THE APPLICATION OF MARKING STRATEGY BY AN INDIGENOUS COMPANY IN THE MARKETING OF CONSUMER GOODS: A CASE STUDY OF ZARIA INDUSTRIES LIMIKTED ML), ZARIA.

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BY

ANTHONY AGOYI
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DEPARTMENT OF BUSINESS ADMINISTRATION
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AHAMADU BELLO UNIVERSITY
ZARIA, NIGERIA.

MARCH, 2000

DECLARATION

I hereby declare that this thesis has been written by me, and that it is a record of my own primary research work. It has not been presented in any previous application for a higher degree. All quotations and sources of information as seen in this thesis are specially acknowledged by means of the given references.



7/03/05

ANTHONY AGOYI | DATE

CERTIFICATION

This thesis entitled: "The Application of Marketing Strategy in the marketing of Consumer goods by an indigenous Company: a case study of the Zaria Industries Limited (ZIL), zaria" by Anthony Agoyi meets the regulations governing the award of the Masters in Business Administration (MBA) of the Ahamadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

DR A.B. AKPAN
PROJECT SUPERVISOR

6/3/2005
DATE

HEAD, DEPARTMENT OF BUSINESS ADMINISTRATION

DEPT. OF BUSINESS ADMIN.
Signature 25/4/05
Date .....
Institute of Admin A. B. U. Zaria

DATE

EXTERNAL SUPERVISOR

31/12/2004
DATE

DEAN OF POST GRADUATION SCHOOL
AHMADU BELLO UNIVERSITY.
ZARIA, NIGERIA

11/8/05
DATE

DEDICATION

I dedicate this Project to my Parents MR. AND MRS. AGOYI

ACKNOWLEGEMENT

This research was made possible by the invaluable contribution of some people who I must acknowledge.

My first and foremost is my project supervisor Dr. A.B. Akpan who carefully went through the manuscript and offered valuable guidance and constructive criticisms. He gave me brotherly counsel during the period of the research.

The study would not have been possible without the kind assistance of my cousin Prof. J.T. Momoh‡ who saw me through First Degree in Accounting and moral support for this academic endeaour.

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Above all, I thank the Almighty God for His goodness and mercies all through this project.

ABSTRACT

This research project is primarily concerned with the analysis of the application of marketing strategy by an indigenous company in marketing of consumer goods with respect to the Zaria Industries Limited (ZIL), Zaria, Nigeria. The major objective of the study was to examine thoroughly and determine how marketing strategy has been applied by an indigenous company in the course of rendering services to their customers and to identify as well the various marketing techniques used by the company under review.

In order to facilitate the research work, data were collected from both primary and secondary sources. Data from the questionnaires formed the primary sources of this study while data from the review of related literature formed sources of secondary data. In addition, personal interviews and general observations also formed part of the study as a source of information.

The project work was carried out in five chapters. Chapter One centered mainly on the introductory part of the project covering the background information of the study, statement of the problem, the research questions, objective *oi'* the study, significance of the study, the research

hypotheses, delimitation of the study, limitation of the study and the methodology of the study as well as the operational definitions.

Chapter Two of this study mainly concerned itself with the review of related literature which covered such areas as the concept of strategy, the concept of marketing, the concept of marketing strategy, organization strategy, element of marketing strategy, analytical approach information of strategies, components of marketing strategies, the effect of environment on the marketing strategy, marketing strategy and the marketing mix, factors determining strategic situation, strategies used by the company and the role of marketing strategy to the company in the marketing of consumer goods.

Chapter Three covered the methodology of the study while in chapter Four, data collected were presented and analyzed in a tabular form using percentages.

Finally, in chapter Five, a summary of the study was given and conclusions drawn. Based on finding recommendations were given.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

In every highly industrialized society, the degree of competition between one manufacturer and another is often such that only the most economic methods of production will ensure survival. To achieve this required economy of production, high volume output is essential. To maintain high volume output, one obviously needs high volume sales. This constant demand for sales can only be met if the selling side of the organization is able to continue to obtain repeat orders from its existing customers and can gain new customers to replace those who, for a variety of reasons may cease to use its products.

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

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

In every highly industrialized society, the degree of competition between one manufacturer and another is often such that only the most economic methods of production will ensure survival. To achieve this required economy of production, high volume output is essential. To maintain high volume output, one obviously needs high volume sales. This constant demand for sales can only be met if the selling side of the organization is able to continue to obtain repeat orders from its existing customers and can gain new customers to replace those who, for a variety of reasons may cease to use its products.

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The customer is the king in any business transaction. For an organization to enjoy an increase in the demand for its product or service, the customers' sovereignty must be recognized. Image enhancement, therefore, attempts to ensure the sovereignty of the consumers and contributes to the organizational growth. It follows then, that business organizations can benefit from a company of friendly, courteous, and helpful customer relations. If an organization is guilty of poor treatment to its customers, general laissez-faire attitude and rendering poor quality product, such an organization is bound to fail.

As human history speeds into the 21st century with awe-inspiring problems and opportunities, the subject of marketing is attracting increasing attention from companies, institutions and nations. Marketing has evolved from its early origin in distribution and selling into a comprehensive philosophy for relating any organization dynamically to its markets. Large and small business forms everywhere are beginning to appreciate the difference between selling and marketing and are organizing to do the latter.

Marketing has become increasingly vital for survival in today's competitive world. The aim of marketing is to understand the

customer so well that the product fits him and sells itself, to result in a customer, who is ready to buy. It is aimed at satisfying customer needs and desires more effectively and efficiently.

Strategic marketing which involves planning the future density of marketing has become extremely important in recent years. This future oriented process requires four areas of understanding. The first is the assessment of the changing environment and its impact on corporate business, goals and strategy. The second is the formulation of the business mission and objective in light of the changing environment, including such fundamental issues as what business you are in and what business you should be in. The third area of understanding relaters to the formulation of a strategy to achieve the business mission. This area emphasizes the identification of competitive strengths and weaknesses. Finally, the fourth area of understanding is strategy implementation. This area often refers to the structural reward system and actions, plans for carrying out the strategies.

A company's marketing strategy will have to take several factors into account which includes the company's size and position in the market, the company's resources, objectives and policies, the

competitors' marketing strategies, the target market buying behaviour, the stage of the product life cycle, as well as the character of the economy.

When choosing a target market, marketing managers try to evaluate possible markets to see how entering them would affect the firm's sales, cost, and profits. Marketers also attempt to determine if the organization has the resources to produce the marketing mix that meet the needs of a particular target market and whether satisfying those needs is consistent with the firm's overall objectives. They also analyze the size and number of competitors who already are selling in the possible target market.

Marketing managers may define a target market to include relatively small number of people, or they may define it to encompass a vast group of people. Although it may focus its marketing efforts on one target market through a single marketing mix, a business often focuses on several target market by developing and employing multiple marketing mixes. Marketing managers must develop a marketing mix that precisely markets the needs of the people in the target market. Before they do this, they have to collect in depth up-to-date information about those needs. The information might include

data regarding the age, income, sex, race, and educational level of people in the target market, their performances for product designs, features, colours, and textures, their attitudes towards competitors' products, services, advertisement and prices and the frequency and intensity with which they use their products. With these kinds of data, marketing managers are better able to develop a product, distribution, promotion and price that satisfy the people in the target market.

1.2 STATEMENT OF THE PROBLEM

Marketing managers are today faced with numerous challenges in the forms of threats and opportunities, the success of how these challenges are handled translate directly on their organization; negatively or positively and to a certain extent to the society at large. There has been an increase in the sophistication and sensitivity in marketing in recent times in Nigeria and this has further raised the challenges of the marketing managers.

Because today's environment is necessarily becoming competitive, the role of strategic marketing to cope with these challenges is becoming proportionately increasing.

Tools in the form of valid and applicable marketing theories, qualified marketing personnel and data on past marketing

performances, though not available have assisted in only limited way the modern marketing manager in tackling the emerging challenges. Even the marketing concept which has been thought to be the key that unlocks the door of marketing process, though relevant has continued to be insufficient in providing all the solutions to the challenges faced. To be thoroughly equipped, the marketing manager has to shift focus towards strategic marketing.

Marketing role is even more intensified because of cutthroat competition and rivalry from other firms. For the firm to constantly keep watch of the activities of other rival firms and achieve a sustainable competitive advantage, the implementation of an effective marketing strategy cannot, therefore, be overemphasized.

An inadequate analysis and understanding of the strategic marketing of consumer goods in Nigeria is one of the problems facing most organizations in Nigeria today. Identifying marketing strategies either as a competitive strategy or as a measure to broaden the market and promote a product to meet the needs of different customers in marketing of consumer goods is a difficult task.

The organization and the marketers are faced with controllable variables like the products, price, promotion and distribution which

can be controlled by them, as well as uncontrollable variables like competitors, economic consumers' demand, technology, and environment which if summed up involves huge financial problems.

The organization with special emphasis on the marketers has to adopt a strategy or a conservation of strategies to be able to meet its target. Organizations are faced with problems of government policies expressed in budget or fiscal policies affects a company's performance a lot because of some uncertainties. Most importantly, is the problem of finance which hinder the effective marketing of consumed goods thereby leading to lack of proper identification of consumers' needs and wants.

It is in view of all these problems, that it becomes imperative for marketing managers to focus more of their attentions on how best to develop the marketing programmes to foster ways of marketing consumer goods to enhance productivity and satisfaction to the consumers.

HYPOTHESES OF THE STUDY

The following hypotheses will guide this study:

1. Effective marketing strategy enhances a firm's efficiency and customer satisfaction.

2. There is no correlation between marketing strategy and good quality products of the firm.
3. Customers who feel satisfied with the firm's goods and services will continue to patronize the firm and will serve as a source of promotion of the firm's products.

It is hoped that the testing of these hypotheses will help us to find appropriate solution to the problem.

1.4 OBJECTIVE OF THE STUDY

The purpose of the study is to examine critically, among other things, the applicability marketing strategy in the operation of an indigenous company, and Zaria Industry has been chosen as a case study. Specifically, the study is designed:

1. To examine thoroughly the nature and impact of marketing strategy on the company's performances;
2. To determine the extent of usage of marketing strategy in the marketing of the company's products;
3. to determine the success or failure in the application of the marketing strategy by the company;

4. To determine whether effective marketing strategy can result to efficiency, productivity and profitability of the company;
5. Finally, the study will attempt to proffer possible solution of effective marketing strategy.

1.5 SIGNIFICANCE OF THE STUDY

The issue of marketing strategy is of vital importance to any organization since it determines to a great extent the organization's efficiency and productivity.

To the best of my knowledge, this is the first research work to be carried out in this area. As the study is set out to verify the effect of marketing strategy on the performance of the firm, the study is, therefore, significant because it is hoped that on completion, a lot of revelations as well as discoveries will be made that will be of immense benefits not only to Zaria Industry but also to the entire business world as a whole. The discoveries in this research work is hoped to enhance efficiency, profitability, productivity and consumer satisfaction.

Though using a case study approach, and since it is dealing with a specific unit of the business world, it will make an interesting

contribution in understanding the effect of marketing strategy in an organization.

Finally, this work will be significant to the general public as a source of enlightened information since it will enlarge the existing literature on the area of marketing strategy.

1.6 THE SCOPE OF THE STUDY

The purpose of this study is to investigate the applicability of marketing strategies in the operation of an indigenous organization. The research work will however, be limited to the Zaria Industry and does not intend to cover other indigenous organizations in Nigeria.

1.7 LIMITATIONS OF THE STUDY

In spite of the importance of this study, the area of coverage will be very limited. The reason for this is largely economic. With the high cost of traveling, photocopying of relevant materials and other incidentals, the area of coverage has to be limited.

Besides, funding of this project is basically a private affairs. This makes it difficult to expand the scope. Due to the nature and the method used in conducting the research, there has been a lot of expenses involved which has forced the researcher to limit the areas of operation.

Time factor is another constraint. The time allowed for the completion of this research work is short for data collection, analysis of data and writing the final report. Due to the limited period at the disposal of the researcher, there was no enough time to conduct personal interviews particularly with the company's dealers who are vastly located within the area of operation.

It also deserves mentioning that there are several other facts that would have been included in this work but since it is not a standard textbook, it has not been possible to do so.

The research will involve using both the primary data as well as the secondary data. The use of primary data involves direct contact with the people, the data so gathered might be subject to bias judgment.

The last limitation is intellectual in nature since no work of this nature can be above the intellectual ability of its writer.

1.8 RESEARCH METHODOLOGY

The study is purely descriptive in nature. It does not, therefore, hope to subject its data to rigorous analysis since it is not thought that such treatment will be essential.

In order to facilitate the research work, data will be collected both through the primary and secondary sources. Questionnaires will be designed and administered to illicit relevant information from the management, employees and customers. Personal interviews will also be conducted on the management of the Zaria Industry and its employees. Personal observations and experience will also play a no small role in making the research work a success.

.9 OPERATIONAL DEFINITIONS OF TERMS AND ABBREVIATIONS

Strategy	A plan of action, a tactic of accomplishing a predetermined goals and objectives.
Marketing	Human activities directed at satisfying needs and wants through exchange process (Kotler, 1988).
Strategic Planning	The management process of developing and maintaining a viable fit between the organization's objectives and resources and its environmental opportunities.
Marketing Strategy	This is a consistent appropriate and feasible set of principles through which a particular company hopes to achieve its long-run customer

	and profit objective in a particular competitive environment.
Marketing Mix	The term used to describe the combination of the four inputs that constitute the core of the industry's marketing system (Stanton, 1981).
Product	A product is all those things offered to a market, including physical objects, services, amenities, and satisfaction not only from the physical product or services offered, but from the personalities, ideas, and organizations as well (Markin, 1979).
Product Line	This consists of products that are related in some way to each other.
Product Mix	This is the sum total of the products offered for sale by a Company.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter concerns itself with the review of expert's ideas about the subject matter under study. The chapter will be organized under twelve major sub-headings as follows:

- The concept of strategy
- The concept of marketing
- The concept of marketing strategy
- The organization strategy
- Element of marketing strategy.
- Analytical approach information of strategies
- Components of marketing strategy
- The effect of environment on the marketing strategy
- Marketing strategy and the marketing mix
- Factors determining strategic situation
- Strategies used by the company
- The role of marketing strategy to the company in the marketing of consumer goods.

2.2 THE CONCEPT OF STRATEGY

Hudson (1998) notes, "the term strategy is derived from a Green word '*Strategos'*, meaning, 'the art of a general'. In a military sense, strategy involves the planning and directing of battles or campaigns. In the business sense, however, it refers to action by management to offset actual or potential actions of competitors.

Runyon (1981) sees strategy as "a term used to describe how objectives are to be accomplished". A strategy is not just a plan, but, it is a plan that unifies the operation of a given organization an it ties all its parts and efforts together towards achieving the desired target. It is the means on organization uses to achieve its objectives in a competitive business environment.

Schandel and Hofer (1978) define strategy as "The fundamental pattern of present and planned resources development and environmental interactions that indicate how the organization will achieve its objectives. "According to them, strategy formulation process involves seen steps:

1. Identification
2. Environmental analysis
3. Resources analysis

4. Gap analysis

5. Strategy alternatives

6. Strategy evaluation

7. Strategy choice.

From the foregoing, a strategy is, therefore, concerned with the long-term survival and growth of an organization. It involves the choice of objectives to search for opportunities and the identification f the opportunities most feasible, given the existing resources.

According to Osaze (1991), "strategies are means of operationalizing a policy and for achieving some predetermined objectives."

To Anoa (1979), "strategies are schemes, methods maneuvers, which management hopes to deploy in order to move the firm from its present position to arrive at its target goal by the end of a specified period, recognizing that during the interviewing period a host of changes are going to take place in the environment.

Thomas (1977) sees strategy as "the determination of basic long range goals and objectives and the adoption of courses of action with the allocation of the necessary resources."

In their own contribution, Newman and Logan (1976) see strategy as concerned with where an organization should be headed in the future and defined it as "a chosen course of action for pursuing an objective."

Corey (1978) views strategy to be responsive to conditions in the market environment and to cost factors.

The General Electric Company sees strategy as a situation of what resources are going to be used to take advantage of which opportunities to minimize which threats, and to produce a desired result.

Glueck (1984) defines strategy as "a unified, comprehensive and integrated plan relating the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved".

To Steiner and Miner (1977), strategy is "the foregoing of company's missions, setting of objectives for the organization in the light of external and internal forces, formulating policies and strategies to achieve objectives and assuring their proper implementation so that the basic purpose and objectives of he organization will be achieved.

Strategy is a plan of action, a tactic of accomplishing predetermined goals and objectives. At the level of individual product and market, objectives may be expressed in terms of market share, profits on sales, and returns on investment. Objectives often gives purpose and direction to strategies. The main aim of strategy. Therefore, is to determine and communicate through system of major objectives and policies of what kind of enterprises envisaged.

The overall corporate strategy is often thought of as having several components such as financial strategy, manufacturing strategy, research and development strategy, etc. at the heart of any business strategy is marketing strategy. Other components of overall strategy must support the business marketing mission. Firms' marketing strategy must be appropriate to its resources and its strategies in other areas of the business, and must recognize their limitations as well.

According to Glueck (1984), "corporate strategy is the pattern of decisions in a company that determines and revel as its objectives, purposes, or goals; produces the principal policies and plans for achieving those goals; and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of economic and non economic

contribution it intends to make to its shareholders, employees, customers and communities." He went further to identify three different levels of corporate strategy in an organization to include corporate level where the strategy is concerned with what sorts of business the company as a whole should be in. if historically it was a one-product (or one type of business) company, it moves to being a company with several different businesses. Busyness strategy, otherwise referred to as competitive strategy where the strategy is about how to compete in a particular market. And, operational strategy which is concerned with how the different functions of the enterprise marketing, finance, manufacturing and so on – contribute to the other levels of strategy.

2.3 THE CONCEPT OF MARKETING

Elvy (1982) notes that "at one time, there was no such thing as marketing". Corroborating this statement, Nwosu 91997) states, "marketing can be said to have a relatively recent origin as well as development." Marketing has, therefore, over the centuries gradually developed as a typical society and moves from a state of self-sufficiency to an economic system which is characterized by division

of labour, industrialization and with the greater portion of he population living in cities.

According to Elvy (1982); Nwosu (1997), marketing as we know it today, however, came into being as a result of the industrial revolution which accelerated the development of cities. Production which was formerly carried on by hand in homes now moved to the factories and people also moved to the cities in order to work in thee factories. Service industries developed to take care of the worker's needs who were no longer self-sufficient. Nwosu (1997) notes that emphasis was still on production since people's demands still exceeded the available output. The situation remained the same until the third decade of the century – the 1920s. as the efforts of the Industrial Revolution began to yield greater dividends, mass production ensured. With greater increase in production, therefore, mass marketing was needed to move the excessive products. Marketing for products now grew beyond the production points, thus necessitating longer channels of distribution. Competition also set in and better methods had to be devise to market the output of factories. This thus led to the development and growth of specialists in the fields of marketing.

As an activity in the management of an enterprise, the term "marketing" has been variously defined by individuals, institutions and associations.

Kotler (1988) defines marketing as "human activity directed a satisfying needs and wants through exchange process." Noting further, Kotler sees marketing as "a social process by which individuals and groups obtain what they need and want through creating and exchanging products and values with others".

Stanton (1981) states, "marketing is a total system of interacting business activities designed to plan, price, promote and distribute want-satisfying goals and services to the present and potential customers."

Buskirk (1976) also opine that "it is a system which assembles assortments of goods and services at places where people want to buy them."

The American Marketing Association (AMA)196) defines it as "the performance of those business activities which direct the flow of goods and services from the producer to the consumers or under." However, the exact activities involving marketing as separate from

other business, non-marketing activities, are not clearly set out in this definition.

The British Institute of Marketing (BIM) defined marketing as "the management process responsible for identifying, anticipating satisfying customer requirements profitably."

Rosenberg (1977) sees marketing as "a matching process, based on goals and capabilities by which a producer provides a marketing mix (product, services, advertising, distribution, processing, promotion, etc) that meets consumer needs within the limits society".

Brech (1980) also defines marketing as "a management function which organizes and directs all the business activities involve in assessing and converting customer purchasing power into effective demand for specific product or service, and in moving the product or service to the final customer or user so as to achieve a profit target or other objectives set buy the company".

Fisher (1976) in his contribution states that "the key idea of marketing is that business thinking and planning start by considering the customer as they are now and as they will involve in future.

A business, whether private or state owned exists by selling its products and services. Where the customer has choice, the successful

sale and subsequent repeat sales depends upon the satisfying customer".

Martins (1976) defines marketing as "the way in which any organization matches its own capabilities to the wants of its customers."

McCarthy (1964) defines marketing as the performance of business activities that direct the flow of goods and services from producer to the flow of goods and services from producer to customer or use in order to satisfy customers and accomplish the firm's objectives". This definition conforms to the American Marketing Association (1960).

According to Bartels (1968), "marketing is the process whereby society, to supply its consumption needs, evolves distributive systems composed of participants, who, interacting under constraints – technical (economic) and ethical (social) – create the transactions of lows which resolve market separations and results in exchange and consumption."

Riseley (1972) states, "marketing includes all business activities that make possible, the determination of what should be

produced and control that which is produced from its creation to ultimate consumption.

Mazur (1941) sees marketing as "the delivery of a standard of living to society".

To Holloway and Hancock (1973) 'marketing is a set of activities necessary and incidental to bringing about exchange relationships in our economic system".

According to Schewe and Smith (1983) "marketing is managing human and organization exchange activities directed at satisfying human wants and needs."

In the words of Stewart (1995) "marketing is the vehicle through which a company can achieve its short-term goals and strategic aims in terms of long-term survival in the face of change, particularly competitive change."

Adeleye (1998) notes that "marketing consists of all activities aimed at identifying and satisfying customer needs through beneficial exchange with target market."

Baker (1995) cites Crosier (1975) as reviewing over fifty definitions of marketing and categorizing them into three major groups, viz:

a. Definitions which conceive of marketing as a process

b. Definitions which portray marketing as a concept or philosophy of business.

c. Definitions which emphasize marketing as an orientation.

Drucker (1973), one of the leading management theorists, put it this way, "the aim of marketing is to make selling superfluous. The aim is to know and understand the customer so well that the product or service fits him and sells itself". He went on to define marketing as "the distinguishing and unique function of the business".

Furthermore, McCarthy (1971) perceives marketing as the process of analyzing consumer demand, developing a product to satisfy the demands motivating the sales of the product and distribution the product into ultimate consumption.

To Nickles (1978), marketing is referred to as "those activities perfumed by individuals or organizations, either profit or non-profit, to enable, facilitate and encourage exchange to the satisfaction of both parties."

Lanscater and Massingham (1988) highlight the following key points in an attempt to explain the meaning of marketing based on its plethora of definitions:

1. Marketing focuses the firm's or individuals' attention towards the needs and wants of the market place.
2. Marketing is concerned with he genuine needs and wants of specifically defined target markets by creating products or services that satisfy customer requirements;
3. Marketing involves analysis, planning and control;
4. The principle of marketing stats that all business decisions should be made with careful and systematic consideration of the user;
5. The distinguishing feature of marketing-oriented organization is the way in which it strives to provide customer satisfaction as a way of achieving its own business objectives;
6. Marketing is dynamic and operational, requiring action a well as planning;
7. Marketing requires an improved form of business organization in order to marketing to be above lead and calyse the application of the marketing approach;
8. Marketing is both n important functional area of management and an overall business philosophy which recognizes that the

identification, satisfaction and retention of customers is the key t prosperity.

Markin (1979) looks at marketing and says, "a more modern definition of marketing would be the set of activities by which the demand structure for goods, ideas and service is managed in order to facilitate the exchange process satisfactorily".

Marketing, according to Enis (1977) "is exchange activities conducted by individuals and organizations for the purpose of satisfying human wants". Harm and Harrin (1972) view marketing as relating to those activities that direct the flow of goods and services into their appropriate utilization from manufacturer t the consumer.

Olatise (1978) looks at marketing as "the business process by which products are matched with markets and through which transfers of ownership are effected so as to maximize long-term earning per share".

Odia (1981) considers marketing as "the identification of customer's needs and the delivery of customer satisfaction- at a profit".

Beckman and Davidson (1957) define marketing as "the performance of all activities necessary for ascertaining the needs and wants of consumers, planning products availability, effecting transfer of ownership of product, providing for their physical distribution and facilitating the entire marketing process."

To Ryans ((1986), "marketing is the determination of the needs and desires of the market so that goods and services can be provided to satisfy these wants (desires) of the market".

From the foregoing, one cannot but agree that there are many definitions of marketing and that the marketing literature is replete with divergent views on the true meaning of marketing. This controversy will, however, continue so long as authors continue o exist.

Marketing means different things to different people. To some, marketing is the economic process whereby goods and services are exchanged and their values are determined in monetary terms. To some others, I is the exchange that takes place between the producing groups and the consuming groups.

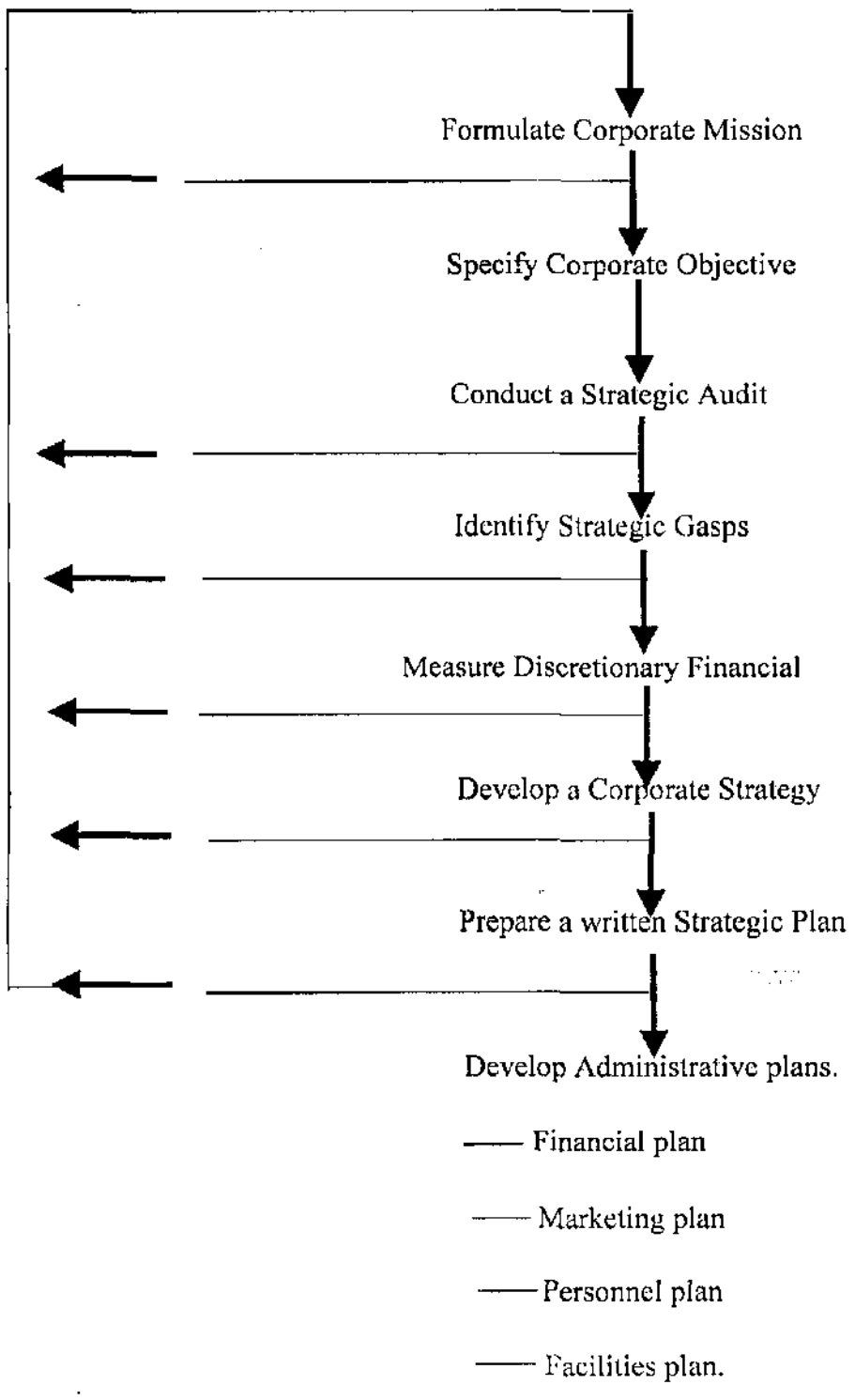
And yet, to some, marketing is asocial science which cancers with marketing and transactions.

In summary, marketing is a social, economic and managerial process focused on the creation and delivery of wants – satisfying ideas, goods and services. The basis of effective marketing are identifying changing consumption requirements, and managing organizational efforts required to supply ideas, goods and services to customers.

2.4 ORGANIZATION STRATEGIES: BASIS FOR MARKETING STRATEGIES.

It is of paramount importance to note that just as the mix components are a subject of marketing strategy, an organization's marketing plans is the result of strategic leaning process that begins with the formation of corporate mission. Once the corporate mission ha been determined and objectives specified, the process goes through a series of planning stages until actual administrative plans, such as the one for marketing emerge. The overall strategic planning process can be diagrammatically represented thus

Fig 1



Source: David T. Kollat et al. 1972 P. 13.

2.5 ELEMENT OF MARKETING STRATEGY

Marketing strategy comprises several interrelated elements such as:

i. **Market Selection**: The Market the company chooses to serve.

ii. **Product Planning**: This includes the choice of products the company sells, the make up of the product lines and the design of individual offerings in the line.

iii. **Distribution System**: That the wholesale and retail channels through which the products moves to those who buy it an ultimately use it.

iv. **Advertising Strategy**: Is the plan for informing potential customers about the product through radio, television, direct mail and public print.

v. **Personal Selling**: Is the strategy for developing a sales force in the field to call on potential customers, urge them to buy and take orders. Advertising and personal selling are often thought of as the two parts of the overall communication strategy.

vi. **Pricing**: This is an important element of any marketing programme. The company must set the product prices tht different classes of customers will pay and determine the margin of commissions that will compensate agents,

wholesalers and retailers for their work in moving the products to the ultimate users.

The list of the elements that might be part of marketing strategy is long and will vary among products, marketing and companies.

2.6 ANALYTICAL APPROACHES IN FORMULATING MARKETING STRATEGY

Corey (1978) viewed strategy to be responsive to conditions in the market environment and to cost factors. In developing the marketing programmes, the following factors deserve in-depth analysis:

1. **Environmental factors**: At the broadest level it is useful to assess the significance of such environmental elements as growth in population and disposable in comes as well as government regulations that important will depend on the producers and markets under consideration.
2. **Market factors**: This involves focusing on a particular market, it is essential to determine its size, rate of growth, stage of development, trends in the distribution systems, serving the market, buyers behavior patterns, seasonality of demand, segments that currently exist or could be developed, and

unsatisfied opportunities that might provide a market entry. What levels of investments and marketing spending would be required.

3. **Competition factors**: This refers to the determining the competitors and what products or market position do they occupy. What are their strategies? Their strength and weakness? What is cost structure and production capacity?

4. **Self Analysis**: The company's strength and weakness relative to competitors must be appraised in such areas as technology, financial resources, manufacturing skills, marketing strengths and existing base of customers. Also the corporate strengths must be relevant to needs in the market.

5. **Buyer Behavior**: The analysis of patterns of purchasing behaviour is central to product design, pricing, the choice of distributing channels and the communication strategy.

6. **Trade Analysis**: To the extent that a company relies on researchers to take the product to the market, its strategy must consider the availability of distribution channels as well as their requirements. The operating cost structure of the wholesalers

and retailers must be determined. The cost incur in stocking, selling and servicing products must also be determined.

7. **Economic Analysis**: The summation of the marketing analysis is the project impact calculation. If the company goes ahead, how much profit can it make as compare with the profitability of other opportunities for utilizing the limited resources.

2.7 COMPONENTS OF MARKETING STRATEGY

Marketing strategies are organizations plan for reaching the consumers, that is to say they are avenues by which marketers tailor their messages to the consumer at the right place, price and time. The basic components of marketing strategy includes selection (market segmentation, market differentiation and market positioning).

MARKET SEGMENTATION:

The concept of market segmentation is based on the notion that different groups of potential customers have their own characteristic needs and wants. Kotler (1980) defines marketing segmentation "as the act of dividing a market into district groups of buyers who might merit separate products and or marketing mixes" while Staton (1981) define market segmentation as "the process of dividing the total, heterogeneous market for a product into several sub-markets or

segments, each of which tends to be homogeneous in all significant aspects. It is a customer oriented philosophy. The needs of the customers are first identified within a sub-market and satisfy those needs. Four criteria are used for selecting segment viz:

i. **Measurability**: Characteristics on which the segment is based should be able to be measured.

ii. **Size:** The segment has to be large enough to make the marketing effort worthwhile.

iii. **Reachability**: Segments must be accessible to the organizations marketing effort.

iv. **Market Responsiveness**: A clearly defined segment should react to changes in the market mix.

Market can be segmented along several dimensions such as:

Geographic: This the oldest form of market segmentation. In this segment, the variants of the product are marketed in different regions. It is based on the assumption that people in different reigns/parts of the country may want different products.

Demographic: People in different income groups, age groups and occupations and of different ethnic and educational backgrounds, may

exhibit characteristically different tastes, buying behavior and consumption pattern.

Psychographic: This include personality factors such as aggregation, anxiety, masculinity, femininity, community involvement, pleasure activities etc. it is assumed that a market can be segmented according to the above factors.

MARKET SELECTION CRITERIA:

The development of a market segmentation scheme is jut the beginning of this strategy. The next step is to select among market segments the particular targets of opportunity that are best suited to the company. It is necessary to consider the following.

i. The organizations broad goals and their fit with the particular market opportunity under consideration.

ii. The firm's particular strength and weakness vis-à-vis particular market segments: It financial, strength, marketing skill and resources, technical expertise and product advantage.

iii. The resource commitments that will be required for product development, advertising sales force development, manufacturing and distribution systems.

iv. The strength and weaknesses of competitors and their position in the market.

v. Whether demand is growing or leveling off.

vi. The possibility of taking a significant share of the market.

PRODUCT DIFFERENTIATION

Manser (1988) refers to product differentiation as "the establishing of a special identity for one product which helps to set it apart form other competing products and to achieve a particular place in the market. This can be achieved by distinctive packaging, advertising, the use of brand names, product size. To Stanton (1981), products differentiation involves developing and promoting awareness of differences between one company's product and those of competitors. This strategy is often used by companies selling reasonably standardized products, such as soap, cigarettes, and gasoline to a broad market that is fairly homogenous in its demand for the given item.

Product Positioning: Product Positioning according to Manser (1988) is the placing of product in the mind of consumers by emphasizing certain distinctive features of the product that fulfill defined consumers need. Market positioning also represent finding a

riche in the market place for a new product. It is a process of creating a product or service. Consumers will view in certain manner relative to other products. The ultimate is on promotion, end use and creating the right product.

2.8 THE EFFECT OF THE ENVIRONMENT UPON MARKETING STRATEGY

Management cannot formulate strategy in a vacuum. Manager must rather recognize the main elements of the marketing environment that affect decision-making. Those, which exert greater influence, are: -

1. **Competitors**: Strategy developers should consider the number, power and strategies of rivals. Management can emulate or try to be different from competitors.
2. Suppliers: Suppliers are those entitles that furnish raw materials, power, finished goods, operating maintenance, supplies, equipment and finished goods to the organization.
3. Management should strive to maintain good relations with suppliers to increase the chances of obtaining favoured treatment such as: -

i. Fair and honest treatment of suppliers' salesmen.

ii. Concentration of purchases.

iii. Reciprocity

iv. Providing the results of marketing research studies

v. Giving suppliers products favoured treatment in selling to customers

vi. Distributors and dealers; producers who utilizes distributors and dealers are dependent upon these middlemen in carrying out the marketing strategy.

4. **Technology**: A number of markets have a policy of monitoring and attempting to predict technological change. This policy enables them to identify strategic opportunities and problems. Innovations in production technology have led to important changes in marketing strategies.

5. **Social and Ethical Considerations**: Marketing exists in Society and is therefore subject to both the rules and beliefs, social ethic of that society. Social consideration are those imposed by groups, among the more important of which are culture and special interest groups.

6. **Economic Consideration**: The Economy exerts its influences through changes in employment an income. If the organization market is concentrate in one region, management will be especially concerned with the performance of the economy of that region. Marketers needs accurate prediction as to the future behaviour of the company.

7. **Legal Considerations**: The impacts of Governmental agencies and personnel upon marketing strategy is considerable. Legal considerations influence the marketing strategy in two ways:

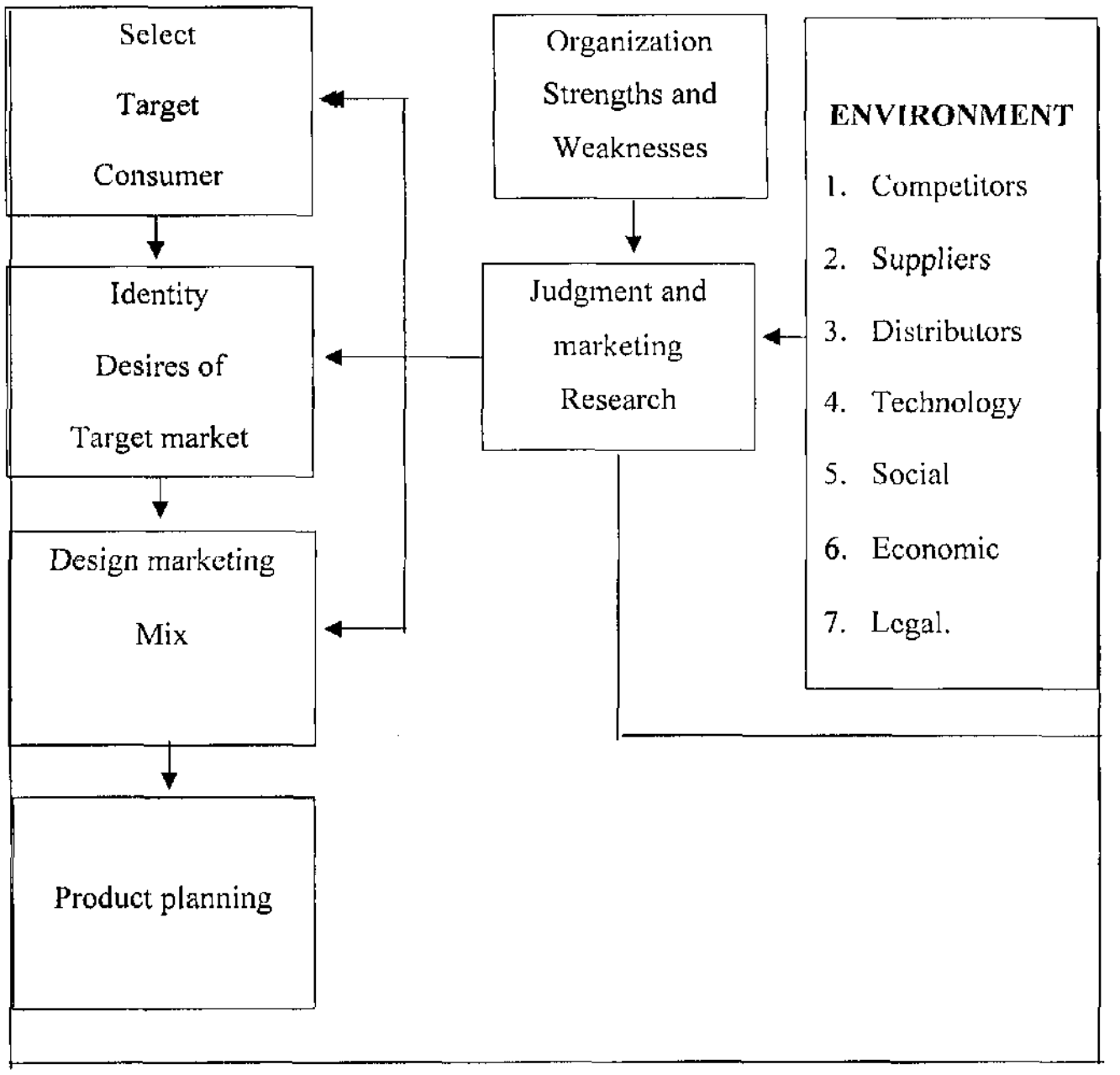
   i. Through legislation which restricts certain marketing activities.

   ii. Through Legislation, which creates marketing opportunities.

In formulating marketing strategy, firms should consider the aforementioned factors appropriately, it must succeed as well as the strength and weaknesses of the firm.

The entire process can be summarized diagrammatically thus:

Fig.2


Select
Target
Consumer
Organization
Strengths and
Weaknesses
ENVIRONMENT
1. Competitors
2. Suppliers
3. Distributors
4. Technology
5. Social
6. Economic
7. Legal.
Identity
Desires of
Target market
Judgment and
marketing
Research
Design marketing
Mix
Product planning

2.9 MARKETING STRATEGY AND THE MARKETING MIX

2.9.1 Marketing strategy

Kotler (1988) defines marketing strategy as "a consistent and feasible set of principles through which a particular company hopes to achieve its long-run customer and profit objective in a particular competitive environment."

Also, Bonne and Kurtz (1983) define marketing strategy as "a general term used to describe the overall company programme for selecting a particular market segment and then satisfy the customer in that segment through careful use of the marketing mix"

Marketing strategy is, in short, an organization's plan for reaching the consumers, a unique way by which a firm presents itself to consumers by identifying target consumers and designing a marketing mix to satisfy the target consumers.

Determining a company's objectives and matching them to its marketing opportunities give the firm a strong sense of direction. The marketing strategy, according to Markin (1979:96) "is a game plan for enabling the firm to reach its chosen destination. This game plan or strategy is concerned with the critical factors of market identification, market description, market measurement, and market segmentation".

Kotler (1988:287) further notes, "marketing strategy is the basic approach that the business unit will use to achieve its objectives, and it consists of broad decisions on target markets, marketing positioning and mix, and marketing expenditure levels". According to him, the basic components of marketing strategy includes selection (market segmentation), market differentiation, market positioning and marketing mix.

Markin (1979:30) notes that regardless of which approach one follows in studying marketing, it is necessary to consider the strategic nature of marketing activities that permeate nearly all approaches. He went on to say that "commodities change, institutions change, the emphasis on functions changes, systems adapt and accommodate to new needs, society undergoes changes, technology advances – all bringing about changes in managerial objectives and procedures. Marketing strategy must be modified to meet the shifts in the environment".

In developing a marketing strategy, a manager faces a great number of possible choices. Each objective can be achieved in a number of ways. Strategy formulation therefore, calls for making basic choices among the strategy options. In developing the strategy, the manager needs to discuss it with others whose cooperation will make the difference between failure and success. The product manager will see the purchasing and manufacturing

people to make sure that they are able to buy enough materials and produce enough units to meet the planned sales volume levels, the sales manager to obtained the planned-sales-force support and the financial officer to make sure enough funds will be available.

2.9.2 **The Marketing Mix**

According to Markin (1979:31), the starting place for effective marketing strategy is with the consumer. Once an organization identifies its consumer group or market segment, it may then begin to direct its activities towards satisfying this group. Thogh a firm's strategy is made up of many factors, all of its marketing decision-making can be classified into four strategic elements:

- Product or merchandize planning
- Marketing channel organization
- Promotion
- Pricing.

Markin (1979) notes that "this total package of elements is called the marketing mix". The way each of these elements is emphasized makes every firm's marketing strategy unique. These elements in the marketing strategy as illustrated by Markin 91979) is shown below in fig. 6.

According to Bush and Houston (1985) "marketing management has developed much more specific resources to achieve its objectives. The resources are usually called the marketing mix or the firm's marketing decision variables".



Fig. 3: The elements in the marketing strategy

Source: Markin, R.J. (1979). Marketing. New York: John Wiley & Sons.

Kotler (1988) define marketing mix as "the set of marketing tools that the firm uses to pursue its marketing objectives in the target market. The elements of the mi are the controllable variables that marketing combines in varying degrees to enable them make a unique offer to consumers".

McCarthy 91981) sees marketing mix as "those variables in the marketing equation which are capable of manipulation by executives' actions to achieve increased sales volume. It is the blending of the 4Ps – Product, price, promotion and place – in achieving marketing objectives".

Stanton (1981) describes marketing mix as "the term that is used to describe the combination of the four inputs that constitute the core of the industry's marketing system".

Meidan 91983) looks at marketing mix as "a term used to describe a blending of decision on product or service, place promotion and price, also called the 4Ps of marketing".

Adeleye (1998: 117) defines marketing mix as "a programme of marketing elements designed for a specific product or service in response to the marketing forces that affect it".

The marketing mi concept was first formally proposed by Borden (1964). He enunciated that marketing mix is a schematic plan to guide analysis of marketing problems through utilization of:

a. A list of the important forces emanating from the marketing which bear upon the marketing operations of an enterprise.

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

In the opinion of Borden (1964), the marketing mix refers to the "apportionment of efforts, the combination, the designing, the integration of the elements of marketing into a programme or 'mix' which, on the basis of an appraisal of the market forces, will best achieve the objectives of an enterprise at a given time".

Historically, Borden (1964) credits the idea of marketing mix to an earlier article by Cullinton (1948) who, in a report on marketing costs, describes the marketer as a mixer of ingredients. Borden therefore suggests that what the mixer of ingredients designed could best be described as the marketing mix. More important than the term has been the development of marketing mix as a concept. The concept of marketing mi is central to marketing because it represents the major output of marketing efforts – marketing programmes for products as well as services. Furthermore, the marketing mix provides direction for the development of additional marketing concepts. Although first presented by Borden in broad terms, marketers have built upon the marketing mix, providing supplementary concepts that

contributes the to the process of making the many, complex decisions that comprise a marketing mix (Nylen, 1990).

A review of the available literature on the components of marketing mix shows that there is a wide diversity among marketers on what elements constitute the marketing mix.

Several checklists as well as guides containing different elements of the marketing mix have been proposed since the concept first came into existence. These checklists, as Borden (1984) indicates, can be long or short, depending on how far one wishes to go on in the classification and sub-classification of the marketing procedures and policies with which marketing managements del when designing marketing programmes (Baker, 1992).

Nevertheless, a brief review of the literature suggests that there are several classifications of the marketing mix elements. The classification range from the narrow one (the two-way classification) to the broadest type (the twelve-way classification). Frey (1961) identifies two dimensions namely the offering (product, package, etc.) and the tools (e.g. advertising and personal selling, etc.).

Nylen (1990) holds the view that marketing mix conept has two components. The first is the ingredients or elements that make up the

marketing programme for the product. These are termed controllable variables (e.g. product planning, pricing, branding, personal selling, etc.). The second component consists of the market forces that make up the environment in which the product is marketed. These are uncontrollable variables (e.g. consumer buying behaviour, the trades behaviour, etc). the marketing manager's job is to find a combination of the controllable variables, a marketing mix, that will respond to the uncontrollable or environmental forces.

Baker (1992) alludes to Lazer, Culley and Staudt (1973) and Lazer and Kelley (1975) all use of three-ay classification as follows:

a. The product and service mix, which includes many factors such as the number of product lines carried, as well as the product development, product planning, price, size, packaging, colour, warranties and guarantees, labeling, etc.

b. The distribution mix, which consists of two components, the channels of distribution coupled with the activities of physical distribution.

c. The communication mix, which relates to the strategic combination of advertising, sales promotion, personal selling,

as well as other promotional methods used in communicating with consumers in the market place.

McCarthy (1978), Stanton (1981), Schew and smith (1983), Assael (1985), Kotler (1988), Lancaster and Massingham (1988), Watson (1988) and Lovcluck and Weinberg (1989) among others, use a four-fold classification, namely, product, price, place and promotion. Indeed, many marketing text-writers make use of the alternative term known as 4Ps comprising these major elements. Each of the 4Ps represents a classification made up of several additional marketing mix elements.

Baker (1996) tacitly suggests the need to extend the 4Ps to 5Ps of product, price, place, promotion and people. The people, in his opinion, constitute the most basic but probably most complex of the mix ingredients.

Handscombe 91989) uses an eight-way classification, the principal elements are product, package, physical distribution, place, promotion, price paternalistic finance, partnerships and politics.

Baker (1992) cites Borden (1975) as highlighting twelve principal elements that make up marketing programme with most elements having several sub-elements. These are merchandizing –

product planning, pricing, branding, personal selling, channels of distribution, advertising, promotions, packaging, display, servicing, physical handling, an fact-finding and analysis.

From the foregoing, we can conclude that there are various classifications of the marketing mix. However, there is no widely accepted list of marketing mix components that can be used by marketing practitioners.

2.10 FACTORS DETERMINING STRATEGIC SITUATION

According to Lravens (1987). In developing a market strategy, the essential starting point should be to understand the strategic situation that confronts an organization.

Michelin's in 'Strategic marketing" (1982) experience shows the importance of evaluating the customer, understanding buyer preferences and monitoring environmental threats as one formulates a marketing strategy.

The Factors that determines the situations are

1. The organizational situation
2. The product market situation
3. The competitive market situation
4. The environmental influences.

An examination of the nature and scope of each determinant provides important insights as to how it may impact a firm's strategic marketing situation. A diversified corporation that is active in various market in its corporate.

David went on to say that strategic marketing leads to decisions regarding the selection of market targets and the positioning strategy (product, distribution, price and promotion).

2.11 STRATEGIES USED BY THE COMPANY

In selecting a strategy, the company has to consider the results desired by the company. Corporate business units, and marketing strategies are concerned with achieving one or more of the following outcomes.

a. Increasing Sales Volume

b. Increasing profitability (productivity or margin)

c. Harvest or divestment

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d. Turn around strategy.

The volume and profitability objectives correspond to the strategies of market domination, market development and product/market selectivity. This is being used by the company when

they want to dominate the market with the introduction of a new product.

Harvesting or divestment becomes necessary for the company if their sales and profit performance does not reach acceptable levels for firms in the differential advantage strategic situation.

Turnaround strategy – This corresponds to various strategic situations whenever performance has declined to unacceptable levels and pressures for improvement exist.

Determining the strategic situation helps us to identify possible marketing strategy option and guides their strategy selection – since market target and positioning our strategy options consists of feasible targeting and positioning decisions.

.12 THE ROLE OF MARKETING STRATEGY TO THE COMPANY IN THE MARKETING OF CONSUMER GOODS

Crawens (1985) notes that the market target decision is the choice of the people or organizations in a product market that an organization will target with its positioning strategy. Selecting a market target strategy is one of management's most demanding challenges should a firm attempt to serve all people who are filling and able to buy' or should it selectively focus on one or more sub-groups.

The marketing strategy has proved to be a major factor in gaining a strong market position for the firm.

The marketing strategy helps in increasing the sales volumes of their product and also helps the company in knowing which measures to take in facing their competitors, since all companies have competitors. It helps the company in the understanding of its product market buyers and competitors in order to make the market target decision.

2.13 MARKETING ACTIVITIES USED BY THE COMPANY

Like any other industry, the company utilizes most of the activities involved in marketing to sell is products to the end users. There are various activities which are involved in marketing which are very important and it is those activities that co-ordinate to enhance good marketing. The various marketing activities which the industry utilizes are Sales Promotion, Advertisement, Distribution and Personal Selling.

1. **Sales Promotion**:

   The term promotion describes all types of marketing activities designed to stimulate demand. According to Stanton (1981), in economic terms, the basic purpose of promotion is to change

the location and shapes demand curve for a company's product".

A company hopes to increase its product's sales volume at any given price. It also hopes that promotion will affect the demand elasticity for the product making the demand inelastic when price increases and elastic when price decreases. The Zaria industry utilizes these activities in order to promote sales of its product. The industry uses sales promotion to convince buyers to purchase their products.

The activities which are included ion sales promotion are: - selling store displays, holding trade shows, distribution samples, and premium.

The industry mostly engages itself in some of these sales promotion activities to keep customers relationship and to increase more customers.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The preoccupation of this research work was to investigate into the applicability of marketing strategy by indigenous organization with specific interest in the Zaria Industry. The study was aimed at finding out:

(a) Whether Zaria Industry adopts any marketing strategy in its organization in carrying out its own business;

(b) The nature and procedures adopted in the marketing of its products and in managing the business;

(c) Whether or not the adoption of marketing strategy by the organization has any impact in running the affairs of the business;

(d) The extent to which marketing strategy has affected the efficiency and productivity of the organization

For the above reason, necessary data was collected through questionnaires. Personal/oral interviews were also carried out as supplementary sources. Secondary data were also used requiring the

review of available and relevant literatures, textbooks, journals, manuals, etc. This chapter, therefore, highlights the methods and procedures used in carrying out the research.

3.2 THE RESEARCH DESIGN

Generally, research design is intended to specify the methods and procedures for acquiring the information needed to structure the project work and also states the sources of such information. There are three broad classes of designs. These are: exploratory research, descriptive research and experimental research. However, the presentation of this research work has been limited only to the exploratory and descriptive methods of research designs.

3.3 THE RESEARCH POPULATION

The study examined the applicability of marketing strategy in an indigenous organization with a keen interest in Zaria Industry. The population of the study, therefore, embraces all the workers in the seven (7) departments of the company (spinning, weaving, power, finishing, Accounts, administration and Sales departments) comprising of 350 full time employees of the company.

3.4 THE SAMPLING

Considering the largeness of the population involved in this study, the researcher had selected a sample from the population upon which the study was conducted and generalizations made based on the assumption that the sample is a good representation of the whole population.

Since a good sample must be as nearly as representative of the entire population as possible, care was taken in the research to make sample size relatively large in order to convey a measure of credibility to the outcome of the study. Care was also taken to choose members of the sample randomly because when the choice of the subject is left to chances, the possibility of bias entering the selection of the sample is reduced.

To facilitate easy administration and collection of questionnaires, the seven departments of the company were used:

1. Spinning department;
2. Weaving department;
3. Power department;
4. Finishing department;
5. Account department;

6. Administration;

7. Sales department.

The questionnaires were administered on simple randomly selected members of each department. Based on this procedure, a total of 70 respondents were used for the study comprising 50 males and 20 females.

3.5 DESCRIPTION OF THE INSTRUMENTS USED

In order to facilitate this research work, data was collected through primary and secondary sources. Data from the questionnaires formed the primary data while secondary data were drawn from marketing textbooks, magazines, journals, and other relevant literatures. The questionnaires were framed on the basis of the research questions.

The major set of questionnaires were for the employees and the management. A total of 70 questionnaires were designed for response and administered. Out of which the whole 70 were retrieved. Both open and close-ended questionnaires were designed to facilitate easy responses and allow for a considerable degree of free expression on the respondents. The distribution of the questionnaires is as shown in table 3.1. below.

The researcher also used a non-structured form of interviews as an additional instrument for collecting data. The major purpose of this instrument was to have person contact with the heads of Departments, the workers and the management staff of the organization to investigate more into the marketing strategies of the company. A free discussion was held with the workers and the management on their marketing strategies. The respondents were allowed to express their opinions freely, without any hindrance. As the discussions were going on, the responses were being recorded by the researcher. Even though the interview was non-structured, the discussions centered typically on the central problem being investigated.

Table 3.1: Distribution of questionnaires.

Department	Number of questionnaires
Spinning	10
Weaving	10
Power	10
Finishing	10
Accounts	10
Administration	10
Sales	10
Total	70

3.6 STATISTICAL ANALYSIS USED

The single variable analysis was used in analyzing the data collected from the primary source. This method of data analysis was used to allow for a descriptive explanation of data collected in relation to the study.

Also, to analyze the data, percentages method was adopted through the circulation of frequency distribution of subjects' opinions on the issues raised. These were presented in contingency tables.

3.7 BACKGROUND INFORMATION ON ZARIA INDUSTRIES LIMITED

3.7.1. ZARIA INDUSTRIES LIMITED

Zaria Industries Limited occupies an area of about 35 acres of land and is situated in Dakache village along Old Jos Road, Zaria. The Company was established in December, 1973 and was founded by the then North Central state government together with some technical partners of Japanese origin along with sme ingenuous partners.

The Company was primarily established to manufacture Tarpaulin products. However, due to the dynamic nature of the

company introduces the production of textile materials. In addition, cotton yarns are spinned for sales to other textile industries.

As at present, the company's share holding structures could be tabulated as below:-

		Share
1.	Overseas Spinned Investment Co.	33.30
2.	KDSG/Katsina State Dev. Co Ltd.	18.42
3.	KDSG/Kaduna Industrial and Finance Company Limited	16.42
4.	Alhaji Yusuf Ahmed	8.53
5.	Nigeria Industrial Development Bank (NIDB)	4.27
6.	A. D. K & Sons	4.27
7.	Unallocated Share	14.68

In 1988 the Japanese technical partners left the management while retaining their shares. Since then the company has been managed by Nigerian Managers. At the head of the management team is the Managing Director who id responsible to the board of directors. He is ably assisted by Finance and Administration Managers (Spinning, Weaving, Power and Finishing) who formed the Management team.[1]

3.2 OBJECIVES OF ZIL

The purpose of establishing the company as stated in the organization's memorandum of association are as follows:-

(a) To carry on the business of manufacturers, producer, sellers, dealers exporters in Tarpaulin and similar product.

(b) To carry on in all or any branches all of any of the business of spinners, doublers, winders, beamers, weavers, dyers, bleachers, shrinkers and spinsters. Other are in the line of tissues and fabrics made from or of fabrics substance and manufacturers of and dealers in chemical of all descriptions and other similar products.

(c) To manufacture into marketable commodity, sell and deal in all residual and by-products from any manufacture in which the company may be engaged.

(d) To manufacture, buy, sell, take on under lease, exchange, alter, improve, manipulate, prepare for market and otherwise acquire and deal in all kinds of plants, machinery, apparatus, tools, utensils, material substance for carrying on all or any of the above specified business of proceeding.

(e) To carry on any other business which may seem to the company capable of being conveniently carried on in connection with the afore said business to enhance the value of nay of the company's property or right.[2]

The company has a total of 350 full time employees working in the spinning, weaving, power, finishing, Account, administration and sales departments. Workers in the factory work on shift basis for 24 hours while the administrative staff work from 8.a.m to 4 p.m from Monday to Friday.

Products produced by the company are as follows:-

1. Tarpaulin Grade 440 and other Grades as may be specify by customers
2. Textile Grades C 120, C 136, C 7050
3. Cotton Yarn fabrics of 10/c, 14/c, and 24/c.

The company also receives commission on spinned cotton for other textiles. The sewing section of the finishing department sew tarpaulin to various sixes as may be required by customers.

TARPAULIN

Tarpaulin has many uses, some of which includes the following:-

(a) It is use for making of lorry, trucks, pick-up and other vehicles covers.

(b) It is use for the making of army tents and ceremonial canopies.

(c) It is also use as sheets for the covers of agricultural products and other materials against sun or rain.

Tarpaulin is a thick canvas fabric material whose raw materials are mainly cotton and dye stuffs. There are also tarpaulin made from PVC vinylon with 100% content. However the canvas cotton material is what is now being produce by the company.

Tarpaulin is the major product of the company.

TEXTILE

Textile materials are of various Grades. These Grades are popularly referred to as khaki materials produce on customer specifications and designs. The most prominent designs which are produce in large quantity are (a) C 120, (b) C130, (c) C 136, (d) 7050. Textiles constitute 49% of the company's production rate.

Textile products of C 120 and C 7050 fabrics are designed for industrial uses especially for the production of motor Fan belts and

Denim materials (Jeans wears) and are purchase by industries who produces vehicles parts in the Country as well as textile garment designers and tailoring institutes.

Institutes which undertake production of staff uniform particularly private security and drivers and school uniforms can as well as C 136 and C 130 textile materials for the said purpose.

COTTON YARN Which the company producers partly use as inputs for the production of tarpaulin and textile cloths in the company about 35% of the yarn is being processed and sold to other textile industries for use in producing cloths.

At the time of commissioning Zaria Industries Limited (ZIL), World tarpaulin market had a tendency of shifting from 100% manmade fibre, polyvinyl chloride (PVC) coated tarpaulin. The 100% PVC coated tarpaulin exhibits superior durability and water repellent characteristics. This reasons promoted the owners of ZIL to introduce a production facility designed for 100% PVC coated tarpaulin with a target capability of 2,000,000 meters per year.

However, the shift to PVC coated tarpaulin do not proceed as had expected partly due to the conservative of the market. Nigeria market had at that time used tarpaulin were demand because of air permeability

and above all the deregulation of the economy has greatly effect the cost of imported materials.

The only prospect therefore available to ZIL was to technically reconstitute its facilities to provide 100% cotton tarpaulin and medium weight textiles to its vast domestic market and also to neighboring countries. As at to date, tarpaulin constitute of about 60% of the company total production capability while about 40% is for textile.3

PRODUCTION PROCESS IN ZARIA INDUSTRIES

There are three main departments in the organization, they are

(1) Finance and Administrative department (2) Sales department and (3) Production department.

Production department is the composition of spinning, sewing, power and finishing sections.

(1) Spinning Section – This is the unit that turns raw material (cotton) into yarn and threads. The cotton passes through several machine within the section. The machines are those involve in the clearing and removing dirt know as Blow and Carding machines, and then finally comes out as yarn from the Autocoro machine to the twisting machine where yarn are twisted and made ready for wearing.

WEAVING SECTION – In the weaving section, twisted threads again passes through a preparatory process in the weaving through wrapping sizing and Beaming machines. It is then weaved into cloth. The types of weave and design depend on the machine setting which could be done whenever there is a demand for a specific design. The weave cloth are then rolled through the following machine and are sent to finishing.

FINISHING SECTION – Weaved cloth are passed to the finishing were it goes through padding and Batching machines before it is finally dyed. The dyed material then passes to stiching machines for water profing and washing and then to inspection. The rolled materials are then stored ready for sale.

POWER SECTION – Power department as it is popularly called is responsible for all electricity and technical appliances in the company, the section is equipped with some qualified engineers and technicians who are responsible for the maintenance of the machines, generator and other components that facilitates operation of the company. During the processing of the product, each of the product processed is tested in terms of its quality and standardization before proceeding to the next batch in the production process.

ZARIA INDUSTRIES LIMITED Is the only Tarpaulin manufacturing company in the country with the production capacity of producing two (2) million meters of tarpaulin per annum. At present the company supply about 40 per cent of the total market demand in the country. This means that the company has a major problem of meeting the demand of its product due to limited number of machines and that production is not at its full capacity.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

INTRODUCTION

This chapter is concerned with the analysis and results of data collected. The items on the questionnaire were treated to analysis on percentage as shown in the frequency distribution table. Attention is focused on the marketing strategy of an indigenous organization with specific reference to the Zaria Industries

The results of the data analysis for the management and staff have been given arriving at a conclusion.

4.2 Data Analysis

In accepting or rejecting the research hypothesis, a critical look was taken on the responses of the respondents to questionnaire questions as follows:

4.3 Questionnaire Question Two

Table 4:1 Gender of respondents

Sex	Respondent	Percent
Male	50	71.4
Female	20	28.6
TOTAL	**120**	**100.00**

Source: Fieldwork

The above table shows the number of gender respondents. From the table, a total of 70 questionnaires were retrieved from the respondents. Out of this number, were males representing 71.4% and 20 were females, representing 28.6% total respondents.

4.4 Questionnaire Question Three

What is the nature of your business?

Table 4.2: Responses to questionnaire question three.

Nature of business	Respondent	Percent (%)
Manufacturing	35	50
Processing	20	28.6
Distribution	15	21.4
Servicing	-	-
Others	-	-
TOTAL	**70**	**100**

Source: Fieldwork

Table 4.2 above shows the percentage distribution of the nature of business engaged by the Zaria Industries Limited (Z.L) Zaria. From the information, the organization is engaged in manufacturing, processing and distribution. The response gives 50% to manufacturing as greed upon by 35 respondents. Over Twenty Eight percent (28.6%) is given to processing

while 21.48 is given to distribution as affirmed by 20 respondents and 15 respondents, respectively.

4.5 Questionnaire Question Four

What is the nature of your Product?

Table 4.3 below shows that Zaria Industries Limited (Z.L), engaged in producing raw materials and processed materials. This is as attested to by 70 out of 7 questionnaires retrieved, representing 100% of the total respondents.

Table 4.3: Responses to questionnaire Question Four.

Nature of Product	Respondent	Percent (%)
Heavy equipment	-	-
Light equipment	-	-
Raw and processed materials	70	100.0
Accessory and component parts	-	-
Operating supplies	-	-
TOTAL	**70**	**100.0**

Source: Questionnaire.

4.6 Questionnaire Question Five

How do you distribute your products?

Table 4.4: Response to questionnaire question Five.

Nature of distribution	Respondent	Percent (%)
Through agents	40	57.14
Through distributors	10	14.28
Directly to customers	20	28.57
Through retail outlets	-	-
TOTAL	**70**	**100.0**

Source: Questionnaire.

The above table shows the nature of distribution of the products of the company. From the table, it is crystal clear that 57.14% of the respondents, which represents 40 out of 70 respondents, agree that that the firm's product are distributed through the agents. Ten (10) of the respondents, representing 14.28% of the total respondents agree that the firm's products are distributed through distributors. 20 of the respondents agree that the firm's products are distributed directly to customers, representing only 28.57% of the total respondents.

4.7 Questionnaire Question Six

How do you collect information about your organization and its products?

Table 4.5: Response to questionnaire question six.

Source of collecting information	Respondent	Percent (%)
Through Competitors	10	14.3
Through Customers	55	78.6
Through staff	5	7.1
Others	-	-
TOTAL	**70**	**100.0**

Source: Field work

The information given in Table 4.5 above indicates that the major source of information is through customers. This is as attested to by 35 respondents out of a total 7., representing 78.6% of the total respondents. However, 10 of them agree that the firms also collect information through their competitors while only 5 respondents opine that information is collected through staff. These figure represent 14.3% and 7.1% of the total respondents, respectively.

4.8 Questionnaire Seven

Do you normally advertise your business?

Table 4.6: response to questionnaire question seven.

Advertising the products	Respondent	Percent (%)
Yes	70	100.0
No	-	-
TOTAL	**70**	**100.0**

Source: Field work.

From the above table, it is revealed tat 100% of the total respondents representing 70 out of 70 agree that the firm engages in advertising its products.

4.9 Questionnaire Question Eight

If your answer to questionnaire question seven (7) above is "Yes", which of these media do you use in advertising your products?

Table 4.7: response to questionnaire question eight.

Media Source	Respondent	Percent (%)
Radio	30	42.85
Television	25	35.71
Newspapers	10	14.28
Poster	5	7.14
TOTAL	**70**	**100.0**

Source: Field work.

The information in Table 4.7 above reveals that out of 70 respondents, 30, representing 42.85% of the respondents testified that radio is a source of advertising the firm's products; 25, representing 35.71% of the total respondents favoured television as the firm's source of advertising; 10, representing 14.28% newspapers, while only 5 of the respondents, representing 7.14% favoured posters as the advertising media of the company.

4.10 **Questionnaire Question Nine**

Does your organization have a formal marketing department?

Table 4.8: Response to questionnaire question nine

Response about marketing department	Respondent	Percent (%)
Yes	65	92.85
No	5	7.14
TOTAL	**70**	**100.0**

Source: Field work.

From the above table, we note that Zaria Industries Limited (Z.L) marketing department in its organization. This is as attested to by 65 out of 120 representing 7.14% attested that the firm has no marketing department.

4.11 Questionnaire Question Ten

What are the marketing functions of the marketing department in your organization?

Table 4.9: Response to Questionnaire question ten.

Functions of marketing department	Respondent	Percent (%)
Marketing research and customer analysis	2	2.85
Development of policies on product price, place and promotion	3	4.28
Planning controls on the total marketing efforts	5	7.14
All of the above	60	85.71
TOTAL	**70**	**100.0**

Source: Field work

Table 4.9 above reveals that the marketing functions of the marketing department in the organization include: marketing research and customer analysis; development of policies on product, price, promotion and place; and planning controls on the total marketing efforts. Out of 70 respondents, 2 attested to marketing research and customer analysis, 3 to development of policies, place, product and promotion; 5 to planning controls on the total marketing efforts; and 60 attested to all of the above. These figures

represented 2.85%, 4.28%, 7.14% and 85.71% of the total respondents, respectively.

4.12 Questionnaire Question Eleven

Does your organization apply marketing strategy in achieving objectives?

Table 4.10: Response to questionnaire question eleven.

Application of marketing strategy	Respondent	Percent (%)
Yes	68	97.14
No	2	2.86
TOTAL	**70**	**100.0**

Source: Field work.

From the above table, we note that the company applies marketing strategies in achieving its objectives. Out of 70 respondents, 68, representing 97.14% affirmed, "Yes" while only 2, representing 2.86 of the total respondents.

4.13 Questionnaire Question Twelve

How do you rate these strategies in meeting the challenges faced by your organization within the competitive environment?

Table 4.12: responses to questionnaire question thirteen.

Response	Respondent	Percent (%)
Strongly agreed	3	4.29
Agreed	7	10
Strongly disagreed	50	71.43
Disagreed	10	14.29
TOTAL	**70**	**100.0**

Source: Field work.

The above table indicates 3 of the respondents "strongly agreed" while 7 respondents "agreed" that marketing strategy is not necessary in organization. Producing consumer goods since the firm is already well established an known worldwide, making a total number of 10 respondents that agreed with the assertion. However, 50 "strongly disagreed" while 10 "disagreed" with the statement, representing a total of 85.72% the respondents. This reveals that marketing strategy is a necessary concomitant to the corporation.

4.15 Questionnaire Question Fourteen

A firm's survival and sustainable growth depends on an effective strategic marketing management. Do you agreed?

From Table 4.13 below, it is confirmed that a firm's survival and sustainable growth depends on an effective strategic marketing management. This is as attested to by the respondents. Out of 70 respondents, a total of 63 agreed with the statement, made up of 40 "strongly agreed" and 23 "agreed", representing a total of 90% of the total respondents. A total of 7 respondents disagreed with the statement, representing 10% of the total respondents.

Table 4.13: response to questionnaire question fourteen.

Response	Responses	Percent (%)
Strongly agreed	40	57.14
Agreed	23	32.86
Strongly disagreed		
Disagreed	7	10
TOTAL	70	**100.0**

Source: Field work.

4.16 Questionnaire Question Fifteen

To what extent does the use of marketing strategy improve the management of your firm as well as the marketing of its products?

Table4.14: Response to questionnaire question fifteen.

Response	Respondent	Percent (%)
To a very great extent	56	80
Just to an extent	12	17.14
To no extent at all	-	-
No idea at all	**2**	2.86
TOTAL	**70**	**100.0**

Source: Field work.

The above table gives information about the extent top which marketing strategy has improved the management of the firm as well as the marketing of its products. Form the table, 56 respondents out of 70 affirm that marketing strategy affects the firm "to a very great extent" representing 80% of the total respondents. Twelve (12) of them agree that it affects the firm" just to an extent" while 2 confirmed that they had "no idea at all". These figure represent 17.14% and 2.86% of the total respondents, respectively.

4.17 Questionnaire Question Sixteen

Do you share with the view that strategic marketing management does not have any significant impact on the marketing of your firm's product?

Table 4.15: response to questionnaire question sixteen.

Application of marketing strategy	Respondent	Percent (%)
Yes	2	2.86
No	68	97.14
TOTAL	**70**	**100.0**

Source: Field work.

The above table indicates that the respondents do not share with the view that strategic marketing management does not have any significant impact on the marketing of their firm's products. Out of 70 respondents, only 21 supported the statement representing 2.86% while respondents disagreed with the statement by attesting "No", representing 97.14% of the total respondents.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The basic aim of this study was to investigate into marketing strategy of an indigenous organization with particular reference to Zaria Industries.

The study covered both the management staff of the company as well as their customers. Out of this, the population and sample were identified and anonymous questionnaire was the instrument used for data collection. In all, a total population of 350 was designated out of which 70 respondents were selected for use through random sampling, comprising 50 males and 20 females.

A total of 16 research questions were used for the study while a total of 70 questionnaires were administered. Of this number, all the 70 were retrieved representing 100% of the respondents.

Data derived from the exercise were also analyzed based on frequency distribution of respondents' opinions. This was shown incontinency tables and ranked in percentages as shown in Tables 4.1 to 4.15.

As a supplement to questionnaires, personal interviews were also used to illicit some additional information not covered in the questionnaires. Related literatures were also reviewed extensively covering such areas

5.2 SUMMARY

A survey of literature shows that there are different definitions of strategy as there are different strategists. In concluding the various definitions in the literature, Newman and Logan (1976) say that strategy is concerned with where an organization should be headed in the future. It concentrates on the major moves to be taken by the particular company at the present stage in her development. In essence, a strategy is a chosen course of action for pursuing an objective. Strategy is the act of the general. It is the function of the central management.

Strategic decisions are primarily concerned with the external rather than the internal problems of a firm and specifically with the selection of the product mix which the firm will produce and the market to which it chooses to pursue its profit objectives will have to contend with the strategies for achieving it through what products it

should produce and sell (product mix) and where it intends to sell (markets) in the light of the intensions of other competing firms.

5.3 CONCLUSION

Very few organizations do extensive formal marketing strategy in spite of its importance. This may be due to the fact that organizations regard marketing strategy as being very difficult to achieve. Zaria Industries Limited is also not far from the believes of other organizations

From the research work, it could be concluded that marketing strategy plays a very significant role in an organization. Marketing strategy should be based on corporate marketing objectives and should be implemented by a coordinated marketing action progamme.

The ideal marketing strategy would achieve what military strategists refer to as a perfect economy of force. In corporate terms, this would be the optimal strategy. In this case, all resources of the firm, including personnel, would be utilized so that it would be impossible to improve the efficiency of one part of the operation without decreasing the effectiveness of others.

5.4 RECOMMENDATION

Based on the major findings of the research work, the following suggestions and recommendations are made.

1. All strategic decisions in the Industry should be reduced to writing to ensure completion of the strategy and provide a basis for subsequent planning.
2. The firms strategy should be reviewed and evaluated periodically to measure progress in strategic guidelines and solve problems that might emerge.
3. In addition to content review of marketing strategy, adequate monitoring of performance should introduced to constantly assist in market research and analysis.
4. Marketing strategy should be the responsibility of all shades and grades of workers in the whole organization. This calls for effective communication that leads to proper co-ordination within the co-operation.

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APPENDIX A

DEPARTMENT OF BUSINESS ADMINISTRATION
Ahmadu Bello University
Zaria, Nigeria

March 8, 2004

Dear respondents,

A Letter of Introduction

I am conducting a research into Effective Application of Marketing Strategy in marketing consumer product by an indigenous organization with specific reference to the Zaria Industrial Limited (Z.L) Zaria, Kaduna State of Nigeria. This questionnaire is, therefore, designed in order to elicit information from you for the purpose of the study.

In view o the above, it would be very highly appreciated if you would complete the attached questionnaire as appropriate. I guarantee that all information supplied will be treated with the strictest confidence and used only for the academic purpose for which it is intended.

It may, however, not be necessary that your name to the researcher if you so wish to remain anonymous. Thanking you for your anticipated cooperation and valuable contribution towards the success of this research.

Your faithfully,

APPENDIX B" QUESTIONNAIRE

Please kindly read through the following statement carefully and as sincerely as you can, complete the blank spaces by putting a tick ( ) on the spaces provided as the case may be.

1. Name:_____

2. Sex:_____

   a. Male ☐

   b. Female ☐

3. What is the nature of your business?

   a. Manufacturing ☐

   b. Processing ☐

   c. Distribution ☐

   d. Servicing ☐

   e. Others (Please Specify)_____

4. What is the nature of your product(s)?

   a. Heavy equipment ☐

   b. Light equipment ☐

   c. Raw and processed materials ☐

   d. Accessory and component parts ☐

   e. Operating supplies ☐

5. How do you distribute your products?

   a. Through agents ☐

   b. Through distributors ☐

   c. Directly to customers ☐

   d. Through retail outlets ☐

6. How do you collect information about your organization and its products.

   a. Through competitors ☐

   b. Through customers ☐

   c. Through staff ☐

   d. Others (Please specify)_____

7. Do you normally advertise your business?

   a. Yes ☐

   b. No. ☐

8. If your answer to questionnaire question seven (7) above is "Yes", which of these media do you use in advertising your products?

   a. Radio ☐

   b. Television ☐

   c. Newspapers ☐

   d. Posters ☐

9. Does your organization have a formal marketing department?

   a. Yes ☐

   b. No. ☐

10. What are the marketing functions of the marketing department in your organization?

a. Market research ad customer analysis ☐

b. Development of policies on product, price, place and promotion ☐

c. Planning controls on the total marketing efforts. ☐

d. All of the above ☐

11. Does your organisation apply marketing strategy in achieving its objectives?

a. Yes ☐

b. No ☐

12. How do you rate these strategies in meeting the challenges faced by your organisation within the competitive environment?

a. Very effective ☐

b. Fairly effective ☐

c. Ineffective ☐

d. Very ineffective ☐

13. Marketing strategy is not necessary in an indigenous corporation since the firm is already well established and known worldwide. Do you agree with this statement?

a. Strongly agreed ☐

b. Agreed ☐

c. Strongly disagreed ☐

d. Disagreed ☐

14. A firm's survival and sustainable growth depends on an effective strategic marketing . Do you agree?

a. Strongly agreed ☐

b. Agreed ☐

c. Strongly disagreed ☐

d. Disagreed ☐

15. To what extent does the use of marketing strategy improved the management of your firm as well as the marketing of its products?

a. To a very great extent ☐

b. Just to an extent ☐

c. To no extent at all ☐

d. No idea at all ☐

16. Do you share with the view that strategic marketing management does not have any significant impact on the marketing of your firm's product?

a. Yes ☐

b. No ☐