EFFECTIVE RETAIL MARKETING OF PETROLEUM PRODUCTS: A CASE STUDY OF AGIP NIGERIA PLC (ZARIA ZONE)

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DECLARATION

I, **OLAYANJU, SOBA ADEYEYE (G93/BAP/7533)**, do hereby declare that, apart from the duly acknowledged references made to other people's works, this project is purely a product of the researcher's personal efforts; and that this work, either in part or in whole, has not been presented anywhere for any academic award.



24/04/99

CERTIFICATION

This thesis entitled The Effective Retain Marketing of Petroleum Products: A Case Study of AgipNigeria Pic (Zaria zone) by OLAYANJU, SOBA ADEYEYE (G93/BAP/7533) meets the regulations governing the award of the degree of Masters of Business Administration of Ahmadu Bello University, and is approved for the contribution to knowledge and literary presentation.

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DEDICATION

To GOD ALMIGHTY

and to

Micheal, Benard, Benson, Benjamin & Doyin

ACKNOWLEDGEMENT

I acknowledge the power of the Almighty God for the continuous fulfillment of His promises.

I must acknowledge the invaluable contributions of my Supervisor Mr. **A. B. AKPAN** whose fully stocked library provided most of the materials used in this work, his tireless efforts, constructive criticisms, ingenuity, subject mastery and faultless patience saw me through this project. May the Lord continue to reward him bountifully.

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May the good Lord bless you all.

ABSTRACT

The Effective Retail marketing of Petroleum products - The focus of this research work is trying to examine the methods and techniques of Petroleum products' distribution and sales through their retail outlets to the final consumers.

Also the research work tries to examine the way forward in the distribution, management and sales of Petroleum products through stations to reach the cranes and corners of the whole Nigerian nation in order to eliminate or drastically reduce the sporadic shortages of the products at the retail outlets especially when they (the products) are needed most.

AgipNigeria Plc was taken as a case study since the retail sales networking of one oil company is more or less the same with all other Oil companies in the country. AgipNigeria Plc as a multinational company operates with semblance of not only what is practically found with Retail marketing in international community but also what operates with the entire industry in Nigeria.

The research made use of both primary and secondary methods of data collection. The exploratory method of research was used in the course

of study and data were collected by means of questionnaire and personal interview. The research population consists of owners of vehicles and drivers. 100 population samples wore given questionnaires containing 22 diversed and well tailored questions. Also a number of illiterate drivers were given oral interviews to make the questions more explanatory to them. 75 of the 100 questionnaires were completed and returned, given a 75% response rate. The questionnaires were analysed in tabular forms and then by means of simple percentage.

From the analysis, the following findings among others were made:

(a) That AgipNigeria Plc has managed its retail outlets withir the Zarial Zone to the satisfaction of its majority of consumers.

(b) It found out that Agip Retail Outlets in the zone are trying to market a greater part of her petroleum products through the station there-by making life more comfortable for the populace.

© That the provision of additional services such as shopping mall, washing bay, etc by retailers attract more customers to the outlets,

(d) That marketers of Petroleum Products through retail outle :s should

continue to improve on the services provided, and the attitudes of the station attendants.

Apart from the findings above, it is recommended that Agip Nigeria Plc and the oil industry in general should build more outlets in Zaria Zone to cater for their numerous potential customers, provide more facilities at stations and maintain them, they should research into ways of getting more products at outlets in conjuction with NNPC and that Oil companies should strive to produce high quantity products for their ever growing customers.

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CHAPTER ONE: INTRODUCTION

1.1 Introduction:

Petroleum in all its form, crude oil or natural gas, appears to everyone, especially in developing countries, to be a decisive factor in economic expansion. It is for the producer an easily negotiable source of wealth, an efficient source of power for the utiliser, and a good base for industrialisation because of the processing chain and variety of products that result from petro-chemical industries.

In Nigeria, the history of petroleum development goes back to 1937 when Shell-BP Development Company started prospecting for crude oil all over the country.

Until 1955 it was the only company that had a licence to search for oil in any part of the country. But thereafter, other companies have joined in prospecting for oil and among them are Mobil Oil, Elf, Ashland, Agip Oil etc. This long list indicates that the search for oil in Nigeria has become internationalised. The increasing number of concession holders as a result of the government's open door policy and competition seems to some extent to have had three effects on the economy.

1. It has had a stabilising effect on the revenue of the Federal Government from the oil industry which for sometime now has been an extremely important financial aspect of the economy.

2. It improved the negotiating position of the government with the oil companies, placing the former in a position where it can more or less dictate its terms.
3. The participation of the big international oil companies such as Shell, Elf, Agip Oil, etc reduces the danger of oligopolistic arrangements and behaviour, such as colluding in decision making.

Despite the abundant deposits of oil reserves and the drilling and processing work by oil companies, the era and length of periodic shortages of petroleum products in Nigeria appears to be on the increase.

Deficit in supply, the most emphasised point used to explain such shortages seems to still linger on.

Right after the 1973 global shortages caused by the Arab - Israeli conflict, and as far back as 1975, the Federal Government in realization of the explosive nature of petroleum shortages set up a Judicial Commission of inquiry to among other things find out the causes of the shortages and make recommendations for improvements.

Included in the report findings of the Commission were the following:-

a) inadequate internal refining facilities.

b) Poor and inadequate storage and pipelines system.

c) Inadequate number of retail outlets.

The Commission, having noted the above as the major causes of country vide shortages made the following recommendations:-

i) Provision of adequate internal refining capacity for local crude oil and consumption.

ii) Provision of pipelines and storage depots all over the country.

By 1980, two new refineries had been commissioned at Warri and Kaduna respectively and an expansion of the premier refinery at Alese - Eleme Port Harcourt carried out. In addition, a network comprising five major branches of multi-products pipelines with a total length of 3,000 (three thousand) kilometres was constructed. Sixteen depots, with a capacity of approximately 1.8 metric tons, to cater for virtually all the states of the federation were completed.

The construction of the sixteen (16) depots and pumps stations to cater for virtually the whole federation meant that adequate stock lasting for a considerable length of time in the event of a breakdown in refining could be maintained. The depots were to serve an important function of

reducing supply lags caused by the time wasted transporting petroleum products from Port Harcourt and Lagos to the rest parts of the country. Granted that the bottlenecks identified in the commission's findings have to a great extent been reduced, it hardly seems appropriate to say with certainty that about eighteen (18) years after all the structures and facilities have been put into place the situation as experienced before still persists.

The whole retail distribution policy of oil marketers in this country, is directed towards providing a consistent type of physical outlet and services from one end of the country to another. However it is not uncommon to find retail outlets idle for one to twelve hours a day upwards to six months a year.

The situation is worsened further when in the process of purchasing petrol a consumer has to wait in queues several lengths long to be told "no more fuel","pump-breakdown", "no electricity" or one excuse or another.

In almost every instance, the customers' perception of the petrol outlet or retail outlet is a very significant determinant in selection and patronage. If a petrol and service outlet can be kept modern and clean,

plus providing the services that the customer desires - meaning more than just good, fast, competent pumping facilities, to include having outlets have a level of consistency, then the problem would have been half-way solved.

Therefore, it is the researcher's assumption that emphasis should shift from petroleum shortages and its attendant reasons elucidated in the Commissions report to a completely different one.

The study assumes too that the governing intentions of oil marketers are in themselves deficient one way or the other. It is therefore the researchers resolve that effective retail marketing of petroleum products is adopted by all marketers to non consumers confidence and patronage.

1.3 Statement of the Problem

The research work titled 'Effective Retail Marketing of Petroleum Products: A case study of AgipNigeria Plc (Zaria zone) seeks to analyse the effective retail marketing practices of AgipNigeria Plc in its efforts to serve the Zaria zone. It will seek to identify the level at which

AgipNigeria Plc matches its supply with the demand of petroleum products in Zaria geographical area.

The first compelling problem and therefore the reason for this study, is the inadequacy of petroleum marketing outlets in Zaria zone and the clamour for the consumption of the products.

The second consideration is the effects of the inadequacy on the social and economic life of people in the zone. This is because, since these are not enough service outlets the few that are found in Zaria tend to employ anti marketing influences on consumers of petroleum products.

Thirdly the research aims at asceraining the level of satisfaction derived by consumers from the few petroleum product marketers in Zaria zone; and the position Agip as a major marketer has found itself within the area.

1.3 Purpose of the Study:

The primary purpose of the study is to understand the marketing efforts of the retailers and to suggest ways and means to improve them. It will therefore lead one to understand the petroleum products market.

This research work is also an attempt to supply information that will

help marketers of petroleum products plan their marketing opportunities. This will help them to improve their marketing strategies or services by accomplishing more in terms of systematic marketing management and operational effectiveness.

It is also hoped that the study will provide information on facts that will lead to efficiency and effectiveness in the determination of potentials for retail distribution and marketing of petroleum products.

It is also the researcher's opinion that observations made and recommendations suggested will provide or serve as a particular basis for the establishment of guideliness for petroleum products retail outlets.

1.4 Significance of the Study:

The study of 'Effective Retail Marketing of Petroleum Products: A case study of AgipNigeria Plc (Zaria zone) at this time the nation is moving towards economic recovery is very important.

First, to the society - it highlights the need for effective retail marketing of petroleum products since such an effort will hasten the economic development of Nigeria in general and Zaria zone in particular.

The study even though carried out on only are marketing company - AgipNigeria Plc, will serve to stimulate other marketers of petroleum products to improve on them performance because of imminent completion.

Since all marketers of petroleum products are guided by the Nigerian National Petroleum Company(N.N.P.C.) laws and regulations, it is hoped that the study of one of the marketers will serve as the study of the other marketing companies.

The fact that Retail Marketing of Petroleum Products is an area which much has not been written about, it si satisfactorily hoped that it will help scholars who may from time to time wish to contribute to the field.

Finally the research work will help the company (AgipNigeria Plc) to be aware of its weaknesses and to improve on them and to consolidate its strengths where necessary.

1.5 Research Hypothesis:

In appraising the above topic 'Effective Retail Marketing of Petroleum Products: A case study of AgipNigeria Plc (Zaria zone), the Null Hypothesis which is denoted by Ho and the Alternate Hypothesis which is denoted by Hi is used, this hypothesis hi negates the Null hypothesis

Ho and Can be accepted when Ho is rejected.

1.6 Scope of Research:

The research is limited to Effective Retail Marketing of Petroleum Products by AgipNigeria Plc.

Within this context therefore, it does not concern itself with exploration refining, distribution and exportation of the petroleum products.

Secondly, it is limited to the effective retail marketing of petroleum products in Zaria zone of Nigeria only. The methods of marketing petroleum products by retail outlets, directly affect and determine the extent to which the products are made available to the final consumers.

The research is limited to Zaria zone alone, this is because it is the researchers view that the modus operandi of oil marketers in Nigeria follow more or less similar patterns. As such, the situation in Zaria zone will not be marked different from what obtains in the other towns and villages in Nigeria where retail outlets provide such services.

The study in itself, does not attempt to ascertain what market forces are at play, what the marketing mix strategies are, or what market environment forces are affecting the effective retail of petroleum

products in Zaria. Rather it attempts only to identify the extent of understanding, of how petroleum products can be marketed in a few retail outlets.

The researcher does not similarly attempt to determine the areas of economics which should be included for understanding marketing, since it is an analysis and a case study of an outlet, the basis of evaluation is therefore limited to the items or products as are sold by other marketers too.

Finally, the researcher focuses attention mostly on only one of the petroleum products - The Premium Motor Spirit (PMS). The product dominant item of reference because from observations it is the most widely used among all petroleum products. At the same time it is noticed that Premium Motor Spirit (PMS) earns the highest sales value for the marketers, though other products such as lubricants, A.G.O. (Automotive Gas Oil), DPK - (Dual Purpose Kerosine) are also taken into consideration.

1.7 Research Methodology:

A research work of this nature would have been carried out using a survey or documentary investigation, however the case study approach

is used for a number of reasons. First the case study method tends to reveal the truth about a particular group of people or films in an industry.

Secondly, it is believed that any generalization made will be applicable to all petroleum products marketing companies.

1.8 Limitations of the Study:

No meaningful project research work of whatever nature can be without certain short-comings. The same applies to this work titled Effective Retail Marketing of Petroleum Products: A case study of AgipNigeria Plc (Zaria zone).

Right from the on set difficulties mere met in the process of collecting information used in forming the literature review on Retail Marketing of Petroleum Products particularly in an area which relevant materials and publications are scarce, this has therefore constituted a major limitation to this research work.

The use of questionnaire for collection of information or data presupposes some ambiguities as regards respondents truthfulness and objectivity in the questions asked. To assume that all answers to my questions were answered truthfully and objectively is to be disparate. Since the question are concerned especially with attitudes

and opinions, some little ambiguities cannot be ruled out even though the researcher has attempted to be objective as possible in questionnaire administration.

This research work is carried out at a time the whole Nigerian nation is experiencing a continuous acute shortage of petroleum products as a result of non-serviceable state of the refineries, it is therefore anticipated that where and when the situation improves for the better the present generalizations may not apply to a certain degree.

The problem of time and financial constraint and other necessary assistance has made the research to be inexhaustive as it should be.

This also has contributed to the covering of only one marketing company AgipNigeria Plc. This does not however render the work as being inadequate , since the international satus of the company and the stratified nature of Nigeria were taken into consideration.

However, these constraints notwithstanding, quite a lot was accomplished and it is hoped that findings from the study would help a great deal in stimulating other petroleum marketers and readers about the subject. It will also lay a good foundation for further work on the subject I Zaria zone particularly and Nigeria in general.

1.9 Definition of Terms:

1. N.N.P.C: Nigerian National Petroleum Corporation. This is the body or corporation that administers all Government policies as regards petroleum industry in Nigeria.
2. Oil Marketing Companies: Oil Companies licensed by the government to sell and distribute petroleum products.
3. Retail Outlets: Filling/Service Stations granted licences by N.N.P.C. through the oil marketing companies to sell petroleum products to the general public. They are in effect oil marketing outlets to final consumers.
4. P.M.S: Premium Motor Spirit, otherwise known as "Super Petrol".
5. A.G.O: Automotive Gasoline Oil, otherwise known as "Diesel".
6. DPK: Popularly known as Kerosine.
7. LPFO: Low Pour Fuel Oil. Used mostly in industrial operations for booters e.g. in Brewing industry.
8. L.P.G: Liquified Petroleum Gas.
9. AGIP: Azienda Generale Italiana Petroli.
10. ENI: Ente Nationale Idrocarbuna.
11. O.P.E.C: Organisation of Petroleum Exporting Countries.

ENDNOTES

1. Olaloku, F. A. (1972) Structure of the Nigerian Economy pg 55-56
2. The Federal Republic of Nigeria white paper on the report of the Judicial Commission of inquiry into shortage of petroleum products; Lagos, 1976 pg 1-6.

CHAPTER TWO: LITERATURE REVIEW

2.1 AN OVERVIEW AND NATURE OF RETAIL MARKET:

Retailing as we know it today, with its Sophisticated research methods and such decision-making devices as the Computer, had its meager beginning in the early fifteen century at the trading post. At that time currency was not used to make purchase, instead goods from European markets were exchanged for the pelts of fur trappers and produce grown by farmers. However by the mid-eighteenth century the retail institution began to expand its operation, a greater variety of merchandise was needed and the trading post gave way to the general store and it operated on a cash basis, a departure from the barter system of the earlier retailer. At that time a haphazard non-departmentalised arrangement was typical.

In the middle of the nineteenth century there were a great variety of goods being produced and this necessitated the beginning of Specialisation in retailing and the introduction of the limited line store. This store carried a wide variety of one classification of merchandise; e.g. Shoe Stores, Ladies Speciality shops.

The chain organisation, a venture into large-scale retailing began in the latter part of the nineteenth century. It is generally defined as two or more stores, similar in nature and having common ownership.

At the end of the nineteenth and the beginning of the twentieth

century the department store, a departmentalised retail store carrying a wide variety of hard goods and soft goods, became popular. Essentially, the department store is the bringing together of many limited line operations under one roof, with common ownership. The offerings of the department store in addition to the typical hard goods such as furniture, appliances, and tools often include departments specialising in groceries, baked goods, pets, travel arrangements and so on. The luxury of one-stop shopping is available to the department store customer.

In an effort to better serve the needs of those people unable to patronise the existing retail institutions, either because of their distance from the stores or their lack of time to buy in person, the mail order retailer began to attract attention. Extensive catalogue are prepared and sent to customers and thus the mail order has become an important part of retailing.

The Supermarket, a large departmentalised food store, became popular in the late 1930's. In addition to the large variety of foodstuffs, they carry an abundance of miscellaneous items such as drugs, toys, men, women and children accessories, plants and hardware. The most recent major innovation in retailing has been the

discount operation. Unlike the conventional retail store with all of its services, the discounter offers limited service in exchange for lower prices. This method of merchandising is not restricted to one type of retailing organisation but is found in chain, department and Speciality Store operation.[1]

What is therefore retailing ?

"Retailing includes all activities directly related to the sale of goods or services to the Ultimate Consumer for personal non-business use".[2] From the definition, it therefore means that any firm-manufacturer, wholesaler, or retail store that sells something to ultimate consumers for their non-business use is making a retail sale. A retailer or a retail store is therefore a business enterprise that sells primarily to household consumers for non-business use. For example a wholesaler sells a colour television set to a householder who will personally use the set. This is a retail sale even though the seller is classed as a wholesaler, because the product is sold to the ultimate consumer for his or her personal use. On the other hand where a local stationery store sells pencils to a hardware store for use by the clerks to compute customers' sales checks. This is a wholesale transaction even though made by a retailer, because the sale is for a business purpose.

2.2 CHARACTERISTICS OF RETAILING:

Because of their closeness to consumers, retailers have always been more customer-oriented than manufacturers. This is because good customer relationship affords the retailer an opportunity for a repeat purchase or patronage. This benefit aocrues to the retailer because of the following characteristics.

1. **Consumer initiates the transfer of goods:** The retailer offers goods to the public in a variety of ways, but in most instances the consumer initiates the proposed transfer of goods. The major exceptions would be retailing by telephone, door-to-door, direct mail and so on. That the consumer takes the first step is in contrast with marketing on the manufacturers level, where salesmen seek out their customers to obtain sales. Even though the customer generally initiates the contact, the retailer must have considerable information about the ultimate consumer and his desires.

2. **Sense of Urgency**

A sense of urgency is characteristic of retailing. Consumers want goods soon after they become aware of their own needs. In the case of petroleum product consumers they purchase at

their favourite filling/service stations and use them.

The success of the "convenience" filling/service station which sells most frequently throughout the day and most of the night, caters to the consumers sense of urgency.

3. **Small Quantities**

A third characteristic of retailing, as earlier mentioned, is that small quantities of goods comprise the typical transaction. The average sale made by a retailer differs markedly in size from that of a wholesaler or manufacturer. This sale in small quantities applies to the sale of petroleum products in Zaria Zone in particular and Nigeria in general.

4. **Geographic Convenience**

Retailing is generally localised. Most household customers do not have to travel far in order to find products and services that accommodate most of their needs. In the case of petroleum products - service stations are situated within and outside Zaria to cater for the needs of consumers. Since it is easy to get into and out of retail business, it is required of a company to do a satisfactory job in its primary role - catering to the customer - and in its secondary role of serving producers and wholesalers. This two side

responsibility is both the justification for retailing and the key to success in retailing.

2.3 TYPES AND FUNCTIONS OF RETAILERS

Retailers can be classified in many ways. One of the most conventional ways to classify retailing types is to group them according to the product lines they sell; either single (food, drug, auto supply) or multiple product lines (food-drug, clothing-housewares).

Secondly another way of classifying retail stores is according to the emphasis they place on price while competing with other retailers. Within any field, there are usually some retailers who stress low prices as the most conspicuous aspect of their marketing appeal. Some contend themselves with offering higher quality goods and or more customer service along with higher prices.

Retail stores or service stations can also be classified by their ownership characteristic and their relationship to suppliers. A retail service station may be an independent, that is it is no part of a chain or a group of cooperating stores. This group forms the highest percentage of all retail outlets.

Whichever form of retail group a firm or individual finds itself the

functions carried out do not differ significantly, and include the following.

1. The retailer being the closest to the consumer is in a better position to determine the needs of the customer.
2. The retailer offers goods for sale at convenient location and in adequate supply.
3. He extends credit to customers.
4. He carries out delivery and installation services.
5. The retailer offers advice on purchase.
6. He acts as a consumer advocate and
7. He honours guarantees.

2.4 Consumer behaviour and Retailing

As we know, behavioral scientists are interested in all patterns of human behaviour, of which consumer behaviour is only a small part. Consumer behaviour is limited to those activities associated with the buying of products and services and the reasons underlying the activities.

Consumer behaviour is defined as "the acts of individuals directly involved in obtaining and using economic goods and services, inclu-

ding the decision process that proceed and determined these acts".[3] George Katowa says consumer psychology is "the study of the dynamics of the behaviour of masses of consumers".[4] Explicit in this definition is the fact that consumer psychologists are not interested in the behaviour of masses of consumers.

Motivation grows out of an individual's awareness of a state of tension within him. The individual is also aware that this state of tension is not appeased until he or she acts to relieve it. The internal forces that cause the individual to seek a solution to release the state of tension is called a drive. Once an individual becomes conscious of these physiological drives, the individual is aware of a need. At this stage the need becomes a want, and the individual takes the necessary steps to satisfy the want.[5]

The knowledge acquired of consumer behaviours helps the retailer to understand that customers are individuals, each with a Unique combination of needs, drives, and emotions that relate to each other and to the environment. He can put this knowledge of consumer motivation to use when selecting merchandising techniques.

The consumer knowledge gained by the retailer is helpful in plan-

ning purchases, promoting the sale of merchandise, or preparing advertisement copy.

Although every customer is a separate individual with different needs, drives and anxieties, there are sufficient numbers with similar wants to make the job of the retailer easier than it appears.

Retailers are aware of the dissonance between themselves and their customers through the complaints registered by the customers. Filling/Service stations may seek to reduce the dissonance by improving their services.

In avoiding the possibility of creating dissonance activities, retailers stop unnecessarily forceful selling, they allow the customer to reconcile the product or service with his beliefs and attitudes. However in some instances, the customer may be searching for a reason to justify the purchase of a particular product. The astute retailer will plant the justification seed in the mind of the customer and hope that it grows.

Retailers must also realise that many buyers suffer from what might be called "post purchase anxiety". This is a situation where the consumer begins to have second thoughts about the outlay of cash.

This is why people who buy items still go ahead to read advertisements about the item or to watch other users of the same item or producer. They wish to reinforce their confidence in their purchase.

Follow up on purchase by retailers will help in reducing significantly the buyers dissonance.

For the retailers of Petroleum Products in Zaria Zone this study of consumers is very important, for it helps them to effectively control their share of market and at the same time improve on their custom.

2.5 Retailer marketing decisions:

A retailer has to make marketing decision in the areas of target market, product assortment and services, price, promotion and place.

Before embarking on any other thing, a retailer has to decide who his target market is. Both demographic and psychographic characteristics of the consumer must be considered in determining the target market. Until this is done the retailer finds it difficult to make precise decisions on product assortment, advertising messages and media, price levels and so on. It is also important

that the retailer undertakes periodic research to make sure that he is delivering the expected satisfaction to its target market.

The product assortment and service decisions concern decisions on three major product variables. These include, product assortment, service mix and store atmosphere.

The place decision : To be able to attract a customer, the retailers choice of location must be satisfactory. Location reflects quality of product, the service available and the type of price desired. In fact location is a key competitive factor.

Promotion decision : Retailers use the normal promotional tools - advertising, personal selling, sales promotion and publicity - to reach customers or consumers. Advertising is a major tool and can be found in newspapers, in magazines, on radio and on television. Also contacts are made through hand delivered circular and direct mail pieces.

2.6 Distribution and Marketing of Petroleum Products in Nigeria

When in 1971 Nigerian National Petroleum Corporation (N.N.P.C.) was formed, it was charged with the responsibility of working, producing, transporting, storing and marketing petroleum products

in Nigeria. However N.N.P.C. concentrated mostly on external marketing and did not participate actively in internal marketing of petroleum products. It however regulated the allocation to the oil marketing companies in Nigeria.

From 1971 up to 1979 there were seven prominent oil marketers in Nigeria and these were:

1. AGIP
2. AFRICAN PETROLEUM
3. MOBIL
4. NATIONAL
5. TEXACO
6. TOTAL
7. UNIPETROL

The AgipNigeria Plc, the company under study is a subsidiary of the Italian Government Ente Nationale Idrocarburi, a limited liability company that had been constituted in 1926 to undertake extensive petroleum operations after the discovery of important reserves of methane in the valley of po.[6]

African Petroleum was born when British Petroleum (BP) was nationalised as a result of the feud between Britain and Nigeria over South Africa, then under racist regime. Total also has foreign links; while Mobil is an affiliate of the Standard Oil of New Jersey. National came to birth out of Shell group in Nigeria. Unipetrol is the offshoot of indegenizing Esso, the affiliate of the Standard Oil of New Jersey. These companies were granted licences by the Federal Government through N.N.P.C. to market and distribute all categories of petroleum products.

Following the recommendations of the Judicial Commission of inquiry into shortage of Petroleum products, the government decided to grant additional licences to indigenous companies to market petroleum products to curb the excessive shortages. The net effect being that in addition to the already existing seven, quite a number of marketing companies emerged.

The birth of a large number licensed Petroleum products marketers also witnessed an increase in the number of selling outlets or filling stations. From 1977 to 1995, the number of selling outlets increased from 14,039 (Fourteen thousand and thirty-nine) to well over 25,000 conservatively. Commensurately, supplies and consumption have increased and are still increasing.

The oil marketing companies, obtain the petroleum products from the various refineries and market them through their retail outlets.

For example Zaria which AGIP Nigeria Plc serves falls under Kaduna refinery which was constructed under the recommendation of the Judicial Commission of inquiry and had a dual production purpose. On half of the process unit will produce fuel products in the range shown in the table below[8] per annum

PRODUCT	VOLUME
Kerosene	520,000 tons
Denser Fuel	870,000 tons
Heavy Fuel	350,000 tons
L. G. O.	230,000 tons
TOTAL	1,250,000 tons

The other half will produce 250,000 tons of lubricating oils, 20,000 tons of waxes and 840,000 tons of Asphalt per annum.

Essentially, the refinery process two types of crude oil, one from Nigeria and the other from Middle East which is used to produce lube oils, waxes and asphalt for highways.

To further curtail the shortages, 16 oil depots were constructed by the N.N.P.C. in the following towns and cities.

1. Mosimi (near Shagamu)	9. Aba
2. Ikeja (Ejigbo)	10. Calabar
3. Ibadan	11. Enugu
4. Ilorin	12. Gusau
5. Ore	13. Kano
6. Benin-City	14. Jos
7. Kaduna	15. Gombe
8. Maiduguri	16. Makurdi

A network of pipeline was also constructed. The use of pipelines has being a major development in the Oil industry in Nigeria.

The retail outlets of marketing companies is of two major types, firstly there is the type which is run and managed by the marketers themselves. A case which is prevalent in the Nigeria and secondly where marketers use approved retailers to carry out the job for them. The distinction between the two types however is of little significance suffice it to say that it is at the retail outlets that a predominant number of ultimate consumers satisfy their needs.

2.7 Oil Marketing Companies retail Outlets

There are today many petroleum products marketing companies within Zaria Zone, however the most highly represented are the top eight (AGIP, MOBIL, AP, TEXACO, UNIPETROL, NATIONAL, TOTAL, ELF).

Petroleum products are therefore obtained by these companies from the Kaduna Refinery/depot of N.N.P.C. which covers and serves Zaria Zone and are transported by various tankers of different sizes to their respective retail outlets in and around Zaria town.

The supply usually obtained is shared amongst and around the outlets otherwise called filling stations.

Presently there are twenty-two filling stations including those of other smaller marketers serving Zaria, among there number nineteen (19) are either owned or operated by approved dealers; of these nineteen AgipNigeria Plc has three which are situated at PZ and Sabon-Gari areas.

Apart from these nineteen retail outlets, there are over thirty-five road-side sellers who purchase PMS and DPK from the retail outlets and sell to consumers in surface tanks and drums.

Table 1. *Shows the distribution of filling stations and dealers by oil marketing companies.*

DISTRIBUTION OF FILLING STATIONS AND DEALERS OF OIL MARKETING COMPANIES IN ZARIA

TABLE 1.

OIL COMPANY	FUNCTIONING FILLING STATION	NON-FUNCTIONING FILLING STATION	NUMBER OF DEALERS
AGIP OIL	3	0	3
AP	3	2	1
ELF	1	0	1
MOBIL	4	0	4
TEXACO	3	0	3
TOTAL	3	0	3
UNIPETROL	2	1	1
TOTAL	19	3	16

There are major areas which make up Zaria Zone. These are namely, Sabon Gari, Tudun Wada, Tukur Tukue, City Wusasa, Munchia, Hanma and Samaru.

These major parts vary in size and population concentration, and this variations have an equal effect on petroleum product consumption in these areas.

The highest concentration of people are in Sabon-Gari, Tudun Wada, City and Samaru in that order. The demand for Petroleum products therefore follows more or less the above pattern with demand higher where there are more people due to higher vehicle per person ratio.

Table 2. Shows the distribution of retail outlets (filling stations) and road-side sellers by areas.

DISTRIBUTION OF RETAIL OUTLETS AND ROAD-SIDE SELLERS BY AREA

TABLE 2.

AREA	RETAIL OUTLET	ROAD-SIDE SELLERS
WUSASA	0	7
ZARIA CITY	3	1
TUKUR-TUKUR	0	0
TUDUN-WADA	4	4
SABON-GARI	9	0
MUNCHIA	0	6
HANWA	3	4
SAMARU	3	6
TOTAL	22	28

Source: Research Work

Each retail outlets, has a number of underground tanks for petroleum products storage in stations. From interviews conducted by the researcher the least number of tanks per an outlet is one with a capacity of 5,000 litres and the highest number in any retail outlet is ten (10). The least number of pumps in any outlet is two and the highest number is eleven. Consumption figures for PMS in Zaria Zone is not available, however it is the belief of the researcher that it is on the increase.

2.8 **Petroleum products distribution in Zaria**

Zaria is one of the oldest cities in Nigeria, and second largest after Kaduna city in Kaduna state. It boasts the highest number of educational institutions in Nigeria and is therefore considered the educational nerve centre of the entire Northern Region. Among the prominent educational institutions are Ahmadu Bello University Zaria, The School of Aviation Technology, National Institute for Transport Technology, The Kaduna State Polytechnic and many others. It is therefore a very important and strategic town educationally.

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As the second largest city in Kaduna State, it has quite a considerable number of Industrial and Commercial establishments, amongst which are Nigerian Tobacco Company, Paterson Zochonis (PZ), Zaria Pharmaceuticals, Sunseed Industries, Zaria Taupauline Company, Electricity Metre Company of Nigeria (Emcon) amongst others. It also houses the headquarters of Nigerian Railway Corporation (NRC Northern Territory).

The town has a considerable number of Trunk 'A' roads leading into it and out to Kaduna, Kano, Jos and Sokoto.

From the early 1970's Zaria town has been witnessing increasing activities in the educational, Industrial, Commercial, Agricultural and Transportation Sectors of the economy. Due to these activities the population of the area has being increasing steadily. From a projected population of 70,000 in 1963 the population has now increased to about 350,000 or more. Consequently, the transportation sector has experienced phenomenal growth, for example the growth from 1979 to 1983 shows that the number of vehicles has been on the increase. As the table below indicates the total number of vehicles registered between 1979 and 1983 stood at 49,500. [9]

TABLE 3.

CLASS OF VEHICLES	1979	1980	1981	1982	1983
Motor Cycle	5,711	5,917	5,825	4,316	1,672
Saloon Cars	3,100	2,479	3,919	4,230	3,360
Buses, Delivery Vans, Pick-ups	612	874	156	587	697
Lorries,Tippers and Trailers	522	740	45	767	391
T O T A L	**9,945**	**9,990**	**9,945**	**9,900**	**6,120**

Source: Motor Vehicle Registration Office, Sub-Treasury,Zaria

Apart from Nigeria Tobacco Company that has a storage facility together with the Nigerian Railway Corporation, there are no known existing storage depots in Zaria. However, establishments like ABU, the Zaria Army Depot and the Nigerian Military School plus other industrial organisations have limited storage facilities to supply fuel for internal use. The increase in transportation activity in the town has resulted in increased demand for petroleum products.

2.8.1 AgipNigeria Plc (Zaria Zone)

On June 14, 1962 the Nigerian Agip Oil Company Ltd, an affiliate of the Italian government-owned ENI, obtained a land prospecting licence of 2,031 sq.m. Since that time only foreign and major

companies had the privilege of marketing petroleum products through the permission of the Nigerian National Petroleum Company (N.N.P.C) AgipNigeria benefited from this too, and since then has been in the business of prospecting and marketing petroleum products along with other marketers. It markets finished products such as PMS, AGO, DPK, LPFO and Lubes.

Around Zaria Zone the company has two types of outlets for its finished products. The first type are the retail outlets i.e filling stations and the second type are the consumer or industrial outlets i.e. self consumption by manufacturing companies for heavy generators and boilers.

There are two major ways the company operates retail outlets. The first is, the company acquires land, builds the filling stations and appoints a dealer. Under this arrangement, the Company Suppliers fuel to the station, and receipts from the sales are paid to AGIP account, on monthly, weekly orderly basis as the contract terms may specify. The company in turn works out a rebate or margin and credits the dealer. In this way the dealer is assured of some profits. On the other hand, there are private investors who have land, and capital to build stations but require technical assistance to operate

them. They thus seek assistance of AGIP and on approval, such stations are supplied fuel requirements much in the same way like in the first way. However facilities in such outlets depend on how much money the investor has and is willing to put in. The rebates or margins on profits paid to these investors are higher than those of the first category.

Presently, the Sabon-Gari filling station has

a) 4 x 30,000 - litres Underground tanks for PMS
b) 2 x 30,000 - litres Underground tanks for AGO
c) 2 Kerbside pumps on two double pump island for PMS
d) 1 Kerbside pump on one side pump island for AGO
e) A mini shop (for lubricants and other products)
f) A standby generator (26.25 KVA) set
g) An air line gauge and tyre inflator
h) Public Conveniences (facilities)

Supply requirements of the outlets are met by the company from the NNPC Refinery in Kaduna. Supplies are made through the use of independent tankers on availability of petroleum products but principally PMS and AGO. There are no regular schedule of

supplies, but attempts are made by the company - AGIP OIL - to improve significantly on its supplies from Kaduna refinery.

On availability of fuel all the pumps are usually put to use except in a case of breakdown. Each pump usually has a pump attendant on random selection from the pool of attendants. When there is normal supply of fuel, service starts from 6.00a.m. daily and stops at 12.00p.m. (Eighteen hour service) on all stations manned by AGIP operatives.

ANALYSIS OF FACILITIES AT THE TWO FILLING STATIONS OPERATED BY AGIPNIGERIA PLC

FACILITIES	TOTAL NUMBERS
Underground tanks	7 x 30,000 litres
Pumps	11 Kerbside Pumps
Generating Sets	2 (26.25 KVA Sets)
Service Bay	2 in use
Mini Shop	2
Air guage and inflator	2
No of pumps for PMS	8 in number
" " " " AGO	3 in number
" " " " DPK	2 in number

Facilities at AGIP filling stations in Zaria Zone as at the time of conduction the research.

Source: Field work.

2.9 The future in retailing

Retailing management faces challenges in the close of this Century unequalled since the depression of the 1980s. Population increase and economic growth have slowed down considerably since the 1960s. The costs of capital and energy have soared and employment and inflation have been at the comfortably high levels.

One of these trends is toward 'more professional management'. Traditionally, retailers come up from the ranks and became good merchants, however today's economic and Competitive Conditions call for people with a more rounded managerial capability. Companies stress profit performance measures (return on investment) and other internal financial controls.

There is also intensified drive for increased productivity in retailing. Automated materials handling systems are helping to cut physical distribution expenses. Better information systems are leading to improved information management in all phases of operation in many retailing organisations.

The move toward scrambled merchandising, results in more intensive competition among traditionally different types of stores, or outlets. That is, in the constant search for higher - margin products,

one type of supplier will add products that traditionally were handled by other types of outlets. This makes retailers to adjust their marketing programs to meet the challenge of scrambled merchandising.

Through the years, many of the evolutionary changes in retailing have followed a cyclical pattern called the 'wheel of retailing'. As M.P. Mc Nair has explained "The cycle frequently begins with the bold new concept, the innovation. Then if he is successful, comes the period of growth, the period when he is taking business away from the established distribution channels that have cling to the old methods".[10]

Manufacturers must keep abreast of the inevitable changes in the retailing institutional scene and be ready to appraise the potential of any retailing innovators. Established retailers must be alert to meet the challenges with innovations of their own. Truly, a retailer must be willing to innovate, for alternative is to die.

THE NATURE OF SERVICE - CHARACTERISTICS

2.91 Quality Service

Customer services are an important part of retailing throughout the world because they can so powerfully affect customer patronage.

Fred Jones describes retail service thus: "In a broad sense all activities of a store are services since all store activities are directed to having the right merchandise, at the right place, in the right quantity, at the right price and right time".

To the extent that a store performs this service efficiently, it is economically justifiable. The services that are discussed here, however are certain activities that facilitate the performance of the basic service or principle of retailing".

David Rachman however sees services as all those non price devices used to help the retailer differentiate his offerings in order to achieve higher sales and thereby maintain a certain segment of the market.[12]

Carl et al defined services as all those non price activities undertaken by a retailer to assist him or her in carrying out the mission to achieve the twin objective of customer satisfaction and higher sales volume.[13]

Wingate and Samson stressed the importance of service policies in creating a certain image in the minds of customers before, during and after the sales. They believe all the services a store provides aid in creating the personality of the store.[14]

Pearce et al stated that for each store the important first step is to determine exactly what services are basic for its clientele. The fundamental reasons for offering customer service are to satisfy the customer, even after the sales are completed, and to draw new customers to the store.[15]

However, in setting strategies for retailing in a depressed economy, service policy is very important. This will enable the customer appreciate his value for the money spent on any item, it has been earlier stated that when the economy is poor, consumers go for quality and durable goods so also they will go for quality service.

2.9.2 Classification of Service

Caul et al classified services into three; the pre-purchase services, post-purchase services and ancillary services.[16]

Pre-purchase services are those services offered before the buying, they include, accepting telephone orders, accepting mail orders, advertising, window display, interior display, fitting rooms, shopping hours, fashion shows and track ins.

Post purchase services are services offered after buying has taken place, they include delivery, regular wrapping and bagging, gift

wrapping, adjustments, returns alterations, tailoring, installation and engraving.

Ancillary Services are those services offered to further enhance the image of the shop, they include click chasing, general information, free packing, restaurants, repairs, interior decorating , credit, rest rooms and baby attendant service.

Carl et all [17] also classified services into essential expected and optional services. Essential services and basic services that retailers must provide such as parking areas, store hours, sales person, advertising, display, wrapping and adjustment.

Optional services are neither basic nor expected services such as children play rooms. Wingate and Samson stated that there are four different types of services that a store may provide, they included; selling and shopping services, convenience services, profit services and community services. [18]

Selling and Shopping Services are associated with the actual merchandise carried by the store and are probably the most frequently used by the customer. The presence or lack of a selling or shopping service may influence the customers decision to buy.

Selling services include personal attention and assistance, alterations etc. Shopping services include mail orders, telephone orders, personal shopping, fashion shows, gift wrapping, returns, adjustment and delivery .[19]

Convenience services according to Wingate and Samson are the numerous non-profit services provided customers. Many stores provide such services to make shopping a pleasure, examples include provision of parking area for customers, use of doormen, information desk, lost and found department, rest rooms, first aid stations, play rooms, pay phones, parcel checking lockers and store hours. [20]

Community Services are those activities undertaken by the store on behalf of the Community. This will help to attract the community interest in the store. The store may also provide line entertainment or information lectures by well known persons. Some stores include in their budgets financial contributions for Community betterment.[21]

Cox and Brittain share the same opinion that offering complementary services such as delivery, credit, installation and alteration will enhance the image of the store.[22]

2.9.3 Determinants of Services

The extent to which a retailer provides consumers with extra help in purchasing a product or service will be determined primarily by the target market (and its expectation) and the retailers objectives with particular regard to store image.

Most of the common determinants of services include.[23]

a) Types of merchandise handled:- The type of merchandise is a major determinant of service requirements, with bulky and heavy items requiring the retailer to offer a delivery service.[24]

Caul et al believe that to a large extent the kinds of retailing is determined by the type of merchandising carried.[25]

b) Competition: Professor Mc Nair's wheel of retailing hypothesis claims new retailers enter the industry with a minimum of service because they seek to acquire a price advantage over the established retail stores. These new stores gradually add services which increase their cost, and soon begin to lose their price advantage. The store ultimately mature into high priced shops offering a maximum of service. The wheel of retailing continues to turn, and the retailers ultimately lay themselves open to the competition of aggressive new comers who feature low price and a minimum of service[26]

Caul et al also believe that competition plays an important role in determining the type of service to offer.[27]

c) **Types of operation:-** A retailer who identifies with mass merchandise will provide fewer services with low quality discount although the offerings may be entirely different from a store that sells higher quality goods.[28]

d) **Location:-** Location may also be an important determinant of services offered. Location is also important in identifying the class of the retailer and the affluence of their customers. Some locations are elegant, and shops must provide many optional services to pamper the type of customer who shops there.[29]

e) **Financial Strength:-** Financial resources are another determinant of services rendered by shops, because many of the services the retailer may consider offering the customer can be very costly. It takes more than good intentions and desire to provide a delivery system, fitting rooms, restaurants, free parking or a number of other services.[30]

Pearce et al stated that specific factors that influence service policy include, types of merchandise sold, types of clientele and merchandising aims and policies, store location and competition.[31]

2.10 Seller Image enhancement

Over the years, people have come to associate store patronage with several factors. Such factors range from purely objective attributes of individual stores to basically psychological oriented factors as well as traditional beliefs of individual consumers. However, the factors most generally chosen as major determinants of store patronage are more often than not influenced by the consumers' cognitive structure "Whether a consumer patronises a store depends both on the evaluative criteria of the consumer and the perception of how the store characteristics compare with these criteria".[32] In other words, consumers are always armed with standards which they use in evaluating sellers and their outlets. This evaluation is both instructive and circumstantial in nature, and consumers actively indulge in it to arrive at desired goals. The result is always an impression on a general perception about a seller and his store. This impression is very crucial to sellers, because it constitutes the store image.

i) **Image-** Image has been given various definitions. Martineau thought of image as the "personality of the store and defined it as "the way in which a store is defined in the shopper's mind, partly by

its functional qualities and partly by an aura of psychological attributes.[33] Leon Arons defines image as a complex of meanings and relationships serving to characterise the store for people".[34] Another author defines image as "the impression, personality, or mental picture generally called to mind when the firm's name is mentioned".[35]

As a result, a friend will either react with a lot of excitement to an invitation to visit a particular store, or turn down the invitation with excuses such as "that place is good for nothing" or that place is good for the pigs". These descriptions express your friends feelings about this store. And since such feelings may be shared by a great majority of consumers, it becomes necessary for this store to embark upon a program to erase this impression. This is what image enhancement is all about. But a store image is more complex than say the image or personality of an individual, because it is the accumulative effect of all the impressions made by all the firms, employees either directly or indirectly. For example, each time a Sales Clerk attends to a customer, each time a store advertises, each remark about the store made by an employee (or anyone else) all contribute to the store image. Since customers are aware of

these characteristics, and their decision to patronise or not to patronise depends on whether such image is good or bad or in line with the company's mission, management has a responsibility of fine tuning his policies to guide employees in making day to day judgements in their work. However, at any given time, the current image of a store is likely to lag behind the reality of the stores' mission. For this reason, management has to continually assess the visibility cum favourability position as well as the content of the stores image.

ii) **Image assessment**

"No fruitful image work can be done with organisation until research is conducted to determine how the organisation is seen by its various key policies".[36] After the research, the store's management may be very happy with its measured image and simply strive to maintain it. On the other hand, the organisation might discover that it has some serious image problems, in which case its interest lies in correcting and improving its image".[37] What is involved here is a reassessment of the specific functional elements of the stores image.

These elements are many, but the important ones are:.[38]

1) Store location
2) Store design
3) Product assortment
4) Store services
5) Store personnel

Since these elements are vital to any image enhancement program, it becomes relatively useful to discuss them here in detail to highlight their roles.

1. **Location**

C. GlennWaitters defines location as the "physical placement of the enterprise in its environment."[39]

Today, many owners and management have realised the fact that the location of their establishments influences the way customers perceive them and their operations, and are choosing their sites accordingly. Several eating, drinking-places, and recreational facilities are intentionally located at remote, obscure corners to depicit the "get-away" image. Here individuals as well as partners can "spirit away" from the watchful eyes of spouses and parents. Drug stores, grocery stores and hardware stores that are located in an

adjacent to their primary markets get more customer traffic than those located elsewhere. Customers see these stores as friendly, interesting and cooperative, and their locations as offering convenience.

Another way of enhancing a store image is by locating it among others. A store that is located among others that emphasise quality is likely to be associated with high quality merchandise. Such a location has a sort of trading up effect on the store. Due to psychographic tendencies, some consumers prefer hotels, homes, and offices that overlook peculiar natural features such as lakes, sea and mountains because of the air of freedom and relaxation these locations communicate. On the whole, it is a matter of consumer preference. Consequently, a location that meets consumer preference creates a positive image of the store.

Accessibility is another image enhancement factor. Where a seller makes his store accessible to shoppers, he is communicating convenience. Shoppers consider such factors as traffic flow, and parking facilities as important criteria for store choice. Some sellers locate their stores in busy down town areas without adequate parking facilities and expect customers to beat a path to them.

These stores sooner or later become victims of poor locations. It is generally believed that no amount of advertising or other promotional gimmicks can completely offset the effect of poor location. "Promotion can help to reduce the poor image, but that is all it can accomplish".[40]

2. Store design

The store design also creates impressions in the consumer's mind. Indeed, the most obvious of the physical qualities of a store is the store design itself. "The type of fixtures, arrangement of fixtures and equipment, and store decoration are all carefully planned to enhance a particular image".[41]The Consumer is likely to feel that the stores' mission is reflected in these facilities. As a result, the store should always be designed around a theme. "A men's store may want to stress a manly and athletic image. By use of solid wood fixtures, natural wood colours; a few autographed photos of local and national sports personalities, the store has the basis for the desired image".[42] Some stores convey the children store image by using light colours, balloons, pictures of clowns, wildlife, and story book characters on the wall. "If the stores' exterior and interior are old fashioned, people tend to view the company as traditional and

conservative".[43] Modern facilities convey liberal images, and are viewed as willing to change and adopt new methods. Any management that allows its facilities to become run down, is conveying a message of incompetence and poor quality.

Recently, the use of burnt bricks in buildings has brought the rural theme into prominence. Most recreational facilities are also enhancing the rural theme by emphasising traditional or local menu, accompanied by the use of local eating and drinking implements. For example, sellers of "Isi Ewu" - a traditonal delicacy, use traditional wood-mortals to popularise this theme.

Display fixtures in a store aid in creating the desired atmosphere or the impression to be made on a consumer. "If the policy of the store is to make an economy appeal and to handle merchandise at moderate prices, the fixtures should be simple and not expensive. When the policy is to handle top quality merchandise, and to extend considerable personal services, the fixtures should be in keeping with the theme.[44] This means that the finish and construction of such fixtures should suggest quality service.

Several aspects of store design can go along way to inhabit the store image. A store entrance with step, incline, and columns is a useful

example. These features are hazards for the unwary, the elderly, and the customer who is in a hurry, hence do not create any positive image. Store owners are now capitalizing on this convenience factor by providing automated doors and escalators. In some communities things like candles in restaurants to create an atmosphere, grosses, triangles as well as certain colours are considered offensive as they are closely associated with personal issues such as religion.

3. <u>Product assortment</u>

Assortment refers to different classifications of goods, such as clothing, building materials etc. But after the term is used to refer to the range of the variations of a single product as for example, the different kinds of light bulbs that may be carried".[45] "Laboratory experiments and surveys indicate that stores offering either a deep assortment or a wide variety of product lines are preferred over stores having medium depth or breath of assortment".[46] However, as consumers continue to look for saving through one-stop shopping, the completeness of product assortment becomes an important evaluative criterion. It takes a little time for a restaurant owner who offers only Okro soup to realize that he is losing business to a competing restaurant that happens to have more than three

types of soup on its menu. In the same manner, a bar owner who sells almost all available brands of beer is likely to get more patronage than his competitor who sells only one or two brands. A wider assortment encourages suggestive selling, explanation, and service, all of which gives completeness to the product.

Related to product assortment is the products package. The products package is considered a stimulus factor, and has the ability of shaping consumers' perception of the product. Each time a nearby hotel uses toilet paper to wrap its meat pie for customers, they are more or less associating their meat pie with the kind of human wants that go with toilet papers. The customers perception of their meat pie is not far from this either. An appropriate packaging evokes good impression, and aids the stores image.

The price of the product is another image enhancer. However, the importance of price in this area depends on the type of the product, store, and customers. If a seller emphasises low prices and is appealing to the low income group, discount pricing is recommended. To many customers, high prices are corrugate indicators of high quality, and sellers can use high prices to appeal to a particular market segment.

4. Service

David Rachman defines Services as "none-price devices used to help the retailer differentiate his offerings in order to achieve high sales and thereby maintain a certain segment of the market".[47] Larson et al See Services as "all those none price activities undertaken by a retailer to assist him or her in carrying out the mission to achieve the twin objectives of customer satisfaction and higher sales volume".[48] Unfortunately Nigerian store owners do not seem to consider service as an important aspect of their image. In most of these stores services are either not existing or provided on preferential basis. There is no questioning the fact that firms that offer similar merchandise use services to make specialized appeal to customers. A sellers who wants to increase his product satisfaction can employ such services as credit, alteration, installation, and performance checks. Delivery, parking, and wrapping, can also be employed to enhance convenience. Special benefit services such as, product return, handling of complaints, and repairs all add up to create positive impressions in the minds of consumers. It is sad to realize that many stores in Nigeria do not provide shopping Baskets and Carriers for shoppers. Shopping baskets provide convenience,

while the provision of carriers communicate appreciation and friendliness. "Installation and alteration are types of services that usually cannot be seperated from the product, as they are necessary to complete the product".[49] As a result, sellers of heavy equipment and apparel can effectively enhance their images if they make these services available to customers. You can imagine the magnitude of embarrassment one gets trying on a trouser in a general apparel store which has no fitting room.

Another image enhancer is availability of clean basic conveniences. Most of our stores, especially drinking places provide only make-shift conveniences. They forget about other important facilities like toilets and their related fixtures. Our transport companies share the greater blame in this area. Despite the exhorbitant fares these companies charge, none of them has realized the importance of providing these expected services. On the whole, while the provision of service may appeal to either the real or whimsical needs of many consumers, "the reduction of services has been converted to a positive selling tool since it infers that a retailer is pursuing a policy of low prices".[50]

"Store personnel are the living symbols of the company".[51] All the

good effects of product assortment, location, store design, and service offering can be destroyed by ineffective personnel".[52] "Many consumers consider the attitude of employees as the best guide to the true personality of the business".[53] Following this, observers agree that..... failure of stores to make sales is a direct result of the negative attitude of store employees".[54] They also agree that an estimated 70% of customers who stop to patronize a particular store do so because of employee's attitude. In order therefore, to create a favourable image of their company, employees have to treat customers fairly. They have to show interest and attention rather than focus on the sales. It is part of an expected service for store employees to be able to direct, be friendly, courteous, helpful and knowledgeable in the area of product features. According to C. Glen Walters, "any enterprise, whether self service or using Sales personnel, can benefit from a company of friendly, courteous, helpful customers relations".[55]

Personnel's personal appearance matters a lot. Management can build on this by stressing employee/personnel cleanliness and dress codes. This is as a result of the great emphasis that is placed on consumer contact in retailing. Examine make-ups, unacceptable

dress styles, unkept hair and nails, coupled with offensive body odour can communicate a negative image of a store. To avoid this, management must prescribe dress codes and proper length of hair for both male and female employees. Observation shows that several personnel actions, such as chewing gum, sleeping on duty, staying on the phone, throwing customers; change on the counter, playing loud music in the store, using offensive language, picking on certain parts of the body (especially nose), and exhibiting preferential treatment can be very detrimental to a stores image. To check this, a very effective training program is prescribed. Training changes attitude. It "helps the employee to gain confidence in his or her ability, and this is reflected in overall attitude and behaviour toward the customers, store itself, and fellow employees".[56] Effective training leads to customer satisfaction which helps to build patronage. If management is anticipating the opening of a new store, employees should be trained before the new store is opened. However, for any training that is directed towards enhancing the firms image to be effective, it must be "top down". The top down method is important because workers are more attentive to training if their Supervisors thoroughly understand the

program and are sold on it. A chain that embarks on a training program that is based on the company's manual of operation offers better store operations, and customers get a consistent product from Calabar to Sokoto.

2.10.1 *Image enhancement limitations*

If image enhancement is this important, why then are many companies not embracing it? Several factors are responsible for this. Notably are lack of capital, impatience on the part of management and owners, the ignorance, the newness of the concept, fear, responsibilities, and the business environment.

1. Lack of Capital

Image enhancement program can be Capital intensive. A lot of Capital is required to create the expected impact on Customers. Several firms, especially the smaller ones find it difficult to acquire the necessary credits to do this. However, many owners are finding a way out of this situation by emphasizing the traditional theme. This way, they can use local materials at affordable prices to create the desired impression. The high cost of contracts is another inhibiting factor. The most effective way of getting out of this problem is for managers and owners to act as their own contractors through the use of direct labour. Research shows savings of 15 to 20% through

the use of direct labour.

2. Impatience

Major renovation works and effective training programs aside from being Capital intensive take longer periods of time, and require some patience on the part of owners and management. Owners must be willing to forego a few weeks of sales for the required job. However, this problem can be properly solved by carrying out major renovation jobs in phases.

3. Ignorance

Not all retailers are aware of the enormous benefits accruing from customer satisfaction. A retailer re-education program is necessary to create this awareness. Retailing organisations as well as the various city health units can play an important role here.

4. Newness of the Concept

The concept of image enhancement is still very new. It is hoped that with time, most retailers will embrace it. However, this adoption can only be feasible when retailing becomes competitive.

Experts believe that image enhancement comes as a result of competition and the need to keep customers. But where a seller's market is persistently in operation, coupled with scarcity of consumer

items, the adoption appears unnecessary and wasteful to the owners.

5. Fear

The fare is on the part of owners, and is justified because of the unpredictable nature of consumers, a store wearing a new image may signal the advent of high prices. If this impression holds, the owner is bound to lose long standing patrons.

6. Responsibilities

Two major responsibilities may prevent companies from embarking on image enhancement. They are, the responsibility to create awareness about the new image through mass advertising and the responsibility to maintain the image in terms of quality output and consistency of store operations.

7. Business environment

Physical environments in which the Business finds itself may discourage image enhancement at any meaningful level. It may not make any sense after all trying to give a face-lift to a one room store which has mechanics, vulcanizers, curry and tomato grinders as well as beggars as its immediate neighbours. The collective negative

image of these neighbours eventually makes nonsense of the whole endeavour.

Landlords are known to be very much against alterations in their houses or premises, and are quick to eject tenants on short notice. This situation works against most aspects of image enhancement.

2.10.2 The Marketing Concept

Larry Rosenberg[57](1977) believes that the marketing concept of an organisation is a maker of Customer Orientation. The Organisation determines the needs and wants of target markets and adopts itself to delivering the desired satisfaction more effectively and efficiently than its competitor.

NOTE:

- Must find out not only needs but wants
- Must adopt right at the beginning and not at the end of the production cycle.
- That is every adjustment, both in name or slogan, or in machinery or men must be adopted to the end of the customer right from the beginning.

- Effectively and efficiently have to do with profitability and met objectives which will keep the organisation in business to continue serving.
- Risley[58] accepts that the Marketing Concept has become popular but that its implications are not always understood. Another popular author, Tavisk holds the view that the marketing concept appears attractive in theory but very difficult to implement . One can not therefore, seek to instant salvation from it because of the difficulty of marrying the theory to practice.
- As a result most managers spend a lot of efforts on techniques such as market research and forecasting out fail to realize the huge benefits or gains that accrue from changed managerial attitudes.
- The net result is that the Marketing Concept becomes partially implemented if at all.

In fact Risley[59] Strongly believes that the renaming a sales by a marketing department may look good on a chart for the director or annual reports, but it accomplishes little except kid both the viewer and the manager. Also arrangement of people on the organisational

chart will accomplish little. It is the individual who is oriented, not the company.

The problem with the Marketing Concept has assumed an immense dimension that there has been a plea for the revision of the Concept. R. Groeneveld and R.D. Medford[60] in their book - IS IT TIME TO REVISE THE MARKETING CONCEPT? Suggest that emphasis on the somewhat unique "Consumer Satisfaction" be replaced by the Consumer Vest Interest". According to them this will leave the supplier with some scope to make his own interpretations.

2.10.3 Making the Marketing Concept Work

Inspite of the difficulties inherent in implementing the Marketing Concept, Rosenberg[61] believes that "where there is a will to use the marketing concept there will be a way to implement it. However, the proper method to implementation will vary with each organisations size, product, markets, management style, etc.

To make the marketing concept work, there must be:

(i) **Customer Orientation**

This Orientation must be top down. That is, it has to start with the head of the Organisation. This executive must have a thorough understanding of the Concept and its application to the organisation.

Infact, he has to adopt a marketing frame of mind.

- this Commitment to the Marketing Concept must also be shared by key members of the executive staff. There must be a unity of purpose and outlook.
- The prima donna syndrome in which a particular person or unit within the organisation perceives himself (or herself) as the heart of the Company, with other persons or units performing only peripheral functions should be avoided. This is the beginning of the marketing Concept.

(ii) **Marketing Organisation (Marketing Orientation)**

There must be a marketing department with a marketing executives integration of marketing functions, and a marketing staff. This is the phenomenon which makes the Marketing Concept and process possible. NOTE:- The difference between the Marketing Concept , (or Market Orientation) and Marketing Orientation Integration is necessary because,

(a) Marketing is in the nature of One part Art while the other is Science. The Conceptional imagination and Operational Skill of arts must therefore be integrated with the Statistical and behavioural aspects of Science.

(b) Marketing makes use of all the possible elements of action for reaching and influencing Consumers and Customers - product design, price, distribution and promotion (both Selling and advertising).

(c) It involves all top executives of an organisation regardless of their assigned responsibilities.

(d) All the steps of action must be knit together in a purposeful plan.

(iii) A Profitable Volume Criterion (Not just Sales Volume), has an honourable goal. This ensures continued service to customers. Under the Marketing Concept, it is the long run profit that should be sought. Because of large production or marketing expenses called for in launching a product, profits may be low or non existent in the short run. Long run profit are often used to measure the balance between customer satisfaction and organisations financial efficiency (Rosenberg)[62]

2.10.4 Benefits of the Marketing Concept

The main potential benefits to be derived from implementing this marketing concept are:-

- reduced business risk as a result of Systematic market research, the Scientific acquisition and analysis of market data relevant to decision making and better market and sales forecasting.

- Improved business planning as a result of early identification and assessment of future market trends and opportunities and the acceptance of a planning discipline based on defined objective with which all departments must gear their programmes.
- Greater competition based on marketing skills as more and more of our competitors achieve technological break through and manufacturing differences in the products from Companies will tend it narrow.

2.10.5 Limitations of the Marketing Concept

If a Company is in the wrong business or badly managed business , marketing is useless. For example, it has proved impossible to Salvage both the Nigerian Railways and Nigerian Airways because their management are just bad. No amount of advertising or Sales promotion can help them.

(i) INTERNAL DISSENSION

Disruption effect of the prevail when certain functions previously under other departments are transferred to a newly created marketing Unit.

(ii) INCREASED COST

The addition of a marketing units to take charge of the Marketing Concept means an additional to the existing workforce.

This also means increase in the organisation outlay for Salaries, benefit and facilities.

(iii) LACK OF SUITABLE PERSONNEL

The old batch of marketing managers find it difficult to adopt to a market Orientation. On the other hand, the search for a new marketing personnel has proven tedious.

2.11 Pricing

Price for some retailers is the most important elements of the retail mix[63]. For others, such as convenience stores, the main customer benefit is not low prices but the convenience both in terms of location and hours of trading.

Price has traditionally been determined by the cost of goods and then adding a bit to cover profit.[64]

The establishment of an appropriate retail price on merchandise is necessary if the retailer is to cover his expenses and earn a profit. The retail price must also be one that is attractive to customers and one at which they will buy merchandise readily. The amount that merchants add to the cost price of merchandise in arriving at the retail price is called mark-up percentage that he wished to achieve, he can use this knowledge in buying merchandise for resale. He

can use it, for example in determining whether he is being offered a reasonable price for an item. In practice merchants tends to vary considerably in the pricing of individual items, on the whole they attempt to achieve an average planned mark-up on the total of their purchases.[66]

2.11.1 Factors Influencing Pricing Decisions

There are certain factors which influence the Pricing decisions, these include cost of goods, demand for goods and competition. The cost of goods sold is the amount which the retailer has paid the supplier for goods actually sold. It is by far the largest expense incurred by a retailer who makes profit by adding the margin from which all expenses may be paid and the net profit left must be large enough to service, replace and thus keep the retailer in business.[67]

Wingate and Samson[68] are of the view that the largest single factor in establishing a retail price is the cost of the merchandise to be sold. In addition, to the cost, there is also the expense of handling the merchandise in terms of getting it ready for sale.

Pricing decisions should very closely heed the requirement of the target market, if that need is for the best possible price deal than low prices would be offered.

If exclusively service and status are required higher prices should be in order.[69]

Cox and Brittain[70] also stated that the analysis of competitors pricing strategy will determine what pricing strategy a retailer may adopt in order to complete effectively, and that pricing decision must be consistent with overall company objectives. However, if the price is perceived as a key element in the consumers purchase decision, the price will be used to establish a differentiating role. Some other factors that will influence the pricing decision include intermediaries, financial institutions by altering rates of interest, suppliers may put up their prices, trade unions may demand higher wages or the government may change the legal frame.

2.11.2 Setting Prices

Cox and Brittain.[71] also stated that the most basic method of setting the retail price is to add a standard mark-up to the cost of buying it. The problem with this approach is that it takes no account of competitor's price or demand for the product, but they could be crucial in determining if a line sells or not. The retailers have profound ways in setting prices. These include: Demand Oriented

Prices: Here prices are set according to the anticipated demand for the product or services which could be.[72]

a. By Customer: Price discrimination is determined by the retailer's assessment of what an individual customer might be willing to pay. The eventual selling price of an item will depend to some extent on the negotiation skill of the customer.
b. Version: The price of an item in a line of products will be determined by the demand for that model.
c. Place: There is need for the retailer to serve the needs of his or her local market place.
d. Time: When a product is purchased may determine its price.

Retailers price according to the price charged by the competitors: Most stores, however price at or near competitors prices especially in a homogenous market.[73]

The Multi-Stage approach:

The recommended method for setting retail price is to take into consideration cost, demand and competition in a multi-stage approach by selecting the target market, determination of the floor price, determination of the Ceiling price.[74]

Cox and Brittain.[75] stated that price lining could be used mostly in variety stores.

Price lining is the setting up of reduced number of distinct selling prices within a line of merchandise, goods being marked at these points and at no others.

With many types of merchandise, customers tend to group themselves into fairly narrow buying zones. The lower the unit price the greater the frequency of purchase, the narrower and more sharply defined will these ones be. Usually one, two or three prices can be incorporated within the zone limits, depending on their breath. In setting price, the prices of competition should be considered. They also stated that most stores use price line policy in line with that of Cox and Brittain.[76] In retailing there are three basic price zones viz:

1. **The Prestige Zone:** Very price oriented retailers will carry a few of these high priced line which will be responsible for generating 5 to 15 percent of the total sales volume of its business.
2. **The Volume Zone:** This mid-price zone is aimed at the typical customer and will produce at least 50% of the sales volume.
3. **The Promotion Zone:** Promotional merchandise is priced within this zone which may be responsible for generating 15 to 45% of the total Sales Volume.

2.12 Promotion

Promotion in marketing literature is used as a general frame work under which a market goes about the process of informing and educating consumers and potential consumers about his products and or service. This in the process, also creating awareness, interest and identification, hence persuation to purchase the product and or service and in the event having an effect on the post purchase of such product over the course of time, subsequently the satisfaction of consumer needs.[77]

The promotion - Mix Constitutes of a variety of marketing strategies, directed towards the creation of awareness as the influencing of consumer behaviour towards ultimate purchase and consumption and in the process event providing for repeat purchase towards the satisfaction of consumer needs, want, and related desires. Consequently in the course of this study a detailed analysis of variety of marketing strategies shall be undertaken with a view to examining the role and importance of the elements of the promotion mix.

There are four (4) basic elements in promotion which are complimentary to one another and in some cases serve as a

substitute to one and or the other. The elements of the promotion mix are:

1. Advertising
2. Publicity
3. Sales promotion and
4. Personal selling

1. Advertising:

Advertising has been defined as "any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor.[78] It involves the transmitting of standard messages to large number of intended receivers. Its purpose is to carry the product through the distribution channel by appealing directly to the product user or ultimate consumer.

Objectives of Advertising:

- To introduce a new product
- Reminding users to buy the product
- Build brand preference
- Giving publicity to certain changes in the product
- Doing the entire selling job
- Acquainting buyers with new uses of products

Advertising Decisions:

There are certain considerations that a firm should take note of when making advertising decisions. The considerations are.[79]

A. How much to spend:

There are generally four methods used in deciding upon how much to spend on advertising.

1. Percentage of sales method: Here the company specifies certain percentage of sales which will always be spent on advertising. It is also thought reasonable for all expenses to reflect the trend of sales.
2. **Competitive -** Parity method: Here the advertising expenditure is set to match that of competitors as their expenses reflect the whole industry expenses. However, company reputations, resources, opportunities and objectives offers, so much that the promotion budgets are highly a guide.
3. **Objective-and-Task method:** This method requests marketers to develop their promotion budgets by defining their specific objectives, determining the tasks to be performed to achieve these objectives, while estimating the cost of performing these tasks.

B. Media Selections

This deals with finding the most cost effective ways of delivering the desired number of exposures to the target audience. However one major problem of advertising is the difficulty of obtaining accurate feedback to evaluate message effectiveness. So a media that communicates the message best should be used. It is also necessary to know the characteristics of various media organisations in order to determine which will be most accessible to the consumer.

C. Message Development:

Consumers tend to be more interested in the differences between individual companies than in similarities. The essence of message development is to distinguish a producer's product from that of others.

D. Timing of advertising expenditure:

A company may decide to allocate different amounts for different periods in a year. This is experienced with seasonal or fluctuating sales. Timing consideration might be due to buyers turnover, purchase frequency etc. Advertising expenditure may follow sales trend or increase when sales decrease or still may remain constant.

E. Measuring advertising effectiveness:

This is very difficult to measure because of other aspects of marketing like promotion, pricing, distribution, etc which contribute jointly to determine sales. There is also problem of obtaining feedback to evaluate message effectiveness.

However, method used to test advertising effectiveness include consumer opinion parleys, measuring sales in test market and conducting studies of behaviour.[80]

2. Publicity:

This method of creating awareness entails the use of a non-personal forms or means of communication. In this connection, information is passed through channels of the mass media. This method is to a very large extent objective in that it is as a result of such exposure that patronage is enhanced. Some firms take it as a matter of policy to cultivate good publicity.

3. Sales Promotion:

This method of treating awareness entails the use of a paid for and personal form-medium of Communication for creating awareness of its products and for enhancing persuation. On the whole it is an experience technique in that Salesmen and sometimes Sales representatives have to be employed. It also includes such

techniques as free gift, samples, prizes, premium and discount.

4. Personal Selling:

Personal selling is a process of informing customers and persuading them to buy products through personal contact in an exchange situation. Personal selling is aimed at individual or a group, though more expensive than advertising, but has greater impact on customers.

Immediate feedback is also got through this medium, and this allows marketers to adjust their message to improve communication. However, specific goals of personal selling may vary from one firm to another, but usually involve -

i Finding prospective Customers

ii Convincing prospective Customers

iii Keeping customers Satisfied

Personal Selling Process:

Certain activities are involved in the process of personal selling.

i Prospecting and evaluation: That is developing a list of potential customers and evaluating if the person is able, willing and authorized to buy the product.

ii Approaching the customer first impression counts too.

iii Preparing: That is finding out prospects products need, current

use of brands feeling about product brands.

iv Making the Presentation: The Salesman must attract and hold the prospects attention in order to stimulate interest.

v Overcoming Objectives: All objections should be answered willingly no matter how unwise they seem in terms of product knowledge.

vi Closing: That is making the sale .

vii Follow-up: Follow up must be done after a sale has been made. This is very necessary for future presentation and sales.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction:

This Chapter on Research Methodology is concerned with the various research instruments and data collection methods adopted in the course of carrying out this research study. Two forms of data or sources of information were used which are, the primary and the secondary sources and the areas upon which they were applied.

The aim behind this chapter is therefore to give room for verification to those who may be interested in doing so and also to provide room to those who may which to ascertain its validity in the future or in other fields to do so. Consequent upon the above therefore the research work is designed in such a way that it will appeal to every segment of the industry.

3.2 The Research Design:

As was previously stated in the opening chapter of this research work, a survey or documentary investigation would have been adequate but the case study was chosen, this is because the case study method tends to reveal the truth about a particular group of people or group of firms in an industry.

It is believed that any generalization will be applicable to all major marketers of petroleum products.

The entire research work is set out in five (5) chapters. Chapter one which is the introductory chapter gives as overview and background nature of Retailing. The Chapter states the development of Retail trading and markets and the purpose for the research work. It also states the significance of the study to both the Company under study and the general public. It specifies the research hypothesis, the scope of research work and the limitation and finally makes an attempt at defining some technical terms.

Chapter two is the literature review and it gives a more detail exposition of the nature of retail market and further identifies the characteristics of retailing. Types and functions of retailers were also enumerated and the consumer view of retailing was also stated. Decisions that inform and guide retailers were also revealed; a critical analysis of the Distribution and Marketing of Petroleum Products in Nigeria was also given. Furthermore a study was carried out on oil marketers' retail outlets. The distribution of petroleum products in Zaria zone was

discussed and the distributive efforts of AgipNigeria Plc were given a through exposition. Finally, the future of retailing was mentioned to serve as a guide to present and potential Retailers of not only petroleum products but any other economic good or service.

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

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

Chapter five draws the conclusion on the whole work. It sums up the entire write-up and gives recommendations as well. References and appendix conclude the whole chapter.

3.3 Sample Selection:

AgipNigeria Plc was selected for this research work. However it is typical of a coporate organisation to be secretive of its operation more especially with the present cut-throat competition in the oil industry.

Despite this fallback, efforts were made and two owners out of the three

filling station dealers were interviewed while ten service personnel were also interviewed.

The choice of AgipNigeria Plc was informed because of the strategic location it occupies in Zaria and the range of services offered by the Company.

The choice also owes to the fact that AGIP operates within the same legal and economic framework of the same society as to other petroleum products marketers.

3.4 Method of data Collection:

Primary Sources of Data: This source of data was employed in the project in order to find out how effectively petroleum products are marketed in Zaria zone. The researcher therefore made use of the following instruments:

1. Questionnaire
2. Personal interview.

3.3.1. Questionnaire:

A well structured questionnaire was designed containing a reasonable number of questions to obtain the needed information on how

AgipNigeria Plç effectively covers Zaria zone in its marketing efforts. The questions mainly required the respondents to tick the answers they considered appropriate in their opinion as such options were given to them.

The researcher decided to use the optioning method so that the respondents will not lose interest in responding to the questions. However questionnaires were only given to those who are literate. To those who are not literate verbal or oral interview was carried out to clear ambiguity and to give room for wide-spread of samples.

3.3.2 Personal Interview:

Personal interview in the form of discussion was used as a supplementary method of data collection under the primary and secondary sources.

Since the retail of petroleum products in this area (Zaria zone) has not being written about, personal interview was used to form the chapter or literature review and for the summary and conclusion chapter too.

3.5 Methods of data analysis for the Research:

The data collected by the researcher through the use of questionnaire and personal interview have been properly analysed and interpretation

and conclusion drawn.

The tabular form of presentation of information is used, and percentages to review the information and allow for comparisons. This has been done under chapter four, on data presentation and analysis.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction:

This chapter deals with the presentation and analysis of data collected from fieldwork. Most of the data for this study have been collected using questionnaires and personal interviews. The researcher, in recognition of the fact that data must be presented and analysed in the most lucid and appropriate way, has chosen to use tables and percentages for the presentation and analysis.

For the purpose of clarity, the chapter is divided into three main sections namely:

a) Presentation and analysis.

b) Discussion of findings and

c) Test of hypothesis.

4.2 Presentation and analysis

The data presented here is based on returned questionnaires. One set of questionnaire with Twenty-two questions was administered to owners as well as drivers of motor vehicles. In all one hundred questionnaire were administered and seventy-five (75) were returned. Responses from illiterate interviews were also incorporated into the analyses.

Response are not categorised on the basis of types of motor vehicles.

However it is the researcher's belief that it is enough to state that motor vehicles as applied here, refer to all vehicles that use Premium Motor Spirit (PMS) excluding motor-cycles.

Thus, when the term motor vehicle driver is used, it refers to drivers of such vehicles as Cars, Lorries, Pick-Up Vans, buses and so on, that consume PMS (also called Petrol).

TABLE I
WHICH ONE IS YOUR REGULAR FILLING STATION FOR BUYING FUEL?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
AGIP	20	27.00
TOTAL	15	20.00
TEXACO	10	13.00
MOBIL	20	27.00
NATIONAL	10	13.00
OTHERS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

From Table 1 above out of the seventy-five respondents, Twenty (20) each said they were more regular at AGIP and Mobil Filling Stations respectively. This number constitutes twenty seven percent of the Respondents interviewed.

Out of the remaining thirty-five respondents, Fifteen (15) patronise Total Filling Station constituting twenty percent, while the remaining twenty respondents are split equally into ten between Texaco and National

Filling Stations. This number is a mere thirteen percent. It is therefore clear from Table 1 that most owners and drivers of motor vehicles in Zaria patronise AGIP and Mobil more than any other Filling Station.

Table 2

WHICH IS YOUR BEST FILLING STATION?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
AGIP	20	27
TOTAL	15	20
TEXACO	10	13
MOBIL	20	27
NATIONAL	10	13
OTHERS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Table 2 above gives the same response as Table 1 above. This is because the same number of respondents with the same percentage that is Twenty respondents representing twenty-seven percent for AGIP Filling Station; Fifteen respondents representing twenty percent for Total; Ten respondents representing thirteen percent for Texaco; Twenty respondents representing Twenty-seven percent for Mobil Filling Station and Ten respondents representing Thirteen percent for

National Oil Filling Station. It is therefore concluded from the research work that the regularity of respondents from Table 1 is not by accident but as a result of those retail outlets being the best for those interviewed, (drivers as well as owners of motor vehicles).

TABLE 3

DO YOU BUY ALL YOUR FUEL REQUIREMENTS IN YOUR FAVOURITE FILLING STATION?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
YES	75	100
NO	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Table 3 above clearly shows that all the seventy-five respondents representing one hundred percent purchase all their fuel requirements from their favourite Filling Stations.

TABLE 4

HOW MUCH FUEL DO YOU CONSUME WEEKLY?

RESPNSES	NO OF RESPONDENTS	PERCENTAGE
25 LITRES	5	6
40 LITRES	10	13
50 LITRES	15	20
50 - ABOVE	45	61
	75	100

SOURCE: FIELDWORK

Table 4 above shows the weekly consumption level or rate of fuel by different categories of consumers. From questionnaires and personal interviews it was found out that forty-five Respondents representing sixty-one percent, consume over fifty (50) litres commercial vehicles, fifteen respondents, which is twenty percent were official vehicles while Ten respondents representing thirteen percent consume around forty (40) litres weekly and this category happened to be private owners. The remaining five respondents constituting six percent were women who use cars intermittently.

TABLE 5

ARE YOU SELECTIVE IN YOUR CHOICE OF FILLING STATIONS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
YES	75	100
NO	-	-
TOTAL	75	100

SOURCE: FIELDWORK

From Table 5 all Respondents are selective in their choice of Filling Stations.

TABLE 6

WHY ARE YOU SELECTIVE ABOUT FILLING STATIONS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
Location of Station	35	46
Layout of Station	-	-
Service Efficiency	40	54
Other Reasons	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Table six was used to present and analyse the prompting criterion for selection of Filling Stations by Consumers. It was found out as shown from the above Table (6) that thirty-five respondents have chosen the Filling Stations they patronise as a result of the locations, while the remaining forty respondents make their choice in respect to the efficient service obtained in the Filling stations of their choice. This means that a reasonable number that is forty people representing fifty-four percent are quite conscious of the nature of service offered by different Filling Stations.

TABLE 7

WILL ADDITIONAL SERVICE FACILITIES MAKE ANY CHANGE IN YOUR CHOICE OF FILLING STATIONS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
SERVICE BAY	10	13
WASH BAY	-	-
SHOPPING MALL	-	-
AIR AND PRESSURE GUAGE	5	6
SELF-SERVICE PUMPS	-	-
ALL OF THE ABOVE	60	81
TOTAL	75	100

SOURCE: FIELDWORK

Table 7 above indicates that out of the seventy-five (75) people interviewed, sixty people representing eighty-one percent will change their patronage of particular Filling Stations. This facilities include Service bay, Wash bay, air and Pressure guage and so on. This means that consumers of petroleum products especially PMS are becoming increasingly aware of the need for better service facilities.

Yet still Ten (10) respondents representing thirteen (13) percent will change if a Filling Station has a good Service bay; while six percent standing for five (5) respondents will change if there is a good air and pressure guage facilities.

TABLE 8

WHAT BRAND OF LUBRICANT AND HYDRAULIC FLUIDS DO YOU PREFER MOST?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
AGIP	20	27
MOBIL	20	27
TEXACO	10	13
TOTAL	15	20
NATIONAL	10	13
OTHERS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Table 8 indicates that twenty respondents each representing twenty seven (27) percent prefer lubricants and hydraulic fluids from AGIP and Mobil, while Ten respondents each representing thirteen percent of users prefer Texaco or National and Fifteen respondents representing Twenty percent prefer lubricants and hydraulic fluids from Total.

TABLE 9

WHY DO YOU PREFER A PARTICULAR COMPANY'S BRAND?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
PRODUCT QUALITY	50	67
PRODUCT QUANTITY	-	-
PRODUCT PRICE	25	33
AVAILABILITY	-	-
TOTAL	75	100

SOURCE: FIELDWORK

From Table nine (9) the information clearly shows that fifty (50) respondents representing sixty-seven (67) percent buy particular brands because of the quality. However twenty-five respondents standing for thirty-three percent are of the opinion that their choice is informed by price consideration.

TABLE 10

WILL YOU BUY A DIFFERENT BRAND AT ANY OTHER POINT IN TIME?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
YES	65	87
NO	10	13
TOTAL	75	100

SOURCE: FIELDWORK

Above Table (10) shows that sixty-five people representing eighty-seven percent will buy another brand of lubricant and hydraulic fluids. The explanation obtained through verbal discussion is that this situation will take place especially if there is a scarcity of favourite brand. Ten respondents were adamant about change.

TABLE 11

WHAT CAUSES DELAYS AT PETROL RETAIL OUTLETS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
TRAFFIC FLOW	-	-
QUEUE PATTERN	-	-
INADEQUATE PUMPS	5	6
INEFFICIENT SERVICE	5	6
SUPPLY SHORTAGE	60	82
POWER FAILUER	5	6
TOTAL	75	100

SOURCE: FIELDWORK

Table 11 shows that sixty consumers of petroleum products especially PMS believe delays at petrol filling station are as a result of supply

shortage.

However five (5) respondents each representing only six percent against eight-two (82) percent for supply shortage are of the opinion that delays are as a result of inadequate pumps; inefficient service and power failure respectively.

TABLE 12

ARE THE NUMBER OF FILLING STATIONS IN ZARIA ADEQUATE

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
NO	25	33
YES	50	67
DO NOT KNOW	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Concerning information about the number of filling stations in Zaria area, Table 12 shows that fifty (50) respondents are satisfied with the number so far, oral discussions indicated that this group believes adequate supply of petroleum products consistently will render the question of the total number so far insignificant.

TABLE 13

HOW DO YOU RATE AGIP PRODUCTS WITH OTHER PETROLEUM MARKETERS

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
VERY HIGH	50	67
HIGH	20	27
AVERAGE	5	6
LOW	-	-
VERY LOW	-	-
TOTAL	75	100

SOURCE: FIELDWORK

The ratings for AGIP petroleum products in Table 13 above shows that fifty (50) consumes of petroleum products hold firm that AGIP products are very high, this response has a sixty-seven (67) percentage coverage.

Twenty-seven percent representing twenty (20) respondents believe AGIP products are high while a mere six (6) percent for five (5) respondents are of the opinion that AGIP products are average, as compared to other marketers.

TABLE 14

HOW DO YOU RATE THE SERVICE OF ATTENDANTS AT AGIPNIGERIA PLC FILLING STATIONS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
VERY HIGH	50	67
HIGH	20	27
AVERAGE	5	6
LOW	-	-
VERY LOW	-	-
TOTAL	75	100

SOURCE:FIELDWORK

The service efficiency of attendants at AGIP Filling Station in Zaria area shows that sixty-seven percent representing fifty (50) respondents agree that the rate of service is very high, twenty respondents however believe the service rate is high which in percentages is twenty-seven percent. Five respondents standing for six (6) percent are however of the opinion that the service of attendants at AGIP Filling Station is average.

4.3 DISCUSSION OF FINDINGS

The research findings relating to the Effective Retail Marketing of Petroleum Products:

A case study of AgipNigeria Plc (Zaria zone) shows that within Zaria zone AgipNigeria Plc Zaria enjoys considerable patronage and consumers that make use of AGIP retail outlets are very regular and consider AGIP as their best petroleum marketer and even in the use of lubricants and hydraulic fluids. The table for these three shades of opinion is reproduced below.

TABLES 1, 2 AND 8, AS REPRODUCED

AGIP IS BEST; MOST REGULAR FOR CUSTOMERS; AND MOST PREFERED FOR ITS LUBRICANTS/HYDRAULIC FLUIDS

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
AGIP	20	27
TOTAL	15	20
TEXACO	10	13
MOBIL	20	27
NATIONAL	10	13
OTHERS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

The table shows that out of the seventy-five respondents, twenty representing twenty-seven percent believe in AGIP as their best, filling or selling outlets and therefore use the stations regularly and at the sametime buy AGIP's lubricants and hydraulic fluids.

The same number and percentage is equally enjoyed by Mobil oil; however Total enjoys only twenty percent representing only fifteen respondents, while both Texaco and National share equally between Ten (10) respondents each representing only thirteen percent.

Table 6 relates into the selectivity of Consumers, in respect to which filling station to buy from. And in the table -6- as reproduced below shows that most customers choose filling stations as a result of service efficiency. Forty respondents representing fifty-four percentage are of this opinion. Thirty-five (35) respondents, that is forty-six percent choose a retail outlet based on location.

TABLE 6

WHY ARE YOU SELECTIVE ABOUT FILLING STATION

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
STATION LOCATION	35	46
LAYOUT OF STATION	-	-
SERVICE EFFICIENCY	40	54
OTHER REASONS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Even though Table 6 above indicates the nature of selectivity of Consumers, Table 7, however shows that where a petrol retail outlet is able to provide the necessary facilities like good service bay, washing bay, air and pressure guage, on the strength of this facilities consumers will be forced to change to it. This opinion has a whooping eighty-one percent agreement representing sixty (60) respondents out of the seventy-five interviewed.

TABLE 7 REPRODUCED

WILL ADDITIONAL SERVICE FACILITIES MAKE ANY CHANGE IN YOUR CHOICE OF FILLING STATION?

RESPONSES	NO OF RESPONDENTS	PERCENTAGES
SERVICEBAY	10	13
WASHBAY	-	-
SHOPPING MALL	-	-
AIR/PRESSURE GUAGE	5	6
SELF SERVICE PUMPS	-	-
ALL OF THE ABOVE	60	81
TOTAL	75	100

SOURCE: FIELDWORK

The research findings also show in Tables 8 and 9 that Consumers around Zaria zone make significant use of AGIP lubricants and hydraulic fluids. The information in table 8 shows a twenty-seven percent choice of AGIP brands, this represents twenty (20) respondents, the same number and percentage is enjoyed by Mobil , while Texaco and National share the respondents each and Total fifteen representing twenty percent.

Table 8 shows the basis for preference of particular brands. It is clearly shown that, most consumers prefer brands on the strength of the brands quality. Fifty respondents representing sixty-seven percent hold this beliefs while twenty-five respondents prefer brands as a result of price. Both Tables are reproduced below:

TABLE 8

WHAT BRAND OF LUBRICANT AND HYDRAULIC FLUIDS DO YOU PREFER MOST?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
AGIP	20	27
MOBIL	20	27
TEXACO	10	13
TOTAL	15	20
NATIONAL	10	13
OTHERS	-	-
TOTAL	75	100

SOURCE: FIELDWORK

TABLE 9

WHY DO YOU PREFER A PARTICULAR COMPANY'S BRAND?

RESPONSES	NO OF RESPONDETS	PERCENTAGE
PRODUCT QUALITY	50	67
PRODUCT QUANTITY	-	-
PRODUCT PRICE	25	33
AVAILABILITY	-	-
TOTAL	75	100

SOURCE: FIELDWORK

Table 11 presents and analyses a very important area in managing petroleum products retail outlets. That of delays in obtaining service. Sixty respondents representing eighty-two percent agree that delays are caused as a result of petroleum products supply shortage though a mere six percent representing five respondents each are of the opinion that delays result when there is inadequate pump installation, inefficient service and power failure. Table 11 is reproduced below.

TABLE 11.

WHAT CAUSES DELAYS AT PETROL RETAIL OUTLETS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
TRAFFIC FLOW	-	-
QUEUE PATTERN	-	-
INADEQUATE PUMPS	5	6
INSUFFICIENT SERVICE	5	6
SUPPLY SHORTAGE	60	82
POWER FAILURE	5	6
T O T A L	75	100

SOURCE: FIELDWORK

The ratings for AGIP products as compared with other oil marketers and the rate of service by attendants at AGIP retail outlets are both illustrated in Tables 13 and 14 respectively.

For both product and service ratings fifty (50) respondents representing sixty-seven percent are of the opinion that both ratings are very high. Twenty-seven percent view both ratings as high from twenty respondents, while five (5) respondents representing six percent believe the ratings are average. Both Tables are shown as one since all the responses tally as shown below and explained above.

TABLES 13 AND 14 REPRODUCES

HOW DO YOU RATE AGIP PRODUCTS AND SERVICE AT RETAIL OUTLETS AS COMPARED WITH OTHER MARKETERS?

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
VERY HIGH	50	67
HIGH	20	27
AVERAGE	5	6
LOW	-	-
VERY LOW	-	-
TOTAL	75	100

SOURCE: FIELDWORK

From the discussions of the findings above it can be deduced that AgipNigeria Plc enjoys some reasonable measure of degree of patronage in Zaria zone. This is because Consumers rate her products as very high and service efficient. It will definitely be an advantage to AgipNigeria Plc to provide adequate facilities in her retail outlets since up to eight-one (81) percent of vehicle owners and drivers are ready to change to filling stations that can provide the facilities.

As earlier pointed out in Chapter 2 (Literature review) one of the characteristics of retailing is the urgency while the other is geographic convenience. From the findings it has being established that from the three filling stations operated by AGIP there is some degree of good

quality maintenance and efficient service. The locations of the filling stations at Sabon-Gari, PZ, and Samaru fairly covers Zaria zone adequately as compared to other petroleum marketers. This information is illustrated in Tables 13 and 14.

4.4 Test of Hypothesis

In proving the hypothesis, the Null hypothesis is denoted by Ho while the alternative hypothesis is denoted by Hi. As stated earlier in Chapter One under Research hypothesis, Hi negates the Null hypothesis Ho and can be accepted when Ho is rejected.

Hypothesis 1. Hó: Additional service facilities provided at retail outlets of any petroleum products marketer will cause a change in customer patronage.

Hi: Additional service facilities provided at retail outlets of any petroleum products marketer will not cause a change in customer patronage.

For the Test of the above hypothesis, question II will be used as it is in the questionnaire. The responses are tabulated in table 7 and reproduced below.

In response to question II - "Will the provision of any of the following services in any station make any difference on you"? A careful examination of table 7 below shows that 81 percent of respondents will certainly change their present filling stations if the services are offered by other retail outlets.

TABLE 7

WILL ADDITIONAL SERVICE FACILITIES MAKE ANY CHANGE IN YOUR CHOICE OF FILLING STATION?

RESPONSES	NO OF RESPONDENTS	PERCENTIVE
SERVICE BAY	10	13
WASH BAY	-	-
SHOPPING MALL	-	-
AIR/PRESSURE GUAGE	5	6
SELF-SERVICE PUMP	-	-
ALL OF THE ABOVE	60	81
TOTAL	75	100

SOURCE: FIELDWORK

In proving or testing the above hypothesis, it has been established from the findings that consumers will change as a result of provision of service facilities.

From the above, and in view of the findings and discussion of same, the Null hypothesis (Ho) is therefore accepted, while the alternative

hypothesis (Hi) is rejected.

Hypothesis II

Ho: The rate of quality of AGIP products as compared with other petroleum marketers is average.

Hi: The rate of quality of AGIP products as compared with other petroleum marketers is very high.

In proving the hypothesis, the response to question 20 in the questionnaire will be used. The response as it appears in Table 13 is reproduced below.

TABLE 7.

HOW DO YOU RATE AGIP PRODUCTS WITH OTHER PETROLEUM MARKETERS.

RESPONSES	NO OF RESPONDENTS	PERCENTAGE
VERY HIGH	50	67
HIGH	20	27
AVERAGE	5	6
LOW	-	-
VERY LOW	-	-
T O T A L	75	100

SOURCE: FIELDWORK:

In response to question 20, 50 respondents representing sixty-seven (67) percent are of the belief that AGIP products are very high as compared to other marketers. Out of the total number of 75 people interviewed the remaining 25 share varying opinions of high for twenty and average for 5 respectively.

In regards to the above findings, the Null hypothesis (Ho) is rejected, while the alternative hypothesis (Hi) is accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary:

This research work was carried out to analyse the effective retail marketing of petroleum products in Zaria Zone by AgipNigeria Plc, and to examine to which extent it is able to manage its retail outlets successfully. This is important since it is the sale of a commodity that justify the essence of production. For every marketer of petroleum products, competition from other petroleum marketers has grown more tense and steadily more professional.

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

From the data collected during the cause of this study, it has been found out that AgipNigeria Plc has a more regular fuel supply mechanism and for those who patronise it the best service outfit as compared with other marketers of petroleum products. In fact it is rated the top along with Mobil.

It was also found out that AgipNigeria Plc product offering is among the highest in quality and performance. However, the study indicates that an additional provision of service facilities will enhance it standing among consumers of petroleum products. This is very important to AGIP since those interviewed indicated they can switch to an outlet that provides products than with adequate service facilities.

The findings further show that there are no adequate filling stations in Zaria Zone. This is good information for AgipNigeria Plc since it will ,ur the company to search for more avenues of building more selling or retail outlets for her products.

In addition the researcher's findings show that shortages as a result of closure of Refineries for very long time affects the position of AGIP as a marketer of petroleum products.

Finally it can be said that within the Zaria Zone AgipNigeria Plc has succeeded in stamping herself as one of the marketers of petroleum products considering the constraints applicable to all marketers in this trade.

5.2 Conclusion:

This study has emperically investigated the effective retail marketing of petroleum products by AGIP and it was found out that within the Zaria Zone, the company has managed its retail outlets to the satisfaction of its majority of consumers.

All businesses exist to offer products and services to consumers at a profit and these products have to be marketed. Retail outlets (filling stations) being the purchasing points for petroleum products by consumers need to be managed effectively to ensure consumer satisfaction.

However findings show that customers yearn for more facilities to be provided in filling stations to enable them get the full value for their money. Facilities such as Service bay, Washing bay, Shopping mall, air and pressure guage and self-service pumps should be installed by marketers of petroleum products in their retail outlets.

Therefore it is realistic to say that, in the light of the findings of this research work, AgipNigeria Plc and other marketers of petroleum

products covering Zaria Zone can improve on their service to customers by providing adequate facilities and build more retail outlets to avoid long queues as presently obtain during shortages.

Having analysed the effective retail marketing of petroleum selling outlets in Zaria Zone by AgipNigeria Plc, it is necessary to make some recommendations. These recommendations are aimed at improving the performance of petroleum products marketers.

5.3 Recommendations:

In the light of the findings discussed in chapter four and the conclusion drawn in the preceding section, the researcher recommends that:

1. AgipNigeria Plc and other petroleum marketers should build more retail outlets to cater for the consumers of petroleum products.
2. Adequate facilities like Service bay, washing bay, Shopping mall, Air and Pressure guages and self-service pumps should be installed in all retail outlets to facilitate the services.
3. Petroleum marketers should research to find ways of permanently solving the problem of shortages to enable economic life progress

effectively especially by using their expertise to assist Nigerian National Petroleum Corporation.

4. Petroleum marketers should endeavour to monitor the degree of customers satisfaction with their services on a continuous basis. This can be done by designing questionnaires to customers to fill, or oral interviews, provision should be made in such questionnaires for customers to suggest ways in which the companies can improve its services.
5. Adequate attention should be paid to the maintenance of facilities at all retail outlets to avoid the embarrassment of customers.
6. The high quality of petroleum products should be maintained and possibly improved. This will enhance the image of the marketing company whose products are purchased, for good products means repeat purchase by consumers.

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APPENDIX I

QUESTIONNAIRE [FOR OWNERS/DRIVERS OF VEHICLES ONLY]

1. Where do you Work or School in Zaria ?
    a) Sabon-Gari
    b) Tudun-Wada
    c) Zaria City
    d) Samaru
    e) Wusasa
    f) Any other (state)----------
2. In which of the following places do you live in Zaria ?
    a) Sabon-gari
    b) Tudun-Wada
    c) Zaria City
    Samaru
    e) Wusasa
    f) Any other (state)----------
3. Do you own a motor vehicle or drive one ?
    a) Yes
    b) No
4. Which filling/service station do you regularly buy fuel from ?
    a) AGIP
    b) TOTAL
    c) TEXACO
    d) MOBIL
    e) NATIONAL
    f) Any other (station)----------

5. Which is your best filling/service station ?
   a) AGIP
   b) TOTAL
   c) TEXACO
   d) MOBIL
   e) NATIONAL
   f) Any other (station)————

6. Do you buy all your fuel requirements in your favourite station ?
   a) Yes
   b) No

"T. If your answer in question six (6) above is (No), then do you buy fuel regularly in Zaria ?
) Yes
   D) No

8. What is your average fuel consumption in Litres per week ?
   a) 25 Litres
   b) 40 Litres
   c) 50 Litres
   d) 50 and above.

9. Are you selective about the filling/service station ?
   a) Yes
   b) No

10. If you are selective about the filling/service stations, which of the following influences your decision ?
   a) Location of station

b) Layout of station

c) Efficiency of service

d) Any other reason (state)----------

11. Will the provision of any of the following services in any station make any difference on you ?

a) Service bay

b) Wash bay

c) Shopping mall

d) Air and Pressure guage

e) All of the above

12. Do you buy lubricating and hydraulic fluids for your vehicle in filling stations too ?

a) Yes

b) No

13. How often do you buy lubricating and hydraulic fluids for your vehicle ?

a) Daily

b) Weekly

c) Forthnightly

d) Monthly

e) None of the above (state)----------

14. As you are aware, most lubricants and hydraulic fluids carry the brand names of oil companies, which of the following do you prefer most ?

a) AGIP

b) MOBIL

c) TEXACO

d) TOTAL

- e) NATIONAL

f) Any other (state)————————

15. Why do you choose a company's particular brand ?

a) Quality of product

b) Quantity of product

c) Price of product

d) Availability

16. Would you buy a different brand at any other point in time ?

a) Yes

b) No

17. if your answer to question (16) above is (Yes) can you state why ?—

18. In your opinion, which of the following, causes delays at petrol/service stations ?

a) Traffic flow

b) Queue pattern

c) Inadequate number of pumps

d) Slow and inefficient service rate

e) Supply Shortages

f) Power failure

19. In your opinion, are the number of Petrol/Service Stations in Zaria adequate ?

a) Yes

b) No

c) Do not know

20. How do you rate AGIP products with other Petroleum marketers ?

    a) Very High
    b) High
    c) Average
    d) Low
    e) Very Low

21. How do you rate the Service attendants at AGIP Filling/Service Stations ?

    a) Very high
    b) High
    c) Average
    d) Low
    e) Very low

22. What other suggestion(s) will you give to improve generally the performance output of AgipNigeria Plc distribution of Petroleum Products in Zaria Zone ----------

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Thank you.