challenges posed by the various needs and wants of customers.

(c) It emphasizes mutuality of benefits: As it is in the best interest of both parties to continue, the exchanges not only work but persist. As needs are satisfied by goods and services, supplier will continue to supply because they profit; these in turn are bought because customers' benefits exceed costs.

(d) It is value driven: The values adopted by the leaders are communicated to all those involved in the firm, are based on a desire to build the business through meeting needs and responding to the market.

In order to meet the objectives which are in line with the policy and multiple objectives of the board, marketing managers must achieve a profitable balance of products, price, promotion, distribution and service. In other words, a profitable balance of the Marketing Mix must be achieved.

Professor Neil Borden [5] of the Harvard Business School came up with the idea of a marketing mix. Its purpose, as a schematic plan is to guide analysis of

marketing problems through utilization of:

(a) A list of the important forces emanating from the market which bear upon the marketing operations of an enterprise;

(b) A list of procedures and policies of marketing programmes.

The Marketing Mix refers to the apportionment of effort, the combination, the design, and the integration of the elements of marketing into a programme or mix which, on the basis of appraisal of the market forces, will best achieve the objectives of an enterprise at a given time .

It can also be defined as the combination of detailed strategies; tactics; operational policies, programmes, techniques and activities, to which resources may be allocated such that the company's marketing objectives are achieved. Generally speaking, therefore, the marketing mix can be said to be a set of controllable variables that the firm can use to influence the buyer's response. An important yet complex subject in the theory and practice of marketing, the marketing mix is concerned with the realities and practicabities of how the company's marketing objectives may be turned into specific marketing plans and activities. Its role is to move objectives and plans into the reality of implementation and achievement. As a result, the marketing mix must have:

(i) Strategic elements e.g. the company must decide what products and/or services it wishes to produce and /or offer; choice must also be made of target markets it wants to satisfy. Such decisions will inevitably preclude other markets and products, given the limitation on resources available to it.

(ii) Planning elements for instance, what time-scales should be applied to new product development activities?

(iii) Tactical elements e.g. to what extent should the company allow discounts to volume buyers, and how widely should its pricing policy be publicised within the trade?.

(iv) Operational and implementation elements for instance, should marketing management expect to be involved in the formation of detailed advertising copy being undertaken by the company's advertising agency?

(v) Resource commitment e.g upon what basis should advertising and sales promotion budgets be constructed: or over what time-scale should new products be expected to pay back the research and development costs incurred in their development?

The marketing person is essentially, a mixer of ingredients, one who is constantly engaged in fashioning creatively a mix of marketing procedures and policies to produce a profitable enterprise. This complex of ingredients and activities should be managed such that the right product is appropriately promoted at the right price in the right place at the appropriate time (service) so as to satisfy the needs of target customers in the chosen market segments. Due to the different and often diverse needs of customers, managing the marketing mix can produce very different offerings. Successful mix management depends on the fit between manageable resources (mix elements) and the needs of specific customer groups.

In essence, therefore, managing the marketing mix lies in providing each group of customers with the mix of product, price,place, promotion and services which most suits their needs.

An effective description of the marketing mix can be analysed on the basis of McCarthy's [6] 4P's: product, price, promotion and place. An equally important

component is that of service which Borden[7] includes in his long list of twelve subdivisions:

Merchandising -product planning , Branding, Packaging Product, Fact finding and analysis,marketing research, Pricing price, Personal selling,Advertising Promotion , Display,Servicing, Channel of distribution, Physical handling Place McCarthy's 4P's, therefore, are a broad categorization of Professor Borden's twelve components of the marketing mix. Although I have included servicing as a component of promotion - it is indeed a device or strategy designed to increase consumer purchases in these competitive times - it deserves to be discussed separately. Consequently. I shall adopt an erstwhile lecturer's initiative of: 4P's + S, i.e product, price, promotion, place and service.

2.31 PRODUCT

A product may be defined as a combination of tangible and intangible properties designed or intended to provide need satisfying experience to consumers. It can be subdivided into quality levels, special features, styling, branding, product range or mix, service backup,warranty, durability and packaging. The product mix is the range of the company's product and brands. It comprises the following elements:

Product mix - the complete range of the company's products, services and brands aimed at all the relevant target markets. Product line - The products, or ranges of products aimed at any one target market or customer type. Mix Width - The number of product lines contained in theproduct Mix.

Mix depth - The number of products within any one product line.

Mix consistency - The degree to which the various product lines enjoy similar end uses and marketing mixes.

The constitution of the product mix can vary enormously. A firm might invest heavily in quality control and first - rate material to ensure an excellent, durable product; this will in turn keep service and quality costs down. A different company might prefer a low - quality product backed by a high service element in combination with a mast - head high - quality product.

2.32 PRICE

Price is the mechanism of exchange between firm and customer. It is a value, or sum of money which is asked in consideration for the transfer of legal title to a product or service.

The Price mix incorporates credit (terms and services), discounts, margins, resources, financial services (e.g. advice), allowances or trade-ins and strategy and tactics. Considerable scope exists for establishing different sub-mixes of price elements just as mentioned in the case of products. For instance, while one firm might have low prices and give no credit, another might have a high preminum price but offer generous credit terms. The mix can vary between levels of the market. The retailer might be encouraged through high discounts to buy low and sell high to end -users.

Since the generation of sales revenue is, in part, dependent on the level of pricse charged, the pricing policies used by an enterprise therefore, are an essential determinant of the degree to which its financial objectives are met.

Due to the variety of commercial environments in which a firm might operate, determinants of prices and pricing policies will be just as varied. For example, the different levels of market demand; nature of market competition; customer types and market segments; consumer behaviour and perceptions; channels of distribution; research and development costs; changes in the rate of inflation,

labour productivity and labour costs, government policy towards Value Added Tax, price of basic raw-materials, use of price control etc. etc.

2.33 PROMOTION

Promotion refers to the device used by firms to create or increase awareness about products and/or services offered for sale, in a bid to create or increase consumer purchases.

The promotional mix is a combination of marketing and promotional communication methods used to achieve the promotional objectives of the marketing mix. There are two main types of communication methods within the promotional mix, these are (i) Non-Controllable, and (ii) Controllable methods. The non-controllable methods can be effective and valuable because they will not be perceived as containing much commercial vested interest. Its value to the firm lies in its independence and objectivity.

Here communication of marketing messages takes place on the basis of:

* independent word-of-mouth information dissemination;
* individual personal recommendation;
* independent and objective publicity.

Firms must earn the respect and trust of the general public, by years of consistent, market-sensitive performance before benefits of the non-controllable communication can be expected.

There are four main types of promotion under the controllable method and unlike the non-controllable method, the firm is in a position to control such communication.

a) Advertising - this is defined as purchased (paid) non-personal communication using mass media, such as radio, television and newspapers.

b) Personal selling - which is based upon direct face-to-face communication and persuasion.

c) Sales Promotion - this includes activities like in-store displays, exhibitions, sponsorship, on-pack offers and so on.

d) Publicity - this refers to non-personal communication using mass media. Unlike advertising it is not paid for. One of its key components is "Public Relations" (PR). Examples are issuance of press releases and holding press conferences etc.

2.34 PLACE

'Place' makes the product (or service) physically available. It deals with how the product is made accessible and available to the customer. Product availability, and the level of customer service offered are important determinants of how well a supplier or manufacturer can compete in the market place.

Placing falls into two broad areas namely:

(i) Channels of distribution and,

(ii) physical distribution.

Channels of distribution provide the link between production or supply, and consumption.They are used to make products or services accessible and available to consumers or buyers. Channel types include:

a) Direct Supply - where the supplier or manufacturer supplies the customer direct, thus:-

This channel type is more common in industrial goods markets with industrial

companies purchasing machine tools, computers and bulk consummables e.g.fuel oil etc directly from manufacturers.

In consumer good markets, direct supply can usually take the form of "directmarketing" where the firm or manufacturer is directly involved in promotional,sales and supply relationship (between the enterprise and the customer). Another form is the use of agencies or retail outlets owned or controlled by the supplier.

b) Merchant supply-the supplier or manufacturer supplies the customer through a merchant, who acts as the reseller, thus:-

MANUFACTURER/SUPPLIER ——> MERCHANT —> CUSTOMER

c) Short Channel -The supplier or manufacture supplies the customer in aconsumer goods market through a retailer, who acts as the reseller or intermediary, thus:-

MANUFACTURER/SUPPLIER ——> RETAILER —> CUSTOMER

d) Long Channel - The supplier or manufacturer supplies the customer in a consumer market through a set of two intermidiaries, thus:-

MANUFACTURER/SUPPLIER--->WHOLESALER--->RETAILER --->CUSTOMER

Physical distribution on the other hand comprises operational and managerial activities associated with: Customer ordering; the physical transportation, storage and delivery of goods; stock holding policy, management and control systems for warehousing and distribution.

The place mix is the specification of a physical distribution system and a choice of channel requiring compromise and trade-off in the selection of components, and in judging what is cost-effective.

2.2 SERVICE

Service in this context refers to the activities benefits or satisfactions which are provided with the sale of goods Stanton[8] pointed out that services possess distinctive characteristics which create marketing problems and result in marketing programmed which are often substantially different from those found in the marketing of products. He outlined four major characteristics:

(i) Intangibility

(ii) Inseperability

(iii) Heterogeneity

(iv) Perishability and Fluctuating demand

Service is that additional element which adds value to a purchase. If, for instance, free transportation of goods bought is accorded to anyone then he/she is bound to be more satisfied. Another form of after-sales service is by providing technical assistance to distributors and/or final bulk buyers. This is more common in industrial markets where for example, computers are dealt with. It is them the duty of the technical sales representative to acquaint or if necessary train the buyer to operate the computer at no extra cost.

Installation of the computer and its paraphernalia could also be part of the 'service' rendered. From the foregoing, it can be surmrised that services might be any activity or benefit performed by individuals or organisations where the object of marketing is an intangible, aimed at satisfying the needs and wants of customers or industrial users after the acquisition of physical goods.

Although there is a tendency to think in terms of a mix of the afore -mentored factors i.e product, price, promotion place and service, in reality the offering is made up of a a series of sub-mixes of the variables of each factor.

Decisions taken in one area have effects that go far beyond their immediate context.

For example, the more a company wishes to rely on agents, wholesalers or trade distributors (place), the smaller will be the salesforce (promotion). This shows the interdependence between each factor. Of no less importance is the intra dependence of variables within each factor. For instance, in the example above, the smaller the sales force (promotion), the more important becomes advertising (promotion) to the final customer group.

The effective Management of the marketing mix must take these interdependence into account. The skill of the Marketing manager therefore lies in grasping how the factors of the marketing mix interact, and in being able to combine them in the most cost-effective way such that the firms's marketing objectives are satisfactorily achieved.

CHAPTER THREE

"Give me a place to stand and I will move the earth"

NANET LIMITED: HISTORY AND ORGANISATIONAL ARRANGEMENT

Having to some extent contextualised the gist of this project, I shall move from the general to the particular. This chapter aspires to acquaint the reader with the set up of Nanet Limited. The company shall be highlighted upon, from inception to the present day with an examination of its organisational structure.

3.1 HISTORY

Nanet Limited started operations in 1970. It became a fully incorporated company by June 1977 to carry out, among other things, activities of the hospitality industry. These include:

* ACCOMMODATION	-	Hotels, Motels Inns, Lodges, Hostels, Bed and Breakfast -Guest houses etc
* CATERING	-	Restaurants fast foods, contract-catering, food delivery services, institutional catering, outdoor catering etc.
* ENTERTAINMENT	-	Banqueting, conference arrangements, Night clubs, Musical shows, Dramas, Theatres, Cinema halls shows etc.
* TOURISM	-	Travel arrangements, Touring packages, Museums, Wildlife parks, Mini-holiding packages, Travel education, Exchange programmes, etc

Presently, there are no lodgings owned by Nanet Limited. They are still trying to complete their hotels in Kaduna and Abuja. In the meantime, however,they are into Hotel management contracts; an arrangement which allows them manage hotels and hence use their expertise without wholly or even partly owning them.In the area of catering, industrial catering is being expanded to include fast food activities. Outlets for fast foods are increasing at an impressive rate; fast food outlets in Abuja and Makurdi are scheduled to start operations in the Month of April 1996, in addition to those already in Kaduna and Zaria. The Management's intention is to cover as many states as possible. The restaurant business, on the other hand, is not experiencing as fast an expansion as the fast food unit.

Different sorts of shows etc. where artistes are sometimes invited to perform are organized by Nanet Limited to mark celebrations during yuletides eg. Easter, Christmas, and Sallah festivals. Programmes designed to promote tourism still remain on Nanet limited's drawing board. Eventually excursions and the like will be organized.

Nanet started out with an initial authorised equity capital of thirty - five thousand Naira (N35,000) and by 1993, the authorised share capital was One million, Five hundred thousand Naira (N1,500,000).

'Nanet Limited' was finally adopted as the organisation's appellation after spells as 'Nanet Restaurant Limited' and `Nanet Hotel Limited'respectively. This name i.e Nanet Limited, encompasses all the activities of the organisation in the hospitality industry.Mrs. Nancy Akpabio, a professional nurse/midwife and a trained caterer, first set up and managed the business. Her shrewd mind perceived a niche in the catering market and she went on to exploit it with a great degree of success.

Today,Nanet limited can boast of a staff strength of about 200 (two hundred) and an annual turnover of over forty million naira (₦40,000,000). In addition to several local awards obtained at one time or another, the company won the 18th International award for Hotel and Catering industry which was presented to it at a grand ceremony in Spain on the 29th of January 1993.The company's head office and main unit of operation are located at No NN 15 Abubakar Kigo road and No 6 Ahmadu Bello Way Kaduna respectively.

3.11 NANET RESTAURANT

The restaurant business commenced in October 1970, with the first one situated at N° 6 Ahmadu Bello Way. Its uniqueness lay in the fact that it offered indigenous dishes eg. Edikang IKong (a delicacy of the former Cross-River state); Tuwon shinkafa (a Hausa delicacy); Amala (a yoruba staple diet) etc., while other restaurants busied themselves providing continental (European) style foods. Incidentally, it is purported that only Hamdala Hotel had a dining room offering similar services in Kaduna town as at then.

Nanet Limited has provided its catering services to numerous institutions and establishments which further gives credence to the remarkable goodwill accumulated over the years and which it now enjoys. In the days when student enjoyed meals at the expense of the government, Nanet Limited was at one time selected to cater for medical students of Ahmadu Bello University at Zaria and Kaduna. Nanet also catered for members of the National Assembly during independence day at Abuja. Others catered for, at one time or the other, include, the National Board for Technical Education; Central Bank of Nigeria; National Eye Centre; Aremeco Nigeria Limited; Crittal Hope; Nigeria

Agricultural and Coorperative Bank; British Council; Pipelines and Products Marketing Company Limited and Kaduna Refining and Petrochemical Company Limited {both subsidiaries of the Nigerian National Petroleum Corporation (NNPC), etc.

3.12 **NANET HOTEL**

Another business unit initiated in the seventies is Nanet Hotel. Using a ten-year leased property situated around Tudun-Wada in Kaduna, Nanet Hotel provided accommodation services to establishments like Banks, Government parastatals, the Nigerian Armed Forces, Private Companies and Individuals. As a result of the success that ensued, Nanet decided to build (and henceforth own) its own hotel. The project located at N° NN15 Abubakar Kigo road, off constitution road, Kaduna, is scheduled for completion in 1996. In consonance with the Boy scouts' motto, "Be prepared", thereare severaltrained Hoteliers in the employ of Nanet Limited ready to take charge of the affairs of the Hotel and bring its overall objectives to fruition in the shortest possible time. Prominent among such trained personnel is the Managing Director who holds a Masters degree in International Hotel Management.

3.13 **NANET MEATPIE**

Perhaps of more relevance and hence importance to this write-up is the fast food unit of Nanet Limited. Dubbed Nanet Meatpie, this unit came into existence in 1988 to "...Cater for the sophisticated desires of a metropolitan clientele"[9]. Fast food products such as Meatpies, Moi-moi, Burgers, Egg rolls, Chicken parts, Fish, etc. are served in conducive atmospheres to both `sit-down' and `take-away' customers.

Efforts to revolutionise the fast-food business in Kaduna has led to the incorporation of advanced technological and audio-visual equipment e.g. Compact disc Musical systems, video and T.V.s; and of recent, sattelite reception facilities. All these are aimed at maximizing customers satisfaction. Like the restaurant unit, Nanet Meatpie lends itself to outside catering activities. It has catered for the fast food needs of the defunct Kaduna State House of Assembly, the Nigerian National Petroleum Corporation and several other companies in Kaduna, Zaria and Abuja.

Presently, the fast food unit alone contributes over 30% of the revenue generated by Nanet Limited. It operates through the following outlets:

* Nº 6 Ahmadu Bello Way, Kaduna
* Nº NN15 Abubakar Kigo road, Kaduna
* Ranchers Bees stadium Shopping complex, Kaduna
* Na'Allah Shop, Waff road , Kaduna.
* Kachia road by Union Bank road about, Kaduna south.

Recent additions include

* Constitution road, Kaduna.
* Independence way, Kaduna
* Dallaji road, Kaduna

Outlets at Zaria are:

* Nº 1A Kaduna road, Wusasa, Zaria
* Pz area Sabon gari, Zaria
* ADK building, Zaria

As part of its industrial catering activities Nanet Meatpie provides snacks for between 800 - 1000 people daily at the Kaduna Refining and Petrochemical Company.

In thinking ahead -a vital element for survival in modern business- more outlets are contemplated under the company's expansion programme. In this vein, outlets at Makurdi and Abuja are scheduled for take-off in the month of April, 1996. This policy aims to secure a greater share of the market and this increase profitability.

Outlets still on the drawing board, include:

* Costain Area of Kaduna
* Ali Akilu road and Kawo areas in Kaduna
* Samaru village(opposite Ahmadu Bello University, Zaria, Main-campus)
* Selected Petrol stations' mini-marts in Kaduna,Zaria, Abuja, Makurdi, Jos, Port-Harcourt and Lagos

There are three (3) major kitchens serving all outlets in Kaduna metropolis, and these are situated at :-

* Nº NN15, Abubakar Kigo road
* Nº 6, Ahmadu Bello way, and
* Nº 3, Zaria road, Ungwan Gwari

One Kitchen situated at Nº 1A Kaduna road Wusasa, Zaria, caters for outlets in that region. Apart from NN15 Abubakar Kigo road which, additionally, has a visible kitchen, all others (kitchens) are nevertheless fully equipped with modern and sophisticated facilities.

Research is being conducted on products and their packaging with a view to introducing the traditional (restaurant) menu like Eba, pounded yam, Amala, Tuwon shinkafa, etc. into the fast food delivery system.

3.14 NANET BAKERY

Ambasa Nanet Bakery, located at Rigachihun on the outskirits of Kaduna is a recent inclusion to Nanet Limited. This outfit is capable of providing several thousand loaves of bread on a daily basis. Currently, over 800 loaves are supplied to the Kaduna Refining and Petrochemical Company (KRPC) Ltd., while marketing is being undertaken to the public. This unit began operations in January, 1994.

3.15 NANET TURNKEY PROJECTS

By the middle of 1995, Nanet Turnkey Projects came into being. This unit offers engineering and architectural consultancy services; it is also into the construction of houses and roads. It is hoped that eventually Nanet Turnkey Projects will become a full-fledged subsidiary of Nanet Limited with a separate Board of Directors.

An expansion strategy adopted by Nanet Limited in that of Management contracts. Such an arrangement has a twin-effect of enabling the Company open new outlets with minimum capital while according the investor with immense goodwill right from the onset. Under these circumstances, the investor is expected to provide the land, property and all equipment while Nanet Limited provides expert management with maximum operational and decision making ability.

3.2 ORGANISATIONAL ARRANGEMENT

As is characteristic of a corporate entity. Nanet Limited operates with a management divorced from ownership. The Managing Director with the assistance of the Deputy Managing Director, ensure the implementation of policies formulated by the Board.

Staff numbering about two hundred (200) are spread over the four main functional units namely:
Operations, Administration, Accounting, Marketing/Research

(I) Operations: Directly responsible for the daily production and provision of the various products and services offered, this function embraces the activities of the various kitchens, restaurants, sales outlets and purchasing departments.

(ii) Administration: Responsible for general administration of the affairs of the company, this department is involved with staff welfare and training.

(iii) Accounts: This functional unit is responsible for providing the company with regular financial, costing and management accounting information and thus incorporates a well designed accounting system for effective and efficient management control.

(iv) Marketing/Research: This department handles research, surveys and monitoring of customer satisfaction. It also undertakes advertisement and sales promotion activities; opening and expansion of sales outlets and development of new products.
To augment the activities of this department, a reputable marketing company - Contact Marketing Services located at No. 34 Katsina Road (Obadiki Press House) - sometimes handles some advertisement and other marketing needs of Nanet Limited under an agency contract agreement.

The Board of Directors consist of highly qualified, influential and also experienced individuals in their various callings. The Managing Director, having worked with the world renowned 'McDonald's Hamburgers', oversees the four functional units.

An experienced caterer heads the operations department and reports directly to the Deputy General Manager. Lower level managers and clerks are available to assist him in carrying out his activities.

A seasoned chartered accountant oversees the accounts department with the help of well trained accounting graduates and other qualified personnel as supporting staff.

There are also competent and qualified personnel heading both the Administrative and Marketing/Research departments. Several supporting staff exist throughout the company and they, in effect, facilitate the execution of day-to-day activities.

Operations staff have two shifts per day with each lasting eight (8) hours. The first shift commences 6.00am and ends by 2.00pm while the second shift starts from 2.00pm to 10.00pm. Staff have alternate off-duty breaks as a 7 day week and 365 day calendar year is maintained.

The Administration, Accounts and Marketing departments on the other hand, run only one shift per day. This also lasts eight (8) hours; from 8.00am to 5.00pm with a one-hour break between 1.00pm - 2.00pm.

CHAPTER FOUR

NANET MEATPIE: MANAGING THE MARKETING MIX

The marketing mix of Nanet Meatpie -the fast food unit of Nanet Limited and the manner in which it is managed will be analysed in this chapter. This will, in addition to providing insight into the level of marketing orientation attained by the firm,enable adequate comparison of "what is" as against "what should be".

4.1 THE PRODUCT MIX

This write-up is concerned with only one product line of Nanet limited i.e that of Nanet Meatpie- the fast food unit. The range of products offered by Nanet Meatpie, include: Chicken (whole and parts), Fried fish, Fish pie, Meat pie, Moi-Moi, Egg bun, Beef burger, Bottled and Canned drinks (coca-cola,fanta,etc), Ice cream, Yoghurt, Fruit Juices e.g (black currant,orange, and other flavours etc)

Quality, from the purchase of raw materials to the processed stage is the watchword of Nanet meatpie. Products maintain that fresh taste of good cooking peculiar to seasoned chiefs. Care is also taken not to handle products with the bare hand, especially when serving customers.

Take -away customers have their purchases neatly, but seperately, wrapped in polythene bags (this keeps it warm and clean for longer periods. They are then put in bigger bags having the inscription "Nanet Meatpie" boldly printed on them. Sit-in customers on the other hand, have their orders put on clean plates and drinking glasses, if appropriate.

Any defects noticed in the products are replaced when promptly returned, alternatively, the customer- if he/she prefers - can have his/her money back.

4.2 THE PRICE MIX

The prices of snacks and drinks of Nanet Meatpie, are arrived at by the addition of a pre-determined margin to the full unit cost of production and distribution. This is known as "cost-plus pricing"

Drinks are sold with an eighty percent (80%) of cost to sales i.e a 20% profit margin, while snacks have a fifty percent(50%) profit margin i.e 50% of cost to sales . This simply means that if drinks (or a certain drink) are/is purchased at a cost of ten Naria (₦10.00), the profit margin would be

= cost minus % of cost to sales;

profit margin = ₦10 - 80% of ₦10

= 10 -(80/100 x 10)

= 10 - 8

= ₦ 2

Therefore, the selling price of that drink would be ₦12. The same applies in the case of snacks, though with different percentage of cost to sales. Credit terms of between 1-2 weeks are accorded to corporate bodies. This means they can be provided with products and/or services before payment is made within the period stipulated in whatever agreement they might have undertaken. Customers like the Refinery (KRPC), Federal Superphosphate Fertilizer company in Kaduna, and occasionally the British council all have credit periods of between one to two weeks. No credit facilities are offered to individual customers.

Discounts are offered only on bulk purchases. A customer whether corporate or an individual, can have between 5-10% struck off the final price of purchases, depending on the quantity of goods.

Divisional managers can okay a discount of up to 5%, while anything higher must have the approval of higher management staff.

4.3 **THE PROMOTIONAL MIX**

Nanet Meatpie combines advertising with personal selling in promoting its products. Designed to reach a widespread public, advertising is done through: Television, Radio, Handbills, Sign boards etc.

Posters and banners are used to advertise local events, while newspapers and magazines are seldom used. On the other hand, personal selling via telephone or actual visitations, are more successful when specific organisations are being pursued for contract catering/management arrangements.

The marketing Company Contact Marketing Services mentioned in chapter three, has sometime in 1992 and 1993 been appointed in an agency contract to handle some advertisement needs of the company.In such cases, they work hand-in-hand with the marketing department of Nanet Limited.

As much as 10 -15% vis-a-vis turnover, is spent on promotion annually.

Mostly, localized sales promotional activities are held where rams, chicken (and in the past even T.V sets) were won by customers. The only nation -wide sales promotion was held in 1992, and many items including children bicycle etc. were up for grabs by lucky customers. Raffle tickets are issued after purchases (by customers) and dates set for raffle draws, so that winners can be picked randomly from the numerous ticket holders. Instant prizes were also won in "eat & win" bonanzas.

Friday were also declared 'Jazz Nights' at the Ahmadu Bello way and Abubakar Kigo road outlets. A sort of Night clubbing event, it allows customers to unwind after a tiring week of work.

In terms of publicity, press conferences are sometimes organised where key personnel are interviewed e.g at the recently concluded Kaduna International Trade Fair {`96}.

The press also report on activities sponsored by Nanet limited e.g The Nanet cup won annually during state-wide football competitions. Whenever the opportunity avails, Nanet Limited sponsors activities in Institutions like the Nigerian Defence Academy, in recognition of its social responsibility to the community in which it operates.

Turnover has been positively affected as a result of these activities and cost benefit analyses continues to justify expenditure incurred in terms of promotion.

4.4 THE PLACE MIX

Basically, Nanet meatpie sells to the final consumers of its product. Known as 'direct selling', this virtually eliminates the use of marketing intermediaries which in turn may provide the opportunity for pricing advantages. Additionally, such vertical integration ensures the company retains control of its products in a dynamic marketing environment.

Comfortable edifices are provided at the place of production, so that consumption can be undertaken by customers if preferred.

In pursuance of high marketing coverage, several outlets have either been or are being set up or contemplated in Kaduna, Zaria, Abuja, Makurdi, Jos, Port-Harcourt and Lagos.

Strategic locations are chosen in either case,* so that profitable sales are recorded throughout the outlets existence* (see chapter three - 3.1).

Outside catering is undertaken by Nanet Meatpie, whereby the company's products and services are brought to the very doorsteps of customers. They have provided their services to corporate bodies as well as individuals during luncheons, dinners and other parties.

Snacks are supplied, to outlets without kitchens; on a daily basis at least twice a day by bicycle boys using food warmers. These boys liaise with the salespersons in each outlet assigned to them; records are kept of items supplied and sold by the bicycle boys, kitchen and salesperson. Each bicycle boy may supply up to three (3) outlets, but are themselves not involved with the selling per se. They only serve as the vital link between production and consumption.

Nanet Meatpie has at its disposal six (6) bicycles and four (4) cars. The bicycles are used to transport light items like snacks, while the cars convey heavier items e.g. bottled drinks etc; they also facilitate other administrative and operational duties.

Not all outlets have storage facilities as they are mostly points of sales only. However, even those with such facilities do not keep any flour-based snack overnight. The smaller outlets close shop hours earlier than the main stores. Any returns of snacks i.e. those not sold by the outlets, are then put up for sale (in the main stores). At the end of the business day those still left unsold are recorded as waste and destroyed. Fried items like chicken and beef, can keep for approximately two days before considered as waste.

There are two main stores in Kaduna where raw-materials are kept. The bakery utilizes one, while the Meatpie (fast food) and restaurant units share the other. The Purchasing Manager takes care of re-order levels etc; a two months supply of raw-materials like flour, bakery fat, ground-nut oil, sugar etc, is available in the store at any point in time before orders are placed for more.

For highly perishable goods e.g. beef, chicken, tomatoes etc, a minimum of two weeks supply is kept in refridgerated compartments (about 100 kgs of beef and chicken are consumed daily).

The main objective of inventory management, as perceived by Nanet Meatpie (and Nanet Limited as a whole), is to perpetually maintain operations by avoiding out-of-stock situations.

4.5 THE SERVICE MIX

An information feedback channel, where suggestion boxes are provided so that customers can forward complaints, assists in the control of product quality and personnel efficiency as well as effectiveness.

Take-away services, enabling customers consume Nanet Meatpie products away from the establishment are provided via the use of handy tissue and polythene packaging.

Quality control, throughout the company's activities remains high on its list of priorities. Inspections are conducted by various specialized staff in all outlets, so that operations are maintained at peak level at all times. Store managers visit outlets once or twice a week to ascertain proper and effective conduct of sales persons. Others like the Marketing, Administrative and Training Managers check on the marketing efforts of such outlets; examine administrative issues covered (or not covered as the case may be); and appraise training of personnel including techniques used respectively.

The "mystery shopper" concept is also used to monitor outlets by hiring certain individuals to pose as customers. They rate each outlet in terms of cleanliness, efficiency, politeness, and other criteria incorporated in a standardized questionnaire issued for this purpose.

Interested investors are provided with technical and managerial assistance in running their own outlets.

Whatever the arrangement wholly-owned shops; franchise operated shops; outside catering and; contract catering - Nanet Meatpie endeavors to serve its customers and investors alike, in the most efficient way possible.

4.6 MARKETING MIX MANAGEMENT

The Assistant General Manager (marketing) is responsible for marketing mix planning and management. With the assistance of his Marketing Managers and officers, he formulates policies, strategies and programmes that will facilitate the achievement of specific marketing objectives - the main objective being to create awareness for and provide modersately priced quality snacks and drinks over as large an area as operationally feasible, in an appealing yet efficient manner. He then proposes a marketing budget which is deliberated upon by the Managing Director and the rest of the management staff (the marketing department inclusive). This allows for coordination and harmonization of the various functional objectives into (an) overall corporate objective(s).

Albeit the AGM (marketing) has ample autonomy, his strategies and plans are basically recommendations channelled to the Managing Director through the Deputy General Manager.

The major target market aimed at by Nanet Meatpie are the middle income earners.

In arriving at a desirable marketing mix, a market study is undertaken for all new products e.g. peppered fried beef introduced not so long ago. Such products are introduced in what is referred to as a pilot scheme scale; this

means only a few are produced initially. These are then sampled at an internal meeting specifically called for this purpose; if the product is not up to standard, it goes back to the kitchen for up grading, modification or whatever is deemed necessary. On the other hand if it is satisfactory, a cross section of customers are invited to sample the product. This is a vital stage since their response - which shall be monitored - will determine whether the product will be launched in the market or not.

A positive feedback will herald the end of the pilot scheme phase. Thus, the product is finally launched into the market with sufficient promotional support and at a reasonably moderate price i.e. the usual 80% and 50% of cost to sales for drinks and snacks respectively. Other facilitating equipment are also put in place for example, when ice-cream was introduced freezers were provided in outlets so as to keep them frozen and fresh.

Mediums envisaged to have a high degree of reachability to the target market are chosen e.g. TV adverts as well as bill boards which additionally have an integral quality of permanence. The underlying message conveyed is that "Nanet Meatpie's products are affordable and available". The several strategically located outlets ensure the availability of these products to the target market. Service to both categories of customers i.e. individuals and corporate bodies is made efficiently effective e.g. on-time delivery, technical/ managerial assistance to investors, politeness etc; these enhance the image and goodwill of Nanet Meatpie with a resultant increase in sales.

Essentially, Nanet Meatpie aims to efficiently provide (service) products for which some interest has been detected (product), at an affordable price (price); customers are then adequately informed of the availability of these products (and even persuaded to buy)(promotion) at locations that are readily accessible (place or distribution).

Marketing surveys are sometimes conducted for up-to-date information on current price, types of products available and/or desired, etc. Using such information a SWOT analysis can be made; this prepares the ground for either avoiding or tackling threats, while making good use of opportunities in the market. Weakness are worked on, while strengths are capitalized upon. In other words, a market survey highlights the need or otherwise, of changing the marketing mix as it exists at any point in time. More often than not, only slight adjustments to one or more mix elements are necessary. Possibility does however, exist for the need of an overhaul of the whole marketing mix.

Failure to have a flexible marketing mix could result in disastrous circumstances for example,at one time a general reduction in price was experienced in the restaurant, (catering) industry. Nanet limited, unfortunately, responded slowly to this change and consequently lost a good number of customers. Thus, market surveys, are needed to control pricing and other elements of the marketing mix.

A product matrix is used to monitor the level of sales; a form of internal control, it helps when re-assessing the relevance of the current product mix. A low level of sales can be indicative of a sickness somewhere in the marketing mix. For instance, customers' unawareness of the existence of a product. By investing more in promotion the first problem might be solved however, another one is created. Such an investment is most likely to have a bearing on the total cost of the product and hence its final price.

If the price is perceived as too high, customers will view the exchange as unfavorable therefore the low level of sales will persist. The marketing department strives for a balance between the mix element and their components, so that an agreeable product is made available at the right time and at the right price.

Awareness of the existence of such a product is also vital if it is to be purchased. Mystery inspectors/shoppers are also used as external controlling devices. As described in "The service mix" (See 4.5), outsiders or people unknown to the staff are given standardized questionnaires which they use to rate each outlet. Such rating is done with regard to quality of products, standard of service: efficiency, effectiveness, cleanliness, politeness etc. Areas of improvement can then be seen from the result of these sessions. Other factors that largely influence the design, constitution and management of the marketing mix include the level of surplus income which in turn determines the degree and extent of marketing research to be conducted; the competitors' marketing mix (obviously, knowledge of this will assist in achieving competitive advantage); economic as well as societal trends; type of marketing intermediaries, etc.

CHAPTER FIVE

"THEORY WITHOUT PRACTICE IS BARREN; PRACTICE WITHOUT THEORY IS BLIND"

THE FINAL ANALYSIS

This is the beginning of the end. Herein lies a highlight of the major strands of the project; recommendations based on the information derived from the data gathered, and an examination of the validity or otherwise of the hypothesis.

5.10 RECOMMENDATIONS

This section is further sub-divided into observations, corrective measures and topics deemed worthy of further research.

5.11 POINTS OF OBSERVATION

Being an imported concept i.e fast food, it is normal to find product policies of foreign outfits influencing ours to a great extent. This is evident from the product range of Nanet Meatpie, with moi-moi as the only indigenous inclusion to the menu.

Products tend to achieve high quality standards in view of parameters set by Nanet Meatpie, the Standards Organisation of Nigeria and the National Agency for Food and Drug Administration and Control (NAFDAC). Product servicing through acceptance of returns by Nanet Meatpie, with replacements or refunds of money ensures repeat business/sales.

The unstable price structure in the country caused by inflation, increasing cost of raw-materials, changes in exchange rates and outright government interference has bred malpractice like black marketing, hoarding and smuggling.

These imperfections still remain despite government attempts to limit mark-ups on imported goods, impose stiff penalties and control price and supply of these items; this is especially true for foodstuffs e.g flour, which Nanet Meatpie needs for its operations. Consequently, all these have a bearing on the framework for setting prices.

Cost-plus pricing, adopted by Nanet Meatpie, is a stable pricing policy which does not need reviewing anytime cost of production,promotion and/or distribution change. Whether the change in cost is an increase(which is more likely) or a decrease, the 80% and 50% of cost to sales for drinks and snacks respectively, accommodates these fluctuations. The resultant effect, of course, is a change in actual price of the product and not the pricing policy.

More sophisticated pricing considerations will become significant only when consumers' disposable income increase and when supply and demand are more in balance.

Limited financial resources coupled with the difficulty in assessing effectiveness of promotion has made many indigenous marketers skeptical of the need and necessity of advertising. Nanet Meatpie is now benefitting from goodwill garnered over the years. However, the billboards and signboards around town are not supported with adequate and qualitative television and radio advertisements to achieve the much desired effect. Newspapers and magazines are largely ignored probably because of the high cost associated. The quality of most advertisements today leaves much to be desired more so due to the existence of a regulatory body i.e. Advertising Practitioners Council of Nigeria (APCON).

Sales promotion which has gained popularity in Nigeria from the 80's is not being fully exploited despite its appeal to the increasingly avaricious populace on the look-out for easy money or `awuf'.

Personal selling is perhaps the most effectively used promotional mix element at Nanet Meatpie. This,however, is rightly used to secure management corporates (usually canteen management), or offer catering services to corporate bodies, individuals, and governmental institutions during meetings, conventions, parties, etc.

Nanet Meatpie has had a fair share of publicity. The danger of such uncontrollable methods of communication is that if they are not supported with other sub-elements of the promotional mix the effects will rapidly wear off.

Budget setting of promotion at between 10-15% vis-a vis turnover reduces management stress, but does not take account of what is happening in the environment. It should be borne in mind that although there is no `right' methodology, using a variety of approaches as part of a process of budget development is more likely to accommodate the everchanging marketing environment.

Distribution should be considered before other marketing mix element; appropriate adaptations can then be made elsewhere in the mix. Through direct selling and marketing, Nanet Meatpie maintains control over its products as well as prices.

Unfortunately, the distribution system at the macro level has a profound effect on Nanet Meatpie's (and any other company's) distributional strategy. For instance, in the late 80's as a result of government's ban on the importation of wheat, malpractice like hoarding and subsequent price inflation ensued.

The Federal Government had to intervene once again, encouraging wheat farming with incentives e.g inexpensive provision of irrigation and other facilitative infrastructures, maize was also promoted as a substitute for making flour a major raw-material for bakeries and snack shops.

In making their product available, Nanet Meatpie has shops in almost every major area of Kaduna town. Indeed expansion is capital intensive, and by franchising, the management has proven its business acumen and marketing versatility.

Customer service is nothing short of excellent. salesperson's demeanor portray qualitative training exhibited through hygienic handing of products, politeness and courtesy during service. Occasional performance appraisal of personnel indicates the need or otherwise for further training. The sanitary conditions of the outlets can not be readily faulted.

Inspections by key functional staff and the "mystery shopper" helps maintain personnel alertness and hence peak operations at all times. In addition, provision of technical and managerial assistance to investors aims at lending credence to the fact that Nanet Meatpie is indeed customer orientated.

An important question that arose as to Nanet Meatpie's major target market was "are middle income earners still existent in Nigeria today?" Pointed out by the Managing Director, the validity of this query is my opinion worthy of further investigation. However, since the offering is beyond the reach of the teaming masses (price-wise), and considerably lower then most high-brow snack shops, the term middle income earners is expedient. On the other hand, possibility exists of several sub-groups subsistent between these two extremes.

The external marketing environment in Nigeria is complex and changeable, while the internal organisational operating situations are very constraining.

As a result, the ideal marketing mix continues to be elusive, yet at the same time very essential. Less sophistication has been possible as a result of external uncontrollable factors like scarcity, poor infrastructure, consumers' disposable income, extent of competition and Government interference. In addition, internal constraints e.g finance and its commitment to promotion, for instance, capability and/or empowerment to implement,marketing strategies, etc, also restrict the management of Nanet Meatpie.

All these problems encountered have resulted in sub -optimal design, use and management of the marketing mix. Conversely, major objectives like higher volume, customer satisfaction, continuous awareness and encouraging brand-switching have been achieved tremendously. Targets in terms of sales and volume of production have been continually exceeded while turnover has been on the rise consecutively. The down-side of continuous awareness manifested when local, state and even federal government tax authorities clamoured for increase in taxes. Unfortunately, laws are circumvented with taxes reflecting perceived image and not financial statistics.

Sub-optimal marketing mixes or not, Nanet Meatpie must be doing something right to achieve such success. Wherever their strength lies, be it in financial control, production or overall administration, it is worthy of note that present imperfections in the market today may allow companies to survive with less then perfect marketing mixes. In the longer term only an integrated marketing approach will ensure survival.

Nanet Meatpie has made a head start in this direction despite all odds; constant improvement is what is needed to remain way ahead of competitors in view of Nigeria's rapidly developing marketing environment.

5.12 CORRECTIVE MEASURES

More indigenous product e.g. zobo drink should be introduced. Interestingly, moves are underway to incorporate some restaurant menu items like tuwon shinkafa, eba etc. into the fast food system.

An advertising agency should be appointed after scrutinizing its market coverage, quality of coverage, market research capabilities, public relations and image. Though more expensive than using in-house resources, an advertising agency which employs advertising specialists and uses its vast experience and objectivity devoid of company politics and preconceptions is more likely to produce qualitative advertisements which work and are more cost-effective .

More aggressive sales promotional activities should be planned and implemented by the marketing department of Nanet (Meatpie) Ltd. Discount offers e.g. two for the price of One, a free set of cutlery with ₦2000.00 worth of snacks and drinks etc. are subtle yet effective promotional schemes that could be adopted. This would supplement advertisements as well as independent word-of-Mouth information dissemination, personal recommendations and objective publicity.

Indeed, there is a direct relationship between the number of people who are aware of products and services available, and the amount of sales (or profitability).

A thorough marketing orientation should be undertaken so that personnel at all levels (especially the finance department) perceives promotion, particularly advertisements, as investments and not expenses.

Budget development for promotion should take into consideration previous budgets, and company performance during those periods; the competitive environment; marketing and organisational objectives; and the market (i.e whether it is likely to expand, decline or remain stagnant).

Increased communication or promotion of franchising as an investment opportunity to the public will take care of areas not covered, particularly in Kaduna.

Effective market research can mitigate limitations of external environmental factors; this should be entrenched as an operational strategy. Market surveys should, therefore, be conducted more often so that Nanet Meatpie keeps abreast of developments within the environment in which it is operating. Such developments must be fully understood and catered for.

The Marketing Mix should be assessed and modified regularly to respond to changes or developments in the environment.

A multi-step approach - a combination of arts and sciences - should be used in designing the optimum marketing mix(see appendix 11). The mix design should be based on intuition and research; emphasis on interdependence of marketing mix elements; and a clear vision of: a) the customer group through marketing research and entrepreneural approach insight, and b) resources of the firm i.e. personnel, finance, image, history, current offering, etc.

Marketing plans should be such that employees identify with them from inception. This calls for their involvement right from the early stages. They can only perform their best if and when they are aware of what is expected of them.

5.13 **AREAS OF FURTHER RESEARCH**

In writing this project certain topics of interest emerged.Such is my contention, that I readily suggest the following propositions for further investigation.

1 The hostility and/or receptivity of consumers to advertising in Nigeria.

2 Market segmentation in Nigeria: is the "middle income group" a single or several sub-groups?

3 Functions and achievements of regulatory institutions e.g Nigerian Institute of Public Relations (NIPR), Nigerian marketing association (Nimark); Advertising practitioners council of Nigeria(APCON), etc.

4 The Marketing Mix in Nigeria.

5 Consumerism in Nigeria: are consumers aware of their rights?, and if they are, do they exercise them?. In addition are there any existent laws which protects the consumer from the vagaries of manufacturers and provider of services?

6 Can synergy be effectively linked with the marketing mix?, or is this project over- ambitious?.

5.2 SUMMARY

Nanet limited is an indigenous company incorporated in 1977 to carry out activities of the hospitality industry. These include accommodation, catering, entertainment and tourism.

By 1993 authorized share capital had risen to ₦1.5m from an initial equity capital of ₦35,000; an annual turnover of over ₦40m and a staff strength of 200 were also an record. The founder, Mrs. Nancy Akpabio, started what is now known as Nanet limited with a restaurant that specialized in indigenous dishes. Today Nanet Limited is engaged in hoteliering, bakery, engineering and architectural Consultancy, management contracts, industrial catering and fast foods.

The organizational structure is composed of four main functional units/departments, namely: operations, Marketing/research, Administration and Accounting. Nanet limited is now a corporate entity with a board of directors who formulate objective policies, for implementation by a qualified management support staff.

The company's head office and main unit of operation are located at No NN 15, Abubakar Kigo road and No 6, Ahmadu Bello way kaduna, respectively.Nanet Meatpie is the fast food unit of Nanet limited, and consequently the main focus of this write up. This unit which came into existence in 1988 offers products like Moi-Moi, Egg -rolls, Burgers and Meatpies, to customers almost continually on the move. Fast food, as the name implies, are readily prepared nourishing meals which save time as against fully prepared ones. Time-conscious individuals e.g. Workers and businessmen are endeared to such outfits to the point of addiction. Nanet Meatpie also undertakes industrial and contract catering for various establishments.

Operating from several outlets within Kaduna as well as in Zaria, Makurdi, and Abuja, this unit contribtes over 30% of the revenue generated by Nanet limited. Plans for several other outlets in various parts of the country are also in the pipeline.

Nanet Meatpie has a sizable product mix depth; quality is considered very important, while product servicing accepts bad or defective products.Cost-plus pricing adopted stipulates an 80% and 50% of cost to sales for drinks and snacks, respectively. This adequately covers costs incurred e.g distribution, labour and raw-materials cost. The price mix of Nanet Meatpie also incorporates a credit period of between 1-2 weeks, exclusively for corporate bodies. Individual customers, however, share in the discounts of 5-10% offered for bulk purchases.

Devices used by Nanet Meatpie to increase awareness about products and services offered include advertisements on T.V, radio, billboards etc. (an advertising agency has sometimes been appointed to assist the marketing department in this regard); personal selling especially in pursuit of contract catering/management agreements; sales promotional activities e.g the eat and win Bonanza, and; press conferences sometimes called in order to ensure positive public relations with its immediate community.

Non- controllable communication methods are also benefitted from immensely.Goodwill garnered over the years has elicited independent word-of-mouth information dissemination and individual personal recommendations from numerous satisfied customers.

Nanet Meatpie sells its products directly to the final consumer. This creates pricing advantages by eliminating the use of marketing intermediaries. Clean and comfortable outlets are provided so that customers can satisfactorily enjoy their purchases; portable packaging for conveyance (and consumption) is also provided on request. Strategic locations are chosen with the aim of reaching and serving as high a number of clientele as possible. Bicycle boys are used to distribute snacks from the three major kitchens to the various outlets which serve as points of sales only. Heavier items like crates of drinks are transported by car.

Of the two main storse stalls in Kaduna, the fast food and restaurant units share one. Raw-materials like flour, bakery fat, sugar and groundnut oil, must fall below a two months supply before re-orders are made. For highly perishable goods e.g. chicken, beef tomatoes, etc. at least a two-week supply is maintained at any point in time. Stock holding policy is strongly inclined to eliminating out of stock situations.

In a bid to attain high standards of service, Nanet Meatpie regards customer complaints seriously; they are also open to suggestions from the public. Customers' fears are further allayed by the significant role played by quality control in the organisation. Quality control of both products and personnel ensures the ultimate satisfaction of customers long after the acquisition of physical goods. Expert technical/managerial advice and assistance is given to franchises; this adds value to their investment.

The Assistant General Manager(marketing) is in charge of marketing mix planning and management. He formulates policies and programmes for the attainment of set objectives; these are re- aligned with other objectives, e.g. financial objectives, human resource objectives etc., for the effective achievement of the corporate goal(s).

In designing a marketing mix for middle income earners-the major target market of Nanet Meatpie a market study is conducted. This provides information about consumers preferences, behaviour and buying habits, while outlining competitors marketing mixes. A cross- section of customers sample new products which in turn determines if the products will be launched in the market or not. If it passes the test, it will be promoted through media perceived to possess a great degree of reach ability (to the target market). Product availability and accessibility is made possible through several strategically located outlets. The cost- plus pricing adopted adequately covers total cost involvement, while service is continually improved upon in order to enhance the image and goodwill of Nanet Meatpie. It is the responsibility of the Assistant General Manager(Marketing) to design and achieve a profitable balance of the marketing mix i.e product,price, promotion, place (distribution), and service that will satisfy the needs of middle income earners.

Market surveys, occasionally undertaken, facilitate SWOT analyses, the result of which might determine the need or otherwise of changing the marketing mix as it exists at any point in time. Flexibility of the marketing mix is, therefore, considered synonymous with healthy business operations. In order to monitor the progress of a particular marketing mix with a view to correcting any deviations that may occur, internal and external controlling devices are used. A product matrix which monitors the level of sales also ascertains the significance of a particular marketing mix. The concept of the mystery shopper is employed as a form of external control. A person unknown to the staff poses as a customer and scores the outlet in terms of laid down criteria; this keeps the personnel on their feet and at their best at all times.

Other factors taken into consideration when designing and managing the marketing mix include the level of surplus income; type of marketing intermediaries; economic and societal trends, etc.

In essence, the marketing management aims to efficiently (service) provide desirable products at an affordable price, and inform customers of the availability of these products (promotion) at readily accessible locations (distribution).

These findings, however, indicate a sub-optimal design and use of the marketing mix elements. Products and product servicing have attained high standards, but policies are influenced by those of foreign counterparts; at the same time they (policies) are constrained by finance and capability.

The unstable price structure in the country offers very little room for manoeuvre, while economic adversities portray promotion as an expenses instead of an investment. In addition, distributional strategies are negatively affected by the poor distribution system within the country.

Contrarily, service is provided with a keen sense of committment and high degree of success. This is possible as a result of the limited influence of environmental and organisational constraints on this marketing mix element. In comparison, such external uncontrollable factors like scarcity, low consumers' disposable income, extent of competition, etc. and highly constraining internal organisational forces have a profound effect on other elements of the marketing mix.

An integrated approach, with substantial employee involvement in planning, is proposed. Marketing mix design must aim to satisfy customers by accommodating both the external and the internal factors afore-mentioned. Modifications should then be made to cater for such developments and/or changes.

5.3 CONCLUSION

From the foregoing analysis, rejection of the hypothesis is inevitable. Fast food operators are not entirely unconversant with the intricacies of marketing and its elements. Rather, due to the way in which external and internal factors influence how marketing mix variables are used, and also determine how they can be used, fast food operators are forced to respond with sub-optimal mixes. It is, however, imperative that optimum marketing mixes are attempted. Moreso, because the Nigerian market is rapidly developing into a highly competitive environment where only dynamic marketers stand a chance of survival.

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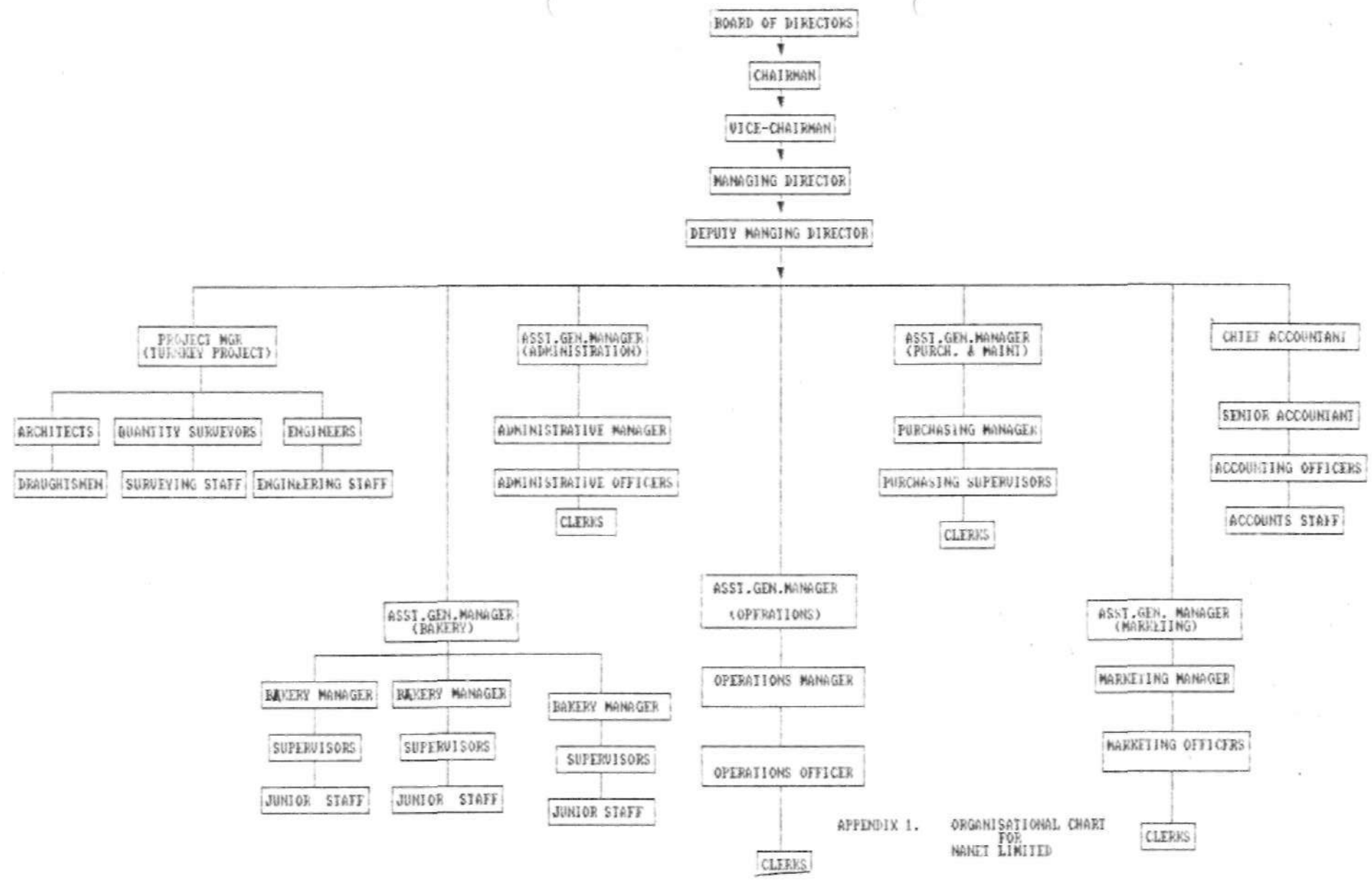
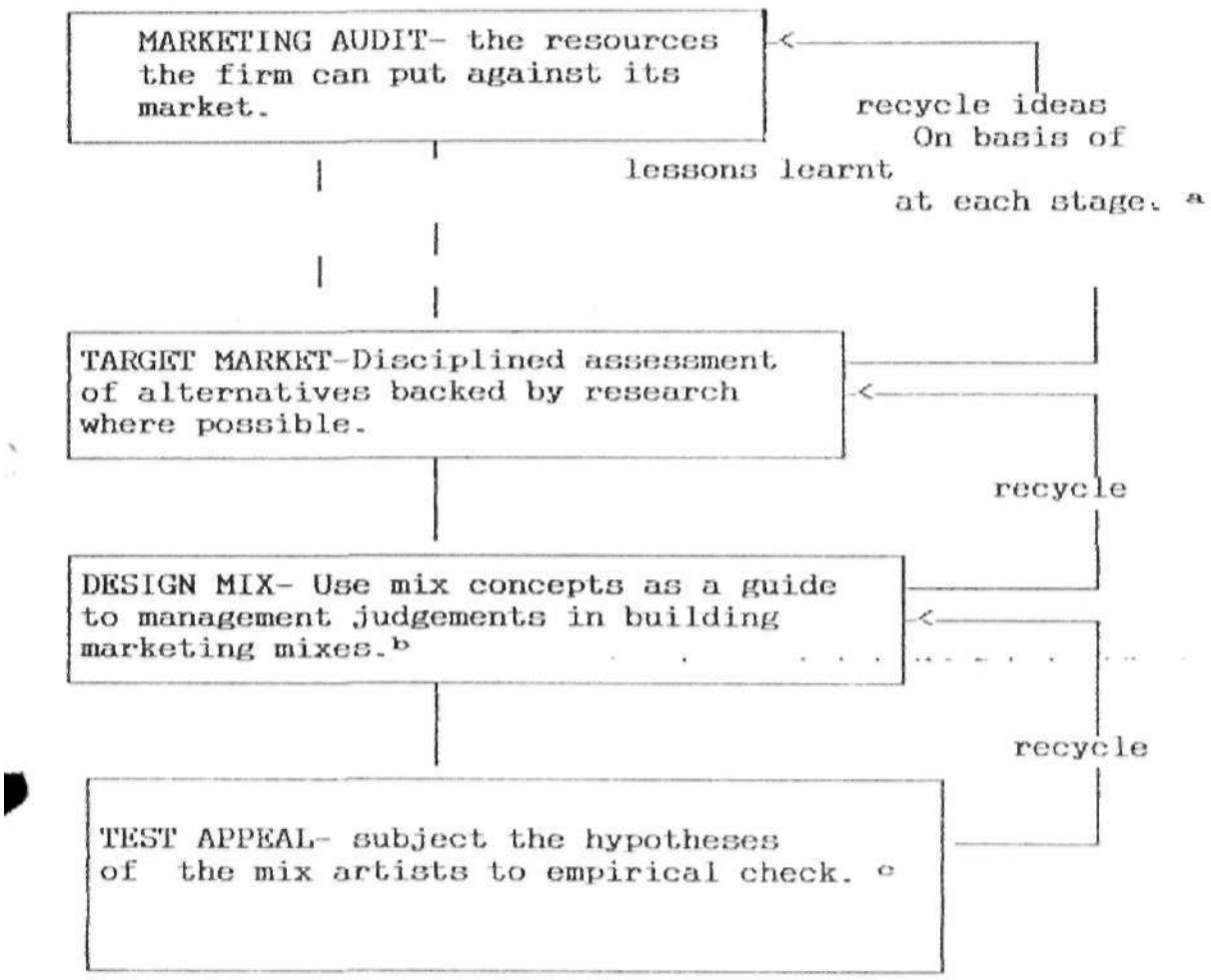


APPENDIX 1. ORGANISATIONAL CHART FOR NANET LIMITED



APPENDIX 11 Building the marketing mix. [a] As decisions are made or information is gathered it may prove necessary to go back a step to rethink the ideas leading up to that point. [b] Borden, N.H., 'The Concept of the Marketing Mix'. In Readings in Basic Marketing (Ed. McCarthy, E.J., Grastief, J.R. and Brogowicz, A.A.). ILLinois: R.D. Irwin, 1975. [c] Kotler, P., Marketing Decision- Making: A Model- Building Approach. New York: Holt, Rinehart and Winston, 1971.

APPENDIX 111 SAMPLE QUESTIONS OF INTERVIEWS

1 Has there been a similar project conducted on Nanet limited?

2 Has there been any project conducted on Nanet limited?

3 What aspects of objectives i.e accommodation, catering, entertainment and tourism are covered so far?

4 What is present staff strength?

5 Where is Ambasa Nanet bakery located?

6 What is Contact Marketing Services' full address?

7 What is the current annual turnover?

8 What is current earning per share?
Profit before taxation, Profit after taxation, Working capital ratio.

9 Does Nanet Meatpie still contribute over 40% of revenue?

10 Are all the outlets fully operational?

11 Do all outlets have kitchens? Which ones are being/have been refurbished with visible kitchens?

12 Are the 80% and 50% of cost to sales on drinks and snacks respectively, still valid? How are these percentage arrived at?

13 Are there any credit terms, discounts etc. Offered to customers?

14 How much is spent on promotion annually?

15 Do you use and/or have you benefitted from sales promotion and publicity(PR)?

16 What informs your choice of medium for adverts?, What is the message conveyed?

17 Do you accept returns and are there any guarantees on your products?

18 Who is solely in charge and responsible for marketing planning and management?

19 What informs the choice of products to offer

20 What informs the choice of pricing strategy to adopt?

21 What informs the constitution of your promotional mix?

22 What informs your place mix strategies?

23 How do you arrive at a desireable marketing mix for your company?

24 What factors influence the design of your marketing mix?

25 What customer group or target market are you aiming at?

26 How do you control/monitor your marketing mix? In other words, in what way is the marketing mix of Nanet Meatpie managed?

27 What is the organisation structure like? may I see a current organisational chart?

28 Is Edikan Ikong a Calabar or Akwa Ibom delicacy?

29 What is the percentage and frequency of supplies to outlets?

30 Do you have inspectors/supervisors visiting outlets regularly or occasionally?

31 What is the form/mode of transportation used by Nanet Meatpie?

32 How many vehicles serve Nanet Meatpie?

33 Do all outlets have storage facilities, or can it be that all products put up for sale are purchased before the day runs out?

34 Does Nanet Meatpie have a seperate inventory from the rest of the organisation?

35 What is the main objective of Nanet Meatpie's inventory management?

36 To what extent does the optimum marketing mix of Nanet meatpie: meet the needs of their customers, achieve competitive advantage and Satisfy legal requirements?