THE USE OF EFFECTIVE MARKETING STRATEGIES TO INCREASE ENROLMENT IN SCHOOLS : - A CASE STUDY OF BETTY QUEEN INTERNATIONAL SCHOOL, KADUNA.

BY

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A RESEARCH PROJECT IN THE DEPARTMENT OF BUSINESS ADMINISTRATION SUBMITTED TO THE POST GRADUATE SCH00L IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA) OF THE AHMADU BELLO UNIVERSITY, ZARIA.

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ABSTRACT

This study is concerned with the marketing strategies used to increase the number of students on roll in Betty Queen International School, Kaduna.

The study researched the extent to which the enrolment has been influenced by these strategies tor over eight years, Primary data obtained through questionnaire and direct interviews were used as the instrument of the research.

It was found that effective enrolment in the school was actually informed by the use of the 4Ps or promotional mix. Though the school does not have a marketing department and education is seen as a service in Nigeria, the increment in enrolment during the period covered can be attributed to

(i) School result or academic performance of the students which attracted 50% of the parents to the school,

(il) Location of the school campus which is in the center of the town.

(iii) Promotion which is carried out mostly through inter-school competition and club activities.

(Iv) Modest fees being charged also attracted some of the parents who regard their fees as right.

It was thus concluded based on the two hypotheses tested that:-

(1) Promotional mix is used as a strategy in increasing enrolment in the school.

(2) That the 4Ps do not influence the enrolment equally. Product has the greatest influence on parents while price has the least.

(3) Use of promotional mix has brought increment on the number of students on roll.

Based on the findings, it is recommended that:-

(a) There is a need to improve the quality of marketing done in schools in order to enhance enrolment and customer services.

(b) There should be a marketing department in each school to implement marketing concept.

(c) Government should have policy guidelines on operation of schools using marketing concept.

(d) There should be a consumer group dimension forum in schools constituting only parents.

DECLARATION

I HEREBY DECLARE THAT THIS PROJECT HAS BEEN WRITTEN BY ME. ALL INFORMATION NOT ORIGINAL TO THIS RESEARCH HAVE BEEN DULY ACKNOWLEDGED BY WAY OF REFERENCES. ALL MISTAKES IN THOUGHT THAT THERE ARE, ARE ENTIRELY MY RESPONSIBILITY.

AKOSILE CAROLINE FOLA

Signature 25/4/18

CERTIFICATION

THIS PROJECT ENTITLED "THE USE OF EFFECTIVE MARKETING STRATEGIES TO INCREASE ENROLMENT IN SCHOOLS : A CASE STUDY OF BETTY QUEEN INTERNATIONAL SCHOOL, KADUNA" BY AKOSILE CAROLINE FOLA (MRS) MEET THE REGULATION GOVERNING THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA) OF AHMADU BELLO UNIVERSITY, ZARIA AND IS APPROVED FOR ITS CONTRIBUTION TO KNOWLEDGE AND LITERARY PRESENTATION.

Amiesakpan
A. B. AKPAN — CHAIRMAN, SUPERVISORY COMMITTEE — 15/7/98 — DATE

MEMBER, SUPERVISORY COMMITTEE — DATE

M E Akeju — EXTERNAL EXAMINER — 5th February 1997 — DATE

Dr. Usman A. Zahradeen — HEAD OF DEPARTMENT — 14/1/98 — DATE

DEAN OF POST GRADUATE SCHOOL — 11/3/05 — DATE

DEDICATION

To the glory of **THE FATHER, THE SON** and **THE HOLY SPIRIT** is this work awesomely dedicated.

also

To my darling husband Yemi and my loving children **Wole, Tunji, Tutu** and **Laolu** for their patience and endurance.

ACKNOWLEDGEMENT

First and foremost, I am grateful to God for seeing me through this study and indeed the entire course. My sincere gratitude goes to my Supervisor Mr A. B. Akpan for his guidance, advise and patience, and without whom this work would not have seen the light of the day.

A special thanks goes to the management and staff of Betty Queen International School, Kaduna who were very much in place for their assistance in the course of the research project. I am also grateful to my friends and colleagues, too numerous to be mentioned in and outside the MBA programme, who in many ways have been of assistance to me during the course work and this project.

Lastly, I give glory to GOD for the type of family HE gave me. My husband has been fantastic in all ways, giving me his full support and tremendous encouragement. I am also very much indebted to my mother and my sister Kemi who had to bear my absence and take care of my homefront. To them, I say a big thank you.

God bless you all. (Amen)

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PREFACE.

"Organizational unresponsiveness" according to **Philip Cotler** "ultimately engenders client apathy or hostility that throws the organization into a crisis; colleges find that they cannot attract enough students". This calls for social marketing which is one of the promising new developments expected to increase the effectiveness of social change agents in bringing about desired social changes.

There is an explosion and thus a proliferation in the number of private schools in the country today. These have led to a stiff competition among the practitioners which will need to be assessed if the one is to survive in the changing environment.

The organizational education marketer must therefore identify the key markets and publics, employ segmentation, analyze consumer behavior, determine market positioning, develop products, and a marketing mix, implement marketing action, monitor results, and take corrective steps if he is to survive in this mutable and mercurial environment.

The application or use of effective marketing strategies should bring a positive result in form of efficiency and effectiveness in the industry.

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION.

"MARKETING IS A MATCHING PROCESS BASED ON GOALS AND CAPABILITIES, BY WHICH A PRODUCER PROVIDES A MARKETING MIX (PRODUCTS/SERVICES, ADVERTISING, DISTRIBUTION, PRICING ETC), THAT MEETS CONSUMER NEEDS WITHIN THE LIMITS OF SOCIETY"

\- LARRY ROSENBERG

Marketing is vital to organizations both for profit and non-profit making. The precise period that the concept was first conceived cannot be determined. But we know erudite scholars such as Peter Drucker (1973) thinks that marketing was invented in Japan around 1650 by the first member of the Mitsuf family to settle in Tokyo as a merchant. Drucker then suggests that marketing appears in the West around the 19th century at the International Harvester Company through Cyrus H. McCormick (1809 - 1884). Since then, marketing activities and institutions have been described throughout recorded history leading to the buyer's orientation (mid 1800's), sellers orientation (late 1800's) and early 1900's. This led to marketing orientation when World War II disrupted the

seller's orientation due to a drastic fall in demand of products.

Marketing did not appear in the academic or business scene until early 1900's in America. Since then, it has spread to all businesses as a necessary motive for development and survival. Non-profit making organizations such as hospitals, schools,museums etc are now marketing their products and services.

The concept of societal marketing defined by Kotler (1980) agrees with the fact that marketing has spread to all businesses in what he defines as the management orientation that holds that the key task of the organization is to determine the needs and wants of target market and to adapt the organization to delivering the desired satisfaction more effectively and efficiently than its competitors in a way that preserves or enhances the consumers and societal well being. This is marketing strategy. Joseph Seibert (1973) emphasized that marketing strategy is concerned with the marketing mix namely the product, price, place and promotion (4Ps).

So whatever kind of business an organization finds itself it has to evolve and include in its plans certain strategies that will lead to objective achievement. Such is the need of our educational institutions today, private schools in particular. The environment is becoming more competitive, that there is a heightened level of competition

for consumers attention and patronage. It is therefore necessary that operators in this sector should have in mind the competitive size and position of their service. Hence efforts should be made to satisfy the consumers of their services more efficiently and effectively than their competitors. This would enhance growth and healthy rivalry in the sector.

1.2 BACKGROUND TO THE STUDY.

The early 1990s witnessed a lot of strikes in the educational sector at all levels. The primary education was the worst hit as the management of the public primary schools was been tossed between the inept local government councils and the National Primary Education Commission (NPEC). Teachers salaries were not paid for a long time. The Federal Government eventually returned the schools to the Federal Ministry of Education under the auspices of the National Primary Education Commission (NPEC). For months children did not go to school all over the nation leading to moral and educational decadence.

This led to explosion of private schools. Although many were in existence before this time. This created substandard schools as witnessed by most educators. The proliferation continued to the extent that almost every street in the urban centers has a school or a day care

center.

Government educational policies have a little or no impact on the operators in this sector. According to Ajike Osanyin (1984) "In Nigeria pre-school institutions do not come under the control of the government, whether Federal, State or Local. In the government's effort to decentralize the educational system, the management and control of pre-school, primary and adult education come under the local government council. However while efforts are concentrated on primary and adult education, pre-school education is neglected. Government activity in this aspect is limited to the granting of permission to open schools. However, there has not been any adequate government involvement in terms of supervision, provision of teachers and educational plan for these private individuals to follow in order to achieve the stated policy objectives".

The free handedness of the government has allowed for many entrants into the school business. This has resulted into many schools that do not cater adequately for the children entrusted to them. So like in any endeavor, the fittest survives and the bad practitioners have to be shown out of the door in the way of the wise ones satisfying the customers (parents) more effectively and efficiently than their competitors.

We can consider another fact that education is seen as a service rather than a product to be sold or marketed to

the society. But since Curtis Publishing Company established the first marketing research company in 1911, non profit making organizations such as schools, hospitals and museums etc now market their services.

There is a lot of competition in the industry today which will need to be assessed if one is to survive in the changing environment. The explosion has resulted in a great variety in the educational climate among private schools. This climate continues to be a challenging one.

This scenario in our educational system informs this research. It is hoped that it will go a long way in improving the quality of educational system especially private schools in Nigeria. It will in giving parents a greater choice among these schools which will give them better value for their money.

1.3 BRIEF HISTORY OF BETTY QUEEN SCHOOL.

Betty Queen International School, Kaduna is a co-educational school where both boys and girls learn together using common facilities under a disciplined and conducive atmosphere. The school was founded in 1986 and approved by the Kaduna State Ministry of Education. Initially she took off with only two sets of classes - the kindergarten and nursery with 10 and 15 students respectively. The school was first located at No.SE15 Kabala Road at Kabala West in

Kaduna. They have now moved to their permanent site and administrative headquarters of the school located at Nos. 5 & 6 Offa Road, Kaduna. The movement became necessary as a result of increase in enrolment and the need to expand the services of the school to include primary section.

In 1990, the idea to operate a secondary section was conceived and came to fruition because of the enabling environment and the encouragement from the parents. The initial intake into the secondary section was 18 students admitted into the Junior Secondary classes. The Senior Secondary classes were later added. In 1986 only two teachers were in charge of the school, but by 1990 the main school at Offa Road had 35 academic and 17 non academic staff.

The school has day and boarding facilities. By 1994 the number of students in the secondary section had risen to 570 while in the primary section it stood at 844.

Due to the development of the society and educational needs of the customers, Betty Queen International School had to expand its educational services to include extra-mural classes in form of coaching non-regular school students for the Senior School certificate Examinations (SSCE) and the Joint Admissions Matriculation Board (JAMB) Examinations. This was in 1993. So far 577 students have gone through these classes.

The school has three departments as follows :-

(i) Science

(ii) Humanities

(iii) Languages .

Each department is manned by a head. All the teachers are qualified in their respective fields and are WAEC examiners.

- Science comprises of subjects like Biology, Chemistry, Physics, Mathematics, Further Mathematics, Integrated Science and Introductory Technology.

- Humanities include Economics, Commerce, Accounting, Social Studies, Type-writing, Shorthand, Fine Art, Christian Religious Knowledge, Islamic Religious Knowledge and Geography.

- Languages include English, French, Yoruba, Hausa and Igbo.

A large pool of special facilities are available in the school to enhance teaching and learning. These include :-

1. Boarding facilities for secondary students. This is not compulsory.
2. School Bus services are available. Children are picked to and from school at various agreed points.
3. Well trained teachers in various subject areas.
4. Library facilities with relevant textbooks, journals and dailies.
5. Well equipped laboratories for Integrated Science,

Biology, chemistry, and Physics.

6. Computer Science laboratory.
7. Suitable and sufficient bedding for day care.
8. Sufficient and attractive toys.
9. Trained nurses, midwives and nannies.

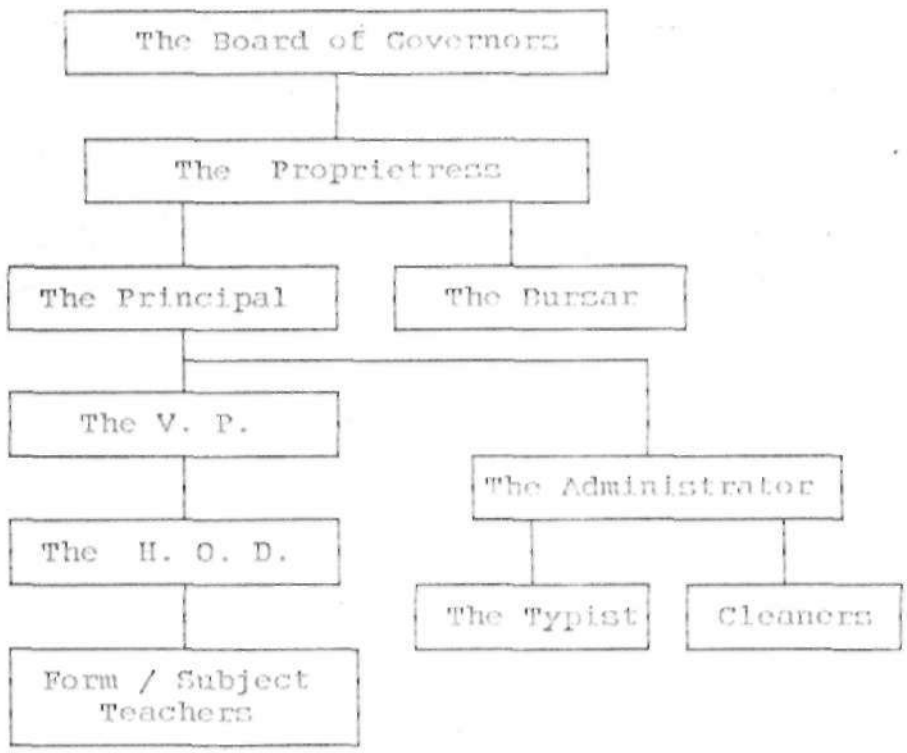
Students have the opportunities to join various clubs, societies and organizations available in the school for character and physical training. These include the Fine Arts, Mathematics, JETS (Junior Engineers Technicians and Scientists), UNESCO, Press, Drama, Music, Literary and Debating Clubs.

Different interesting games and sports are available and played in the school such as basketball, table tennis, handball, volleyball and soccer. Others include indoor games like scrabble, ludo, computer/TV games. Competitions are arranged inter-school for these games. Club activities are also carried out in form of inter-school competitions. These promote the school and make it known to other people as they excel in most of these competitions.

Admission into the secondary school is strictly based in performance in an entrance examination and an oral interview set and conducted by the school management. Transfer students, primary and kindergarten pupils also sit and pass an entrance examination and/or interview appropriate to their respective classes. The school endeavors to admit pupils/students from all states of the

federation and Abuja. No special consideration is given to anyone.

Fig.1: The Organogram of Betty Queen International School



1.4 STATEMENT OF THE PROBLEM.

The problem to be examined in this study is based on some beliefs that education is a service and hence there is no need to strategically market it. This stems from the dearth of qualified personnel in the field to carve or map out these strategies.

This problem has led to the underdevelopment of this sector despite the challenges and mounting competition being faced by the practitioners. Over time, they become inward oriented and self-serving. So what strategies are available for increasing enrolment in schools ? This study will try to answer the question with particular reference to Betty Queen International School, Kaduna.

1.5 PURPOSE OF RESEARCH.

The purpose of this study is to find out the extent to which marketing strategies have been applied in schools to increase enrolment using Betty Queen as a case study. The research will try to answer the following questions:-

(a) What components of the marketing mix do they use for effective marketing strategy of their school services?

(b) How effective have the components of the marketing mix been in improving their enrolment figures ?

(c) How do we create awareness for the practitioners for effective marketing strategy for volume-oriented business ?

(d) What recommendations are there for government in setting policy for private-owned schools in promoting high educational standards ?

1.6 SIGNIFICANCE OF RESEARCH.

In these present days of recession and unprecedent economic hardship there is the need for organizations to survive and grow especially in a competitive environment. This study will be of a vital use to private and public schools alike in that it will help in developing an effective marketing strategy that would enhance and increase their student enrolment.

Increase in student enrolment is a yardstick or touchstone for growth in schools. So apart from being useful to Betty Queen International School and other scholls in Nigeria, the research will be available to the government if there will be the need for proper policy formulation and implementation using the strategies to improve the proliferation of schools.

1.7 SCOPE OF THE STUDY.

A case study of the Betty Queen International School, Kaduna will be undertaken to see how the school has or has not employed marketing strategies in the growth of the organization. An attempt will also be made to evaluate the application of the marketing mix in the school given the service-oriented nature of the organization and its in built problems. The findings of this research may not necessarily

be generalized because of its own inherent constraints. This study will cover basic marketing strategy concepts such as the 4Ps namely product, price, promotion and place etc.

1.8 LIMITATION OF THE STUDY.

A major handicap to this study is that it is relatively new. Hardly did the researcher get a previous work to refer to. Libraries do not have books on the topic ; books on strategic marketing are not written with education or schools in mind. School or education is generally seen as a welfare service provided by the state especially in developed countries.

The other limitation is that only one school is being used as a case study whereas there are many schools. Also, the advent of private schools has not been long enough for one to get a result that will pass the significance tests.

1.9 HYPOTHESES.

1. Null Hypothesis will be used in testing the data collected.
2. Betty Queen International use the marketing mix for effective marketing.
3. Use of effective marketing strategies has brought about increase in the number of students on roll.

1.10 DEFINITION OF TERMS.

The definition of some of the terms used in this study are given below to avoid a situation whereby the reader will be nonplussed in novel vocabularies that may hide the significance of the research work.

(1) ART - Something in which skill and practice are needed as well as knowledge especially the academic branches as distinguished from the scientific branches.

(2) CONSUMER - The consumer is the final link in the chain of distribution. He buys the goods or services for his own use.

(3) CAPACITY MANAGEMENT - The product or service component of the marketing mix being made available to the consumer by managing demand.

(4) EDUCATION - This is the system of training and instruction especially of the young in schools or colleges.

(5) HUMANITIES - Branches of learning concerned with ancient Greek and Latin culture especially History and Literature.

(6) INTERNAL MARKETING - is based on the notion that a

service organization must focus on its employees or internal market before successful programs can be directed at customers.

(7) KINDERGARTEN - School for the very young children.

(8) LIBERAL STUDIES - directed chiefly towards the broadening of the mind not specially for professional or technical needs.

(9) MARKET - Market has been defined by W. J. Stanton (1981 p.66) as "people with needs to satisfy money to spend and willingness to spend it."
Philip Kotler (1980 p.21) defined market as "the set of all actual and potential buyers of a product."

(10) MARKETING - It is a social process by which individuals and groups obtain what they need and want through creating and exchanging products, services and values with others.

(11) MARKETING MIX - This is the composite of the various marketing actions or forces that are utilized in a marketing effort. These mixes are closely related to strategy determination. The marketing mix components are termed

the 4Ps namely product, price, promotion and place.

(12) MARKETING RESEARCH AND ANALYSIS - are concerned with present and needs of users. They monitor present and potential competition in the field for consumer trends and preferences. This is market intelligence.

(13) MARKET SEGMENTATION - Aaker and Day defines market defines market segmentation as "the development and pursuit of marketing programs directed at sub-groups or segments of the populatiuon that the organisation could possibly serve. The concept of market of market segmentation in Engel, Fiilrilo and Cayley's views is based on three propositions: that consumres are different. It is often easy to measure these differences in terms of age, income, religion and position in the life cycle. That differnces in consumers are related to differences in market demand. It is often useful only from a practical view point to know that

possession of a characteristics and subsequent behaviour are related. That segments of consumers are related within the overall market. The consumer differences of greatest interest are those which reveal or reflect basic underlying differences in consumer needs, wants and product prefernces.

(14) OBJECTIVES - This is defined as what the management of a company wants it to be and what available resources will allow it to be. Marketing objective is the most important step in formalized planning. Key objectives in many plans are stated in specific measurable terms such as sales volume or share of the market.

(15) OFF-PEAK PRICING - This consists of charging different prices as a function of the variations in service demand during different times of the day or days of the week.

16) PLANNING - "Market Planning" according to Christopher Martin is "the systematic application of marketing

resources to achieve marketing objectives. It is making tomorrow's decisions today or currently deciding where one intends to be at a future time and how to arrive there.

(17) POLICIES - These are broad guidelines and procedures formulated by the board for lower management to follow in performing functions to which they apply. They could be personnel, financial, product, service, pricing or production policy.

(18) PRE-VOCATIONAL - Preparing one for a certain kind of work or aptitude.

(19) SCIENCES - Knowledge arranged in an orderly manner orderly manner especially knowledge obtained by observation and testing of facts.

(20) SERVICES - Activities, benefits or satisfactions which are offered for sale e.g. hair cut, repairs etc.

(21) STRATEGY - Strategy has been defined by Hofer and Schendel (1978 p.13) as "the major link between goals and objectives the organization wants to

achieve and the various functional area policies and operating plans it uses to. guide its day to day activities.

(22) TARGET MARKET - This is the served market and is defined as the part of the qualified available market the organization decides to pursue. Successful marketing is generally marked by skilful matching of the firm's products or services against an appropriate or relevant market. Thus according to William T. Ryan (1981 p.4) "the idea of target market is based on the concept of market segmentation - the thought that any market with divergent demands will consist of a number of smaller markets."

1.11 CONCLUSION.

In conclusion, chapter one has dealt with the history of marketing, its advancement and how any organization can market their products or services. It also delved into the benefits of the study such as helping the government to

formulate policies to regulate private schools proliferation by insisting on standards. The why of the study was also discussed. This is to bring sanity into the education sector and allow the practitioners to satisfy their customers more effectively and efficiently than their competitors by way of using marketing strategy thus encouraging healthy rivalry and growth in the industry.

A brief history of Betty Queen International School was visited. The statement of the problem, hypotheses, limitations and delimitations of the study were discussed. The significance and purpose of the research were discussed too. Finally, we defined terms that may make the work ambiguous or confusing in meaning and significance to the reader.

The historical background to the project was delved into. a brief history of Betty Queen International school - our case study was also gone into.

CHAPTER TWO

LITERATURE REVIEW

"A DECISION MADE WITHOUT PROPER INFORMATION IS A DECISION LIKELY TO BE INCORRECT"[1]

2.1 INTRODUCTION.

Marketing is an evolving discipline that must develop new answers as new problems arise[2]. The marketing principles of the 1950's and 1960's are being challenged by new factors in the marketing environment - consumerism, environmentalism, shortages, inflation, recession and public sector needs. Marketing can be used to bring products, services, organizations, persons, places or social causes to the attention of a market. Social marketing is the design, implementation and control of programs seeking to increase the acceptability of a social idea, cause or practice in target groups[3]. Social marketing is one of the promising new developments expected to increase the effectiveness of social change agents in bringing about deserved social changes[4].

The marketing principles for non profit making organizations are the same as those for profit making organizations. the organizational marketer must identify the key markets and publics, employ segmentation, analyze

consumer behavior, determine market positioning, develop products and a marketing mix, implement marketing action,monitor results and take corrective steps. Ultimately, non profit making organizations that want to be market oriented will need to create a position equivalent to that of Marketing Vice Presidents in commercial organizations[5]. The job of the person in this position is two fold. First, he undertakes to coordinate all the marketing functions to achieve a balanced marketing mix. Second, he educates non-marketing officers about the fundamental importance of the marketing concept. The marketing concept is not readily accepted in an organization. It takes a great deal of work to convince the workers that the organization begins and ends with the customer[6]. So schools have a great opportunity to improve their services by adapting the same marketing orientation that has worked so effectively in the commercial sector.

Not many works can be said to have been done in the area of applying marketing strategies to effectively increase enrolment in schools. Non profit organizations such as schools, hospitals, colleges, museums are adopting marketing concepts (Akpan 1994 p.4)[7]. But much has been done on marketing as a whole in the business realm which is applicable to schools too only that there is a scarcity of experienced professionals in that area. So this research has come at an appropriate time when Nigerian schools' standards

are looked at globally as deficient.

2.2 WHAT IS MARKETING ?

Marketing according to Kotler (1980) is defined as "a process that within social constraints, attempts to establish satisfying exchange relationships between people or organizations with diverse requirements and people or organizations that seek to satisfy these requirements." Essentially or fundamentally, marketing concerns all the activities that take place whenever goods and services exchanged hands at the right place, time and price.

Kotler (1980)[9] also affirms that various definitions of marketing have been agreed upon at different points in time, thus he says "It has been described by one person or another as a business activity; as a group of related business activities; as a trade phenomenon; as a frame of mind; as a co-ordinative integrative function in policy making; as a sense of business purpose; as an economic process; as a structure of institutions; as the process of exchanging or transferring ownership of products; as a process of concentration, equalization and dispersion; as the creation of time, place and possession of utilities; as a process of demand and supply adjustment; and many other things. All the above definitions each only offers an incomplete though useful aspect as to what marketing is. He

summed up all of the definitions by saying that marketing is a human activity directed at satisfying needs and wants through exchange process. Marketing makes a vital contribution to the advancement and satisfaction of human needs and wants. The capacity of organizations to survive and prosper depends on their ability to continuously create value for target market in a dynamic environment characterized by changing human needs and wants.

2.3 WHAT IS MARKETING STRATEGY ?

The importance of marketing strategies cannot be overemphasized because managers need to evolve a set of decisions and actions which should culminate in achieving corporate goals and objectives. This is marketing strategy.

The market place and economic environment are continually changing. customer's needs and wants change everyday, competitors are increasing and their mode of satisfying customers is consistently improved. Technological innovations flourish and as a result marketers need to develop strategies aimed at achieving the objectives of the organization.

Quoting Victor Buel (1985 p.194)[9], P. Juwah defines strategy as "the internal (company/organization) response to the external environment." Whatever kind of business an organization is in, it has to evolve and include in its plan

certain strategies that will lead to objective accomplishment. A firm's competitive marketing strategy would have to take into account the following factors. The company's:

i. Competitive size and position in the market

ii. Resource, objectives and policies

iii. Marketing Strategies

iv. Customer's buying behavior or how they choose a service

v. State of the economy

vi. The stage of the product's life cycle

These factors invariably dictate the kind of strategies to be formulated in a given situation.

2.4 WHAT IS MARKETING PLAN ?

According to Christopher Martin[10] "Marketing Planning is the systematic application of marketing resources to achieve marketing objective. It is the means by which organization seeks to monitor and control the hundreds of external and internal influences on its ability to achieve profitable sales. Marketing planning also provides an understanding throughout the organization of the particular competitive stance that an organization intends to take to achieve its objectives. This helps managers of different functions to work together rather pursue their own functional objectives in isolation."

A marketing plan therefore must contain a review of the following :-

(i) The marketing environment

(ii) Assumptions

(iii) Overall objectives and strategies

(iv) More detailed programmes concerning responsibilities, time and costs.

Market planning becomes essential because apart from helping to solve current needs of the organization, it directs the organization towards the future - given the highly competitive and dynamic environment in which it operates. Thus planning cannot be usefully distinguished from the management process.

2.5 THE UNIQUENESS OF SERVICES.

Services are intangible items such as airline trips, financial advice, or telephone calls that an organization provide to consumers. To obtain these services, consumers exchange money or something else of value such as their own time[11]. Services are receiving increasing attention as the United States economy becomes increasingly service based[12]. In fact about 90% of 36 million new jobs created in the past two decades are in the service sector. The United States department of Commerce has developed its own list of service businesses. These are hotels, establishments involving

personal business repair, amusement and recreation, health, legal and educational services; social services and other professional services[13].

2.6 THE FOUR I'S OF SERVICES.

There are four unique elements to services viz Intangibility, Inconsistency, Inseparability, and Inventory. These four elements are referred to as the four I's of services[14].

(a) INTANGIBILITY:- Services are intangible, that is they cannot be held, touched, or seen before purchase decision. In contrast, before purchasing a traditional product, a consumer can touch a packet of laundry detergent, kick a tyre of an automobile or sample a breakfast cereal. A major marketing need for services is to make them tangible or show the benefits of using the service[15]. So a Norwegian Cruise Liner advertisement shows happy vacationers enjoying themselves on an Island beach, and a leading insurance company says "You are in good hands with All States Insurance", or Nicon Noga Hilton Hotel will tell you "Let's spoil you a little".

(b) INCONSISTENCY:- Marketing services is challenging because the quality of a service is often inconsistent. Because service depends on the people who provide them, their quality varies because people have different

capabilities and also vary in their job performance from day to day. Inconsistency in services is much more of a problem than it is in physical product marketing[16]. These products may be good or bad in terms of quality, but with modern production lines the quality will at least be consistent. What organizations can do to reduce inconsistency in services is standardization and training[17].

(c) INSEPARABILITY:- A third difference between services and goods related to problems of consistency is inseparability. In most cases the consumer cannot and does not separate the service from the deliverer of the service or the setting in which the service occurs. For example, to receive an education a person may attend a school. The quality of education may be high, but if the student's parent finds it difficult in parking his car while dropping and picking the student, or the student finds counselling services poor or sees little opportunity in extracurricular activity he or she may not be satisfied with the educational experience[18].

(d) INVENTORY:- Inventory of services is different from that of goods. Inventory problems exist with goods because many items are perishable and there are costs associated with handling inventory. With services inventory carrying costs are more subjective and are related to idle production capacity, which is when the service provider is available but there is no demand. For example teachers during school vacations. Inventory carrying costs can be significantly

lower or nonexistent because the idle production capacity can be cut back by reducing hours or having no salary to pay because of the pay by hour system in some services or commission compensation system[19].

2.7 THE SERVICE CONTINUUM.

The four I's differentiate services from goods in most cases, but many companies are not clearly service-based or goods-based organizations. Teaching, nursing and the theatre are intangible, service-dominant activities. The four I's inseparability, inconsistency, inventory and intangibility are major concerns in their marketing. Salt, neck ties, and corn- flakes are tangible goods and the problems represented by the four I's are not relevant in their marketing. However some businesses are a mix of intangible service and tangible good factors. A clothing tailor provides a service but also a good ie the finished suit. How pleasant, courteous and attentive the tailor is to the consumer is an important part of the service and how well the clothes fits is an important part of the product[20].

2.8 THE PURCHASE PROCESS.

The intangible and inseparable aspects of services affect the consumer's evaluation of the purchase. Because

services cannot be displayed, demonstrated or illustrated, consumers cannot make a pre-purchase evaluation of all the characteristics of services[21]. Similarly, because services are produced and consumed simultaneously, the buyer must participate in producing the service and that participation can affect the evaluation of the service. Tangible goods such as clothing have "search" qualities such as color and style which can be determined before purchase. Services such as restaurants and child care have "experience" qualities, which can only be discerned after purchase or consumption. Finally, service provided by specialized professionals such as legal and medical services have "credence" qualities or characteristics which the consumer may find impossible to evaluate even after purchase and consumption. And services such as those of the banks may have all three qualities.

2.9 PURCHASE EVALUATION.

Once a customer tries a service, what dimensions are evaluated ? Two basic dimensions :- complexity and divergence play an important role in the evaluation[22]. "Complexity" is the number and intricacy of the steps required for the service. Plumbing for example is more complex than lawn mowing. "Divergence" is the amount of latitude possible in the execution of service. So

standardized services such as hotels have low divergence as compared with the customized services of architects.

2.10 MANAGING THE MARKETING OF SERVICES.

In service marketing the employee plays a central role in attracting, building and maintaining relationships with customers. This is a new concept called internal marketing[23].

INTERNAL MARKETING :- is based on the notion that a service organization must focus on its employees or internal market, before successful programmes can be directed at customers[24]. The internal marketing concept holds that an organization's employees, (its internal market) will be influenced to develop a market orientation by applying marketing-like activities to them. This idea suggests that employees and employee development through recruitment, training, communication and administration are critical to the success of service organizations[25].

2.11 MARKETING MIX COMPONENTS.

Kotler (1980)[26] defines the marketing mix as the set of controllable variables and their levels that the firm uses to influence the target market. The marketing mix consists of four elements always referred to as the 4Ps.

These are :-

1. Product - This involves the organization of product service, development and innovation.

2. Price - This element include decision relating to prices for products and/or services.

3. Promotion - This refers to the aspect of developing promotional program for the product and/or service.

4. Place - This element includes the selection of channels of distribution.

Every organization has a mix of products and/or services being offered for sale to institutions, individuals or even governments. The above four elements of the marketing mix become the market offering of marketing medium in each channel network. The level and proportion of marketing performance in consonance with the capability to adopt to actual changes, depends on the manner in which each of these marketing mix elements is implemented and evaluated. Marketing mix decisions should be based on an integrated theme. Product decisions must be necessarily related to price, promotion and place. Let us se what a detailed discussion on the components of marketing mix is like.

2.12 PRODUCT (SERVICE).

A product is defined as a bundle of physical service

and symbol particularly expected to provide satisfaction and benefit to the consumer, buyer or purchaser. It is also seen as anything that is able to satisfy need or want. Thus we can succinctly say that a product is a combination of tangible and intangible characteristics or attributes in the buyer's mind (Akpan 1993)[27]. Consequently persons, places, organizations, activities and ideas can be said to be products.

It is imperative to manage a product when you think about the organization's ability to satisfy customers need as a primary goal and hence its purpose and aim for existence both socially and economically. Suppose you are thirsty, this state of felt deprivation can be expressed as a desire or want for water or soft drink. Here the water or soft drink is a product that is capable of satisfying the thirst need.

In reality, your choice represents a set of tangible and physical attributes and also a set of intangible and sociopsychological attributes. There are three aspects of product / service elements of the mix that warrant special attention viz "exclusivity", "brand name", and "capacity management".

(a) EXCLUSIVITY :- One favorable dimension in a new product is its ability to be patented[28]. A patent gives the manufacturer of a product exclusive rights to its production for 17 years. A major difference between products and

services is that services cannot be patented.

(b) BRANDING :- An important aspect in marketing goods is the branding strategy used. However, because services are intangible, the brand name or identifying logo of an organization is particularly important in consumer decisions because it is more difficult to describe what is being provided[29].

(c) CAPACITY MANAGEMENT :- A key distinction between goods and services is the inseparability of services. To buy and simultaneously use a service, the customer must be present at the service delivery site. For example a patient must be in a hospital to buy an appendectomy and a student must be in school to receive educational services. So the product/service component of the mix must be made available to the consumer by managing demand. This is referred to as capacity management. Service organizations must manage the availability of the offering to smooth the demand over time so that demand matches capacity and ensure that the organization's assets are used in ways that will maximize the return on investment - ROI[30].

2.13 PRICE.

Price is the value of a product or service in terms of naira, kobo, dollar, pound sterling, shillings etc. i.e. in monetary terms (Akpan 1993)[31]. in case of schools it is the

fees the parents pay. Pricing is the art of translating into quantitative terms (naira and kobo) the value of the service or product to the customers (parents in this case) at a point in time. Pricing in most cases is the job of the sales or marketing department with the consent of top management. In schools the top management decides what fees to charge because hardly would any school in Nigeria have a marketing department.

The notion of value is flexible and objective and is basically determined by the customers. They are also the ones ready to pay for the services or goods being offered by the organization. From the above it is pertinent that pricing is of paramount importance to any organization and thus a substantial attention is normally paid to this component of the marketing mix. The concept of value in pricing should be reiterated because it is seen as intangible and concrete. It may be concrete for example if one is considering the cost savings of changing a child's school from a less expensive one to an expensive one and the child eventually made all his grades. It may be intangible such as the parent's pride in having his child in such a high brow school. The same product or service may have a different value for two different customers, or may have a different value for same customer over time. Paying so much for a child to pass Senior School Certificate Examination (coaching) may be less attractive over time to a parent

whose children have all passed that stage. He may consider it outrageous.

Prior to marketing, a service or product must have a price. Not every producer is in a position to set his own prices. In some cases it is done by government or its approved board or agent. The price or the fees in this case has to be right ; pricing decision is critical, modern price differences can have a dramatic effect on profit, and price at odd with the rest of the marketing mix can turn to chaos. This is because what the consumer is paying for is not just the product or service but a bundle of benefits as reflected in the service, its location and method of distribution and promotional image.

In the service industries, price is often referred to in different ways. Hospitals refer to it as charges ; consultants, lawyers, schools, physicians and accountants as fees ; airlines as fares and hotels as rates[12].

SETTING PRICES

Two common methods of setting prices are cost plus percentage-of-cost and target ROI pricing.

COST PLUS PERCENTAGE OF COST PRICING :- entails charging a customer for the cost of providing the service plus an additional fixed percentage. Professional service organizations such as accounting firms charge a fee based on a billable rate. The billable rate is the cost of the accountant (salary, benefit, training and overhead) plus a

mark up. This pricing is common to most professional service organizations such as law, medicine and consulting[33].

TARGET RETURN ON INVESTMENT PRICING :- The price for the service allows a targeted rate of ROI. This method of setting price is common in capital-intensive services such as airlines and public utilities.

ROLE AND FUNCTION OF PRICING

Pricing reflects or mirrors market valuation. The target of the seller is to make his offering as irresistible as possible while the consumer controls the organization's action through the price he is wiling to pay. Consumers have a price range within which the product or service must fall for them to buy it.

Pricing services play two essential roles (1) to effect consumer perceptions (2) to be used in capacity management. Because of the intangible nature of services, price can indicate the quality of service. Would you want to reduce the rate of SSCE failure ? Coach with Zako at an affordable rate of =N=1000.00. Students have shown that when there are few well-known clues by which to judge a product, consumers use price[34].

The capacity management role of price is also important to movie theatres, restaurants and hotels. Many service businesses use off-peak pricing which consists of charging different prices as a function of the variation in service demand during different times of the day or days of

the week. Restaurants offer luncheon specials, movie theatres offer matinee prices. Sunrise Hospital in Las Vegas offered a 5% rebate on the total hospital bill to patients admitted on a friday or saturday so it could level out demand for surgical suits[7].

PRICING OBJECTIVE

This refers to why the producer sets his prices at a particular amount. The reasons range from profit oriented, volume oriented to status quo objectives or reasons.

PRICING FACTORS

Pricing decisions, just as with all social behavior are influenced by norms and rules developed from past practices. Price expectation by the customer affects the pricing decisions. There are few markets where customers will buy regardless of cost. Competition is another factor to be taken into consideration, because at a higher price level being charged by producers of goods or services, new entrants are tempted to switch. Prices have also to be coordinated in cases of services that are either substitutes or complements of one another.

2.14 PLACE (DISTRIBUTION).

Distribution include all the activities involved in the transfer of goods and services from the point of production to the point of consumption or use. in case of

schools the place of distribution is the location of the school. So a distribution system is a network of people, institutions or agencies involved in the flow of a product or service to the customer with the informational, financial, promotional and other services associated with making the product or service attractive to buy or acquire.

Place or distribution is a major factor in developing service marketing strategy because of the inseparability of services from the producer.

Rarely are intermediaries involved in the distribution of a service ; the distribution site and service deliverer are the tangible components of the service.

Historically in professional services marketing, little attention was paid to distribution. But as competition grows, the value of convenient distribution is being recognized. Dental chains such as Omindentix[36], legal firms such as Hyatt, accounting firms such as Arthur Young, and educational services such as Betty Queen School all use multiple locations for the distribution of services. For several years, banks have offered automatic teller services to their customers. today customers of participating banks using the Cirrus system can access any one of the thousands of automatic teller systems throughout the United States[37].

ROLES OF DISTRIBUTION CHANNELS AND STRATEGY

Place utility is the function most commonly associated with distribution channels. For a service to sell it might

be made readily available to the target market.

Another role of distribution channel is promotion and service. For instance in the case of mobile schools eg schools for nomads, promotion at the point where the service is needed can activate latent demand.

2.15 PROMOTION.

The term promotion means the coordination of all seller-oriented efforts to set up channels of information and persuasion to facilitate the sale of a good or service or the acceptance of an idea. The promotional mix has four elements. These are personal selling, sales promotion, publicity and advertising. These are called the promotional strategies. In schools, the three most commonly used ones are personal selling, publicity and advertising.

Customers have to be willing to constantly improve their standards of living by purchasing more and better products if the economy is to continue to expand. This is done through promotion. The relevance of this is that marketers do not promote simply to inform, educate and entertain; they communicate to influence and encourage both current and potential buyers to accept and adopt the products or services being offered by the organization.

Promotional strategies include :-

(i) Personal Selling :- This is oral presentation in

conversation with one or more prospective purchasers (parents in case of schools) for the purpose of making sales.

(ii) Advertising :- This is any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor.

(iii) Publicity :- This is non-personal stimulation of demand for a product, service or business unit by planting commercially significant news about it in a published medium or obtaining favorable presentation of it upon radio television or newspaper that is not paid for by the sponsor (Source - Rosenberg p.406)[38]. Activities publicized in schools include debate, quiz, seminars, inter-house competitions in athletics, football etc. Inter-school activities are also given publicity.

VALUE OF PROMOTION

The value of promotion, specifically advertising for most services is to show the benefits of purchasing the service such as the outcome of using United Airlines. It is valuable to stress consistent quality and efficient, courteous service[39]. In most cases, promotional concerns of services are similar to those of products. For example sales promotion such as the all-expense paid trips to Jamaica described in Marketing Action Memo can be used to encourage trial. However, publicity is a more common tool in the promotion of services[40].

Publicity has played a major role in the promotional strategy of non profit making and some professional organizations. Non profit making organizations such as public school districts and the Chicago Symphony, religious organizations and hospitals have used publicity to disseminate their messages. Because of the heavy reliance on publicity, many services use public service announcements (PSA). Because PSAs are free, non profit making organizations have tended to rely on them as the foundation of the media plan[41]. The timing and location of a PSA are under the control of the medium, not the organization. So the non profit making organization cannot control who sees the message or when the message is given.

Advertising has been viewed negatively by many non profit making and professional service organizations. In fact professional groups such as law, dentistry, medicine etc barred their members from advertising by their respective professional codes of conduct in Nigeria. But in the United States, a Supreme Court case in 1976 struck down this constraint on professional services advertising[42]. In recent years these associations have set up ethical guidelines on the use of promotion.

Although opposition to advertising remains strong in some professional groups, the barriers to promotion are being broken down. In recent years, advertising has been used by religious groups, educational institutions,

political groups and many other service organizations.

2.16 CONCLUSION.

As earlier said, not much work has been done in the area of marketing of schools or using marketing concepts in educational services. But we have found out that marketing principles for non profit making organizations in which educational services belong are the same as those for profit making organizations. The organizational marketer identifies key markets and publics, employ segmentation, determine market positioning, develop product and a marketing mix etc. So also non profit making organizations that want to be market oriented will need to create a position of a marketer in the organization whose job is to coordinate all the marketing functions to achieve a balanced mix and to educate non - marketing officers about the fundamental importance of the marketing concept[43].

Services generally differ from goods in that they are intangible and inseparable. They could also have inventory problems and be inconsistent. Capacity management is important in the service element of the mix because of the inseparability of production and consumption of services. This problem involves smoothing demand to meet capacity.

What can we expect from the service industry in the future? Two factors that will have a major effect are the

deregulation of the services industries and technological development[44].

If the services industries can really be deregulated to include educational services, medicine, law etc in Nigeria. The result will be a technological innovation that will introduce many new forms of competition into many "old" industries. The competition or changes that it will bring will generally lead to a greater variety of services and the recognition that services require management of all functions including marketing.

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CHAPTER THREE

METHODOLOGY

"A GOOD MARKETING RESEARCH TODAY IS PREFERRED OVER A PERFECT ONE TOMORROW"

- ROBERT A. PETERSON

3.1 INTRODUCTION.

This project looks at the components of the marketing mix used in Betty Queen International School for effective marketing strategies. It also examines whether these effective marketing strategies bring an increase in the number of students on roll at Betty Queen School.

The methods employed in the study were looked at under the following headings :-

(a) Questions to be attempted.

(b) Hypotheses to be verified.

(c) Procedure for collecting data.

(d) Population characteristics and the sample used.

(e) Analytical tools employed in analyzing the data assembled.

3.2 QUESTIONS TO BE ATTEMPTED.

(a) What components of marketing mix do they use for

effective marketing in school ?

(b) How far have the marketing strategies applied been effective in increasing the number of students on roll ?

3.3 HYPOTHESES TO BE VERIFIED.

The Null Hypotheses :-

(a) Betty Queen International use the marketing mix for effective marketing of the school.

(b) Use of effective marketing strategies brought about an increase in the number of students on roll.

3.4 PROCEDURE FOR COLLECTING DATA.

The methods of data collection in the study would be through :-

(i) Questionnaires administered to parents of students in the school.

(ii) Interviews (direct) with the proprietress, principal and vice-principal of the school.

3.5 TYPE OF SAMPLE USED AND POPULATION CHARACTERISTICS.

The sample and population to be used in this study comprise mainly of parents, staff including the principal and vice-principal of Betty Queen International School. The

parents completed the questionnaire, while the staff members were interviewed.

The respondents numbered 102. A total of 150 questionnaires were distributed to parents and staff who are also parents. They have all been associated with the school for at least four years. They were randomly chosen and the population was large enough to give a representative cross section of the population.

The structured questionnaire employed as part of the research tool was based on demographic data such as name, age, sex, religion, educational background and occupation. It was ensured that we did not give two parents per child. It is either the mother or father to avoid duplication or rather one questionnaire per family. The second part of the questionnaire was based on how long they have been associated with the school, what attracted them to the school, and their assessment of the school based on the four elements of the marketing mix.

3.6 ANALYTICAL TOOLS TO BE EMPLOYED IN ANALYZING THE DATA GATHERED.

1. The procedure for processing the data gathered is approached by using the relevant analytical tools such as the X^2 test of significance for the first hypothesis, using the formula :-

$$X^2 = \frac{\sum (F_A - F_E)^2}{F_E}$$

Where:

F_A = the actual frequency in each case

F_E = the theoretical or expected frequency in each case

$\sum$ = the summation

2. The second analytical tool has to do with the application of contingency tables adopting a null hypothesis that there is no association between marketing mix or strategies and increase in student enrolment. We will use the formula :-

$$X^2 = \frac{(A - E)}{E}$$

Where:

A = actual frequency

E = expected frequency

X^2 = test of significance

and,

$$D/F = (P - 1)(Q - 1)$$

Where:

D/F = degrees of freedom

P = rows

Q = columns

3. The third analytical tool has to do with the interview's result of the principal officers of the school.

A measure of the Pearson's coefficient of correlation (sometimes called the product-moment coefficient) represented by r is employed.

The formula is :-

$$r = \frac{\sum xy}{\sqrt{\sum (x^2) \sum (y^2)}}$$

Where: X = expected number of students

Y = actual number of students

x = deviation of each X value from simple average (AM) of the number of Xs

y = deviation of each Y value from simple average (AM) of the number of Ys

$\sum x$ = the sum of the x figures

$\sum y$ = the sum of the y figures

$\sum x^2$ = the sum of the squares of the individual x

$\sum y^2$ = the sum of the squares of the individual y

$\sum xy$ = the sum of the products of the individual x and corresponding y

3.9 CONCLUSION.

This chapter briefly looked at various methods the study is intended to be carried out namely by questionnaire and direct interview. Questions to be adopted were also put forward. The population is characterized by only the parents

of the students of the school. Data is hoped to be analyzed using X^2 test and Pearson coefficient of correlation methods.

CHAPTER FOUR

RESULTS AND ANALYSIS

"A MARKETING RESEARCHER WITHOUT THE KNOWLEDGE OF MULTIVARIABLE STATISTICAL TECHNIQUES IS LIKE A DUCK WITHOUT A POND"

- ROBERT PETERSON

4.1 INTRODUCTION.

This chapter deals with the response got from the questionnaires and interviews conducted on this study. Thus the materials collected in respect of the problem and hypotheses will be analyzed as much as possible.

4.2 RESPONSE RATE TO THE QUESTIONNAIRE.

A total number of one hundred and fifty questionnaires were administered to the study sample which comprises mainly of parents of the pupils of Betty Queen International School. The primary section was chosen as the population, hence their parents form our sample. Out of 150 copies of the questionnaire given out for completion, 102 i.e. 68% were returned.

ANALYSIS OF BIODATA ON RESPONDENTS

Out of 102 respondents in the sample, 38 were Yorubas,

30 Igbos, 11 Hausas, and 23 other tribes making 37.3%, 29.4%, 10.8% and 22.5% respectively of the respondents.

The respondents were predominantly businessmen making 64% of the population of the respondents; and 24% civil servants. The rest were made up of professionals such as lawyers, doctors etc. They are 12% of the respondents.

The respondents who have no formal education numbered 12 or 12% of the population. Those who have primary education are 25 in number or 24% of the respondents. 27 parents attained secondary education making 26% of the population, while 39 parents or 38% of the population have polytechnic or university education.

TABLE 1

BIODATA

		No. of respondents	Percentage
Tribe:	Igbo	30	29.4%
	Yoruba	38	37.3%
	Hausa	11	10.8%
	Others	23	22.5%
Religion:	Islam	17	17%
	Christianity	85	83%
Occupation:	Businessmen/Traders	65	64%
	Civil Servants	25	24%
	Professionals	12	12%
Education:	No formal education	12	12%
	Primary level	25	24%
	Secondary	27	26%
	Poly/University	39	38%

The biodata shows that parents of students in Betty Queen School which forms our population are made up of all the major tribes and minor ones in Nigeria. They are christians and muslims. They also engage in diverse jobs ranging from business to professional practice. Most of them are educated, with 66% who have at least a secondary education.

ASSOCIATION WITH THE SCHOOL:

In table 2 a total of 47 parents have been associated with the school for more than eight years making 46.1% of the respondents while 31 respondents or 30.4% had been associated with the school for up to six years. The rest of the respondents i.e. 23.5% or 24 parents have been associated with the school for less than three years.

TABLE 2

ASSOCIATION WITH THE SCHOOL

	No. of respondents	Percentage
More than 8 years	47	46.1%
Up to 6 years	31	30.4%
Less than 3 years	24	23.5%
TOTAL	102	100.0%

NUMBER OF CHILDREN PARENTS HAVE IN THE SCHOOL

According to the completed questionnaire, majority of respondents in our sample that is 40.25% have just one child in the school. 31 respondents or 30.4% have two children, while 23 respondents have three children. Only 7 respondents or 6.9% have more than three children.

TABLE 3

NO OF CHILDREN PARENTS HAVE IN THE SCHOOL

	No. of respondents	Percentage
One child	41	40.2%
Two children	31	30.4%
Three children	23	22.5%
More than three children	7	6.9%
TOTAL	102	100.0%

4.3 REASONS WHY PARENTS CHOOSE BETTY QUEEN SCHOOL FOR THEIR CHILDREN

This section deals with why parents choose Betty Queen International School for their children. Looking at the location of the school, Product (school result), fees, and promotional activities, the respondents to this question totalled 102. The percentages of the respondents were

rounded up to the nearest whole number for ease of calculation. table 4 sums up the result.

TABLE 4

CONSIDERATION OF THE 4Ps

	No. of respondents	Percentage
Product (school result)	51	50%
Price (fees)	10	10%
Place (location)	31	30%
Promotion (school activities & publicity)	20	20%
TOTAL	102	100%

Above we have the respondent's attitude to the 4Ps in choosing Betty Queen International School for their children. 50% considered the academic performance of the school while 10% chose it because of the fees that is the right price for their pocket. 30% chose the school because of its location while 20% chose the school because of the favorable and positive publicity about it. These are in form of club activities in the school, inter-school competitions, adverts on TV, banners or handbills.

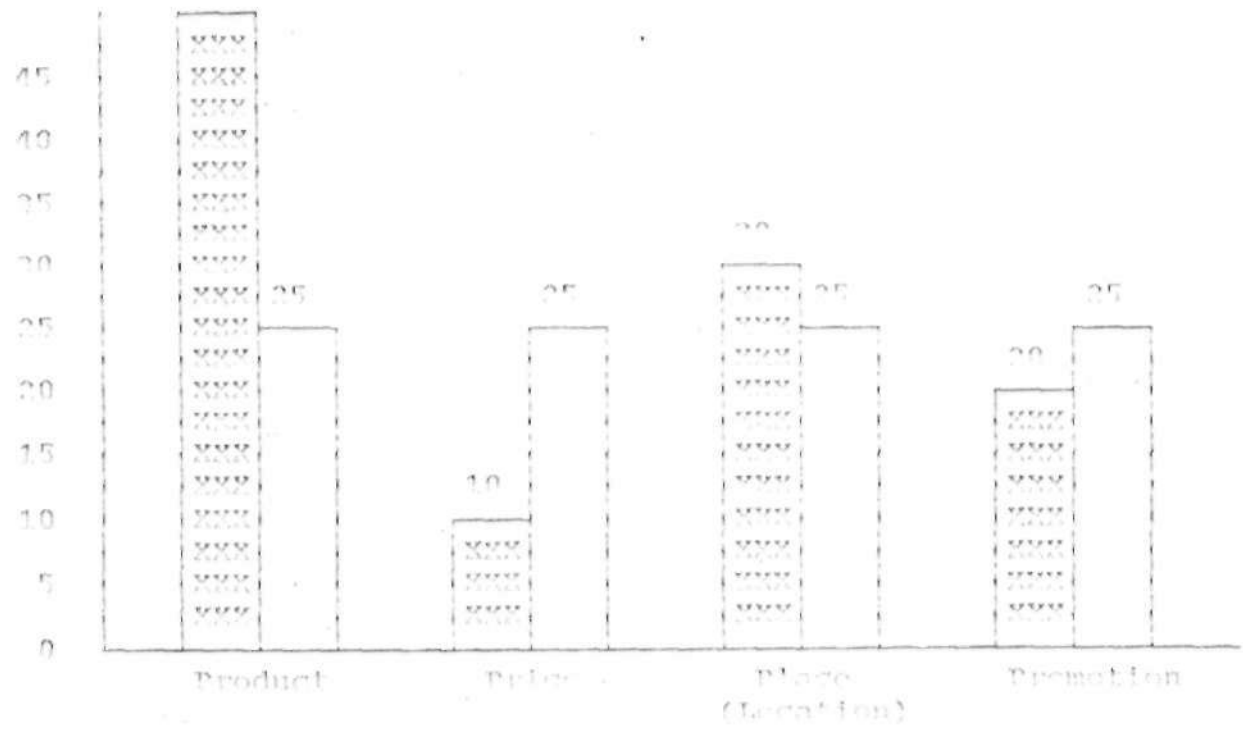
From our null hypothesis, each parameter of the four 4Ps is supposed to 1 in 4 i.e. to bring equal number of children to the school. table 5 below exemplifies it.

TABLE 5

THE 4Ps	ACTUAL FREQUENCY	EXPECTED FREQUENCY	CORRELATION -VE	CORRELATION +VE
Product	50	25		+25
Price	10	25	-15	
Place	30	25		+5
Promotion	20	25	-5	
TOTAL	100	100	-20	+30

Table 5 shows the result of the actual frequency of a parent (respondent) choosing the Betty Queen International School to the expected frequency as propounded by the null hypothesis. The scores for product is 50% while the expected frequency is 25%. For price or school fees the scores is 10% against 25%. We also found that the place or location where the service is being rendered or given was considered by 30% of the respondents. Lastly, 20% of the parents chose the school as against 25% proposed by the hypothesis, a shortfall of 5%, on the basis of promotion.

Fig.2: Bar Chart illustrating % of actual response compared to the proposed %



Still on the above data for the null hypothesis we go ahead to apply the χ^2 test of significance to the sample. The respondent's choices were termed the actual while the one suggested 1 in 4 that is 25% as the expected. Thus we give the frequency of occurrence of each of the 4Ps in influencing a parent in choosing Potty Queen International

School 25% or 1 in 4.

We constructed Table 5 using X^2 to find the difference between the theoretical and actual frequencies in each case using the formula

$$X^2 = \frac{\sum (F_A - F_E)^2}{F_E}$$

Where: F_A = Actual frequency in each case

F_E = Theoretical or expected frequency in each case

$\sum$ = Summation

TABLE 6

CALCULATION OF X^2 FOR 100 RANDOM SAMPLING OF THE PARENTS

4Ps	ACTUAL FREQUENCY F_A	EXPECTED FREQUENCY F_E	$F_A - F_E$	$(F_A - F_E)^2$ / F_E
Product (school result)	50	25	25	25
Price (fees)	10	25	-15	9
Place (location)	30	25	5	1
Promotion (Publicity & School activities)	20	25	-5	1
TOTAL	100	100	0	36

The total for column 5 is 36 which gives the value of X^2.

Since the value of X^2 is not zero, there is a significant difference between the fact and the theory.

We then determine the degrees of freedom (D/F) in our calculations :

$$D/F = (P-1)(Q\ 1)$$

Where: P = no. of rows in table 5

Q = no. of columns in table 5

P = 4 and Q = 1

Therefore $(P-1)(Q-1) = (4-1)(2-1) = 3 \times 1$

$$D/F = 3$$

We consider our table for X for 3 D/F

P = 11.34

Since we got $X^2 = 36$ our result is significant.

We conclude that the 4Ps have not equally increased enrolment in the school.

We therefore reject the hypothesis.

4.4 MARKETING STRATEGIES AND THE NUMBER OF STUDENTS ON ROLL

This section deals with the result of the direct interviews conducted by the researcher with the proprietress, principal,and vice principal of the school. They all agreed to have used the 4Ps in one way or the other and believe it could have contributed to the increment in

the number of students on roll. The strategies include :-

(i) Good academic results which inevitably produce enviable products. The school has qualified staff both academic and non-academic . They have 31 academic staff for the primary section and 17 non-teaching staff .

(ii) Price:- Their fees have been competitive ever since inception compared to other private schools in Kaduna. They charge =N=1,850.00 per term whereas other schools with the same services and facilities charge as high as =N=4,000.00 to =N=8,000.00 per term.

(iii) Place :- The school is centrally located and is in the midst of Doka District in Kaduna. The school has other campuses such as those on Ogori Road and Kabala West. With the varied locations parents cash in on nearness and efficient service and put their children in the school.

(iv) The school does not engage in open advertisement except sometimes they were advertised on the television and the New Nigerian newspaper. What actually promote them include banners and handbills. The club activities in the school which are co-curricular and done inter-schools in Kaduna and outside Kaduna promote the school. They always excel and come first in these competitions such as JETS club, Chemistry, French club, UNESCO competitions etc. Hence parents see these and are attracted to it.

Thus we went on to find out whether the expected number of students correlated with the actual number on roll

having applied the above strategies. It was found out that the actual number in most years exceed the expected. This is shown in Table 7.

TABLE 7

EXPECTED AND ACTUAL NUMBER OF STUDENTS ON ROLL

FOR TEN ADMISSIONS

YEAR NO.	NO. OF CLASSES	EXPECTED NUMBER	ACTUAL NUMBER	CORRELATION VC	CORRELATION + VC
1	18	630	844		244
2	17	595	663		38
3	17	595	630		35
4	16	560	510	50	
5	12	420	388	32	
6	15	525	570		55
7	13	455	410	45	
8	12	420	440		20
9	13	455	475		20
10	9	315	355		44

The principal explained the shortfall in the actual figures in some years as a result of the adverse political situation in the country resulting in parents leaving town or fearing to bring the children to school.

The number of students expected were analysed using a measure of Pearsonian coefficient of correlation represented in Table 8.

TABLE 8

AN ANALYSIS OF EXPECTED AND ACTUAL NUMBER OF STUDENTS ON ROLL

USING THE PEARSONIAN COEFFICIENT OF CORRELATION

1	2	3	4	5	6	7	8	
NO. OF CLASSES	STUDENTS EXPECTED (X)	ACTUAL NUMBER (Y)	DEVIATION FROM X AM (x)	DEVIATION FROM Y AM (y)	x^2	y^2	COL 4 x 5	
							VE	+ VE
18	630	844	+133	+315.5	17689	99540.25		41961.5
17	595	663	+98	+134.5	9604	18090.25		13181
17	595	630	+98	+101.5	9604	10251.56		9947
16	560	510	+63	-18.5	3969	342.25	1165.5	
12	420	338	-77	-190.5	5929	36290.25	14668.5	
15	525	570	+28	- 41.5	784	1722.25		1162
13	455	410	-42	-118.5	1764	14042.25		4977
12	420	490	-77	-38.5	5929	1482.25		2964.5
13	455	475	-42	-53.5	1764	2862.25		2247
9	315	355	-182	-173.5	33124	30102.25		31577
	$\frac{4270}{10}$ AM = 427	$\frac{5285}{10}$ AM = 528.5	0	0	Σx^2 = 90160	Σy^2 = 214725.01	Σxy = 22183	

AM = Simple average

Thus we apply the formula .

$$r = \frac{\sum xy}{\sqrt{\sum x^2 \sum y^2}}$$

Where: X = expected number of students

Y = actual number of students

x = deviation of each X value from simple average (AM) of the number of Xs

y = deviation of each Y value from simple average (AM) of the number of Ys

$\sum x$ = the sum of the x figures

$\sum y$ = the sum of the y figures

$\sum x^2$ = the sum of the squares of the individual x

$\sum y^2$ = the sum of the squares of the individual y

$\sum xy$ = the sum of the products of the individual x and corresponding values of y

$\sum xy$ = + 92183

$\sum x^2$ = 90160

$\sum y^2$ = 214725.81

Therefore;

$$r = \frac{+92183}{\sqrt{90160 \times 214725.81}}$$

$$= \frac{92183}{139139.6}$$

= + 0.6625 or 0.7

The figure 0.7 gives a positive correlation between the expected and actual figures. The biodata results show that Betty Queen parents are made up of diverse kinds of people in occupation, background and education. They have

been associated with the school for at least 3 years. The 4Ps attracted parents to the school in the proportion of 50% Product, 10% Price, 20% Place, and 30% Promotion. It has also shown that marketing strategies helped in increasing the number of students on roll for most years.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

"THE ULTIMATE GOAL OF MARKETING RESEARCH IS TO DISCRIMINATE BETWEEN THOSE TRUTHS THAT ARE OBVIOUSLY TRUE AND THOSE THAT ARE OBVIOUSLY NOT."

– ROBERT A. PETERSON

5.1 INTRODUCTION.

This chapter discusses the synopsis of the research chapter by chapter. This leads to conclusions being drawn and recommendations made. In chapter one we dealt with the history of marketing and how it is applicable to every organization, both profit and non-profit making. A brief history of Betty Queen International School was visited. The reason for the work, hypotheses formulation, scope and limitations of the study etc. are covered.

In chapter two, we dealt with the works already done in the area of the study. There is no gainsaying that virtually no study has been carried out in the area of this research, but a lot has been on the ground in the area of service marketing. We cannot totally divorce business marketing from educational marketing. definitely they are related and the latter will have to build on the foundations

laid by the former. So we talked about marketing strategy and its importance and connection with mainstream of marketing which are the 4Ps. The components of 4Ps, Price, Product, Place and Promotion were exhaustively dealt with while we try to relate them to the industry at hand. Service differ from goods in that they are intangible and inseparable. Because they are inseparable they are sometime inconsistent. Service companies rely on standardization and training to reduce service delivery inconsistencies. Internal marketing was emphasized too. Historically, promotion has not been viewed favorably by many non-profit making organizations.

In chapter three we briefly looked at the various methods the study is to be carried out namely questionnaires and direct interviews. Questions to be answered were enumerated. Population characteristics and samples used were enunciated. Finally the analytical tools employed in analyzing the data were made known. Chapter four deals with the analysis of the data collected. The response rate to the questionnaires was 68%. The boidata was analysed. We also did frequency counts on reasons why parents choose Betty Queen International School 1 in 4 on 4Ps (for Product, Price, Place and Promotion). X^2 test was one of the analytical tools used. We also worked on marketing strategies and the number of number of students on roll that is whether or how they have helped in increasing

the number on roll.

5.2 SUMMARY OF FINDINGS

The purpose of the study is to try to answer these questions:

(a) What components of marketing mix does Betty Queen International School use effective marketing strategy of their school services ?

(b) How effective have the components of the marketing mix been in improving their enrolment figures ?

Betty Queen's mission in the area of marketing has been that of jog on. They do not have a marketing department. But the staff have a total commitment to the organizational goals hence they use the 4Ps to achieve their aims and objectives.

The school have the following services which they render to the public:

(a) Day care service

(b) Nursery/Kindergarten classes

(c) Primary classes

(d) Junior/Senior secondary classes

(e) Remedial classes for Senior Secondary School

(f) Coaching classes for JAMB and SSCE candidates.

Students of ages 6 months to 17 years are their target audience. So parents of these children patronize the school

indirectly by having their children there. Our target population is the parents of the primary section. Fees charged in the school are modest and competitive compared with other schools. The fees are determined by the school management for each of the classes above.

The school is centrally located and has annexes or other campuses such as in Kabala West and Ogori Road to satisfy teeming prospective students and hence the location favors many more students.

Promotion at Betty Queen is done mainly by club activities and hence publicized by radio and television. The good press enjoyed by the school is due to excellent performance in inter school competitions and academic excellence in external examinations. See Appendix I.

The study investigated the strategies used by the school by way of null hypothesis using the 4Ps. It was found out that: (a) Product or school result attracted parents most to the school. The school performs excellently well in their academics so data collected shows that 50% of the respondents chose the school because of that. The teachers in the school are committed and well qualified in all the subjects.

(b) The fees or price was considered by 10% of the parents. X^2 test for 100 random sampling of parents gave us 36 and 3 D/F = $P_{0.01}$ = 11.34. This shows that we should reject the hypothesis number one.

(c) It was found out that marketing strategies was used for students enrolment and it increased the enrolment.

Analysis of the biodata on respondents shows that the parents in the school were from all the major tribes in Nigeria, engaged in diversified occupations and most are educated. They have all been associated with the school for at least 3 years and half of them have more than one child in the school.

5.3 CONCLUSION.

A major conclusion to be drawn from this study is that marketing or advertisement per se has been viewed negatively by educational services practitioners. They see the offerings to the public not from a marketing angle though they are in marketing business. They do not have a marketing department or an officer in charge of marketing. But marketing concepts can still be seen at work in the way that all the staff pursue a common goal in increasing the number of students on roll.

The management of Betty Queen International School recognizes its function and business in which it is in and takes care of it including marketing. Though it is not done as in products marketing since they do not have a marketing department but they recognized the 4Ps and use it in enhancing their enrolment as shown from the result of the

interviews and questionnaires administered.

Despite the above conclusion the strategies adopted by the school could still have improved or brought more increase to the number of students on roll if:

1. They had an organized and effective marketing department in the school saddled with the sole responsibility of marketing their services.
2. Marketing analysis was done well so that the actual number of students will not be less than one expected at any point in time as we experienced in some of the enrollments (see Table 7). This can only be done with factual and professional projected student enrollments backed up with experience on the budget and student enrolment behavior.

It can also be concluded from the X^2 test that product (school result) is most important to parents followed by location, then promotion and lastly fees. Our null hypothesis on the 4Ps being regular distribution to increase in enrolment has to be rejected. This is because of the fact that we got $X^2 = 36$ and D/F P..... = 11.34. The degree of freedom 3D/F taking the samples randomly 1 in 100 gave us 11.34. The $X = 36$ is greater than 11.34. This shows that there was no regular distribution among the 4Ps. More parents choose the school because of the Product (school result) than the other three parameters of the marketing mix namely location, promotion and fees.

There is a positive correlation between the number

expected and the actual number on roll.

This tells us that the planning of Betty Queen School is adequate. Although in some years, the number of expected outweighed the actual number on roll. This the principal attributed to adverse political situation in the country whereby there was non-home state migration of the populace.

Thus we accepted the second null hypothesis which states that there is positive correlation between the use of marketing strategies between expected and actual number of students on roll. This correlation is + 0.7 using Pearsonian coefficient of correlation. Applying standard error we may not get the same positive answer because of the number of pairs of sample used.

5.4 RECOMMENDATIONS.

Marketing is a vital aspect of any organization and its success depends on how it has been effectively marketed. It is not enough to make your services available to the consumers. It is very important that you plan, hence predetermine the needs and wants of your customers and convert it to an exactly positive demand. The ultimate job of a marketer therefore is the planning and implementation of marketing strategies to achieve customer satisfaction.

So this study suggests that there is a need to improve the quality of marketing done in schools in order to enhance

enrolment and customer services. There should be a marketing department in each school whose sole responsibility is to implement the marketing concept in order to improve their services and satisfy their customers more efficiently and effectively than their competitors.

There should be a consumer group dimension forum in schools not the regular Parents Teachers Association. Parents should constitute themselves into a formidable front and be rightly advised to demand the best from the education practitioners. This will inculcate the spirit of competition into the schools.

The government should have policy guidelines on the operation of schools using marketing concepts. The proposed Nigerian Education Bank when inaugurated should have a marketing department with schools section where owners of schools are taught how to run their schools using marketing concepts.

5.5 SUGGESTIONS FOR FURTHER RESEARCH.

(1) Application of marketing concept to improve educational services such as remedial schools, secondary schools, libraries and higher institutions.

(2) Do school proprietresses know the business in which they are in ?

(3) Comparative studies on the use of effective marketing

strategies to improve enrolment in schools - A survey.

(4) Comparative studies on private and government owned schools in the area of applying marketing concept to the services rendered.

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APPENDIX I

QUESTIONNAIRE

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY

ZARIA

TOPIC :- THE USE OF EFFECTIVE MARKETING STRATEGIES TO INCREASE ENROLMENT IN SCHOOLS :- A CASE STUDY OF BETTY QUEEN INTERNATIONAL SCHOOL, KADUNA.

This study is concerned with the determination of whether effective marketing strategies work or augment student enrolment in schools. You as a parent of a child in the primary section of Betty Queen International School, Kaduna will help a great deal if you should spend some of your precious time to complete this questionnaire as honestly as possible. The questionnaire should be completed not more than one per family. You do not need to write your name please. Thank you and God bless.

PART I: PERSONAL DATA

Please tick the appropriate option

1. Nationality:.....

2. Tribe: Yoruba ☐

Igbo ☐

Hausa ☐

Others ☐ Specify:.....

3. Sex: Male ☐

Female ☐

4. Religion: Muslim ☐

Christian ☐

5. Occupation: Businessman/woman ☐

Civil Servant ☐

Professional ☐

Others ☐ Specify.....

10. How many children do you have in the school ?

One ☐

Two ☐

Three ☐

More than three ☐

11. How long have your children/child been in the school ?

Less than 3 years ☐

Less than 4 years ☐

Up to 5 years ☐

Did your children/child start with the basic class ie nursery or primary one ?

Yes ☐

No ☐

13. If No, why ?

Transfer ?

Yes ☐

No ☐

14. If Yes, from which school ?

Government school ☐

Private school ☐

15. If private school, why ?

School fees ☐

Location ☐

Product ☐

Promotion ☐

17. If you were attracted to the school by promotion, through

which of these media was it ?

Personal selling ☐

TV/Radio ☐

Banners/Handbills ☐

Newspapers ☐

18. Have your children/child sat for the first school leaving certificate ?

Yes ☐

No ☐

19. Did they/he/she pass ?

Yes ☐

No ☐

APPENDIX II

DIRECT INTERVIEW QUESTIONS

1. Do you have a marketing department in this school ?
2. What are the services rendered by the school to the public ?
3. How do you get your customers ?
4. Do you have any parent preference ?
5. How do they come to know the school ?
6. In what ways have you tried to make the school known ?
7. If you do not have a marketing department, who is in charge of publicity ?
8. Are you doing enough promotion activities ?
9. Do you think advertisement has helped to increase enrolment in the school ?
10. In what ways do you advertise ?
11. How do you budget for it ?
12. What informs the amount to be spent on promotion ?
13. How much do you charge your students per session ?
14. How do you ensure that you have enough students as per your planning for the session ?
15. How do you decide on the location of the school ?
16. Why did you decide to have more than one campus ?
17. Do you have a central administration for the school ?