EFFECTIVE MARKETING OF AVIATION SERVICES:

CASE STUDY OF THE NIGERIAN COLLEGE OF AVIATION TECHNOLOGY, ZAR1A

BY

OMOTOSO, RASHEED OLAWALE

BEING A PROJECT SUBMITTED TO DEPARTMENT OF BUSINESS ADMINISTRATION, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT FOR THE AWARD OF MASTERS IN BUSINESS ADMINISTRATION (MBA)

OCTOBER, 1999

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 previously presented for a Master in Business Administration programme.

All quotations and sources of information as seen in this thesis are specifically acknowledged by means of the given references.

R. O. Omotoso		31-8-2000
Name of Student	Signature	Date

CERTIFICATION

This Project work entitled: "EFFECTIVE MARKETING OF AVIATION SERVICES: A case study of the NIGERIAN COLLEGE OF AVIATION TECHNOLOGY (NCAT), Zaria" by RASHEED OLAWALE OMOTOSO, meets the regulations governing the award of the Masters in business Administration (MBA) of Ahmadu Bello University, Zaria. It is approved for its contribution to academic knowledge and literacy presentation.

A. B. AKPAN		19/9/2000
Name of Supervisor	Signature	Date

Professor Usman A. Zahradeen		30/05/2000
Name of External Examiner	Signature	Date

		21/9/00
HEAD, DEPARTMENT OF BUSINESS ADMIN	Signature	Date

DEAN, POSTGRADUATE SCHOOL	..... SIGNATURE	..... 14/11/01 ..... DATE

DEDICATION

This Research Project is dedicated to my lovely wife `Nike for her enormous contribution both morally, financially and prayers. She is the brain behind this programme. Nike you are wonderful.

ACKNOWLEDGEMENT

It is not easy in the project of this nature to remember all that have contributed in no small measure to make it a grand success by way of lectures, data collection, organizations of the materials, typing, binding etc.

First and foremost, I will always remain grateful to GOD ALMIGHTY for giving me the strength and wisdom in passing through the difficult tasks in spite of several ups and downs particularly the circumstances that actually propelled me to embarking on this course of study.

I am ever thankful to Dr. P.D. Bagobiri, Mallam Sani Abdullahi, the Project Coordinator, Prof. Sheik Abdullahi, Mrs Mary Akanet, Mallams Dathat-Imam, Sharubutu Dr. J. Nwasike and all academic and non-academic staff of the Department of business Administration.

My special thanks also go to my Supervisor Dr. A.B. Akpan for his tremendous contribution in seeing to the success of the project and making me a good marketer. I will also not forget to recognize the efforts of Mallam Abu-Abdisama, the Head of Department whose lectures are of tremendous assistance to me. I am equally grateful to Mr. James E. Uche of Aviation College who has also been of great assistance to me in the course of typing and printing this work.

I will ever remain grateful to my dear wife `Nike whose singular efforts yield this result. I will also place on record the wonderful assistance by my lovely children `Omotilewa, Omotola and Omobusola for their understanding and patience throughout in making this work a great success. I also thank those that I am unable to mention their names for lack of space. My sincere apology.

Finally my special gratitude to GOD ALMIGHTY for the courage and strength he gave me to achieve the success.

To GOD be the Glory.

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ABSTRACT

This research work is concerned with the marketing of aviation services with particular reference to the Nigerian College of Aviation Technology (NCAT), Zaria. The study was designed to find out the nature of marketing strategies used by the Nigerian College of Aviation Technology in marketing its services as well as the impact of this on customer's satisfaction.

The study was made possible through the review of various literatures. Data were also generated through the administration of questionnaires as well as through personal interviews and observations.

The data collected from these sources were collected and analysed using simple percentages from the contingency tables.

The hypotheses generated and tested show that effective marketing of services affect customers' satisfaction and enhance patronage. Also, that effective management of equality customer services has a serious impact on the customers.

Based on the findings of the study, recommendations were made.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

ONAH, J.O. (1970) notes that "production, marketing effective and consumption are three basic economic elements that make up the economic system in any society, be it an economically matured or affluent stage, a developing or take-off stage, or an Under-developed or pre-take-off stage". Noting further, ONAH (1979) states, "However, in a rudimentary or primitive stagnant economic society, production and consumption make up most of the system. Marketing as an economic element is dormant in such a society, since in such a closed economic society production is at subsistence level, producing only the minimum for its own consumption." Fortunately, such closed and primitive economic societies are rare nowadays.

Too often, marketing has been construed as merely the process of physically moving products from the point of production to the points of consumption. However, ADELEYE, A.S. (1998) notes that "it is axiomatic that marketing is central to any business organization". Marketing is not merely selling goods or services. What is more, marketing should not be nowadays restricted to a particular division or department of an organization, rather, it is an attitude of mind and a business philosophy that must be adopted by the entire organization's personnel.

Marketing has traditionally stressed goods producing industries. KOTLER, P. (1983) notes that "Marketing as a discipline developed initially in connection with selling physical products. The physical product focus may cause people to overlook the many other types of entities that are marketable. Such entities include services, organization's, personal, places and ideas." Even today, the vast majority of marketing

texts draw almost all their examples from goods producing firms and channels of distribution of goods.

In every highly industrialised society, the degree of competition between one manufacturer 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. The constant demand for sales can only be met if the selling side of the organization is able 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.

According to ADELEYE (1998) "the ultimate goal of any business organization is to identify and satisfy customers". This goal can only be accomplished if the organization embarks on effective marketing activities.

There is the popular saying that "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 recognised. Image enhancement, therefore, attempts to ensure the sovereignty of the consumers and contributes to the organisational growth. It follows then, that business organizations can benefit from a company of friendly, courteous, and helpful customers relations. If an organization is guilty of poor treatment to its customers, general laisez-farie attitude and rewarding poor quality product, such an organization is bound to fail.

Essentially, Aviation industry in Nigeria is a service sector rendering various forms of services to its numerous customers. It is, therefore, important to emphasize that the world economy has fast changed to a service economy. Thus, a greater attention should be focused now on marketing of its services than hitherto. Today, as

competition intensifies, as cost rises, as productivity stagnates, and as service quality deteriorates, more service firms are taking keen interest in marketing.

Since the world economy is growing rapidly into a service economy, it is only but prudent for the aviation industry to emphasize effective marketing of its services. KOTLER, P (1983) notes that "airlines were one of the first service organizations to study their customers and competition and take positive steps to make traveling easier and more pleasant"

Although, marketing of services has become one of the most complex, competitive, and yet, an important aspect of the economy, aviation industry should strive to market its services effectively recognizing that no single organization enjoys the monopoly of leadership in business, especially in the face of competition.

Every organization with a reasonable objective strives to maintain its fair share of the market while new customers are sought for. Aviation industry should recognize that customers no longer settle for just service but service with built in quality and consistency. This calls for a unique sense of marketing that is grounded in customer orientation.

1.2 STATEMENT OF THE PROBLEM

The basic problem of the business sector (and in fact every organization) is the human component of the business resources. Like every other organization where human factor plays a significant role in the organization through the creation of bad image, poor quality services, internal management crisis, etc., the Aviation industry in Nigeria at large and the Nigerian College of Aviation Technology (NCAT), Zaria in particular may not be an exception.

Given the operational structure and components of the functional departments in the Nigerian College of Aviation technology (NCAT), Zaria; with the increasing number of customers; and given the increasing number of competition, it becomes imperative that every organization should put in place an effective marketing system that will ensure quality customer services and good customer relations in order to enhance sustainable competitive advantage (SCA).

With the increasing number of airlines, stiff competition with others is bound to happen. The present harsh economic environment in the country coupled with dwindling patronage of aviation services, high cost of aircraft maintenance and other assessories, the industry can be forced out of business. Even the present threat of privatization and commercialisation of government parastatals may catch the industry in the web. All these call for the development of effective and efficient marketing strategy that can keep the industry afloat in business. In doing so, they must be able to maintain their actual customers while other potential customers are being created.

1.3 THE RESEARCH QUESTIONS

In order to facilitate data collection so as to arrive at the currect conclusion, attention shall be focused on the following areas:

(1) Does marketing have any relevance in the rendering of services to customers by the Nigerian College of Aviation technology (NCAT), Zaria?

(2) Do customers feel satisfied with the ways and manners the aviation industry discharges its responsibilities to them?

(3) Is there any correlation between effective marketing of services and the quality of services rendered to customers?

(4) Does effective marketing of customer services enhance customer satisfaction?

It is hoped that the collection and analysis of data will help us to find appropriate solutions to the problems as well as answers to the questions.

1.4 PURPOSE OF THE STUDY

There is always mistrust, grudge, discontentment, disharmony and dissatisfaction whenever poor quality services are rendered to customers. This usually lead to loss of customers, lack of patronage, agitation for alternatives, and eventually a fall in demand for an organization's services.

It is therefore the intention of this research

(1) To examine and investigate thoroughly the nature and impact of effective marketing on the rendering of services by the Nigerian College of Aviation technology (NCAT), Zaria

(2) To Determine whether poor marketing strategy and poor marketing system can result to customer dissatisfaction and lack of patronage

(3) Identify the possible factors pertinent to customers in the area of acquiring aviation services.

(4) Finally, attempt to identify the major causes of customer dissatisfaction in aviation services and attempt to proffer possible solutions to the problems.

1.5 SIGNIFICANCE OF THE STUDY

The issue of effective marketing of aviation services is of vital importance to the organization since it determines to a very great extent the customers' increased satisfaction and constant patronage. However, it is regrettable that hitherto, there has

been no research work on this very important topic. To the best of the knowledge of the researcher, this is the first research work to be carried out in this area.

As the study is set out to verify the effect of effective marketing of aviation services with particular reference to the Nigerian College of Aviation Technology (NCAT), Zaria, 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 benefit not only to the Nigerian College of Aviation Technology (NCAT), Zaria but also to the entire aviation industry in Nigeria. The discoveries in this research work is hoped to enhance better quality service in order to achieve customer satisfaction.

Also, the study will further satisfy the need to strengthen marketing of services effectively with anticipated benefits in view. Finally, this exercise will be of significance to the general public as a source of enlightening information since it will enlarge the existing literature on the area of effective marketing of customer services in general and the marketing of aviation services in particular.

1.6 HYPOTHESES OF THE STUDY

The following hypotheses will guide this study:

(i) Poor marketing of services reduces customers' satisfaction and patronage;

(2) There is no correlation between effective marketing of services and the customers' demand for aviation services;

(3) Effective marketing enhances good quality services and customers' patronage;

(4) Customers who feel satisfied with the quality of services rendered patronage the industry more than the aggrieved ones.

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

1.7 SCOPE OF THE STUDY

The purpose of this study is to look into the effective marketing of aviation services with particular reference to the Nigerian College of Aviation Technology (NCAT), Zaria. The research work will therefore be limited to the Nigerian College of Aviation Technology (NCAT), Zaria and does not intend to cover other aspects of aviation industry in Nigeria.

1.8 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 due largely to the present economic predicaments in the country. With the high cost of traveling coupled with the distances involved in carrying out the research, the area of coverage has to be limited.

The study will be limited by the fact that very few known research work has been done in this area. Consequently, the amount of relevant existing literature to be reviewed will be very scanty.

The short time involved in carrying out the research work will be 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.

Funding of this project is basically a private affair. This makes it difficult to expand the scope. The unwillingness and the inability of those interviewed to provide relevant information is also a major limitation.

1.9 METHODOLOGY;

The study is essentially descriptive in nature. In order to facilitate the research work, the study intends to use the survey method of gathering both the primary and the secondary data. Primary data will be collected through the use of questionnaires which will be designed and administered to illicit relevant information from both the employees and the management. Secondary data will be obtained through journals, memours, textbooks, magazines and other relevant literatures. Personal interviews will also be conducted on the management of NCAT as well as the employees. In addition, personal observation and experience, as a staff of NCAT, will also play a no small role in making the research work a success.

Data collected will be analysed and conclusions and recommendations made accordingly.

1.10 OPERATIONAL DEFINITION OF TERMS

NCAT:	-	Nigerian College of Aviation Technology
SCAS	-	Sustainable competitive Advantages
CONSUMER	-	The final user of goods and Services or those who make the actual buying decision.
QUALITY		Relating to the features or attributes of the product or service
IMAGE		The impression, personality, or mental picture generally called to mind when the firms' name is mentioned.
SERVICE:		Non-price devices used to help the retailer differentiate his offerings in order to achieve high sales and thereby maintain a certain segment of the market.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter reviews expert ideas about marketing and is subdivided into thirteen (13) major headlines as follows:

(a) The nature and scope of marketing

(b) Marketing: Science or Arts?

(c) The marketing systems

(d) The concept of Micro marketing and macro Marketing

(e) Marketing in Non-business organization

(f) The role and importance of marketing

(g) Marketing of services

(h) Characteristics of service and

(i) Major decisions in developing a programme for marketing of services

(j) Marketing concept and service concept

(k) Marketing consumer services

(l) Management customer quality services

2.2 THE NATURE AND SCOPE OF MARKETING

2.2.1 INTRODUCTION

Marketing permeates through all human endeavours. As much as possible, marketing creates satisfaction to customers. Many atimes people perceive marketing to be trading is buying is selling exercise while some think it is simply a business of making profit.

However, as noted by ELVY (1982), "at one time, there was no such thing as marketing. Blacksmith, Stonemason, Saddler, Carpenter, Gosier and Tailor all knew their customers personally. They were in a position to discuss the size, the shape, the design, the colour and the price of the goods they made with the people who bought them and used them."However, ELVY (1982) noted further," with the advent of the industrial revolution, this personal contact came to an end. Changes in production led to changes in distribution. The greatly increased production of goods which resulted from mechanization required a mass market for their consumption, and, distribution became a major undertaking".

Arising from mass production as a result of the industrial revolution of the mid 18th century, attention of the businessmen was focused on the technological aspects of manufacturing and marketing was relegated to a comparatively minor role. This situation remained about the same until the depression of the 1930s, when the problem of disposing of the goods produced brought about a basic change in the thinking of many forward – looking manufacturers. ELVY (1982) observed that "from being absorbed with the problem of how to make more and more goods they turned to the question of whether the goods that they had been producing were what consumers really wanted." Attempts were made to discover consumers' decrees, and, where possible, to redesign their products in greater conformity to their findings.

After the interruption of these movements by the World War II, the quest was resumed by many producers of consumers good; and in the early 1950s, this trend became known as consumer – oriented management on the total marketing concept. This involved reversal of the marketing philosophies of many manufacturers. Whereas formerly it was considered as the job of marketing to sell those things that production decided to make, now it became the duty of marketing to discover what consumers

wanted and to inform production of its findings so that these goods could be produced. It was then the province of marketing, through advertising, sales promotion, and personal selling to inform consumers of the availability of the goods and to urge them to purchase. Marketing thus assumed the vital burden of finding out what consumers wanted.

According to GILES, G.B. (1973), " marketing involves a two fold task: (a) discovering what goods and services consumers need and want, and (b) providing these items for them in the places where they are, at the times that they want them and at prices that they are able and willing to pay. And as with every other part of economic activity, this mission must be accomplished with a profit to the entrepreneurs who are engaged in it.

2.2.2 DEFINITION OF MARKETING

Many definitions of the word "MARKETING" abound. ADELEYE, A.S. (1998) notes that "in marketing literature, there is no single, universally accepted definition of marketing but a whole spectrum which shows the diversity of perspectives adopted by different writers". He went further to say "different academic backgrounds or areas of employment of the authors giving the definitions might have accounted for such divergent view points on marketing".

One of the most straight forward definitions of marketing says that marketing" is getting the right goods or services in the right quantity to the right place at the right time and making a profit out of the operations". Following this definition, it can be seen that marketing functions are extensive. Among the most important functions of marketing are the assessment of the market to discover where the customers are to be found, how many they are, whether their number (which constitutes the market) shows a tendency

to grow or to diminish. Enquiry must be made into the methods currently used to distribute and sell to that market and if these methods are likely to remain viable in the future. The attributes and the shortcomings of the competitions must be assessed to establish the degree of competitive merit which each of them enjoys in the market. It is also a function of marketing to probe into the attitudes of consumer with regards to both the current product and those it is prepared to develop. What do the consumers need? What is their attitude to current product and the prices, which they have to pay for them? Do they have marked preferences between one brand and another, and, if so, what are they? Marketing must look into the likely future pattern of demand. It must establish sales forecasts, to ensure the correct allocation of marketing resources and also to provide essential information, not only for the planning and production departments, but also for the overall budgeting of the company. It must also plan the sales of the product. It must concern itself with the promotion and presentation of the product, both through advertisement and merchandizing with the provision of samples, demonstration, free trials, and other forms of physical promotion.

FOSTER, DOUGLAS (1984) states, "marketing involves the systematic application of entrepreneurship to the almost constantly changing conditions of the present age. It is concerned with the rational and logical use of people, materials, plant, money and other resources to ensure profit, survival, and growth of the longest possible period."

ALEXANDER, R.S. (1960) who was once a chairman of Committee of Definition of marketing in America, defines marketing as, "The performance of business activities that direct the flow of goods and services from producers to consumers or final users".

MARTINS, CHRISTOPHER (1976) defines marketing as "the ways in which an organization markets it own human, financial and physical resources with the wants of its customers""

KOTLER, PHILIP (1983) defines marketing as "Human activities directed at satisfying needs and wants through exchange processes" Noting further, KOTLER (1984) sees marketing as "a social process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others."

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 or flows which resolve market separations and result in exchange and consumption."

ROSSENBERG, LARRY (1977) views marketing as "a marketing process based on goals and capabilities by which a producer provides a marketing mix (product, services, advertising, pricing, distribution, etc) that meets consumer needs within the limit of society."

RISLEY, G (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."

DRUCKER, PETER, F. (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."

MAZUR, P. (1947) looks at marketing as "the delivery of standard of living to society".

McCARTHY (1971) perceives marketing as "the process of analysing consumer demands, motivating the sales of the product and distributing the product into ultimate consumption."

To HOLLOWAY and HANCOCK (1973), "Marketing is a set of activities necessary and incidental to bringing about exchange relationships in our economic system.'

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

SCHEWE and SMITH (1983) see marketing as "managing human and organizational exchange activities directed at satisfying human wants and needs."

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 services is managed in order to facilitate the exchange process satisfactorily."

According to 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."

Marketing, according to ENIS, B. (1977) "is exchange activities conducted by individuals and organizations for the purpose of satisfying human wants,"

BAKER (1985) cites CROSTER (1975) as reviewing over fifty definitions of marketing and categorising them into three major groups:

(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.

HARM, STEHR and HARRIN (1972) view marketing as "relating to those activities that direct the flow of goods and services into their appropriate utilization from manufacturer to the consumer."

STANTON (1981) defines marketing as "A total system of business activities designed to plan, price, promote and distribute wants – satisfying goods and services to present and potential customers."

While OLATISE (1989) 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 maximise long-term earning per share," ODIA (1986) considers marketing as "The identification of customers' needs and the delivery of customer satisfaction – at a profit."

BECKMAN and DAVIDSON (1985) define marketing as "the performance of all activities necessary for ascertaining the needs and wants of consumers, planning product availability, effecting transfer in ownership of product, providing for their physical distribution and facilitating the entire marketing process."

To RYANS (1990), "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.'

A modern definition given by BURTON BARCUS (1984) defines marketing as "Those activities performed by individuals or organizations, either for profit or non-profit, that enable, facilitate and encourage exchange to the satisfaction of both parties.' This coincides with the definition given by NICKELS (1978).

LANCASTER 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 individual's attention towards the needs and wants of the market place.

(2) Marketing is concerned with satisfying the 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 states that all business decisions should be made with careful and systematic consideration of the user.

(5) The distinguishing feature of market oriented organization is the way in which it strives to produce customer satisfaction as a way of achieving its own business objectives.

(6) Marketing is dynamic and operational, requiring action as well as planning.

(7) Marketing requires an improved form of business organization in order for marketing to be able to lead and catalyse the application of the marketing approach

(8) Marketing is both an important functional area of management and an overall business philosophy, which recognizes that the identification, satisfaction and retention of customers is the key to prosperity.

ADELEYE, A.S. (1998) adopting a definition from the numerous definitions states, "Marketing consists of all activities aimed at identifying and satisfying customer needs through beneficial exchanges with target markets." Stating further ADELEYE writes, "From the foregoing definitions marketing requires:

- Finding out what customers need,
- Developing a product or service to satisfy the needs of customers
- Positioning the products or service to satisfy customers' needs,
- Determining appropriate marketing mix
- Decisions to price promote and distribute the product or service.

It is quite obvious that the marketing literature is replete with divergent views on the true meaning of marketing. From the foregoing, one would agree that there are many definitions of marketing. The above definitions are by no means exhaustive.

Marketing means different things to different people. To sum, marketing is the economic process whereby goods and services are exchanged and their values are determined in monetary terms while to some., it is the exchange that takes place between the producing groups and the consuming groups, and yet, to some, marketing is a social science which concerns 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 organisational efforts required to supply ideas, goods and services to customers.

2.3 MARKETING SCIENCE OR ART?

This is an age long question still being raised. According to RISLY (1972), "Art is skill, an ability to perform. Science is knowledge. Scientific procedures, then, simply are based on knowledge to seek further truths, by providing a set of rules to eliminate both chance and subjectivity".

RISLEY states further that "marketing is both an art in performance, from planning through selling to final decision making; a science in its body of truths and an avid user of scientific procedures in data processing, logistics, research, and innumerable areas of quantification.

According to HUNT and BURNETT (1982), "the 'is marketing a science?' controversy culminated in 1976 with a model known as the Three Dichotomies Model by HUNT (1976), which proposed that all of the problems, issues, theories and research in marketing can be analysed using the three categorical dichotomies of (1) Profit Sector – non – profit Sector, (2) Micro – Macro, and (3) Positive – normative."

The controversy was then analysed by demonstrating that those marketers who believed that marketing could not be a science implicitly (and unnecessarily) restricting the scope of marketing to its profit-micro-normative (managerial) dimensions. HUNT concludes that "the study of the positive dimensions of marketing can be appropriately referred to as marketing science since positive dimensions of marketing have the

following requisites of science (1) a distinct subject matter drawn from the real world which is described and classified, (2) underlying uniformities and regularities interrelating the subject matter, and (3) inter-subjectively certifiable procedures for studying the subject matter."

In the opinion of BAKER, et al (1983), "to define marketing as an act puts the emphasis on doing; to define marketing as a discipline stresses the academic side; to define marketing as a science is to see it as a body of knowledge with concepts, theories, principles and laws. It would seem that to consider marketing solely as an art is to deny the utility and functions of science and restrict marketing development in future"

BAKER (1985) actually admits that marketing is not a science although, he demonstrated his belief that marketing ought to be a science.

There is no gainsaying the fact that the issue of marketing being a science or an art will continue to attract divergent opinions from authors in the marketing literature in spite of the claims by HUNT and BURNETT (1982) that this controversy had been substantially resolved in the 1970s.

2.4 THE MARKETING SYSTEM

According to ADELEYE, A.S. (1998), "a marketing system consists of an integrative set of institutions, flows and activities' include the following.

(1) The marketing organization – this is an organization that places the customers and the satisfaction of customers' needs and wants at the centre of its corporate thinking

(2) The controllable elements of marketing mix, namely, product, price, distribution, advertising, among others

(3) The target market

(4) The facilitating institutions, namely, wholesalers, retailers, agents, etc required for distribution functions and advertising agencies and media for communications as well as marketing research for marketing information.

(5) The uncontrollable environmental variables such as economic conditions, demographics, social and cultural values, competition, legal forces, technology, trade barriers and source of raw materials

ADELEYE (1998) illustrates marketing system as follows:

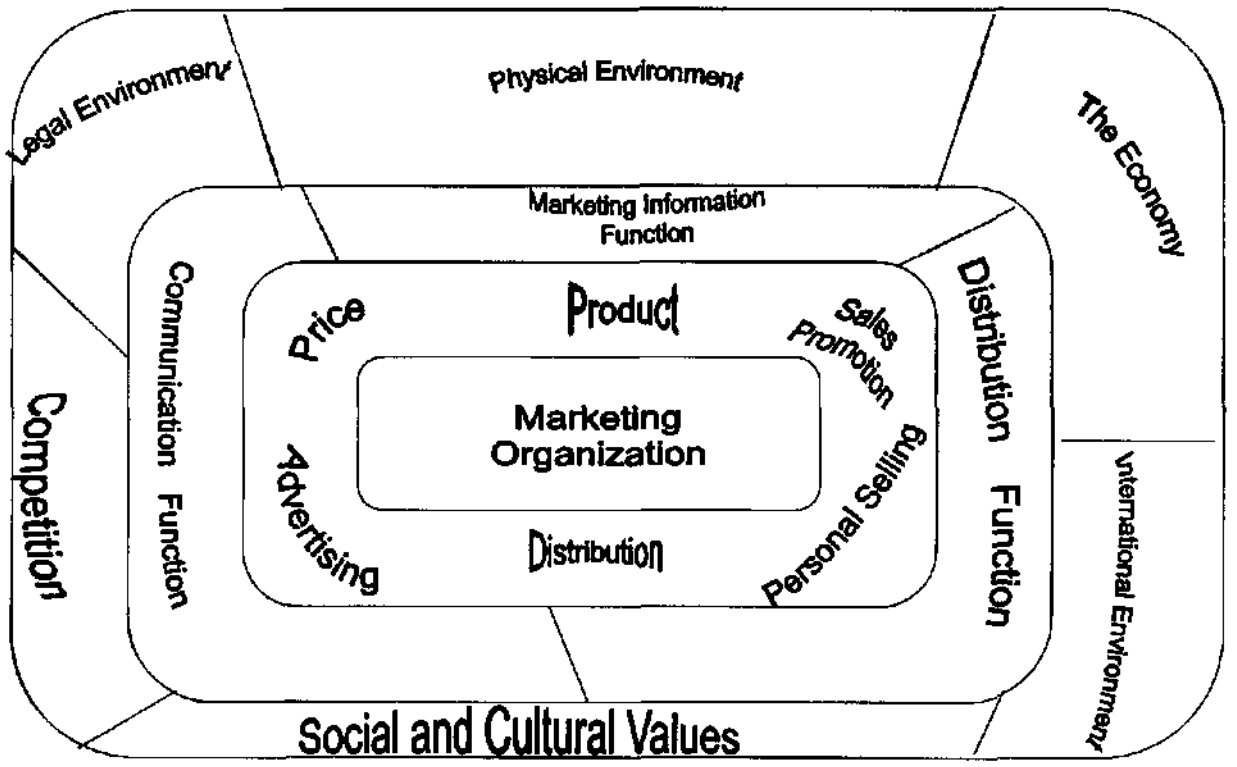


Fig.I: MARKETING SYSTEM

Source: Adapted from ADELEYE, A.S. (1998) Marketing: Principles and practice

According to OSUALA, E.C. (1993), "a system is simply an orderly arrangement of a phenomenon." The opposite of a system is chaos, disorder, etc. A system is also a collection of points and pieces, which function as a component or a coherent whole. So, a unit cannot function independently. The idea here is to make a system work.

Marketing system has certain characteristics OSUALA (1993) notes:

(1) It functions like any other worthy system. It has a set of functionally interdependent relationship amongst people and institutions referred to as manufacturers, wholesalers, retailers, facilitating agencies and consumers. These are the people and institutions that allow a system of marketing to functions

(2) There must be interaction between firms and individuals in order to be able to maintain relationship. The interactions can include change, innovation, cooperation, competition, linkages and lockages. These have to be a form of interaction.

(3) There must be establishment of objectives. It must be clearly established. Targets, symbols must be established to allow the system to work.

(4) The system must be consumers oriented. The kingship of the consumers must be maintained or recognized. His sovereignty must be met.

According to STANTON (1981), The simplest marketing system consists of two interacting elements – The marketing organization (the company) and its target market. In business, these two elements are connected by two sets of flows. One set of flows consists of a company distributing a product or service to its customers in exchange for some kind of payment. The other flow is an information flow. The company uses its sales force advertising to communicate with its market. Then the market, in return,

provides information feedback to the firm. A simple marketing system is as shown below:



Fig 2: AN ELEMENTARY MARKETING SYSTEM

SOURCE: STANTON (1981) Fundamentals of marketing.

A more modern structure of marketing system can be shown as follows:

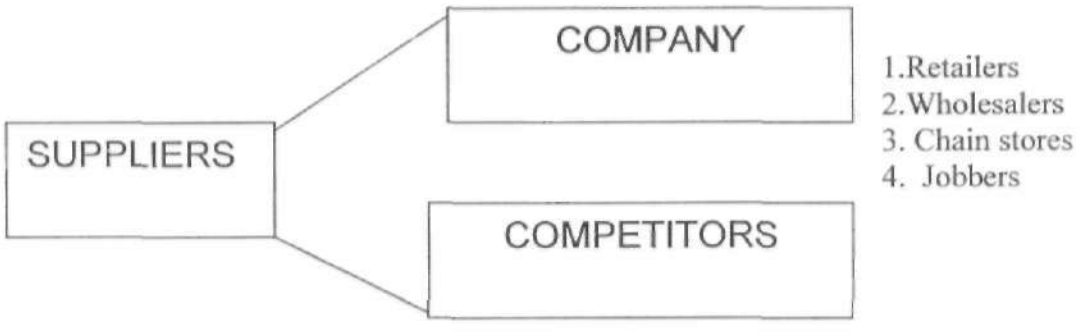


Fig 3: STRUCTURE OF MODERN MARKETING SYSTEM.

These take care of international or internal agencies. Such agencies as intermediaries make the system different from the elementary marketing system.

It goes without saying that the effectiveness of firm marketing activities will increase substantially through proper coordination of different parts to form a system.

According to SORENSON (1978), BHANDARI and VORA (1979) "The marketing systems of developing countries or less developed countries (LDCS) have been resilient, adaptive to economic conditions and even fairly low – cost in performing their marketing functions

However, on the contrary, DHOLAKIA (1984), observes that marketing systems of LDCS have been generally incapable of bringing about major innovations in products, customers services, marketing methods, or communications media, or market – research techniques. " In most cases, according to DHOLAKIA, the indigenous marketing systems of LDCS have not been able to come up with market expansionary strategies either domestically or internationally. Thus, the typical LDCs marketing system merely performs a system maintenance function – it can neither spur rapid economic development, nor generate appropriate products and services that would benefit the mass of population.

ADELE (1998) however hopes that the problem militating against the effectiveness of marketing systems of some develop0ing countries will be solved as these countries move into the next millennium.

2.5 THE CONCEPT OF MICRO MARKETING AND MACRO MARKETING

According to MOYOR (1972), "Macro-marketing studies marketing within the context of the entire economic system with special emphasis on its aggregate performance while Micro-marketing is firm-oriented."

HUNT (1976) giving a distinction between micro and macro marketing said, "Macro marketing suggests a higher level of aggregation, usually marketing systems or

groups of consumers. Micro marketing refers to individual units, normally individual organizations (firms) and consumers or household,"

In their contribution, BARTELS and JENKINS (1977) state, "perhaps most widely, micro marketing has meant marketing in general and the data that depict marketing in general., it has meant marketing process in its entirety, and the aggregate mechanism of institutions performing it. It has meant systems and groups of micro institutions, such as channels, conglomerates, industries and association's, in contrast to their individual component units. More recently, it has meant the social context of micro-marketing, its role in the national economy and its application to the marketing of non-economic goods. It has also meant the uncontrollable environment of micro firms"

To SHAWVER and NICKELS (1979), "Macro marketing is the study of exchange activities and exchange systems from the societal perspective".

In another consideration, HUNT (1977) states further, "Macro marketing refers to the study of the marketing systems, the impact and consequences of marketing systems on society and the impact and consequences of society on marketing systems. Micro marketing refers to the individual units: organizations, firms, consumers or household."

From the foregoing, it is obvious that perspectives of authors differ on the concepts of macro marketing and micro marketing. However, it will not be out of place to state that both macromarketing and micromarketing are two halves of the discipline of marketing. The following salient points emerge from the macro-marketing/micro-marketing perspective of the aforementioned authors:

(a) Macromarketing is bigger than micromarketing and the basic function of macromarketing is to evaluate, in a normative sense, marketing within the society.

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(b) Macromarketing is concerned with the relationship between marketing systems and the rest of the society.

(c) Macromarketing is not just a positive study of exchange systems per se, rather it is the study of exchange systems from a societal perspective.

SMITH and KONAPA (1980) review the macromarketing issue and concluded that "clearly, there is a lack of consensus as evidenced by multiple meanings of macromarketing and its relationship to theory.

HUNT and BURNETT (1982) reviewed the nature of macromarketing/micromarketing issue, analysed the controversy by examining empirically the domain of the macromarketing and micromarketing concepts, and attempt to resolve the controversy by proposing a taxonomical model incorporating both macromarketing and micromarketing. They concluded that marketers can and do categorize marketing phenomena, issues and research by way of the macromarketing/micromarketing dichotomy. The macromarketing/micromarketing dichotomy has been useful in resolving controversies in marketing.

2.6 CONCEPTS OF MARKETING ACTIVITIES IN ORGANIZATIONS

ADELEYE (1998) notes that "there are five major competing concepts of marketing activities in contemporary business organizations." These are:

(a) Production concept

(b) Product concept

(c) Selling concept

(d) Marketing concept

(e) Societal marketing concept.

These major concepts shall be looked into one by one.

2.6.1 PRODUCTION CONCEPT

According to ADELEYE (1998), this concept holds that consumers will buy those products that are widely available with low prices. Firms should concentrate their efforts on high production efficiency and widespread distribution for their products.

In his observation, SCHNAARS (1991) states. "Historically, marketers have ridiculed the production concept as an old-fashioned perspective that best describes how business was conducted in the late 1800s.

Furthermore, SCHNAARS (1991) states that marketers' dismissal of the production concept was presumptuous. In many markets, consumers do favour products that are widely available at low cost. In nearly every sector of the economy there are firms that excel by employing the production concept. Similarly, foreign firms with lower cost structures have excelled with the production concept. Hyundai in automobiles, and Goldstar, sharp and Sanyo, in electronics are examples of successful implements in the United States of America. Each of these firms has done well by doing precisely what marketers would advise against. Clearly, the production concept according to SCHNAARS has a place in today's markets. However, SCHNAARS quickly cautions that focusing too intently on production while ignoring customers is as faulty an orientation as focusing too intently on consumers while ignoring production efficiencies.

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2.6.2 PRODUCT CONCEPT

ADELEYE (1998) explains that "this concept holds that consumers will buy those products that are of the highest quality." The basis of this concept is the

– push" model of marketing where marketers push unwanted products through the channel of distribution."

In the opinion of SCHNAARS, the selling concept constitutes bad strategy, although it may serve other purposes. It may be acceptable to meet short-term sales goals or help the firm over temporary hard times. But as long-term strategic orientation, it is unacceptable. It is one that is likely to fail when pitted against strategies that serve consumers with products that they really want.

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2.6.4 MARKETING CONCEPT

The origin of marketing concept can be traced to DRUCKER, P. (1954), McKITTERICK (1958) and LEVITT (1960). All agree that the purpose of business is to create satisfied customers. In particular, LEVITT draws a sharp contrast between the selling and the marketing concepts as follows "selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivery and finally consuming it."

Unlike other concepts or philosophies that can guide organisations in carrying out their marketing activities, the marketing concept has attracted divergent views from authors in the marketing literature as regards its true meaning or what the concept stands for. Some authors content that marketing concept has to do with the identification and satisfaction of customer's needs and wants by companies. However, they do not stress on the issue of competition in their definitions (LANCASTER and MASSINGHAM (1988); ASSEL (1990); SCHNAARS (1991) and SCHEWE and SMITH (1983). Others assert that not only does marketing concept have to do with the

identification and satisfaction of customer's needs and wants by companies, but that they must do so in ways that will make them to be more effective and efficient than their competitors (KOTLER, P. (1988); MODEN (1991) and MOUTINHO (1994). This appears to be a definition of broadened marketing concept.

BELL and EMORY (1971) enunciated that the marketing concept has three basic elements, viz:

(1) CUSTOMER ORIENTATION: Knowledge of the customer, which requires a thorough understanding of his needs, wants and behaviour should be the focal point of all marketing action. It implies the development of products and services to meet these needs. It does not exclude the possibility that these needs may be "stimulated by business or that aggressive selling may be needed to persuade the customers to buy goods and services which have been created for them.

(2) **INTEGRATED EFFORT:** Ultimately, the entire firm must be in tune with the market by placing emphasis on the integration of the marketing function with research, product management, sales, and advertising to enhance the firm's total effectiveness.

(3) ***PROFIT DIRECTION:*** *The marketing concept is intended to make* money for the company by focusing attention on profit rather than upon sales volume.

However, BARKSDALE and DARDEN (1971) state that the marketing concept is based on two fundamental notions: First, the consumer is recognized as the focal point or pilot for all business activity; second, profit rather than sales volume is specified as the criterion for evaluating marketing activities.

ADELEYE (1998) states that "ever since its introduction into the business world four decades ego, the marketing concept has been enthusiastically received by organizations in different parts of the globe." BARKSDALE and DARDEN (1971) report the result of a survey designed to measure the attitudes of executives and educators towards the marketing concept, thus concluding that marketing concept may be both a success or a failure. The majority of the executives and educators believe that the marketing concept is a powerful and visible idea that has influenced management philosophy and thought at least among the larger U.S business firms. Most respondents express the opinion that the marketing concept has contributed to the improvement of the organization and management of marketing activities. They also think that consumers have benefited in tangible ways from the adoption of the marketing concept. On the other hand, many executives and educators express definite reservations about the success actually achieved by American business firms in implementing the marketing concept. In general, respondents cite problems of implementation, rather than inherent weaknesses of the concept, as the causes of any failure in application.

Nevertheless, the marketing concept has also suffered from substantial criticism. Some critics have argued that it has averted rather than helped American business. SCHNAARS cites BENNETT and COOPER (1979), (1981) as arguing that marketing concept has diverted attention way from a long-term emphasis on product development and quality manufacturing to a short-term emphasis on superfluous advertising, selling and promotion. As a result, product value has suffered. As evidence, they pointed to the automobile and television industries where American firms once dominated, but which are now dominated by imports. They blamed the marketing concept for the industries' problem.

BELL and EMORY (1971) state that evidence exists to support the questioning of marketing concept. According to them, one is organizational stress, excessive costs, and high product-failure rates in some companies incurred by attempting to implement the concept. Additional evidence of a breakdown in the marketing concept is found in the deterioration of relations between business on one hand and the public and government on the other hand. These developments include events called "consumerism".

BAKER and HART (1989) contended that the most perplexing aspect of the "marketing concept", perhaps, is apparent difficulty experienced by those trying to implement it. The `gap' between theory and practice seems to originate from the fact that practitioners do not see marketing as a means of solving their everyday business problems. The intangible nature of marketing concept has caused many theorists to avoid it, concentrating instead on techniques developed in its name.

Arguing in defence of the marketing concept, SCHNAARS (1991) quotes McGEE and SPIRO (1988) as noting that criticism of the marketing concept do not contradict the basic tenets of the concept itself. In fact, they contended that the marketing concept and the product concept are actually quite consistent with one another. The product concept is really fast "synonymous with customer satisfaction as described by the marketing philosophy".

2.6.5 SOCIETAL MARKETING CONCEPT

This concept has evolved as a result of the criticisms of the marketing concept. One of which is that marketing concept ignores long-run societal welfare. The societal marketing concept holds that the companys' task is not only to determine the needs, wants and interests of the customers, but also to satisfy them in ways that will make

them to be more effective and efficient than competitors as well as to preserve or enhance the welfare of the consumer and the society. The societal marketing concept requires marketers to combine three basic considerations in developing marketing policies, namely, company profit, consumer satisfaction and interest of the members of the public. This will go a long way in ensuring the successful implementation of the societal marketing concept by marketing organisations.

2.7 MARKETING IN NON-BUSINESS ORGANIZATIONS

FERBER (1970), KOTLER, P (1972), KOTLER and LEVY (1969), KOTLER and ZALTMAN (1971), and LUCK (1969 and 1974) debate the issue that marketing should be broadened to include public and other nonprofit sector organizations and social causes.

Museums, charities, hospitals, educational institutions and political associations are examples of non-profit institutions that have begun to recognise the importance of marketing their services.

KOTLER, P. (1979) suggests a number of strategies for introducing marketing into the non-profit institutions, such as appointing a marketing committee or task force, hiring an advertising agency or marketing research firm, hiring a marketing consultant or appointing a marketing director or marketing vice president. KOTLER concludes that the real contribution of marketing is to lead each institution to research for a more meaningful position in the larger market, and that marketing offers a great potential to these institutions to survive, grow, and strengthen their contributions to general welfare.

SHAPIRO (1973) concludes that realistic marketing and planning can enable private organizations to substantially improve their operations.

Marketing by non-profit organizations is otherwise referred to as social marketing because these institutions generally market social services. In the United States of America, educational institutions are beginning to view their programmes as products that must be sold to students, especially as the struggle with decreasing enrolments and greater competition for restricted funds. Charitable organizations are developing more personalized means to collect funds through mail campaigns by recognizing the different motives of donors. Hospital are beginning to show greater concern for their patients ASSAEL, (1985).

The non-business marketing controversy has been resolved. ADELEYE (1998) notes, "indeed, the public and non-profit marketing has come of age. "LOVELUCK and WEINBERG (1978) and DELENE (1981) coroborate this contention. LOVELUCK and WEINBERG conclude that non-business marketing has come a long way in a relatively short period of time. The subject is taken seriously in academia, is having a growing impact on management practice in a diverse range of applications, and is contributing to the general advancement of the field of marketing (ADELEYE, 1998). In the same vein, DELENE (1981) concludes that non-profit marketing courses have been successfully incorporated into the circular of a number of institutions in the United States and that enrollments in these courses are adequate to warrant their continuation for students in business programmes.

2.8 ROLE AND IMPORTANCE OF MARKETING

Over the years, organizations in the different sectors of the economy have shown greater interests in marketing and now recognize its contribution's towards improving their performances in the markets.

ADELEYE (1998) observed that "in Nigeria, organizations that belong to the business sector of the economy such as UAC of Nigeria PLC, UTC., Leventis Stores, Cadbury Nigeria PLC and Nestle Foods Nigeria PLC have intensified their marketing efforts within the past three decades. Organizations that used to belong to the non-profit sector of the economy in the past such as the National Electric Power Authority (NEPA), Water Corporation and NIPOST have stepped up their marketing activities in recent years, such organizations have been commercialized, hence, they are currently expected to be making profits. At the international level, multinationals such as Sony, Sanyo, Toyota and Volvo have introduced and spread modern marketing practices globally".

The performance of marketing activities brings numerous benefits to the organization, consumer and the nation. In the words of DRUCKER, PETER, F. (1973), "It is in marketing that we satisfy individual and social values, needs and wants, be it through producing goods, supplying services, fostering innovation for creating satisfaction".

"For an organization, marketing is the single most important source of revenue generation which is necessary for its survival and growth. Purchase of goods and services helps the consumer in satisfying his needs and desires. Marketing process brings new varieties, quality and beneficial goods to consumers and, thus, helps him in raising his standard of living. Marketing is significant to the nation."(DRUCKER, 1973).

According to KOTLER, P. (1987), "marketing helps in maintaining and creating employment opportunities in production and distribution areas of the economy. Marketing helps in changing public opinion and creating new norms of behaviour and standards of conduct. This is made possible by the manner marketing education that

brings about a general awareness of the environment to the people in society using promotional strategies. Marketing contributes greatly in expanding our home markets and thus provides a more base for exports.

ADELEYE (1998) notes that "recently, communists countries are engaged in marketing activities so that their distribution systems can be improved and ensure that they compete more effectively in the global market."

ETEMAD (1984) argues that "marketing practices can result in organizing, augmenting, and accelerating economic development in developing countries."

The importance of marketing in underdeveloped and developed countries has been very well indicated by DRUCKER, PETER F. (1973). He says, " marketing plays a critical role in the development of developing nations. Its activities result into speedy developing nations. Its activities results into speedy development of such countries in the following ways:

(1) Development of marketing leads to the integration of various economic sectors of the country, such as agriculture and industry.

(2) It makes fullest utilization of the existing assets and productive capacity possible.

(3) It mobilizes unknown and untapped economic energy and other resources and put them into better economic use to the benefit of the country.

(4) It contributes to the development of entrepreneurs and managerial excellent performance in their various operational activities".

Marketing generally enables a country to improve the standard of goods and services, consequently, business values. When most companies are marketing oriented it means that they would offer better and qualitative products, stores displays educative advertisements, high quality packaging and consumer services to present and potential

customers. Such a level of achievement would influence other companies to do the same. In all these, the consumers get the benefit and thus would go a long way..n improving their standards of living.

Also, marketing provides channels of communication between continents, nations, organizations and business organizations. All these may go a long way in establishing good working and business relationships that would lead to peaceful co-existence and harmony which eventually may result at general prosperity for all.

However, despite all the contributions marketing activities have made to the society, critics have raised many issues against it. Some of these criticisms are:

(1) Consumers complain that the quality of most products are poor, models change easily and that some of the product variety are too numerous. Many consumers have different objectives of their complaints against the quality of the products. Some of the complaints centres on the cost of product in relation to their actual values. Many people feel that because our businessmen are too greedy, they make the cheapest product available but place high prices on them.

With regards to models that change easily, doing so affects the consumer's process of understanding and selecting products to buy. Examples of products whose model change easily are cars, household appliances, etc. The most noticeable in model changing affect women fashion, i.e of shoes, clothing, etc.

There is also complaint on the dissimilarity of merchandise, which they give different brand names e.g toothpastes. In a supermarket we may see a range of more than twenty (20) different names of similar product. The buyer is sometimes confused on which specific product to buy.

Packaging and labeling are confusing. Some critics feel that if products are essentially similar, their labeling should make it clear, but, if they are not the labeled, they should indicate so. This problem has led to the suggestion that expected life of the product should be included in the label to permit comparison. Also, in the area of pricing, similar confusion exists and this has led to critics suggesting that similar products should have same prices in order to minimize confusion.

Critics criticize that products do not perform as claimed by the producers. A lot of consumers get very upset with the ways some highly priced products are performing i.e they simply may not work or may be difficult to repair. Many firms' markets do not offer good sales services or may not be available in the immediate locality in order to help take care of the problems. Questions consumers often asked are: "what can a consumer do when he has been brain washed by a talking salesman?' or "how can you tell if a given product is better than the other without trying the two?" e.g. Dunlop and Michelin tyres. In any case, the consumer suffers first.

There are too many middlemen in the channel of distribution and this adds to the costs of the products. It also makes the distribution system to be complicated. As a result of the complexity of the channels of distribution products takes so long a time to reach the consumer thereby loosing their utilities. For example product utilities such as form utility loosing because of brokerage; loss of time utility because of lateness of products to consumers; loss of time utility because of lack of good storage, etc.

The middle (wholesalers, retailers, agents) do have different practices and these result at charging different distribution costs to enable them make outrageous greedy profit they always want to make. And all these cost and charges are reflected on the prices the consumer pays for the goods and services.

There are too many advertising of the wrong products for the wrong reasons. This means that marketers present false advertising and sales promotion that end up confusing and misleading consumers to misplace their priorities in terms of spending their money on goods and services.

Advertising generally stimulates people to buy what they do not really want or need and this is often done to the neglect of the real needs. Many critics of advertising feel that it creates and urges false standard of living, it builds up consumers' preference for products that are not quite different from one another. They also think advertising inhibits innovation in product planning and development.

Consumer credit is a misused marketing technique. This is because it allows consumers to buy products without down payment or part of the total value may be paid for. Critics feel that credit technique tends to encourage some consumers to over expend themselves. Other critics feel that it is used for getting rid of bad products.

Retail services are poor in most retail stores. Consumers have little or no choice in the range of products and stores available. Most stores do not offer sales services and their sales boys and girls are mostly rude n their presentations. For better effective marketing, stores services need to be improved.

Marketing makes men and women very materialistic. The critics feel that because marketers present and advertise all kinds of goods to the people, do make them to develop the desire to have and to use these goods and some of these goods may be mostly hixwy items. Advertising creates or encourages artificial stimulation of desires for goods and services. In the same manner, young people everywhere are caught up in the desire and in the demand for more and more goods to the extent that some tradition and social economic settings are upset.

Distribution costs are fixed too high e.g. in Nigeria, about 50% worth of the consumer naira is spent on getting the product into the consumers' hands.

2.9 MARKETING OF SERVICES

Marketing as a discipline developed initially with selling physical products. The physical product focus may cause people to overlook the many other types of entities that are marketed. Such entities include services, organizations, persons, places, and ideas.

KOTLER, P. (1987) observes that "marketing activities have been limited to goods producing industries." Even today, the vast majority of marketing texts draw almost all their examples from goods producing firms and channels of distribution of goods

MARKIN (1979) notes that "Services firms typically lag behind manufacturing firms in their use of marketing "GEORGE and BARKSDALE (1991) surveyed 400 service and manufacturing firms and concluded that: "in comparison to manufacturing firms, service firms appear to be

(1) Generally less likely to have marketing mix activities carried out in the marketing departments;

(2) Less likely to perform analysis in the offering area;

(3) More likely to handle their advertising internally rather than go to outside agencies;

(4) Less likely to have an overall sales plan;

(5) Less likely to develop sales training programmes;

(6) Less likely to use marketing research firms and marketing consultants; and

(7) Less likely to spend as much on marketing when expressed as a percentage of gross sales.

STANTON (1981) states, "some people might argue that there is no such thing as service marketing. Many service organizations do not think of themselves as producers of services".

In theory, product marketing and service marketing are essentially the same. In each case, a marketing programme is built around the parts of the marketing mix- the product or service, the price structure, the distribution system, and the promotional programme. Moreover, there often are substantial securities in practice. At the same time, however, significant differences do exist between product marketing and service marketing. The strategies and practices used in conventional products marketing often are inappropriate for services marketing. Services marketing often calls for a different approach. Services are marketed based on their various characteristics.

ADELEYE (1998) observes that "although a service is essentially referred to as an intangible product, yet, it is quite obvious there is both a tangible product component and a service component in the sale of most goods. Indeed, many services companies (such as consultants, airlines, insurers, and law firms do not consider themselves as producers or sellers of goods. Rather, they regard themselves as providers of services."

Looking at the concept of services, NICKELS (1978) notes that there is really no widely accepted definition of services that marketers use. He states, "in fact, there is no boundary between those organizations that are part of the channel for goods and those that provide services.'Restaurants' for example are considered by some writers as part of the channel of distribution for goods

because they are an alternative to supermarket. But it is clear that the primary activities for a restaurant are service activities. Furthermore, some services are subject to free market exchanges and others, such as government services, are paid for through mandatory taxes.

NICKELS (1978) defines a service as "an intangible product that is performed rather than produced, bought and sold in a market place in a mutually satisfying manner".

According to KOTLER, P. (1983), "A service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything." He went further to say "its production may or may not be tied to a physical product." Thus, renting a hotel room, depositing money in the bank, travelling on air aeroplane, visiting a psychiatrist, having a hair-cut, having a car repaired, watching professional sports, etc, all involve buying a service, KOTLER argued.

To STANTON (1981), "services are those separately identifiable, essentially intangible activities that provide wants - satisfaction and that are not necessarily tied to the sale of the product or another service." He stated further, "thus, to produce a service may or may not require the use of tangible goods." However, when such use is required, he noted, there is no transfer of the title (Permanent ownership) to these tangible goods. From this definition, a service includes such activities as medical care, entertainment, and repair services that exist only when there is the state of a product or another service. Also, the consumer of a service can take only temporary possession or make only temporary use of any goods required in the production of the service.

According to THOMAS (1978), service businesses can be classified into two broad categories, viz:

(a) Whether they are equipment based or

(b) Whether they are people based.

Equipment – based services may be automated, monitored by unskilled operators or operated by skilled workers. , People – based services can be provided by unskilled, skilled or professional workers."

THOMAS (1978) observes that; (1) as service business evolves, they often move along the spectrum from people based to equipment based or vice versa, and (2) many companies are in more than one type of service business. For example, banks operate multiple – service business. Some of these are equipment based, as in the transfer and storage of funds, others are people based, as in the financing of a home, can, or business. The various types of services businesses can be represented diagrammatically as follows:

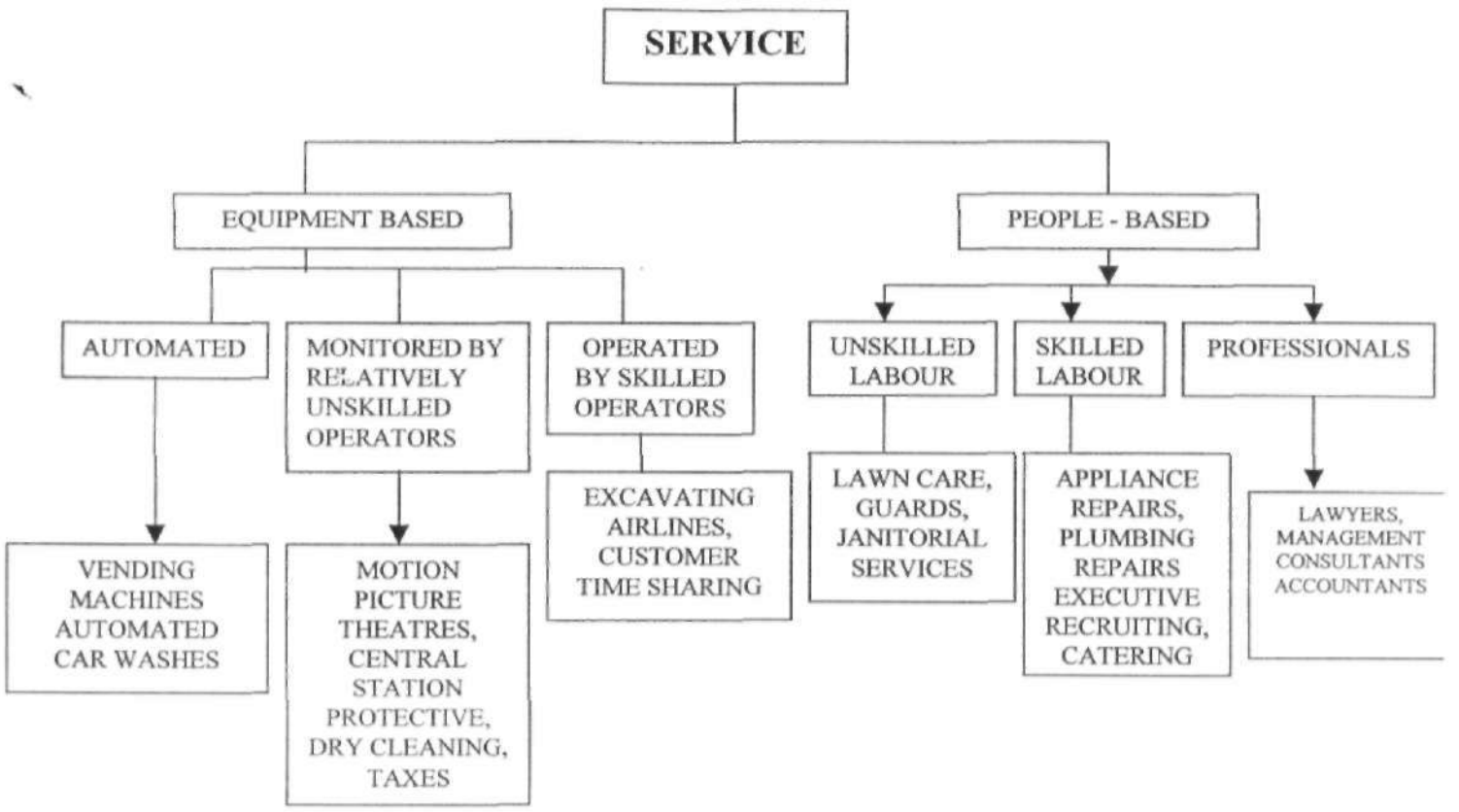


Fig: **Types of services business**

SOURCE: **Adapted from THOMAS, D.R.E. (1978) "Strategy is different in service business". Havard Business Review, Vol. 56 No. 4, July – August, P. 161**

LOVELOCK AND YOUNG (1979) classify services into the following two broad categories: Those that do something for consumers themselves such as transporting them to distant locations, cutting their hair, and healing their bodies; and those that do something for consumers' possessions – such as transporting their mails, cutting their grass and repairing their cars. The former, according to LOVELUCK and YOUNG, involve a higher level of personal contact than the latter, but consumer behaviour is important in both instances.

2.10 CHARACTERISTICS OF A SERVICE AND THEIR STRATEGIC MARKETING IMPLICATIONS

According to KOTLER, P. (1984), there are four characteristics of services that must be considered when designing marketing programmes. These include intangibility, inseparability, variability, and perishibility. STANTON (1981) agreed with this as he enumerates his own to include intangibility, inseparability, heterogeneity, and perishability and fluctuating demand.

2.10.1 INTANGIBILITY

Services are highly intangible. In view of this, it is impossible for customers to sample (to taste, feel, see, hear or smell) services before they buy them. This feature places some strains on a marketing organization. The burden falls mainly on a company's promotional programme. The sales force and advertising departments must therefore concentrate on the benefits to be derived from the service rather than emphasizing the service itself.

Commenting on the intangibility of service, ADELEYE (1998) notes, "indeed, when a service such as entertainment or travel is purchased, the buyer has nothing to show for it. "In this regard, GEORGE (1977) contends that "after a day of buying services, the customer still has an empty market basket. Therefore, it can be concluded that the consumer is only buying a performance offered by the seller."

ADELEYE (1998) contends that the intangibility of services makes promotion more difficult than for tangible products since the marketer must communicate a concept or an idea rather than a tangible object. He opines that marketers can employ two strategies to communicate the benefit of a service: (1) making a tangible representation of the service as well as (2) focusing promotional efforts on the service provider rather than on the service.

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According to DONNELLY (1980), in making a tangible representation of the service, marketers can make services more tangible through the use of a physical object that represents the service. Bank credit cards developed by financial institutions can be considered as a physical manifestation of credit. Consequently, customers can now 'Store' credit and carry it around with them.

Observing further, DONNELY (1980) states that in several cases a tangible representation of the service is impossible. Hence, service marketers have tried to link the service with a tangible object in order to convey the benefits of the service. For example, an umbrella was used in NICON'S advertisement as a symbol of protection, which the insurance company claimed to be among the benefits enjoyed by its clients.

On focusing promotional effort on the service provider, ADELEYE (1998) noted, "there is no gainsaying the fact that the service provider (a lawyer or an airline pilot or a medical doctor) is more tangible than the service itself (advocacy or airline travel or medical care). The provider of service usually possesses a level of skill and

expertise that represents the service. Hence, advertising often focuses on the skill as well as the technical expertise or competence of the provider of service. The advertising campaign is often aimed at making the service become more tangible because of the association with service provider.'

2.10.2 INSEPERABILITY

More often than not, a service is inseparable from the source, i.e from the person (seller) or a machine. Moreover, some services must be created and dispensed with simultaneously. From the market standpoint, inseparability frequently means that direct sales is the only possible channel of distribution and a seller's services cannot be sold in very many markets (KOTLER, P. 1987).

ADELEYE (1998) observes in a similar manner as he states, "services often cannot be separated from the their providers. Moreover, some physical products are generally manufactured, then sold, and then used. On the contrary, services are normally sold first, them simultaneously produced and consumed." In air transportation business, a consumer purchases a flight ticket first. The service is produced as the aircraft takes off, and consumption occurs because the consumer is on board. In the same vein, services for hotels, entertainment and education are reserved in advance and then consumed as they are provided. Since services are simultaneously produced and consumed, as well as being inseparable from their providers, ADELEYE (1998) opines that "it follows that (1) distribution of services should be simple, (2) services should be provided close to the customer, and (3) the image of the service provider is quite important. He advanced his argument as follows:

DIRECT DISTRIBUTION: From a marketing standpoint, inseparability means that direct sale is the only possible channel of distribution STANTON, 1981).

However, there is an exception to the inseparability feature, the service might be sold by a person who is representing the producer seller. A real estate broker, travel agent, or insurance broker can represent and promote the service that will be sold by the company producing it.

IMPORTANCE OF SEVERAL LOCATIONS: Since services are produced and consumed simultaneous usually, they cannot be stored or transported, consequently, the service marketers' job is easier because most middlemen can be eliminated. However, the services must be provided in several locations. At times, consumers are willing to travel a distance to purchase certain services (advocacy, air travel, health care) but service companies such as restaurants and banks should be located close to the consumers. Hence, the services are produced in many locations.

SELLERS' IMAGE: Since services cannot often be separated from their providers, the impression of every provider of service is an essential determinant of a repeat purchase. Consumers do prefer a particular law firm, airline, or health care hospital because of the way the service provider renders the service.

2.10.3 VARIABILITY OR HETEROGENEITY

According to STANTON, W. (1981), services are highly variable, as they depend on who provides them and when and where, they are provided. It is impossible for a service industry, or even an individual seller of services industry, or even an individual seller of services, to standardize output. Each unit of the service is somewhat different from another unit of the same service. For example, an airline does not give the same quality of service on each trip. A restaurant cannot serve the same soup in every launch. All repair job a machine does on automobile are not of equal quality. An added complication is that it is equally difficult to judge the quality of a service.

To ADELEYE (1998) "Services tend to be highly variable because they depend on their providers and when and where they are provided. An actor or a medical doctor might be superb in one performance but mediocre in another. A customer of bank may observe that cashiers are helpful and courteous in one trip, but rude in another."

GUSEMAN (1981) states, "High service variability implies that the consumer faces greater uncertainty and risk in purchasing services.' Therefore, the provider of service must control quality with a view to ensuring adequate service.

ADELEYE (1998) gives three steps which service companies can take towards quality control. The first step is to invest in good personnel recruitment, selection and training. Banks, hotels and airlines spend considerable amounts of money to train their employees in providing good services. Automobile manufacturers do organize clinic and training programmes for service personnel. The second step is to evaluate customers' satisfaction through customer survey as well as suggestion and complaint systems in order to detect and correct poor service. To this end, many service organisations' now make use of information supplied through their suggestion boxes to control service quality. The third step is to provide services through machines rather than people. For example, there has been growing use of automatic teller machines in the United States of America. Hence banks have successfully transformed the delivery of certain services from humans to machines, and reduced variability of their services in the united of America.

2.10.4 PERISHABILITY

According to PHILIP KOTLER (1987) corroborated with STANTON, WILLIAM (1981), "Services are highly perishable and cannot be stored," To ADELEYE (1998), "Services cannot be stored, hence, they are highly perishable."

If services are not utilized when produced, they go to waste. An empty passenger seats in an aircraft, an unsold quality of meal in a restaurant, an idle machine in a garage, empty seats in a theater, idle barbers in a shop, and an unfulfilled business opportunities all constitute business that is lost for ever.

Furthermore, the demand for services fluctuates considerably by season, by day of the week, and by hour of the day. The use of commercial buses fluctuates considerably during the day. The perishability of services is not a problem when demand is steady because it is easy to staff the services in advance. When demand fluctuates, service firms have difficult problems. For example, public transportation companies have to own much more equipment because of rush hour demand than they would if demand were even throughout the day.

The combination of perishability and fluctuating demands offers product planning, pricing, and promotion challenges to Service Company executives. They might look for new uses for idle plant capacity in off-seasons STANTON, (1981).

Furthermore, STANTON (1981) notes that "there are some exceptions to perishability feature as well as storage of services. For example, in life insurance, the service is purchased, then it is held by the seller (insurance company) until needed by the beneficiary or the buyer. This holding represents a type of storage."

ADELEYE (1998) contends that "the service provider can to surmount the problems of perishability by attempting to match supply and demand." SASSER (1976) identifies two strategies of doing this: (1) varying supply in accordance with demand and (2) keeping supply fairly constant while trying to sustain demand to avoid excess capacity. ADELEYE (1998) notes that the service marketer has various ways of matching supply and demand: He might look for new uses for idle plant capacity in off-seasons. He can also embark on advertising campaigns with a view to showing consumers the advantages of using facilities during non-peak periods. The marketer can also perform only essential tasks during peak hours of the day and non-essential

tasks during slack periods. In the United States of America, telephone companies offer lower rates at night and employ more operators during peak periods.

In summarizing what makes service different form a product, HUDSON, O. (1998) provides the following held perceptions:

- Sales, production and consumption of a service take place almost simultaneously.
- A service cannot be demonstrated, nor can a sample be sent for customer approval or tried in advance of purchase. The provider can explain, promise, and tell how the service has benefited others but the service doesn't exist for the prospective customer.
- A service can not be centrally produced, inspected, stockpiled or warehoused. It is usually delivered to wherever the customer is, by people who are beyond the immediate influence of management.
- The person receiving the service generally owns nothing tangible once the service has been delivered. The value is frequently internal to the customer.
- A service is frequently as experience that cannot be shared, passed around or given away to someone else once it is delivered.
- The more people there are involved in the delivery of the service, the less likely it is the receiver will be satisfied.
- The receiver of the service frequently has a critical role to perform in the actualization of the service. The customers then have to know their role in the delivery process.
- Delivery of the service usually requires some form of human contact. Receiver and deliverer frequently come into contact in some relatively personal way.

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the receiver s expectations are critical to their satisfaction with the service. What they get compared or contrasted to what they expect to get determines satisfaction

Exerting quality control over a service requires monitoring of processes and attitudes.

2.11 MAJOR DECISIONS IN DEVELOPING A PROGRAMME FOR MARKETING OF SERVICES

According to ADELEYE (1998), "given that the characteristics of services are intangibility, variability, inseparability, and perishability, the task of designing a marketing programme in a service company is quite challenging. "We shall focus our attention on the following:

2.11.1 MARKET ANALYSIS

Service companies must understand the elements of population and income as they affect the market for their services. Furthermore, they must carefully examine the factors that determine the behaviours of their customers (personal, psychological and environmental influence), and determine the buying patterns for their services. For example, increases in disposable income as well as discretionary buying power imply a growing market for insurance, health care, and transportation services. Enhanced income and more leisure time mean increased markets for entertainment services.

NEW PRODUCT PLANNING AND DEVELOPMENT

STANTON (1981) observes that "product planning and development has its counterpart in the marketing programme of a service company. "He states further that "management can use a systematic procedure to determine (1) what services will be offered (2) what will be the length and breadth of the service mix offered, and (3) what, if anything, needs to be done in the way of service attributes such as branding or providing guarantees." Some service companies have expanded their mix by working in close collaboration with firms selling related services. For example, automobile rental companies work jointly with airlines and hotels so that when people fly to their destination, cars and hotel rooms are reserved and waiting.

ADELEYE (1998) notes that "to a very large extent; 'product' planning is easier for services than for physical products. Labeling, packaging, colour and style are almost non-existence in service marketing. Nevertheless, some service companies do encounter some problems with other areas of product planning such as branding and standardization of quality. Branding constitutes a problem because consistency of quality is very difficult to maintain and because the brand cannot be physically linked with a service."

In service marketing, standardization of quality is an important goal but it is somehow difficult to achieve. Some service companies do not make any attempt to mass-produce their services as required by each customer. Examples are medical care, beauty care and revelation companies. PARASURAMAN, ZEITHAML and BERRY (1985) developed a list of major determinants of service quality comprising the following;

(1) **ACCESS:** This refers to the deceptiveness of the service provided to the customer's request. The service is easy to access in convenient locations at convenient times with little waiting.

(2) **COMMUNICATION:** This refers to the ability to listen to the customer, keep the customer informed, describe the service accurately in the customer's language, and accept customer feedback.

(3) **COMPETENCE:** This refers to the adequacy of skills and knowledge required to deliver service by employee

(4) **COURTESY:** The employees of the service company are friendly, respectful, polite, considerate and empathetic.

(5) **CREDIBILITY**: The company and employees are dependable, honest, trustworthy and have the customer's best interest at heart.

(6) **RELIABILITY:** The service is undertaken with consistency accuracy and dependability of service.

(7) **RESPONSIVENESS:** The employees respond quickly, willingly, promptly and creatively to customer's requests and problems. Responsiveness encompasses timeliness.

(8) **SECURITY:** The service is free from danger, risk or doubt.

(9) **TANGIBLES (TOOLS):** This deals with the appearance of physical facilities, equipment, personal and communication materials. The service tangibles rightly project the service quality.

(10) UNDERSTANDING/KNOWING THE CUSTOMERS (COMPREHENSION)

The readiness of the service provider and all employees to know the customer, understand the customers' needs, and provide the individual attention.

PARASURAMAN, ZEITHAMIL and BERRY (1985), reveal that consumers use similar criteria regardless of the type of service.

2.11.3 PRICING OF SERVICE

According to ADELEYE (1998) "in service marketing, the basic process of price determination comprises five steps, namely, pricing objectives, pricing determinants, pricing methods, evaluating consumer responses to price, and controlling pricing strategy." As regards pricing methods, he explained, cost – plus pricing is used for regulated services companies. It is also used for repair services where the major component is direct labour and the customer is charged on hourly bass. Concerning other services such as entertainment, legal counselling and management consulting, prices are determined by competition and market demand.

In the opinion of THOMAS (1978), pricing of services is often based on value rather than on cost. Value is generally determined by the customer and to some extent by competition. Customers will pay whatever they think the service is worth; thus pricng in many service business is based on whatever the market will bear. According to THOMAS, the general manager of a service business must use marketing methods that will enhance the perceived value of the service.

2.11.4 CHANNELS OF DISTRIBUTION FOR SERVICE

Granted that most services are produced and consumed simultaneously and that services are inseparable from their providers, hence such services are sold directly to customers. It means that direct sale is the only possible channel of distribution. For example, medical care, public utilities and repair services are normally sold without intermediaries. Since such service sellers do not use intermediaries, it enables them (sellers) to personalize their services and get quick, detailed customer feedback.

However, the only channel frequently used, according to STANTON (1981) is one agent middleman. Some type of agent or broker is frequently used in the marketing of entertainments, securities, travel arrangements, housing and rentals and insurance policies.

ADELEYE (1998) notes that many service producers do not encounter physical distribution problems because of the intangible nature of such services. For example, apart from supportive supplies, accountants have no physical inventory to store. Nevertheless, Some service producers do content with physical distribution problems. Hotels do have surplus rooms (inventory) and can go bankrupt if such problems are not quickly solved.

2.11.5 PROMOTING THE SERVICE

STANTON (1981) notes that "an uphill task facing the management of a service company is to build the promotional programme around intangible service benefits." As earlier stated, marketers can employ two strategies to communicate the benefits of a service:

(1) Making a tangible representation of the service and

(2) Focusing promotional efforts on the service provider rather than on the service. Service marketers do embark on promotional activities such as advertising, personal selling, sales promotion and public relations in order to sell their services.

ADELEYE (1998) notes that many service companies, particularly in the recreation – entertainment field, normally derive considerable benefits from free publicity. Covering of sporting events by radio, television and newspapers helps in these regards, as do newspapers reviews of plays, concerts and other major events.

2.12 MARKETING CONCEPT AND SERVICE MARKETING

STANTON (1981) notes that "the growth in services has generally not been due to marketing developments in service industries, but rather to the maturation of the economy and rising standards of living." He noted further that "traditionally, executive in the service companies have not been market – oriented. They have lagged behind sellers of products in accepting the marketing concept, and have generally been slow in adopting promotional methods, product strategy and their marketing techniques. "STANTON (1981) further contended that Marketing Management in a service firm has not been especially creative and that innovations in service marketing have come typically from product associated companies.

Some of the reasons for the lack of marketing orientation can be identified. 'No doubt, according to TANTON (1981), THE intangibility of services creates a more difficult marketing challenges for service sellers than for product sellers. "In many service industries, particularly professional services, the sellers think of themselves as producers or creators, and not as marketers, of the service. They are proud of their

ability to repair a car, diagnose an illness, or give a good haircut. They do not think of themselves as business people.

STANTON (1981) observes that the all encompassing reason, however, is that top management does not yet understand:

- what marketing is
- its importance to a company's success.

These expectations seem to equate marketing with selling, and they fail to consider other parts of the marketing system. They also do not effectively coordinate their marketing activities. Many services firms lack an executive who sole responsibility is marketing.

Noting further, STANTON (1981) states that there are, of course, exceptions to these negative generalizations. he states, "some extremely successful services firms have adopted modern marketing techniques".

In his own contribution, MARKINS (1979) states, "the banking industry provides an interesting example of a service industry that in the past has not been marketing oriented but that has, in recent time, been struggling to make the transaction to modern times." He observed that for years, commercial banks made customers feel as if they should be honoured to have their money in a chequeing account with no interest, but with a service charge. And savings account earned very low interest rates. According to him, "Banks were marble mausoleums; tellers were faceless people behind protective bars; and the banker was a `black-hated and capped villain', stereotypes in song and story."

STANTON (1981) collaborating MARKIN (1979) notes, "In fact, some banks move aggressively to shorten the transition period by pirating marketing executives from consumer – product companies."

ADELEYE (1999) notes that banks are establishing marketing departments, conducting sales training programmes, and engaging in marketing research. He states, "they are running hard – sell 'product' advertisements, expanding their services (products) mix, and sending their employees to bank – marketing executive development programmes."

STANTON (1981) observes that "Banks are making concerted efforts to attract retail (consumers) business. Buildings and internal layout are not designed to project an image of warmth, friendliness, and informality. Drive initiated for consumer convenience (and, incidentally, additional revenues). Other new services include insurance, personal financial counseling, payments of customers' monthly bills, 24 hours outside deposit and withdrawal facilities, and programmes for electronic banking in supermarkets.'

2.13 MARKETING CONSUMER SERVICES

2.13.1 According to STANTON (1981), "Services may be divided into two broad classifications. " The first broad general class is INDUSTRIAL SERVICES. These services are provided for a broad range of organizations including manufacturing, mining agriculture, non-profit and the government. STANTON (1981) has given a selected list of industrial services as follows:

- Accounting, auditing and book-keeping
- Architectural services
- Building maintenance
- Cleaning (building, linen, uniform)
- Communication
- Computer services

- Consulting
- Credit
- Dictative agencies and other protective services
- Educational services
- Employment
- Engineering services
- Financial services (Factorying)
- Insurance
- Leasing Services (auto, building, computers, etc0
- Legal services
- Marketing intelligence and Research services
- Medical
- Promotional services including all the media
- Repair
- Stenographic services
- Testing laboratories
- Transportation
- Utilities (gas, water, electricity)
- Window cleaning

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The second broad general class is CONSUMER SERVICES. STANTON (1981) has also given a selected list of consumer devices as below:

- Amusement (movie theatres, etc)
- Automobiles (Insurance, Packing, repairs, rental and storage)
- Barber shop, beauty parlour, and shoe shine services

- Brokerage services for stocks and bonds
- Child care, baby sitting services
- Cleaning, Painting, repairs and maintenance
-]clothes cleaning, alterations and repairs delivery services
- Financial services (Banking and Credit)
- Funeral services
- Home utility services (Gas and electricity)
- Income/tax preparation services
- Legal services
- Life insurance services
- Lodging (hotels, motels and parks)
- Medical care and sickness prevention
- Photography sales and processing
- *Private education*
- Radio and television broadcasting and repair
- Real estate services
- Rental services 9boats, cars, homes, etc.).

Like goods, consumer services can be divided into three types – convenience, shopping and specialty. It is important for one to note that it is the consumer who determines to which category a service belongs. For instance, some people might consider dry cleaning a convenient service and to the closet store. Someone else might feel that dry cleaning is a very special service and may drive way across town to have his or her clothes clean. To this person, dry cleaning is a specialty service.

The classification of consumer services into convenience, shopping and specialty requires various marketing techniques. We shall now consider the marketing of each class of consumer services as below:

2.13.2 MARKETING CONVENIENCE SERVICES

According to STANTON (1981) "Convenience services are those consumer services that the public purchased rather frequently and with a minimum of efforts." He gave some examples of such services to include repair services (auto, shoes, and watch), hair-cutting services, and dry-cleaning services. According to him, " the definition is based on the method of purchase employed by the typical consumer." "The convenience involved may be in terms of nearness to the buyer's home, easy accessibility to some means of transportation, or nearness to places where the buyer shops or works. "STANTON, (1981).

ADELEYE (1999) observes, "it has been said that the three most effective appeals for convenience services are location, location and location". Most consumers want to obtain convenience services with a minimum of time and effort. STANTON (1981) notes that consumers are often willing to pay extra for that convenience. "For example, the neighbourhood dry cleaner may not be as inexpensive as another dry cleaner farther away, but most people would prefer to pay extra rather than to drive across town."In Fact, dry cleaners that pick up and deliver clothes are usually the most expensive and the most convenient. This does not necessarily hurt sales. The convenience of home delivery was once a very important marketing plus for sellers of milk, bread and coffee, but the price became too high." STANTON, (1981)

Noting further, (1979) observed that "although location is usually the most important marketing variable for convenience services, other factors may be critical."

In the case of bread and milk, price became so important to consumers that most of them now look at this product as shopping goods and no longer buy them from door to door delivery persons. However, price is usually not an important factor in the purchase of convenience devices – not when compared to the importance of location.

STANTON (1981) notes that "the image of a convenience service is an important marketing variable. If a service outlet can establish a reputation for fast, friendly, and reliable service, the marketing task is much easier." Word of mouth is very important in establishing an image and so is advertising. An example of a convenience service is a motel. Consumers want to stop where they get tired and where they do not have to go out of their way. But consumers will go slightly out of their way for a particular motel if the image is one they prefer. Nigeria, names like NICON NUGA Hilton Hotel, Durbar Hotel, EKO holiday Inn, Sheraton hotel, etc, mean a certain standard of quality at a certain price. It is important for all convenience services to have a clear, attractive image, and to be located close to where people will be when the service is needed.

2.13.3 MARKETING SHOPPING SERVICES

STANTON (1981) notes that "shopping services are those consumer services that the public selects after comparing quality, prices, and reputation." He gives examples of such services to include auto repair shops, insurance company (auto and life), and various rental services (auto and home). He notes further that, "consumers need information to compare shopping services, and so marketing communication rather than location may be the key marketing variable."

MARKIN (1979) notes that "in the case of life insurance industry, most consumers do not fully understand basic concepts like whole life policies, term policies

and mutual life insurance companies." To get a person's business, a life insurance company must communicate effectively with the buyer. Normally, This means hiring and training good sales persons who can relate to the people they serve. For shopping services such as life insurance, information provided by the sales representatives often is the key difference between sellers.

Because consumers compare price, quality and reputation of shopping services, the marketing task is clear. Give consumers that information and show them how your services compare with the competition. For some reasons, according to MARKIN (1979), "Service organizations often do not promote with the same competitiveness and consumer appear as organizations selling goods. But for shopping services, promotion (communication) is the key to success if the product is what consumers want."

2.13.4 MARKETING SPECIALTY SERVICES

Specialty services are those consumer services for which buyers are willing to make a special purchasing effort by travelling out of their way or by playing a premium STANTON, (1981). Examples may include medical specialists, lawyers, and financial advisors, marketing emphasis for these people and organizations should be placed on product development and consumer satisfaction. Words of mouth and publicity will serve as their promotional tools.

ADELEYE (1999) notes that product development for such services means giving the client the time and attention he or she wants or deserves. It also means providing the consumer with pleasant surroundings and keeping waiting time to a minimum. But most of all, it means performing the service better than the competitors. "A financial analyst who can help people make money and minimize taxes, MARKIN

(1979) notes, will soon be in demand. A criminal lawyer who wins important cases will always be in demand." Again, emphasis here is on success and performance.

According to STANTON (1981), "Price and location are relatively minor factors in specialty service marketing." By definition, people will go out of their way to get such a service and will pay a premium price.

3.14 MANAGING CUSTOMER QUALITY SERVICES

Attention to the customer is the most unifying principle in quality management. As observed by ARISTOTLE in the ages past, "excellence is a habit, an attitude." Contributing in line with the attitudinal dimension of quality management, CROSSBY PHILIP B. (1989) said, "people hold the key to quality." He went on to say "through the years, I have come to realize that there is a lot involved in running a company that has little to do with the content of the management systems. It all has to do with people: if we take care of the customers and the employees, everything else takes care of itself. It is hard to find an organization that both customers and employees regard with continous affection and appreciation".

The International Organization for Standardization (8402-1986) defines quality as "the totality of features and characters of a product or service that bears on its ability to satisfy stated or implied needs." JURAN, JOSEPH (1988) defines quality as "fitness for purpose of use" to CROSBY, PHILIP (1989) "quality is "meeting the agreed requirements of the customer, now and in the future." According to BADIRU, A. and AYENI, B. (1989), "Quality refers to an equilibrium level of functionality possesed by a product or service based on the producer's capability and the customer's needs.'

FEIGENBAUM, A.V. (1991) sees quality as a way of managing the organization and that it has now become an essential element of modern management.

He defines quality as "the single most important force in organizations' success and growth."

To FORTUNA, R.M. (1992), " what we mean by quality is more than the traditional notion of quality of products and services. Our definition simultaneously encompasses improvement in cost position, delivery performance, time taken to get products unto the market, and responsiveness to changes in the market place. It is a bottom line issue that addresses the very roots of a business, and it requires a change in thinking from the top of the organization to the bottom."

Quality service refers to how a product or service is packaged and how it is delivered. The entire focus of the quality customer service paradigm is customer satisfaction. For the service provider, it is not enough to say we stand for this or we stand for that. What the constitution stands for must be translated into concrete action by the way it relates to its customers.

WALKER, DENIS (1990) points out that "customers are constantly measuring actual or perceived service against the image you are projecting and the promises you are making. They are also telling other potential customers of their experiences and cheating their expectations and prejudices'. He went on to say, "if customer service really differentiates you from your competitors, you need to tell your customers about it. But if you cannot match your own propaganda, you will not be treated kindly in the market place." According to him advertising raises customer expectation to a certain level. If the product or service meets those expectations, the market position is strengthened but, at the same time, customers expect even better service next time. If services fail to meet expectations, then customers are dissatisfied, particularly when an advertising campaign had promised them something better."

Talking about quality assurance, OAKLAND, J.S. (1986) states, "The reputation attached to a company for the quality of its products is accepted as a key to its success and the future of its employees. To prosper in today's economic climate, any manufacturing organization and its suppliers must be dedicated to never-ending improvements in quality and productivity. For industrial organizations, which are viable only if they provide satisfaction to the consumer, competitiveness in quality is not only central to profitability, but crucial to business survival".

LOCK, DENNIS and FARROW NIGER (1990) also led this to say about quality service. "'Quality is everyone's business' is an often quoted 'chiche' but 'Everything is Everyone's business', and so quality becomes 'Nobody's business', the responsibility for quality begins with determining the customer's quality requirements, and continues until the product is accepted by a satisfied customer".

Managing quality customer service as SEWELL, CARL (1992) points out requires the key element of strategy, systems, standards, staff, communication, coordination, cooperation, and measurement. A quality service strategy must be guided by a compelling vision, built around customers priorities, communicated throughout the organization and be subjected to frequent and formal measurement. Customer oriented systems are designed for the convenience of the customers; constantly reviewed, provide the customer with added value and allow swift and effective recovery.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The pre-occupation of this research work is to investigate into the effective marketing of Aviation Services with particular reference to the Nigerian College of Aviation technology (NCAT), Zaria.

The study was aimed at finding out:

(a) whether the Nigerian College of Aviation Technology (NCAT) Zaria adopts effective marketing strategy in rendering its services to their customers;

(b) The nature and procedure of marketing strategy applied by NCAT in the marketing of its services to its customers;

(c) Whether or not the adoption of effective marketing by NCAT has any impact in the marketing of its services

(d) The extent to which effective marketing has affected customers' patronage of the various services rendered by the Nigerian College of Aviation Technology (NCAT), Zaria

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, manual etc. This chapter, therefore, highlights the methods and procedures used in carrying out the research.

3.2 THE RESEARCH DESIGN

Generally, the 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 design. These are exploratory, descriptive and experimental.

EXPLORATORY RESEARCH are designed to assist in identifying problems, locating relevant variables and produce new hypotheses. There is the need for such studies to be flexible since the researcher is uncertain about the true nature of the problem. The research provides a relatively low cost, low risk of research that may pay very high dividends. The benefit is, however, the much clearer picture of the problem. It is historical in nature and scholarly desire of scientists to advice at an accurate account of the past. This may involve nothing more than a scholarly interest in truth that is desired to know what happened in the past.

DESCRIPTIVE RESEARCH method is concerned with the collection of data for the purpose of describing, interpreting and analyzing existing conditions. But the central purpose of descriptive research is the discovering of meaning. Descriptive research gives a true picture of a situation. Any consideration of a phenomenon generally begins with full understanding of the phenomena. Accurate descriptions are imperative for making a wide range of policy decision. The ultimate goal of scientific research is the deduction of generalization that provides the basis for making productions while generalizations are beyond the province of descriptive research. This type of research assumes a key role in the intermediate process encountered to find generalization.

EXPERIMENTAL RESEARCH method is a systematic and logical procedures of identifying and evaluating the relationship between variables that create a

particular state of affairs under controlled conditions. e.g H□0 represents two molecules of hydrogen and one molecule of oxygen explaining a relationship which creates a particular state of affairs under controlled conditions.

At this juncture, therefore, it would suffice it to state that the presentation of this research work has been limited to only the exploratory and descriptive methods of research.

3.3 THE RESEARCH POPULATION

The study examined effective marketing of Aviation services with particular reference to the Nigerian College of Aviation Technology (NCAT), Zaria. The population of the study embraces all the 500 workers in the Nigerian College of Aviation Technology (NCAT), Zaria as well as the customers of the College.

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 generalization based on the assumption that the sample is the representative of the whole population.

Since a good sample must be as nearly as representative of the entire population as possible, care was taken in this research to make sample size relatively large in order to confer 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 chance, the possibility of bias entering selection of sample is reduced.

To facilitate easy administration and collection of questionnaire, the seven (7) Departments of the College were used:

(a) Registry

(b) Bursary Department

(c) Works Department

(d) The Flying School

(e) Aircraft maintenance Engineering School

(f) The Air Traffic Services and Communication School

(g) The Aeronautical telecommunication School

The questionnaires were administered on simple randomly selected members of each department. Based on this procedure, a total of 200 were used for the study.

3.5 DESCRIPTION OF INSTRUMENTS USED

In order to facilitate this research work, data was collected through primary and secondary sources. Data from the questionnaire form the prmary data while secondary data were drawn from marketing text, journals, magazines, and other related literature. The questionnaires were framed on the basis of the research questions. The major sets of the questionnaire were for the College students.

A total of 200 questionnaires were designed for response and administered, out of which 180 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:

Table 3.1 DISTRIBUTION OF QUESTIONNAIRES

CATEGORY	NUMBER OF QUESTIONNAIRES
Registry Department	40
Bursary Department	40
Works Department	40
The Flying School	20
Aircraft Maintenance Engineering School	20
The Air Traffic Services and Comm. School	20
	20
TOTAL	200

The researcher also used a non-structured form of interview as an additional instrument for collecting data. The major purpose of this instrument was to have personal touch with the management, Heads of Departments, the workers and the students to investigate more into the effective marketing of aviation services. A free discussion was held with the workers and the students about the use of marketing in rendering their services. The respondents were allowed to express their opinions freely, without any hindrance. As the discussions were going on, researcher was recording the responses. Even though the interview was non-structured, the discussion centred typically on the central problem being investigated.

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 analyse the data, percentage method was adopted through the circulation of distribution of subjects' opinion on the issues raised. These were presented in contingency tables.

3.7 BACKGROUND INFORMATION ON THE COLLEGE

3.7.1 THE ADMINISTRATIVE AND ORGANIZATION STRUCTURE OF THE COLLEGE

3.7.2 ESTABLISHMENT AND MANAGEMENT STRUCTURE OF THE NIGERIAN COLLEGE OF AVIATION TECHNOLOGY

3.7.3 ESTABLISHMENT OF THE COLLEGE

The Nigerian college of Aviation Technology (NCAT), formerly known as the Nigerian civil Aviation Training Centre was established by the Act of Parliament, No. 31 of 1964. Section 1(i) of the Act reads:

> There shall be established at Zaria, a training organization to be known as the Nigerian Civil Aviation Training Centre which shall be a body corporate under that name and subject to the provisions of this Act.

The establishment of the Centre is the first of such a training centre set up to train Nigerians in aviation technology, which is very important to her development drive. BIRNGI, (1984) observed that:

> Nigeria itself has a large requirement for civil aviation personnel in the different specializations. Its vast territory and economic potential call for well-organized air traffic services, both inside the country and internationally.

Nigeria first discussed plan for establishment of the College at the International Assembly of the International Civil Aviation Organisation (ICAO) held in San Diego, California, USA in 1959. Nigeria made a formal request for assistance from the United Nations Development Programme (UNDP) in 1962. As a result of this a preliminary survey on the project by aviation experts was made. A year later in 1963, the UNDP approved Nigeria's request for aid to establish the training centre in the country. Dr. K.O.

Mbadiwe, the then Federal Minister of Civil Aviation in 1963 signed for Nigeria and Mr. H.K. Caustin signed on behalf of the UNDP.

Following the parliamentary Act of 1964, the Centre was established in cooperation with the UNDP and ICAO. The ICAO was the executing agency responsible for carrying out all the College's responsibilities. Nigerian government at the same time provided both instructional, administrative and technical personnel. These were in addition to furniture, equipment, insurance and operational expenses. The UNDP provided international experts, some training aircraft and other training equipment to all the four schools. The joint assistance programme from both the UNDP and the ICAO terminated in December 1974, when the Federal Government of Nigeria took over the full responsibility for the college.

The Training Centre changed its name to the Nigerian College of Aviation Technology in 1986 in line with the Yisa Doko Panel recommendation and acceptance by the government white Paper that followed. The change was intended to reflect more appropriately the scope and quality of the training offered by the College though the *Decree legalizing the change was not promulgated until years after.*

3.7.4 OBJECTIVES OF THE COLLEGE

Like every establishment would have its set objectives, the objectives of the Nigerian College of Aviation Technology (NCAT) as set out in its enabling Act states as follow:

The Training Centre shall be charged with the general duty of providing –

a) Civil aviation courses, standard or special, designed for use in flight training or in airport operation and management as may from time to time be prescribed under this Act for approved persons.

b) Training of approved persons in the installation, maintenance and operation, as the case may be, of technical equipment the use of which is calculated or likely to increase the margin of operational safety of civil aircraft services

c) equipment and necessary facilities for technical research or normal use by approved persons at the training centre as may from time to time be authorised or allowed by the board of governors under this Act.

In fulfilling these objectives, the college has produced pilots and licensed aircraft engineers particularly for the national airline, the Nigeria airways. Similarly it produced air traffic controllers, communication technicians, aeronautical electronic and telecommunication technologist mainly for civil aviation department (later Federal Civil Aviation Authority of Nigeria (FCAA). Other countries that have their nationals trained in the college are Sudan, Liberia, Ghana, Cameroon, The Gambia, Kenya, Lesotho, Nigeria, Sao Tome, Rwanda, Sierra Leone, Somalia, South Africa and Swaziland. Others are Tanzania, Uganda, the Benin Republic and Zimbabwe. Even Pakistan an Asian country had also benefited from courses offered by NCAT.

The uniqueness of the College manifests in the fact that NCAT is the only Aviation College in Africa that offers the full range of training programme in aviation. This is in contrast to some other African countries that offer specialised courses. Examples are East African School of Aviation, Nairobi, Kenya, the East African flying School, Sorati, Uganda, the Ethiopian airline School, Addis Ababa, Ecole Africaine de la Meteorologie et de Aviation civil Niamey, Niger, the Air Services Training Institute, Lussaka, Zambia. Students from these countries are among those trained by NCAT.

3.7.5 THE ADMINISTRATIVE AND ORGANIZATIONAL STRUCTURE OF THE COLLEGE

The College is administered by two bodies jointly: The Board of governors and the Management committee. The Board is saddled with the responsibility of policy making and approval of programme of activities for the college. In the same vein, the organisation and administration of the day-to-day activities of the college is vested in the management committee. The Management Committee is composed of the Commandant (formerly Principal), heads of schools, service departments and the training coordinator.

3.7.6 The Board of Governors

The Amendment Decree of 1978 of the Nigerian College of Aviation Technology provides for the appointment of a Board of Governors. (Decree No. 20). It states that:

1.1 There shall be a board of governors as members of the training centre charged with the responsibility for the organization, administration and policy planning of the training centre and the board shall consist of the following members:

a) One fit person appointed as chairman by the Federal Executive Council

b) One fit person appointed as a member by the Federal Executive Council;

c) A representative of the Ministry of civil Aviation;

d) The general Manager (now Managing Director) of the Nigeria airways

e) A representative of Nigerian Airforce and

f) A representative of the International Civil Aviation Organization.

The Board is made up of mainly people knowledgeable in aviation technology and are appointed by the government in line with what obtains in all parastatals. It is the

highest decision making body. It performs its function in consultation with the Commandant of the college. The Registrar of the college is the Secretary to the Board.

In line with clause (3) of the Act establishing the College, the Board's functions include the regulation of the organization of the college and the regulation of the duties of the commandant and staff of the College. Other functions include provision for appointment, promotion, dismissal and transfer of members of staff of the college. In addition to these are salaries and provision for the staff pension scheme. Similarly the Board ensures that proper accounts of income and expenditure and all records related to them are properly kept. Estimate of income and expenditure of the College during next financial year are prepared and submitted to the Minister of Aviation not later than 31 of December of every year. It is also responsible for approving annual accounts and estimates.

The interests of the government are represented by the Board and government represents the interest of the people. The members of the Board are free from executive responsibilities since they are not employees of the college. Its efficiency and effectiveness thus determine the success or otherwise of the college in view of the crucial duties it has to perform. Its tenure is for three years and it is answerable to the Honourable Minister of Aviation.

3.7.7 The Advisory Council

In addition to the Board of Governors, the College has an Advisory council. This is provided for in clause seven of the college's enabling Act, which states:

(i) There shall be an Advisory council consisting of not less than ten members or more than twenty members appointed from time to time by the Minister from

representatives of government, airlines and civil aviation bodies making use of the training centre.

The membership of this council is restricted exclusively for specialists in the field of aviation.

The Advisory Council main functions, which are purely academic, are:

i) making suggestions to the board of governors in relation to courses provided or to be provided by the College

ii) making recommendations to the Minister of Aviation for the holding of conference and meetings at the College as it deems suitable.

3.8 THE MANAGEMENT STRUCTURE OF THE COLLEGE

The Board of governors, and the Advisory council are only a segment of the administrative set up of the College. The internal administrative set up of the College is equally important for the success and organizational efficiency. The main function of a head of an organization is to supervise and coordinate the day-to-day management activities of the organization in order to attain predetermined objectives. This is discussed as follows:

3.8.1 The Commandant

The Chief executive of NCAT up to 1985 had been a Principal. Since the termination of the second republic of the Civilian administration, the status of the head of NCAT has been changed to the Commandant. The first Commandant to be appointed in 1985 was Group Captain Haruna Azeez. The current one is Captain Shettima Abba-Gana. He has been the chief executive since 1989. Commandant performs both political and

administrative functions. His political functions include obtaining support for policies and programmes of the College and seeking approval for the college's budget. He is the link between the college and the Board of Governors. His administrative function involves the day-to-day running of the College. He is assisted by the management and Academic Committees of the College to enhance effectiveness.

Membership of the management committee includes the Commandant, the Training Co-ordinator, the heads of the four schools namely: the Air Traffic Services and Communication, the Flying, the Aircraft Engineering and Aeronautical Telecommunication (formerly AET) Schools. The Registrar, the Bursar and the Head of works departments are the principal officers of the College and they work in consultation with the Commandant. They offer advice to him on matters affecting the general management of the College.

Management committee functions are:

- Overseeing the day-to-day running of the College such as the implementation of government's and Board of Governors' policies.
- Preparation of annual budgets and the monitoring and control of the College's income and expenditure.
- Management and direction of training matters with respect to the regulation and approval of admission of students
- Standardization of staff management's, promotion and disciplines.

Composition of the academic committee is the Training Coordinator, the Registrar, the heads of Schools and Training Departments such as: Flight Training, Flight Maintenance, Ground Studies, Avionics, Air Traffic Service (General), Area Airways, Communications. Others are navigational aids maintenance, General electronics,

Telecommunications, Radar etc. The students Affairs Officer and the Academic Secretary are also members of the Academic Committee.

Academic Committee functions include directing, regulating and approving of students work, screening and approving all entry requirement for students such as academic qualification, age, medical requirements and the likes. Other functions are regulation and administration of certificates and diplomas awarded by the College, administration of the award of prizes and academic distinctions, monitoring matters relating to training, student's progress and determination of the withdrawal of students. These are in addition to making periodic reports to the commandant on academic matters and discharge of any other functions as commandant may direct.

Next to the commandant are the Heads of Schools and Service departments viz: the Registry, the Bursary and Works department. The schools as mentioned earlier are Flying, the Aircraft engineering, Air Traffic Services and Communications and the Aeronautical Telecommunications Schools.

3.8.2 The Registry Department

The department is headed by the Registrar who is also the Secretary to the Board of Governors. He is in charge of all establishment matters concerning both staff and students. He coordinates all activities of the schools and departments. He is also responsible for such duties as appointment, discipline and deployment of staff from grade level 01-06. Registry department keeps the College's records and takes care of college's correspondence.

Division of Registry sections is according to the areas of specialization such as Medical, Security, Student Affairs and Welfare publicity and information, Establishments and General duties. Medical section takes charge of all medical problems of students,

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members of staff and their families. A well-equipped medical centre complete with an ambulance facilitates this. The security section ensures the security of personnel and property. Student's Affairs and Welfare section takes care of all matters relating to the students, such as their comfort in school. Publicity and information section takes care of dissemination of information to the public and other public relation matters. Finally the Establishments and General duties section in charge of staff matters as record keeping, training, discipline, recruitment etc.

3.8.3 The Bursary Department

This Department is headed by the Bursar and is very crucial to the college. It is responsible for all the internal and external financial transactions of the college. The need for NCAT to manage its functionaries judiciously informs its requirement to play a meaningful and purposeful development role particularly in this era of cash crunch of the Structural Adjustment Programme (SAP). This explains the strategic place the Bursary Department occupies in the College. The duties of the Department include payment of salaries, wages and other emoluments of staff, implementation of the financial policies of the College as well as preparing financial record and statements of accounts on annual basis. This department is divided into the following sections as main accounts, final accounts, stock control and verification and the stores. The main accounts and final accounts section handle different aspects of the College's incomes and expenditures. The stores is in charge of the safe-keeping of the college's properties. Stock and control and verification section ensures that stocks are under control. In addition to this it ensures that the records of stock reflect the real situation on ground. The ultimate function of this department is to ensure accountability.

3.8.4 The Works Department

Maintenance of infrastructures and equipment of the College is the main function of this department. The department is divided into the following sections; transport, capital projects, building maintenance and the electrical sections. All sections are specialized.. Transport Section is responsible for all transportation matters in addition to maintaining and repairing all College vehicles. Capital projects section is responsible for the physical planning and development of capital projects embarked upon by the College. Ensuring that all buildings within the College and staff quarters are in good condition through continuous maintenance is the responsibility of the building maintenance section. Electrical installation, faults repairs are done by the electrical maintenance section.

The four schools that the college is structured into are the Flying, Air Traffic Services and Communications, Aircraft maintenance and the Aeronautical Telecommunications engineering Schools and are headed by the heads of Schools. The primary function of these schools is to train students in the different aspects of aviation. These schools offer ab-initio, standard and advanced courses in their various areas of specialization.

3.8.5 The Flying School

The flying School is divided into four training departments namely; the flight Training, Aircraft maintenance, Ground Studies and Flight simulation departments. Courses offered are in-flight training and other theoretical subjects to prepare students for the commercial Pilot licence (CPL) with instrument and multi-engine ratings, abridged Commercial pilots licence (fixed wings) and instrument Rating. Others are Twin engine Rating conversion, Night flight Rating and simulated flight training. The Advanced pilot Training in Fokker F.28 had been phased out as a result of F.28 air crash in Enugu in 1981.

Other training being kept in view are Boeing 737 flight simulator Training and Airline Transport Pilot Licence (ATPL). Also advanced courses in full flying Instructor's Training are offered.

Aircraft maintenance is the second department of the School. It maintains the aircraft used in training pilots and other aircraft of the college. Other duties are carrying out of routine checks, daily inspections, documentation and certification according to ICAO specification. These are necessary to ensure that aircraft are airworthy, efficient and safe for operations.

The Ground Studies department is the third. It offers standard courses in navigation (general and Piloting), airport operations and aeronautical meteorology. The advanced courses offered by the department are flight operators and flight engineer's courses. The duration for these courses are eighty-one weeks and flight training courses last between sixty and two hundred hours of flight. This depends on the type of aircraft being used for training. Up till now, the flying School has produced 590 graduates in different areas as earlier explained.

3.8.6 The Aircraft Maintenance Engineering School

The school is divided into three departments: the Airframe, the Electrical and Instrument Powerplants. Courses offered are Aircraft maintenance engineering course (Airframe and Powerplant) and Aircraft maintenance engineering course (Avionics). The advanced courses are Helicopter maintenance training, Engine overhaul training, Advances Structural Repairs and systems components overhaul Training, Avionics maintenance training and Aircraft maintenance engineering (categories 'X' electrical and instruments). Others are autopilot system and flight and Air data computation. The duration of the courses in the school is between two and half and three years.

3.8.7 The Air Traffic Services and Communication School

The School has four departments namely: Air Traffic Services General ATS, Area/Airways, communications, and radar department. The ATS department offers standard air Traffic Controllers (AC courses) and air Traffic control Assistant's courses. Furthermore it offers advanced Air Traffic Control operations. Approach/Terminal Control Radar course is offered by the Radar department. The Communication department as well offers courses in Aeronautical Radio operations, Aeronautical Communication Supervision and Radio Telephony operation. The Advanced courses are Aeronautical Operations Officer's Aviation operation officer and Enroute Radar Control courses. Others are Evaluation and Testing of air Traffic Control Radar Procedures, Civil and military coordination and Advanced air Traffic Controller's course. The courses prepare students to become Aeronautical Communication officers and Airport Announcers. The school also organises refresher courses to update the knowledge.

More than 90% of the Practising air Traffic controllers in Nigeria are products of Air Traffic Services and Communications School. This School has produced the highest number of graduates, the reason for this being that most of the courses run by the school are short term courses.

3.8.8 The Aeronautical Telecommunications School

The School runs both Standard and advanced courses in electronics and Telecommunications, Aeronautical electronics, Digital Techniques and Solid State Application. The advanced courses are navigational aids Orientation course, Advanced Instrument Landing System Computer Principles, Digital Techniques (Navigational Aids) application, Thomson CSF instrument landing System, Equipment maintenance. Others

are Air Traffic Radar head maintenance and Air Traffic Control Radar display maintenance. The Standard courses are run for 81 weeks and the advanced courses last for 44 weeks.

3.8.9 Recreational Facilities

The college provides adequate recreational facilities for the students and staff. Such facilities are a standard football field, a golf course, a swimming pool, staff club located within the premises of the college thus providing an avenue for relaxation for members of staff and students. This is in recognition of the importance of recreation to both studies and work.

3.9 THE RELATIONSHIP BETWEEN THE COLLEGE AND GOVERNMENT

The College is a parastatal, thereby making relationship between it and the responsible ministry well defined. The Supervisory Ministry is the Aviation Ministry with the Minister of Aviation as the overall head. He directs the activities of the college on behalf of the Federal Government. The Ministry has legal, political and financial control on NCAT.

3.9.1 Legal Control

The Act establishing the College is the most important instrument of control. This is known as the Nigerian Civil Aviation Training Centre Act of 1964. It specifies the objectives and functions of the College, in addition to endowing it with general and specific powers and prescribing its formal relationship with government authorities. It also specifies government responsibilities in the provision of services. This makes the College

to be limited by the provisions of the Act, hence it can not do anything outside it irrespective of its importance to the College. The preamble to the act sums it up this way:

> An act to make provision for training organization to be known as the Nigerian Civil Aviation Training Centre to provide for its organization, control and operation and for connected purposes. (emphasis). Hence, the NCAT Act controls every aspect of the College's activities.

3.9.2 Political Control

Being the owner of the college, the Federal Government exercises full political control over it. Government determines who heads the Board of Governors and appoints the chairman while the Minister of Aviation appoints the members of the Board. Government has taken over the appointment of the Commandant (Chief Executive) of the College from the Minister who had been doing so before. The Minister appoints the advisory council, regulates it and gives it directive. In essence the minister must approve all regulations made for the college before being effected. This is in addition to the recruitment of senior staff from level 12 and above as well as conditions of service of staff of the college. It is however unfortunate that this conditions of service as laid down by government for the college is responsible for the difficulty being encountered by the College in obtaining and retaining highly skilled staff such as pilots and engineers since salaries and conditions of service in airlines are better than that of the college. The whole Minister-Board relationships are enshrined in the numerous statutory provisions for ministerial control. Example of this is the Act establishing the college, which states that:

> The Minister may give to the Board directions of general nature or relating generally to particular matters and, in any event... the Board SHALL COMPLY with any such directions given by the Minister.

Also, the minister has to approve the Board's decisions before they can be implemented. The effect of this ministerial interference which according to Teriba, (1978) "sometimes kills corporate initiatives" resulting to unnecessary delays in implementing decisions. This situation would have been avoided if the College had more autonomy that gives Board of governors the powers to formulate and implement policies without recourse to the Minister of Aviation.

3.9.3 Financial Control

Survival and efficiency of any organization either public or private, depends on the proper management of its services. This accounts for why government insists on proper financial management by NCAT. The College is self-accounting, hence it is not subjected to the budgetary procedures of the treasury as is the case with the ministries. Government however applies certain control measures in order to guarantee accountability. Part of check and balance is that the Act establishing the College, while making financial provisions for its operation, also requires that the College sends its annual estimates to the minister of Aviation for his perusal and adjustment where necessary, before its inclusion in the ministry's budget. Since the College is funded by the government, it has to ensure that its budget is within the limits of the provision for it, hence the control.

Annual submission of dully-audited statement of accounts to the Minister is also a requirement of the College. These audited accounts have to be approved by the Minister. The effect of this is that this exercise constitutes major problem being faced by the College as a result of delay in the approval of the College's expenditure and the subsequent release of funds.

3.10 REGIONAL STATUS OF THE COLLEGE

The NCAT was initially meant to be a regional centre for training in aviation for the Anglo-phone West African countries. However, the enormous needs in skilled manpower in aviation technology necessitated the Federal Government in deciding to make it a national aviation training centre, so that the country's manpower needs would be met. However, nationals of other countries are not exempted from being trained by the College. Students from other African countries and India are still studying in the college as mentioned in the previous chapters.

The Federal Military Government has recently been seeking regional status for the college. ICAO has been approached with this request while ICAO has given Nigeria a list of conditions that have to be met before her request can be granted. The most important one is the expansion and refurbishment of facilities at the College. It is anticipated that when these conditions are met, NCAT will officially become the regional centre for training of aviation personnel for the English speaking countries of West-African sub-region.

The importance of highly specialised functions of NCAT has been highlighted as well as how all these functions require highly elaborate staff that need to be well trained. The level of training of these staff members will determine the effectiveness with which the objectives of the college are met. The availability of adequate training for staff fulfills the organizational goals of NCAT and individual needs of staff and hence the overall needs of the country in general. How far has this been achieved will be examined in the succeeding chapters.

CHAPTER FOUR

PRESENTATION AND DATA ANALYSIS

4.1 INTRODUCTION:

This chapter is concerned with the analysis and results of the data collected. The items on the questionnaire were treated to analyse on percentage as shown in the frequency distribution table. Attention is focused on the EFFECTIVE MARKETING OF AVIATION SERVICES with particular reference to the Nigerian College of Aviation Technology (NCAT), Zaria.

The results of the data analysis for the management and staff have been given adequate attention and clearly shown to give a clearer picture of the situation before arriving at a conclusion.

4.2 ANALYSIS OF DATA

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 QUESTIONNIARE QUESTION ONE

TABLE 4.1 GENDER OF RESPONDENTS

SEX	NO OF RESPONDENTS	PERCENTAGE DISTRIBUTION
MALE	120	66.7%
FEMALE	60	33.3%
TOTAL	180	100.0%

SOURCE: QUESTIONNAIRE

Out of the 180 questionnaires interviewed, 120 were males representing 66.7%; and 60 of them were females representing 33.3% of the total respondents.

4.4. QUESTIONNAIRE QUESTION TWO

TABLE 4.2 SPREAD OF STAFF/STUDENTS INTO DEPARTMENT/SCHOOL

CATEGORY	NUMBER	%
Registry Department	36	20
Bursary Department	38	21.1
Works Department	40	22.2
The Flying School	18	10
Aircraft Maintenance Engineering School	15	8.3
The Air Traffic Services & Comm.School.	13	7.3
The Aeronautical Telecoms. School	20	11.1
TOTAL	180	100

SOURCE: QUESTIONAIRE:

The above shows the spread of respondents into the various Departments/Schools in the College. Out of 40 questionnaires each administered in the College in the Registry, Bursary and Works Departments, 36, 38, and 40 questionnaires were retrieved, representing 20%, 21.1% and 22.2% of the total questionnaires retrieved. Out of 20 questionnaires administered on each of the Schools, 15, 13, and 20 questionnaires were retrieved from the Aircraft Maintenance Engineering School, Air Traffic School and Telecommunications School, representing 8.3%, 7.3% and 11.1% respectively.

4.5 QUESTIONAIRE QUESTION THREE

WHAT IS THE QUALITY OF CUSTOMER SERVICES OFFERED BY THE COLLEGE

TABLE 4.3

CUSTOMER QUALITY SERVICES	NO. OF RESPONDENTS	PERCEN CENTAGE
Highly Satisfactory	30	16.7%
Satisfactory	120	66.7%
Unsatisfactory	25	13.8%
Highly Unsatisfactory	05	2.8%
TOTAL:-	180	100%

SOURCE: QUESTIONAIRE:

From the above table, a total number of 180 questionnaires were administered out of which 30 respondents attested that customer quality services offered by the College were "highly satisfactory" representing 16.7% of the total questionnaires administered. 120 attested that the Services rendered were "satisfactory", representing 66.7% of the total respondents. While 25 attested "unsatisfactory". Only 5 attested "highly unsatisfactory" representing a total of 16.4%.

4.6 QUETIONAIRE QUESTION FOUR: PROMORTIONAL TOOLS USED BY THE COLLEGE

TABLE 4.4.

PROMOTIONAL TOOLS	NO. OF RESPONDENTS	PERCENTAGE
Advertising	80	44.44%
Personal Selling	60	33.33%
Publicity	30	16.67%
Sales Promotion	10	5.56%
Others	-	-
TOTAL:-	180	100

SOURCE: QUESTIONAIRE

In the above table, out of 160 respondents, 80 respondents gave Advertising as a promotio tool used by the College to market its services. This represents 44.44% of the total responder 60 identified Personal Selling; 30 identified Publicity; while 10 identified Sales Promoti represent 333.33% and 5.56% respectively. No respondent identified other sources.

QUESTIONAIRE QUESTION FIVE: RATING OF THE COLLEGE'S MARKETING STRATEGY

TABLE 4.5

MARKETING STRATEC	NO.OF RESPONDENTS	PERCENTAGE
Very effective	30	16.67%
Effective	100	55.56%
Very ineffective	10	5.56%
Ineffective	40	22.23%
TOTAL:-	180	100%

SOURCE: QUESTIONAIRE:

From the above table, 30 respondents rated the marketing strategy of the College as "v effective". 100 respondents rated as "effective", 10 rated as "very ineffective" while 40 rated "effective" representing 16.67%, 55.56%%, 5.56%, and 22.23% of the total respondei respectively.

QUESTIONAIRE QUESTION SIX: EXISTENCE OF MARKETING DEPARTMENT?

TABLE 4.6

ANY ADVERTISEMENT?	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	10	5.56%
No	170	94.44%
TOTAL:-	180	100%

SOURCE: QUESTIONNAIRE:

Here 170 confirmed that the Nigerian College of Aviation Technology (NCAT), Zaria does not have a Marketing department (i.e. they attested "No) while only 10 stated that College has a marketing department by attesting "Yes". These figures represent 74.44% a 5.56% of the total respondents.

4.7 QUESTIONNAIRE QUESTION SEVEN: DOES THE COLLEGE NORMALLY ADVERTISE PRODUCTS?

TABLE 4.7

ANY ADVERTISEMENT?	NO.OF RESPONDENTS	PERCENTAGE
Yes	175	97.22%
No	5	2.78%
TOTAL:	180	100%

SOURCE: QUESTIONNAIRE

The above table indicates that the College use to advertise its Services. This is as attested by the respondents. 175 attested "Yes" while 5 attested "No" representing 97.22% and 2.78% the total respondents,

4.8 QUESTIONNAIRE QUESTION EIGHT: IF YOUR ANSWER TO QUESTION 8 ABOVE IS 'YES' WHAT MEDIA DOES THE COLLEGE USE IN ADVERTISING ITS SERVICES?

TABLE 4.8

ADVERTISING MEDIA	NO. OF RESPONDENTS	PERCENTAGE
Radio	95	52.78%
Television	80	44.44%
Newspaper	5	2.78%
Posters	-	-
Others (please specify)	-	-
TOTAL:	180	100%

SOURCE: QUESTIONNAIRE

In the above table, out of 180 respondents, 95 respondents gave "Radio" as the media sou of the College's advertisement, 80 identified television, 5 identified Newspapers, while nc identified with Posters as the advertising media of the College. These figures represent 52.78 44.44%, 2.78% and 0% of the total respondents.

4.9 QUESTIONNAIRE QUESTION NINE: GENERALLY MARKETING IS NOT NECESSARY AT ALL IN THE AVIATION INDUSTRY SINCE THEY ARE MERELY RENDERING SERVICES ONLY.

TABLE 4.9

MARKETING NOT NECESSARY	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agreed (SA)	20	11.11%
Agreed (A)	30	16.67%
Strongly Disagreed (SD)	120	**66.67%**
Disagreed (D)	10	5.56%
TOTAL:-	180	100%

SOURCE: QUESTIONNAIRE

The above table indicates that 20 of the respondents "strongly Agreed" while respondents "Agreed" that marketing is not necessary in the Aviation Industry since it is mer rendering Services to the public, making a total of 50 representing a total percentage of 27.78% the number that agreed. However, 120 "strongly disagreed" while 10 "Disagreed" making total 130 respondents that disagreed with the statement, representing a total of 72.23% of respondents. This reveals that marketing is a necessary concomitant to the College

4.10 QUESTIONNAIRE QUSTION TEN:
A GOOD QUALITY CUSTOMER
SERVICE DEPENDS ON EFFECTIVE MARKETING.

TABLE 4.10

EFFECTIVE MARKETING FOR SERVICE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly Agreed (SA)	100	55.56%
Agreed (A)	40	22.23%
Strongly Disagreed (SD)	10	5.56%
Disagreed (D)	30	16.67%
TOTAL:	180	100%

SOURCE: QUESTIONNAIRE:

From the above table, it is confirmed that a good quality Customer Service depends uf effective marketing. This is as attested to by the respondents. Out of 180 respondents, a total 140 agreed with the Statement made up of 100 "Strongly Agreed" and 40 "Agreed" representin total of 77.79% of the total respondents. A total of 40 also disagreed with the statem representing 22.25% of the respondents. This is made up of respondents who "stron disagreed" and who "Disagreed".

4.11 QUESTIONNAIRE QUESTION ELEVEN: THE MARKETING OF AVIATION SERVICES HAS NO EFFECT ON CUSTOMERS' PATRONAGE TO THE COLLEGE.

TABLE 4.11

EFFECT OF MARKETING ON PATRONAGE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agreed (SA)	40	22.22%
Agreed (A)	30	16.67%
Strongly Disagreed (SD)	80	44.44%
Disagreed (D)	30	16.67%
TOTAL:	180	100%

SOURCE; QUESTIONNAIRE

Out of a total of 180 respondents, 40 "Strongly agreed" that the marketing of Aviati Services has no effect on customers' patronage to the College. 30 "Disagreed" with the asserti making a total of 70 who agreed, representing a total of 38.89% of the respondents. respondents "Strongly Disagreed" while 30 "Disagreed" making a total of 110 respondents w disagreed, representing a total of 61.11% of the total respondents. This confirms that marketi of aviation services has a serious effect on the customers' patronage to the Collage.

4.12 **QUESTIONAIRE QUESTION TWELF:**

IT IS THE DIRECT RESPONSIBILITY OF THE COMMANDANT OF THE COLLEGE ONLY TO HANDLE THE MARKETING OF THE AVIATION SERVICES.

TABLE 4.12

RESPONSIBILITY FOR MARKETING		RESPONDENT	PERCENTAGE
Strongly Agreed	(SA)	40	22.22%
Agreed	(A)	30	16.67%
Strongly Disagreed	(SD)	60	33.33%
Disagreed	(D)	50	27.78%
TOTAL:		180	100%

SOURCE: QUESTIONNAIRE

TABLE 4.13 GRADUATES OF THE FLYING SCHOOL

COURSE	NUMBER
(a) Commercial Pilot Licence/Instrument rating and Multi-engine Rating	256
(b) Airline and Transport Pilots Licence	3
(c) Fokker 28 Jet Simulator Conversion Refresher Course	148
(d) Others	180
TOTAL:	590

SOURCE: Chinyio, E.A: "Copying with the Manpower Needs of the Aviation Industry in the West African Sub-Region".

Of the number, 538 are Nigerians, three of the pilots are females, while the remaining are from other African Countries.

TABLE 4.14: GRADUATES OF THE AIRCRAFT MAINTENANCE ENGINEERING SCHOOL

COURSE	NUMBER
(a) Airframe/Power Plant	291
(b) Avionics	78
(c) Airframe/Power Plant Refresher Course	11
(d) Airframe/Power Plant Abridged Course	31
TOTAL:-	411

SOURCE: Mr. Chinyio, E.A.: "Coping with the Manpower Needs of the Aviation Industry in the West African Sub-Region." 1990.

TABLE 4.15 GRADUATES IOF THE AIR TRAFFIC SERVICES AND COMMUNICATIONS SCHOOL

COURSE	NUMBER
(a) Air Traffic Controllers	251
(b) Communication Officers	781
(c) Aeronautical Information Service Personnel	60
(d) Operations Officers	43
TOTAL:	1,135

SOURCE: Chinyio, E.A." "Coping with the Manpower Needs of the Aviation Industry in the West African Sub-Region". 1990.

TABLE 4.16 OTHER GRADUATES OF NCAT

COURSE	NUMBER
(a) Aeronautical Meteorologists	82
(b) Airport Operators (Basic)	85
(c) Flight Engineers	11
(d) Airline Transport Licence	2
TOTAL:-	180

SOURCE: Chinyio, E.A.: "Coping with Manpower Needs for the Aviation Industry in the West African Sub-Region", 1990.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The basic aim of this study was to investigate the marketing of Aviation Services with particular reference to the Nigerian College of Aviation technology (NCAT), Zaria.

The study covered seven (7) departments of the College. Out of the seven departments, the population and sample were identified and anonymous questionnaires were the instrument used for data collection. In all, a total population of 500 was designated out of which 200 respondents were selected for the use through random sampling comprising 40 respondents each for Registry, Bursary and works departments and 20 respondents each for the four schools.

A total of 12 research questions were used for the studies while a total of 200 questionnaires were administered. Of this number, 180 were retrieved representing 90% of the respondents.

Data derived from the exercise were also analysed based on frequency distribution of respondent's opinions. This was shown in contingency tables ranked in percentages as shown in tables 4.1 to 4.12 in chapter 4.

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 as the scope of marketing, marketing science or Arts. The marketing system, the concept of macro-marketing and micromarketing, the role and importance of marketing, marketing in non business organisations, the concept of marketing activities in organizations, the marketing of services, characteristics of service and strategic implications,

major decisions in developing a programme for marketing of services, and the concept of customer quality service.

This chapter, therefore, gives a summary of the study, and based on the research findings conclusions were drawn and recommendations given.

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5.2 SUMMARY

Marketing permeates through all human endeavours. As much as possible, marketing creates satisfaction to customers.

Marketing has been defined in various ways by various authors. However, in summary, marketing is a social, economic and managerial process focused on the creation and delivery of wants – satisfying ideas, goods and services.

Many people argue that marketing is a science while some say it is an art. Yet to some, is both a science and an art. Nevertheless, there is no gain saying the fact that the issue of marketing being a science or art will continue to attract divergent opinions from authors.

There are five marketing concepts. These are production concept, product concept, selli concept, marketing concept and societal marketing concept. The marketing concept recognizes the kingship of the customers.

Marketing plays a very important role in the life of a nation, the organization and the consumers. It is in marketing that we satisfy individual and social values, needs and wants, be it through producing goods and services or fostering innovation for creating satisfaction. Marketir generally enables a country to improve the standard of goods and services, consequently, busine values. However, despite all its contributions to a nation's prosperity, critics have raised numerous complaints about the quality of most products, models, dissimilarity of merchandise, confusing packaging and labelling, and the issue of too many middlemen in the channel of distribution which adds to the cost of the products, among others.

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5.3 CONCLUSIONS

It is often argued whether marketing is an art or a science. Marketing has been seen to b both an art and a science. It falls along the group of subjects referred to as the social sciences. Marketing has always been construed as merely the process of physically moving products from the producers to the consumers. Thus, as a result, it is argued that marketing programmes and skills are only necessary in product marketing. However, this belief is erroneous and misleadin Marketing is as equally important in the service industry as it is in the product industry.

The contemporary marketing concept differs from other concepts because it preaches th kingship of customers, and the need to design products based on the tastes and preferences of th consumers.

Business success depends on the creation and maintenance of customers through increas satisfaction. This makes the offering of good quality customer services inevitable in the contemporary competition business world.

The study reveals that effective marketing of aviation services affect customers satisfacti and consequently their patronage to aviation services. It is therefore concluded that the Nigeriar College of Aviation Technology, Zaria stands to reap a lot from the strategic application of effective marketing in offering their services to the customers.

5.4 RECOMMENDATIONS

Based on the major findings of the research work, the following recommendations are made in order to improve upon the rendering of aviation services to the customers.

1. The College should analyse its major competitor using the followings;

Current strategy and its level of commitment

- How competitor is performing
- The strengths and weaknesses
- Actions to be expected from competitor in the future
- The size, growth and profitability
- Objectives and assumptions
- Organisation and culture
- Cost structure

2. The College should conduct a checklist of assets and skills of its competitor in the following areas:

MANAGEMENT:

This is in terms of quality of top and middle management, knowledge of business, plans. quality of strategic decision making

MARKETING:

This is in the area of product quality reputation, customer orientation, customer service/product support

CUSTOMER BASE

These are loyalty, size, market share, and growth of segment share.

INOVATION

This entails technical product or service superiority, Research and Development

MANUFACTURING

This includes cost structure, equipment, workforce motivation and attitude.

FINANCE – ACCESS TO CAPITAL:

How financially strong and healthy a competitor is

3. The College should recruit adequate number of well qualified marketers to manage its marketing department

4. The College should offer good quality services to ensure constant patronage

5. The College should adopt the following strategies against its competitors:

Fortification

It would keep price reasonable in relation to the perceived value of its offer and competitive offer

Confrontation:

In quick response to competitor, College should engage in massive promotional war will aggressive competitor.

Harassment

The college should attract highly skilled executive and experienced workers fr competitor with mouth-watering offers.

6. The College should maintain a very strong relationship with end users of its products suc as Airline operators, Ministry of Aviation, Nigeria airways, Federal airports Authority Nigeria and other allied industries.

7. The College should regularly take inventory of its strategic staff in general with particula emphasis on engineers, instructors technicians and pilots

8. The College should manage the strategic staff's career carefully to maximise the attractiveness of the College to them and create a conducive working environment such as staff development and good remuneration etc.

9. The College should control fixed and marginal cost.

10. Patronage and loyalty of customers should be maintained by quick response to their requirements at short notice.

11. The College should be quick to respond to technological changes that might occur from time to time.

12. The College should maintain sound financial resources to compete favourably in a capit intensive business as aviation services.

The College should as a matter of urgency, establish Research and Development division in order to monitor the market environment in addition to offering Consultancy Services.

13. Regular planning in terms of both long ranges, annual and product planning should be encouraged.

It is strongly believed that if all these recommendations are adopted the College will benefit in many useful ways such as:

- Big economies of scale
- Lowest cost production
- Readiest product recognition
- Channel dominance
- Strongest bargaining position with customers and suppliers.

This research has been conducted to examine the effective marketing of aviation services with particular reference to the Nigerian College of Aviation Technology, Zaria (NCA and to some extent, this has been achieved. However, further study can be conducted in this a and others such as management, administrative and financial problems of the College.

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APPENDIX A

DEPARTMENT OF BUSINESS ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA, NIGERIA.

September 5, 1999

Dear Respondent,

A LETTER OF INTRODUCTION

I am conducting a research into the Effective Marketing of Aviation Services with a special reference to the Nigerian College of Aviation Technology (NCAT), Zaria. This questionnaire is, therefore, designed in order to illicit information from you for the purpose of the study.

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

It may not, however, be necessary that you disclose 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 work.

Yours faithfully

Omotoso, Rasheed Olawale

APPENDIX B

QUESTIONNAIRE

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

1. Name:_____
2. Sex:_____ male ( ) Female ( )
3. Department/School

   Registry

   Bursary Department [ ]

   Works Department [ ]

   The Flying School [ ]

   Aircraft maintenance Engineering School [ ]

   The Air Traffic Services and Communication School [ ]

   The Aeronautical Telecommunications School [ ]

4. What is the quality of customer services offered by the College in terms of attitude towards customers, receptiveness, accommodation and accessibility?

   (a) Highly satisfactory [ ]

   (b) Satisfactory [ ]

   (c) Unsatisfactory [ ]

   (d) Highly unsatisfactory [ ]

5. What are the various promotional tools used by the College to market its services?

   (a) Advertising [ ]

   (b) Personal selling [ ]

   (c) Publicity [ ]

   (d) Sales Promotion [ ]

   (e) Others (Please specify) [ ]

6. In your opinion, how do you rate the college's marketing strategy.
   (a) Very effective [ ]
   (b) Effective [ ]
   (c) Very ineffective [ ]
   (d) Ineffective [ ]
7. Does the College have any marketing department?
   (a) Yes [ ]
   (b) No [ ]
8. Does the College normally advertise its services?
   (a) Yes [ ]
   (b) No [ ]
9. if your answer to question 8 above is 'Yes', what media does the College use in advertising its services?
   (a) Radio [ ]
   (b) Television [ ]
   (c) Newspapers [ ]
   (d) Posters [ ]
   (e) Others (please specify)[ ]
10. Generally, Marketing is not necessary at all in the aviation industry since they are merely rendering services only.
   (a) Strongly Agreed (SA) [ ]
   (b) Agreed (A) [ ]
   (c) Strongly Disagreed (SD) [ ]
   (d) Disagreed (D) [ ]
11. A good quality customer service depends on effective marketing
   (a) Strongly Agreed (SA) [ ]
   (b) Agreed (A) [ ]
   (c) Strongly Disagreed (SD) [ ]
   (d) (Disagreed (D) [ ]

12. The marketing of Aviation Services has no effect on customers' patronage to the College

(a) Strongly Agreed (SA) [ ]

(b) Agreed (A) [ ]

(c) Strongly Disagreed (SD) [ ]

(d) Disagreed (D) [ ]

13. It is the direct responsibility of only the Commandant of the College to handle the marketing of the Aviation Services.

(a) Strongly Agreed (SA) [ ]

(b) Agreed (A) [ ]

(c) Strongly Disagreed (SD) [ ]

(d) Disagreed (D) [ ]

14. Comment briefly on how Aviation services can be marketed effectively by the College:
