

**MARKETING ELECTRONIC MEDIA IN NIGERIA:
A CASE STUDY OF NIGERIA TELEVISION
AUTHORITY (NTA) 1986 - 1993**

BY

JIMOH AJAYI OTUOZE

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DECLARATION

I hereby declare that this work is the result of my research findings and that I am responsible for any errors committed and any form of omissions. All information used which are not researcher's vies and opinions have been duly acknowledged by way of reference.

C E R T I F I C A T I O N

This project entitled "MARKETING ELECTRONIC MEDIA SERVICES: A CASE STUDY OF NIGERIA TELEVISION AUTHORITY" by JIMOH AJAYI OTUOZE meets the regulations governing the award of the Degree of MASTER OF BUSINESS ADMINISTRATION (MBA) OF AHMADU BELLO UNIVERSITY, ZARIA, and is approved for its contribution to knowledge and literary presentation.

A. B. AKPAN
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SUPERVISOR

[Signature]
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17/12/97
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DATE

.....
EXTERNAL SUPERVISOR

.....
SIGNATURE

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DATE

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HEAD OF DEPARTMENT



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SIGNATURE

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DATE

19/12/97

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DEAN, POST-GRADUATE SCHOOL

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D E D I C A T I O N

This work is dedicated to the entire souls of mankind
and my late Daddy, Mallam Suleiman Adau Otuoze; may his
soul rest in peace - A M E N.

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ABSTRACT

In a national system of Electronic Media, people wish to base a choice between alternative modes of media communication services upon the consideration for quality of service and cost of obtaining it.

This work is an attempt to look at the marketing activities of the Nigeria Television Authority vis-a-vis privately owned stations. The study intends at identifying those marketing problems that militate against the survival, successful and profitable operation of NTA. To attract patronage, the Nigerian Television Authority must be up to date with its marketing strategies, it must be efficient, effective and economical in all its dealings. It means that the operation of NTA must be attractive, regular and dependable to enable them remain in the market, develop new market and recapture old and new ones.

To carry out this work successfully, questionnaire and interview were used. Facts were gathered from respondents and analysed. The writer found out that the current marketing orientation of NTA leave much to be desired.

Therefore, the marketing directors should make up to its responsibilities, narrow view of the marketing intelligence and research system should be improved upon.

The importance of Nigeria Television Authority in national development cannot be over-emphasized, and the potential services offered by NTA as compared to other modes are technically numerous i.e. cost, quality of service, coverage and employment. One would, therefore, expect the Nigerian Television Authority to market its services to match the advantageous features of Electronic Media and to carry out its operation so as to develop these features to the full.

The findings of this project is concluded by giving some recommendations on how best to improve on the effectiveness of the marketing operation under the present economic conditions.

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CHAPTER ONE

I N T R O D U C T I O N

1.1 GENERAL OVERVIEW

News, in the view of the researcher, constitute the Bedrock of Education. This world, has been born with communication. Mankind had in several years invented one means or the other for transmitting information, entertaining and educating themselves; through sign post, signals, Radio massaging, Television viewing, Telephone and Newspapers. All these are geared towards mutual co-existence, educating and entertaining. The above channels combined together is viewed as media.

In the present world, we are endowed with several forms of media such as verbal communication, written communication, communication by signals and communication through wireless.

Television is the most modern means of relaying information, entertaining and educating through which the viewers have the advantage of seeing, hearing the events happening without going to the particular venue of the scene.

Albeit, media communication in Nigeria got its birth as far back as pre-colonial era when importation of Radio and other forms of media was introduced. All through, during the colonial period there was nothing like electronic media talk more of marketing its services.

Today Electronic Media has been tagged with the name Television and the services that come out of its operation is known as electronic media services. The services have gone a long way of employing the use of modern communication equipment and qualified personnel for efficient and adequate delivery of its services both for domestic and industrial consumption.

1.2

HISTORICAL BACKGROUND OF THE CASE STUDY

Television Broadcasting has been in existence for about four centuries ago. Many countries of the world has been enjoying the immense role of television broadcasting both in the areas of educating, entertaining and as well as keeping people abreast of what is going on in their environment. Countries of these class are usually termed as the developed nations. By 1886 other developing countries like China, India, Saudi Arabia and Egypt have joined in benefiting from viewing through tube called Television.

In Nigeria, the idea of television broadcasting was nursed over three decades ago. Then, very few people really knew the impact that the tube would have on the entire populace of Nigeria. In reality television broadcasting has actually responded to the notion expressed by the initiator of having television broadcasting station in Nigeria. Thanks be to Chief Obafemi Awolowo (of late), the then premier of the former Western Region of Nigeria.

By his speech at the official opening of the first television station in Black Africa, the Western Nigeria Television (WNTV) now called Nigeria Television Authority (NTA) Ibadan on 31st October, 1959, he asserted that "Television will serve as a teacher, an entertainer and a stimulus to us all, in transforming Nigeria into a modern and prosperous nation".¹ He maintained that the project was embarked upon because his government was convinced that television could play a major role in increasing both the pace and standard of education which was regarded as the way to progress in all other fields.

Presently, over thirty million people in Nigeria and neighbouring countries receive signals on their television sets from what is now called Nigerian Television Authority.

The growth of television broadcasting has been tremendous since it was first established by the government of the then Eastern Region of Nigeria. In 1962, the Radio Kaduna Television (RKTv) was established. Later on the FRCN and NTA Kaduna were established by the then Northern Regional Government. In early 1963, the Federal Government followed suit with the emergence of its own station, the Nigerian Television Service (NTS) Lagos. The Mid-West Regional Government also established her own station called Mid-West Television (MTV) now Benin, in 1973. The Benue-Plateau Television no NTA Jos, made history by introducing Television Broadcasting in colour. From its inception in 1974, it became the first station to transmit in-colour in the country.

The enactment of Decree 24 of 1977 by the then Federal Military Government in May 1977, led to the establishment of the Nigerian Television Authority. This Decree was back-dated to April 1976 which brought all the ten existing Television Stations under the control and umbrella of the Federal Government of Nigeria. These include the former six stations that have been mentioned and four others which are the NTA Port Harcourt, NTA Sokoto, NTA Kano and NTA Aba (Owerri). After the incorporation of these ten aforementioned NTA stations was the establishment of other Television stations in the remaining state capitals where

they were not in existence. These State Capitals are: Bauchi, Maiduguri, Calabar, Ilorin, Yola, Minna, Abeokuta and Akure. Others are Ikeja, Abuja the Federal Capital Territory. With the creation of additional states, three other stations were born i.e. NTA Uyo, NTA Katsina and NTA Lokoja. With these new ones inception brings to 25 Television Stations in Nigeria. Hopefully, it is expected that in nearest future, Nigerian Television Authority (NTA) stations would be established in the remaining newly created State capitals where they are not presently in existence.

Frankly speaking, NTA enjoyed the sole right of Television broadcasting in the country, but with the coming of 1979 Constitution this right was extended to State Governments. With this extension of rights, led to the establishment of State owned Television Stations transmitting on an Ultra high frequency (UHF) channels. Within thirty-nine (39) functional stations - fourteen of which are owned by State governments. With these stations, Nigeria has the largest television network in Africa and ranks among the world's biggest television organisation. It is worthy to note that private individuals who wish to operate television broadcasting business, going by the 1993 Nation-Wide broadcast of the government can do so. This tentatively signified that the growth of television broadcasting in Nigeria will be at a faster rate and their

effectiveness therein will immensely be improved with compared with what it used to be when it was the sole responsibility of NTA controlled by the Federal Government.

The Nigeria Television Authority was set up with three primary aims viz to inform, to educate and to entertain. As a medium of communication, Television seeks to enrich the life of the Nigerians by influencing positively their social, cultural, economic, political and technological thinking. Television serves as a source of entertainment, it enhances news and information about national issues and things happening in the world in general. Also television serves as a means of imparting knowledge to individuals thereby educating them.

With these listed objectives, marketing has no place in its functions at inception. Actually NTA can be termed as one of the public corporations that are financed by the government. The Authority at inception was heavily subsidized. As a matter of fact, most stations were receiving more subvention than they actually needed. This gave room for mis-management, laxity, too much bureaucratic tendencies, lack of accountability and improper utilization of both material and manpower resources.

Marketing in the true sense of it, was non-existent in most NTA Stations when they were established. All that management did then, was just to charge a token fee for the services rendered just to make sure that people really embrace the services provided in good gesture. With the advent of Structural Adjustment Programme (SAP) in late 1986 however, things have changed. The sudden changes in the subvention it normally receive from government which was dwindling from year to year necessitates a need to find an alternative source of revenue to meet the authority's needs. This new dispensation brought Commercial Directorate of the authority which hitherto had been neglect.

1.3

BACKGROUND OF THE CASE STUDY

The concept of commercialisation and privatisation and public ownership of firms are almost identical twins of entrepreneurship that were concretised and introduced into the economic life of barely all public Enterprises in Nigeria through Decree 25 of 1988. With this new dimension, the need for reconstituting new management for the affected organisations has begun.

Commercialisation in its real sense tries to enthrone the practice of scientific marketing and dethrone the long reign

of bureaucratic method of management that entails long protocol in the process of excuting a particular project, lacks discipline, non-accountability and crude method of tackling problems. The public enterprises, through the adoption of the management style of the private sector, their business strategies and norms - now eradicate all bottleneck encompassed by the aforementioned "bureaucracy". With the signing of performance agreement by the Nigeria Television Authority' management, marketing as it used to be carried out in NTA has to be drastically be transformed to reflect the needs of the changing time. The signing of performance agreement shows that NTA is now fully commercialised and this indicatesd that all government grants and subvention that accrue to them quarterly cease from the day the were fully commercialised. No wonder their charges for any slot aired changed from =N=50 to =N=240 at least; this indicating that NTA must now be self sufficient in both its recurrent and capital expenditure and needs.

According to Dr. Zayyad, Chairman of Technical Committee of Privatisation and Commercialisation (TCPC), "the affected enterprise will have considerable autonomy to operate on strict commercial basis and subject to the regulatory powers of the government, should be able to

- a) fix rates, prices and charges for the goods and services provided;
- b) capitalise assets;
- c) borrow money and issue debentures stocks; and
- d) sue and be sued in their corporate names"²

From the statement above as made by the Chairman of TCPC, it is easily asserted that the most glearing objective of commercialisation and privatisation of public enterprises is to stop their being sources of drain to public funds.

Dr. Zayyad in his lecture at NIDB Workshop on Strategy for Setting up Financial Control System in Commercially Oriented Public Enterprises, mentioned some of the main objectives of the programme of commercialisation and privatisation which are as follows:

- 1) To re-organise the enterprises for privatisation and commercialisation in attaining a new horizon of performance improvement, viability and overall efficiency.
- 2) To restructure and rationalize the public sector in order to lessen the dominance of unproductive investments in that sector.

- 3) To check the present absolute dependence of commercialyy oriented parastatals on the treasury for funding and to encourage their approach to the Nigerian Capital Market.
- 4) To assert a favourable investment condition for both local and foreign investors thereby encouraging steady flow of fund that will ease the smooth running of the enterprises.
- 5) To ensure positive returns on public sector investment in any commercialised organisation enrouting and encouraging continuity and expansion from time to time.
- 6) To make sure that there is reduction in their rate of dependence on statutory funding as well as asserntaining steady decline in both internal and external debt outlay.
- 7) To provide institutional arrangement and operational guidelines that would ensure that the gains of privatisation and commercialisation are sustained in the future.

These objectives has applicability to NTA and by all standard, will have fundamental implications on their management and on the day-to-day operations of the authority.

With this new dimension, the efforts of the Board and the management of the newly oriented organisation would be geared towards achieving result and sound accountability. With the newly introduced scientific style of management, managers would face greater challenges in resolving their day to day managerial responsibilities than ever before as compared to what they used to have in their rule of thumb style of management. With scientific management, result oriented activities will be more pronounced than in rule of thumb where non-chalant attitude towards work existed and sense of accountability and result oriented have been deranged. In privatisation and commercialisation, Board policy and management decisions would be based on hard financial facts and figures and not on government subventions.

With the introduction of Privatisation and Commercialisation of most public corporations in Nigeria, the strict adherence of management to its objectives will make the Authority to shift from present way of doing business where the rule of thumb and management by crisis

supersede to scientific management where data are more explicit and dependable gathering of statistical data reigns supreme. In a commercialised enterprise, the statistical data gathered will be thoroughly processed in order to generate reliable and incontestable information on which policy decision can be based. In essence, the new orientation to NTA will afford them opportunity of setting aside the old method of doing business and the employment of marketing concept in NTA and redefinition of the marketing process and it relates to price, place, product and promotion, thereby making the Authority to survive in the market place, most especially among its competitors.

1.4 PROBLEM OF THE STUDY

The aim of this study is to determine how NTA has been coping with the new challenges. It also seeks to provide answers to questions like: Is NTA using the right strategies and method in solving the problems posed by the new challenges of Commercialization? To what extent have they been able to do away with their bureaucratic procedure normally used by public sectors? What marketing styles are they using in meeting the needs and consumption pattern of their customers. Lastly, one intends to measure their ability to withstand competition and how responsible they are to the public. These and more are the questions the writer attempts to answer.

1.5

AIMS AND OBJECTIVES OF THE STUDY

In conceptualizing life, every decision is usually backed with some elements of aims and objective(s). So also it is with this study, whose broad intention is to determine the mode of marketing Electronic Service in Nigeria and the impact of commercialization on the Nigerian Television Authority and the likely effects of public ownership of electronic media would have on NTA and Nigeria in general.

The specific aims and objectives of this study are:

- a) To critically examine the marketing strategies used in delivering Electronic media services to the final consumers.
- b) To examine the applicability of scientific marketing strategies in commercialized NTA.
- c) To examine the viability of NTA strategic business units.
- d) To determine the extent to which NTA has been able to use marketing mix elements to achieve its desired aims.
- e) To examine the viewers' perception of NTA's programme.

- f) To determine the likely effects of public ownership of Electronic media and to measure the future effect of same on entire populace of Nigeria and its effect on NTA's operations.
- g) To identify advertiser's ratings of NTA's programmes and services.
- h) To examine what the Authority is doing to meet the challenges being posed by competitors such as ABG, Cable Communications, CNN and MTV, etc.

1.6 THE SIGNIFICANCE OF THE STUDY TO NIGERIA

The importance of communication in the normal life of a nation lies basically in the fact that information and education are essential to the achievement of every other aspect of economic, social and political growth of a nation which is most applicable to every person. A nation's communication system, which forms the critical path for the flow of information, education and entertainment to the people would in no doubt contribute the basis for the structural framework through which activities are spatially arranged for the existence and future growth of a nation.

Specifically, communication development can be said to relate to the creation of efficient spatial structure for the flow of information, education and entertainment to the production centers and the distribution of the services to consumption centers. It is also a critical objective in successful implementation of information gathering, education programmes, as well as cultural exchange. This importance of communication clearly exhibits reasons why, that within the last century, media houses has been established. Radio stations was established, Newspapers/magazines and journal houses also continue to grow in terms of companies while Nigeria Television was mooted in 1959 and in 1992 the embargo on the private ownership of both Radio and Television stations was lifted.

Of all these mode of communication, the electronic media stand out clearly in particular the use of Nigeria Television Authority to provide low cost information, education and entertainment services for the growth of the nation, most especially as the publicity organ of the government.

1.7 PROBLEMS AND LIMITATIONS

As it has been with most writers the same predicament of non-availability of adequate data has been experienced by

the writer, among which are the collection of data from the primary source. In most cases, the respondents were ignorant of programmes type, number of hours devoted to viewing television per day and the rate attached to each slot of services aired. The most pathetic of the problem is the refusal of NTA to release relevant data.

The advertising agencies on their part were over-cautious in releasing and disclosing information in relevant areas that interest the writer. To them, releasing such information tends to affect their business as well as disclosing vital information about their operation which they considered secret. Furthermore, the sample area covers a large area which calls for the use of the services of some research assistance for the administration of questionnaires to respondents. Their interpretation of the opinions of respondents where opinions differ are expressed differently - with this, compilation, organising and analysis of data in most time cause lapses and time waste. Hence the administration of questionnaire was rather time consuming, large resources outlay and energy sapping. For derivation of data, the ideas that are more arrived at was held as the general norm for the purpose of this write-up.

It is the believe of this writer that adequate information has been obtained for the adequacy and purpose of this project. Notwithstanding the aforementioned limitations, with this study if properly analysed and relayed to the core content, it is the view of the writer that NTA will be able to extract vital information that will enhance their steady growth and good market potential that would sustain them in the near future and make them a profit-making organisation.

1.8 STRUCTURAL OUTLINE OF THE PROJECT

This study has been designed to contain five chapters. Chapter one and two have been designated to contain the introduction and origin of NTA and literature review of previous writers. Chapter three is devoted to research methodology while chapter four is used to stress and express marketing strategies used in commercialized NTA vis-a-vis the marketing of their services. Here analysis of data is mostly in use while efficiency and effectiveness of NTA is looked into as compared to other foreign Television Stations. The last chapter being chapter five deals with conclusion and recommendations which if put into practice would sail NTA through into profit-making organisation as well as enhancing the acceptance of its services to the entire customer of hers within now and near future.

1.9 SOME CONCEPTS AND DEFINITIONS

Several concepts and terminologies are used under the viewership and marketing agents survey in the course of this study. Definitions of these concepts and terminologies as related to this project are defined below.

1. Marketing Concepts:- By Marketing Concepts, it means the seller tries to focus all its resources in satisfying the needs of its customers - both immediate and the future needs in a more accentuated manner and these are known to be the , place, product, price and promotion.
2. Selling Concepts:- This measures the needs of the sellers of a particular product and how best to satisfied them.
3. Satellite:- An instrument that enable viewers to get across to foreign stations.
4. Time-Rate:- Is amount charged by NTA for airing any particular service within "60" seconds.
5. Picture:- It is the image received by Television sets. This is assessed by its clarity, and sharpness without adjustment of contact knob of the TV sets.

6. Audio:- This can be referred to as the sound accompanying the picture. Its effectiveness is measured by the loudness and clarity of TV sets.
7. Stable Screen:- The stable screen is a situation whereby the screen of the TV set remains constant. It is neither rolling up nor down. Also, it is a situation where the picture on the screen does not wobble.

FOOTNOTES

1. NTA Kaduna Library
2. Awolowo, Obafemi, NTA Diary, 1991.
3. Zayyad, Hamza (1991): Lecture at NIDB Workshop.
4. Oamika Oluwafemi, Project 1992.

CHAPTER TWO

LITERATURE REVIEW2.1 MARKETING: DEFINITION AND IMPORTANCE

Marketing is a term that has been misunderstood and used loosely even by marketing students and professionals. The way a Salesman or Sales Manager perceives marketing is different from the way an advertising executive or a departmental Store Manager sees marketing. To each of these people, marketing means different things. They tend to see marketing in most cases in relation to their own specific functions. However, each of their activities refers to only one part of the total marketing activity.

Various definitions of marketing have appeared over time. According to the marketing staff of the Ohio State University, "it has been described by one person or another as a business activity; as a group or related business activities; as a trade phenomenon; ... as the process of exchanging or transferring ownership of products; ... as the creation of time, place as possession utilities; as a process of demand and supply adjustments; and as many other things".¹ These definitions, good as they are, provide useful but only partial perspectives on the nature of marketing.

The American Marketing Association in their own definition, defines marketing as "the performance of business activities that direct the flow of goods and services from producer to consumer or user".² Viewed from modern marketing perspective, this is a very narrow definition. Marketing processes begin long before the goods or services, in case of NTA, go into production. Just as marketing does not start at the end of production line, it does not end with the final sale. The customer must be satisfied if we are to expect repeat sales from him. After-sales service is, therefore, an important aspect of marketing.

Another authority on marketing, William Stanton take a broad view of marketing. He defines marketing as "a total system of interacting business activities designed to plan, price, promote, and distribute want satisfying products and services to present and potential customers".³ This definition can be regarded as a managerial definition. It recognises the fact that the entire business system should be market or customer oriented. Customers' wants must be recognised and satisfied effectively. Finally, this definition recognises the fact that marketing is a dynamic business process which starts with the generation of product idea and does not end until customer's wants are totally satisfied.

According to our favourite author Philip Kotler, "marketing is human activity directed at satisfying needs and wants through exchange processes".⁴ This definition of marketing suggests that there is a product or service, an exchange process which involves some mutually agreed value in monetary terms and that there is a market, which by definition comprises of all the actual and potential buyers of a product. It further suggests that there is a means of communicating the exchange process to the parties involved. This process of communication is called promotion. This is the aspect that NTA deals with. But the question is, does the Authority practice marketing as defined by the last two authorities; W. Stanton and P. Kotler as quoted above? Does the authority define the customers/viewers needs and wants and go all out to satisfy them in its programme mix? We shall find answers to these questions in the course of the analysis.

Marketing is very basic to all business organisations. It is the whole business seen from the point of view of its final result. With the rapid growth of technology which also leads to rapid expansion of business activities, marketing is attracting more attention. Marketing is gradually growing into a philosophy for relating any organisation dynamically to its markets. An indepth study of most successful companies always shows that they have

used marketing as the cornerstone of their policies and practices. Non-profit organisations such as Churches and government agencies now even see marketing as a way of improving their relations with the general public.

2.2 THE MARKETING CONCEPT

Marketing as a concept arose in response to the need for more specialised forms of customer creation and service after World War II which brought about post-war problems. These problems included:

- a) Increase in production capacity as a result of technological progress;
- b) better and more widespread credit facilities;
- c) a more educated and sophisticated populace;
- d) ease of communication which heightened competition; and
- f) inflation leading to rising production costs.

In a developing country such as Nigeria, marketing has to contend with the following problems:

- i) Emergence of elitist minorities;
- ii) Inferiority complex on imported versus locally produced goods; and
- iii) Poverty.

In view of the problems enumerated above, there arose the need for business organisations to first determine the needs, wants, and values of a target market and to adopt the organisation to delivering the desired satisfaction more effectively and more efficiently than its competitors.

It is important to distinguish between the selling concept and the marketing concept. According to Theodore Levitt of the Marketing Myopia fame

"Selling focuses on the needs of the seller. Marketing on the needs of the buyer. Selling is pre-occupied with 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, delivering and finally consuming it".⁵

From these comparison, it could be seen that selling and marketing are antithetical rather than synonymous or even complimentary. Marketing concept puts the customers and viewers at the centre stage in absolute consonance with the time-honoured concept of consumer sovereignty espoused in foundation discipline of Micro-economics.

The cornerstone of marketing concept to research. Marketing research is necessary to determine what the consumer wants and needs are. Once identified the organisation can be adopted to satisfy those wants and needs.

The Nigerian Television Authority in its entry into commercialization is still found to be practicing selling concept. The authority, through the Directorate of programmes usually designs and produces programmes without first of all determining the programmes that viewers want. It is expected that as the true impact of commercialization is felt, the Authority would be compelled to move towards Marketing Concept in its operations.

2.3 THE MARKETING MIX

Strategic Marketing Management being practiced in organised private sector business is all about the manipulation of four internally controllable elements or tools of marketing in order to achieve the desired market response for conducting profitable business. These are generally known as 4Ps of marketing, viz; Product, Price, Place and promotion. Some people recognise 5Ps; that is adding planning to it. Some even add services as the sixth element of marketing mix.

Marketing in NTA revolves around the manipulation of the 4Ps. A business organisation which NTA now is, faces three major decisions in the course of its marketing with respect to the product in its line:

- i) Product addition decisions;
- ii) Product Modification decisions;
- iii) Product elimination decision.

If the Authority decides to add or modify any of its products (programme), for it to be successful, it has to go through all the stages of product development. These stages include product idea generation and screening, concept development, concept testing, economic analysis, and actual production or product development and test marketing.

The Public Service orientation of electronic media in Nigeria has led to an ad-hoc pricing system. Efficient pricing of products is however a very critical factor in the successful operation of any business organisation. The basic ingredients of pricing include costs, competition, demand and corporate objectives. More often than not, these ingredients are intertwined. What factor to play up or play down will be determined to a large extent by the pricing objectives. It should however, be noted that in the final

analysis, a profit-oriented company must recover its costs otherwise it will not remain in business for long. The dilemma that now faces NTA is how to price its services to cover all its costs.

Distribution and Packaging also known as 'place' in the marketing mix, is extremely important with respect to the ultimate success of the organisation. Distribution decision in NTA would involve deciding whether it contacts the market directly or use a middleman called media manager, Advertising Agency/or Sales Canvasser.

Promotion is another controllable element that can be effectively used to achieve positive result. The main purpose of promotion is to communicate to the target market or audience, details about the other aspects of the marketing mix; that is, details about the product, the price and place to buy the product. If the market grid analysis, whose main purpose is to identify the target audience and analysis of the benefits which customers and viewers enjoy is intelligently constructed, it would not be difficult for NTA to arrive at a decision about what to communicate. In other words, the nature of the target audience, its size and location, will have a major influence on the media to be used to reach the target market.

2.4 NTA MARKETING ENVIRONMENT

In order to place promotion and promotional strategies in proper perspective, it is important to touch on the marketing environment within which NTA operates. That way, we shall be able to appreciate the significance of proper articulation of well-focused promotional strategies. The discussion of NTA business environment will only touch on the size of its market; the characteristics of the market; competition, NTA's market share and behavioural patterns of the operators of this market among other factors.

2.4.1 Market Size

There has not been concrete efforts made by the operators in advertising industry to determine, with some measure of accuracy, the size of the advertising market in Nigeria. All that is known for sure is the international ratio of between 0.01 and 0.03 of advertising budget to the GDP for third World Countries. If that holds, then Nigeria should have by the end of 1991 fiscal year spent close to ₦1.5 billion on advertising. According to the Association of Advertising Practitioners of Nigeria (AAPN) source, the sum of only ₦780 million was expended on advertising last year. This means there is a large advertising potential out there yet to be tapped.

NTA grossed =N=214 million last year. That gives NTA a market share of 21%. There is ample room for improvement if all hands are on deck to create the necessary awareness and education on the efficacy of advertising as a potent tool of marketing.

2.4.2 Characteristics of the Market

The Advertising Industry is made up of three key players consisting of Advertisers, Advertising Agencies and the Media. In the case of the NTA, it is necessary to add the viewers. Even though the viewers are not NTA's immediate customers, they are the major influence on its programmes and programming. NTA either relates to the advertisers directly as direct customers or through the advertising agencies which numbered well over two hundred at the last count.

2.4.3 Competition

As at present, NTA only has State-owned Television Stations and one Private Television Station as its competitors within the television industry. It is pertinent here to add that with the approval being given for the establishment of Private Television, it is expected that competition will become stiffer. If NTA however, harnesses

all its potentials, its market share is not expected to diminish with the advent of private television. It has one advantage which its competitors do not have. It operates on VHF channels thus having higher reach than its competitors, that operate on UHF. What is more, its national network service gives it comparative competitive advantage over its competitors. Other competitors that are not of major threats to NTA are Satellite channels that are now in every major city in Nigeria, Video clubs and Cinemas.

2.4.4 Behavioural Patterns in the Market

There is no doubt that there are sharp practices in the industry. These sharp practices unfortunately, are fast becoming the norm involving all and sundry including big-time operators in the industry. It is widely known here as the Nigerian factor. However, it should be pointed out here that these practices are not peculiar to Nigeria. They are everywhere under one name or another. Each practitioner within the industry tries to attract customers to himself by whatever method he deems fit. In Nigeria, although all electronic media operate under an organisation, Broadcasting Organisation of Nigeria (BON), which among other things fixes prices that each medium should charge, price-cutting is the order of the day among State-owned television stations. They also give very high discount which further

makes their prices more attractive than that of NTA. NTA, however, needs not lose sleep over these practices because it enjoys certain advantages which these stations do not have.

2.5 TRAFFIC AND CONTINUITY

According to Norman Ziegler, "two indispensable units in client service by any station are traffic and continuity".⁶ Traffic is the very heart of the operation of any commercial department in any electronic media. Its primary responsibility is preparation of the daily log showing all programmes and commercial placements minute by minute throughout each day. The way this unit performs its function could either attract or distract customers. Under normal acceptable standards, Traffic Officers are expected to check for commercial separation of similar products, "usually keeping two brand names for the same kind of product or service at least ten minutes apart in the schedule."⁷ Unfortunately however, no station in the country abides by this acceptable standard. It is not uncommon to find three competing products being advertised within five minutes commercial break.

The primary function of continuity is writing copy for the station. They are also often assigned the

responsibility of re-writing agency or client copy for better air presentation. It is also the responsibility of Continuity to check copy for compliance with the advertising code of conduct and station's standard of practice. This unit has been totally neglected by NTA. As a matter of fact, it could be said to be non-existent. The functions of continuity are lumped together under traffic and as should be expected, they are haphazardly done.

Under commercialization, it is expected that the two units would be separated with each unit specializing in its own assigned operations for the overall efficiency of the organisation.

Before a salesman makes any call on a client, he needs to check with Traffic Unit of the Station to learn what availabilities exist in the schedule for the immediate and long-range future. This is the only assurance that what he may sell will be placed on the Station at specific times of the day. If he makes a sale, he must inform the Traffic Unit immediately so that the blocks of time which have been sold may be removed from the availabilities list.

Once a sale has been made and reported, much work still needs to be done before the campaign goes on the air. Format scripts may need to be written, preliminary

production plans must be formulated, art work, slides and films arrangements need to be made. In the case of copy supplied by client or agency, adequate time must be provided for filing that copy in order for it to be processed prior to air time. These are ideals that NTA has to aim at under its new garment of commercialization.

FOOTNOTES

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CHAPTER THREE

RESEARCH METHODOLOGY3.1 SAMPLE POPULATION

This study has more or less a national coverage as it embraces all the NTA Stations all over the country as well extend to private stations ownership, that is, the Power 100 Tech. and the ABG Satellite and other forms of cable wire satellite that can aid in linking Nigeria viewers with foreign stations. The study does not require an extensive field work. This is because most of all the required data could be obtained from the headquarters of the Authorities. Though, the missing information were got through personal interview with commercial managers of the affected stations, Advertising Agencies and Media Managers.

In the course of data collection primary source of data has been tested. This was found to be of necessity under the viewership aimed at determining viewers/advertisers satisfaction with NTA services and reasons why some viewers tend to prefer the services rendered by foreign stations most especially in the areas of viewing. In the process of gathering these data, structured questionnaires were used to some viewers in selected towns in Kaduna, Kano, Katsina, Kogi, Kwara, Abuja and some advertising agencies in Lagos and Oyo States. The writer restricted his interview to some

selected areas because of time and cost outlay involved. The researchers found it convenient to employ research assistants which he made use of in the collection and administration of data from questionnaires. Those towns are, Kaduna, Zaria, in Kaduna State, Kano, in Kano State, Oyo and Ibadan in Oyo State while Katsina town for Katsina State, Idah, Okene and Lokoja in Kogi State, Omu-Aran and Ilorin in Kwara State, Lagos in Lagos State, Abuja-Wuse main town and Gwagwalada in Abuja territory.

A total of three hundred questionnaire were administered.

3.2 SAMPLE DEFINITION

From scholars point of view, it has been asserted that statistical theory tells us that fairly accurate result concerning the characteristics or responses to a given enquiry can be obtained by analysing or surveying only a small part of the population under study. However, a good method or technique must be used in selecting the sample in such a way that it reflects all characteristics or as much of them as it is possible to obtain of the parent population from which it is drawn.

The sampling techniques used in deciding which town to include in our sample area is judgement sampling technique and Random Sampling technique. The term "Judgement" is used to table two quite different sorts of deliberate choices. While Random Sampling refers to the act of picking some selected customers in the course of interviewing, that is, the Age, Sex, Occupation and the type of patronage involved.

Under the Judgement technique sampling, one tends to look at sampling by opinion in which an enumerator who is well conversant with population decides which members in his own opinion or judgement will constitute a proper cross-section to the research. Another form of Judgement technique is statistical Judgement which tries to specify the criteria used for the selection and data on such factors are examined properly in order to be able to find the population members that meet the earmarked specifications. The parameters used for selecting the towns are population concentration, availability of electronic stores, presence of electricity and desire for television set by the population under survey. All towns chosen are either state capitals or local government headquarters where population are of high density and has nearly all the needed characteristics required by the researcher. Also, the selected towns are television receivable areas and the use of cable satellite are conversant with by most users of

television. Since all the sample areas receives NTA Stations, it is believed that the result achieved would be fairly a preview of the general assessment of NTA by its viewers nation wide. This is not to say that NTA has got no shortcoming and this short-coming has indirectly forced some of its viewers to change taste by viewing foreign stations through cable satellite dish.

The researcher has chosen Lagos, Kaduna, Port-Hacourt, Enugu and Kano as the sample areas for advertising Agencies both for NTA services, the State and Private Stations and Cable Dish Satellite. This is because nearly 90% of the advertising agencies operating in the country are located there. And the same towns happens to be of high patronage of Satellite cables. The random selection was achieved by enlisting all advertising agencies transacting business with NTA and selecting all agencies that fall on fourth and fifth count on the list, and any town that has up to 2,500 Sale of Cable Satellite (Dish & Cable) within a quarter of a year has been selected. Data have been collected through dealers in electronics and the media managers of the affected agencies were contacted for the interview.

Stratified Sampling technique was used for selecting the elements within the sample area. This is the grouping of all population under study together and selecting the sample from the population using certain parameter.

The researchers ascertained that the elements were those that have electricity, TV sets or have access to TV sets in their houses or where the presences of cable or dish satellite are most paramount. Nevertheless, equal chances of being chosen was assigned to each and every member of the population. The monitoring of questionnaire was accomplished by assigning questionnaire on only one person within a household or store (electronic sellers) leaving at least twelve houses between the elements.

A total of two hundred and thirty-five questionnaires were duly completed and returned. Out of these, only one hundred and seventy-eight were found to have been satisfactorily completed and useful for proper analysis under the viewership survey. Quite regrettably, twenty-four out of our questionnaires seem to have shown much interest on foreign stations and programmes rendered. However, for proper assurance, some NTA Manager's commercials were interviewed, Marketing Manager ABG and Power Tech. 100 were also interviewed to provide the missing data received from their various headquarters.

The writer's later interview was of great contribution in the course of writing this report.

Questions so designed covered quality of reception, why NTA is not preferred to other TV stations, submission of transmission certificate and invoices, promptness in receiving. Answers to queried invoices and their total advertising billing and allocations to various media vehicles also; it is the intention of the writer to verify rationale behind sudden changes in people's taste from viewing NTA services to that of foreign stations.

3.3 TECHNIQUE OF DATA ANALYSIS

This study is purely a descriptive research. The data collected is analysed using such statistical methods as percentages, charts, graphs and variance analysis.

Percentage like ratio is a simple mathematical expression of the relationship of one item to another. Relationship between two items may be expressed as a ratio or as a percentage. The graph in sales is analysed through the use of percentage. Since the study is primarily designed to measure the impact of commercialization on NTA the period covered by the research is sub-divided into two. The first

period 1986 to 1989 covering the pre-commercialization periods while the second period 1990 to 1993 covers the post commercialization period. The sales form these two periods are compared using percentages. From this analysis we could determine whether there is increase or decrease in sales return. The rate of growth or decline could also be clearly discernable. The same method is also used in analysing the cost of operation of the Authority within the two periods. This is with a view to determining whether the Authority has adopted effective cost management in its system of operation.

Variance analysis is a simple mathematical expression which shows the difference between standard and the actual outcome. Variance analysis is used to compare sales returns, sales targets and cost operations set for the Commercial Directorate of the Authority, within the period, post commercialization and pre-commercialization period.

Charts and Graphs are constructed to show vividly the increases and decreases in sales. The increases in sales targets and cost of operation are thoroughly analysed through the use of graph. The aim of using graph and charts is to assess at a glance the performances of NTA both from the pre-commercialization period and post commercialization era; whether the aim of commercializing the Authority have

been achieved. Also, the chart is meant to assist in knowing to what effect has commercial directorate been able to manipulate the marketing orientation principles in achieving the desired objectives, that is, their ability to generate enough revenue in covering their operational cost.

In essence, statistical analysis is used to weigh the impact of commercialization on NTA and to measure their ability to sustain the organisation through the gains of this commercialization.

CHAPTER FOUR
PRESENTATION AND ANALYSIS OF DATA

Primarily, NTA was set up as publicity agent to the Federal Military Government having its own operation within the Public Service Sector - with constant subventions generously being dished out by the government for their smooth operation.

With the coming of commercialization there was a sudden shift from ineffective marketing, and strategies to more aggressive strategy poised with high profit making objectives. However, the Commercial Directorate which has been the neglected child of NTA became the focus of attention with so many activities revolving around its operation and this shift in management emphasis led to a rapid increase in sales.

In the analysis of the sales, emphasis is placed on sales returns from 1986 to 1993. This period is further divided into two viz pre-commercialization period 1986 - 1989 and post commercialization 1990 - 1993. A thorough comparison of the two periods shall be made with a view to determining the role played by commercialization on NTA as well as analysing the suitability and effectiveness of NTA after commercialization when compared with other foreign

With the advent of commercialization in 1990, there was a tremendous improvement in sales, that is over ₦35 million Naira sales increase was realised in 1990 over that of 1989. This resulted into about 59% increase sales over

TABLE 4.I

NTA SALES RETURNS 1986 - 1993

YEAR	SALES RETURN (=N=)	PERCENTAGE INCREASE OVER PREVIOUS YEAR
PRE-COMMERCIALIZATION		
1986	20845658.00	36%
1987	31474197.00	31%
1988	42911624.00	36%
1989	63578869.05	48%
POST-COMMERCIALIZATION		
1990	98671166.19	55%
1991	16212636.74	64%
1992	214295604.00	32%
1993	281266096.65	31%

SOURCE: National Sales Co-ordination, NTA Headquarters, Lagos.

that of the preceding year while there was ₦63 million sales increase in 1991 resulting into 64% increase over total sales realised during 1990. Looking at the trends, it could easily be asserted that there was new blood injected into the total operational system of NTA most especially the Commercial Directorate that was overhauled, whereby new staff were employed; re-organisation of duties, proper

placement of both machineries, material resources and manpower. All these combined together has accounted for the consistency in growth that did not stop in 1991. In 1992, there was an appreciable sales increase of over =N=52 million. This represents 32% increase over that of 1991. In the same vein there was an increase in sales in 1993 of about =N=67 million representing a percentage increase of 31% over that of the preceding year. Taking a close look from the past record we can tentatively conclude that an average of about 46% is usually achieved since the commercialization period.

Judging from the data shown in table 4.1, the total sales for the pre-commercialization period 1986 to 1989 amounted to about =N=159 million representing 97.94% of 1991 sales which stood at =N=162,132,636.74. And if the same pre-commercialization years sales of =N=158,810,348 is compared to the sales made in 1992 that stood at =N=214,295,604, which represents 74.11%. While if the same four years sales is compared with the sales recorded in 1993 which stood at =N=281,266,096.65, this gives a percentage of 56.46%. From this analysis it could be affirmed that within the same four years of pre-commercialization and the post commercialization, there was sales increase of =N=597,555,155.80 in favour of post commercialization. This represents 376.27% sales increase within the same four years

under projection. Even the sales made in 1993 is almost twice what was recorded in the four years of pre-commercialization, that is, =N=281,266,096.65 to =N=158,810,348. This represent a ratio 1.77 to 1.00.

What could be said to have been responsible for this positive result was the untimely withdrawal of government subvention and the sudden realisation by management that the future and fortune of NTA's continuous existence lies in the hands of the Authority. This realisation spurred the management to lay more emphasis on Marketing Orientation strategy where consumers satisfaction is the main objective of the organisation and thereby formulating some marketing strategies that can aid management in achieving its targeted goals rather than being publicity organ of the government who looks unto the government subvention for its smooth operation. The 4Ps of marketing which have not been operational within the NTA have been introduced in order to chieve the desired objectives. During pre-commercialisation era, most programmes have no sponsors and programmes were not properly structured hence time management was never adhered to. With the inception of commercialisation, products (programmes) were adequately planned, better packaged and sponsors were found for most programmes (especially programmes shown during Network News like Soap Opera programmes etc.). Where the authorities could not get

enough funds for the production of high quality programmes, private producers would be invited for such programmes. Under this dispensation the private producers would be asked to look for their suitable sponsor(s) to run to run their aimed programmes and cost of airing such programmes would be paid to NTA.

Pricing:- Sequel to commercialisation, NTA services have been under-priced but with the advent of commercialisation the authority realised the need for new pricing mechanism and this led to price review which has been recording constant upward review as situation demands. From information gathered from the respondents, there seems to be an occasional resistance from advertisers, although the sales turnover has indicated that despite their resistance there has been positive trend in the total sales volume at the end of every year.

Sales Promotion:- Sales promotion is another tool that NTA has been using to enjoy sustained growth in patronage. With the inception of commercialisation the Authority felt the need for sales promotion. The Authority has been using some Strategies like the invitation of Top Executives of all advertising agencies and the major direct advertisers are invited for luncheon at least once in a year. Also bonus slots are normally given to advertisers as situation

demands. Gifts in form of souvenirs are also used at the end of every year for distribution to the agency personnel and the major advertisers. Bonus coverage of special events are being carried out to some of their important customers. The essence of all these strategies are to enable them increase their patronage most especailly from their major Advertising Agencies and their major direct Advertisers such as P.Z, U.A.C., UBN, UBA and IBWA, First Bank to mention but a few.

Distribution:- Another mechanism used in boosting their sales is distribution. Presently, NTA stations services are not received in some towns, for this reason, the authority's management authorised the appointment of sales canvassers in all major towns to help in advertising their services as well as direct all intnding customer(s) to the appropriate channel where they could best be attended to. The sales canvassers are entitled to 10% commission on whatever sales made for NTA. These commission agents have been assisting in no small measure especaially in areas of locating new market and expansion on the existing ones. Furthermore, these commissioned agents are sometimes called upon to attend some trainings and seminars with the believe that it would help in acquainting them with current marketing tools and strategies which have helped NTA as a body in increasing their projected target market as well as enhancing their sales.

Redefinition of Services:- In addition to the contribution made by the sales promotion strategy there has been the redefinition of services in order to boost the sales growth of NTA. After the commercialisation, the NTA management felt that there is the need for the redefinition of some of their services. Among these programmes are those aired free of charge as against the news items that are now being paid for. Also, the anniversary of association, Annual General Meetings of Company(s) and the launching of new products presently attracts some fees, which the affected organisations have to pay for.

SALES TARGET/PERFORMANCE AND SALES

VARIANCE ANALYSIS 1987 - 1993

Analysis of some of the marketing strategies that aided NTA in having increase in sales during commercialisation has been made. The next line of action is to assess the viability of NTA by answering the following question:- How can the sales return be compared iwith the target set for the commercial Directorate? Has the Directorate been meeting the target set for it? If not, what step or line of action have they been taking in order to put half or improve on their performances. The answer to these questions can be verified from table 4.II below.

For any service industry to be successful the principles of marketing that consist of three main elements must be in use, that is,

- a) Identifying the needs of customers
- b) Providing services to meet the identified needs at the right price, right time and right place.
- c) Making some profit from meeting customer's needs that would aid in both the growth and continuous existence of the organisation.

From the table 4.II below, it could be asserted that the commercial Directorate has always been putting the above marketing elements into consideration and this has enabled them to meet the target set by the Authority except 1990 that these targets were unnecessarily too high when compared with what it was as at 1989. Nevertheless, their achievement was commendable. Reason for their inability to meet the target limit was the sudden increase in their usual target sales increase and non-availability of both human and material resources that could aid the Directorate in carrying out the task assigned. The Directorate must be commended for their excellent performance, in spite of one hundred and twelve percent (112%) sales target increase over that of the preceding year, it was able to achieve 98% of

the target having a variance of =N=1,978,833.81 unachieved. Based on our statistical data and the analysis so far made, one could conclude that the Directorate usually achieves 33.3% of its target sales in the last quarter of the year. By this, it can be said that from first to third quarter of the year patronage are usually very low while fourth quarters are blessed with high and huge customers patronising them. The reason for this is that the last quarter of the year embraces ceremonies such as Annual General Meetings of Companies, Burial ceremonies, Wedding Ceremonies, Birthdays, etc. Hence when one weighs the achievement and target set, the commercial Directorate deserves commendation for a job well done.

CONTRIBUTION MADE BY NTA STATIONS

The next step that may come to mind is, what role has each of Strategic Business Unit (UBU) of NTA made in achieving the target set by its Authority.

TABLE 4.II

%					
YEAR	TARGET	ACHIEVED	VARIANCE	ACHIEVED	REMARKS
1987	18000000.00	20845658.00	2845658.00	155.81%	Favourable
1987	23956409.00	31474197.20	757788.20	131.38%	Favourable
1988	35541400.00	42922624.00	7370224.00	120.74%	Favourable
1989	47496000.00	63578869.05	16082869.05	133.86%	Favourable
1990	100650000.00	98671166.19	1978833.81	98.03%	Unfavourable
1991	133245000.00	162132636.74		121.68%	Favourable
1992	190531292.00	214295604.00	2764312.	112.47%	Favourable
1993	238401144.00	28166096.65	42864952.65	115.21%	Favourable

SOURCE: National Sales Co-ordination, NTA Headquarters.

The contribution made by each of the NTA Stations can be seen from Table III. Based on the statistical data as contained in Table 4.III, it can easily be said that there has been a tremendous improvement in the performance of NTA nation wide. In 1993, out of 27 stations, 21 stations perform above the sales target limit while 6 stations comprising N.W News Sokoto, Abeokuta, Akure, Bauchi and Katsina perform below their sales target, but none of these station's performance is less than 70.53%.

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1991	133245000.00	162132636.74		121.68%	Favourable
1992	190531292.00	214295604.00	2764312.	112.47%	Favourable
1993	238401144.00	28166096.65	42864952.65	115.21%	Favourable

SOURCE: National Sales Co-ordination, NTA Headquarters.

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In analysis, it could be seen that the five stations in Lagos which comprises Network (NWS) National production, Channel 10, channel 5 and NTA Ikeja have been contributing the significant part of the sales. In 1986, these five stations alone contributed =N=111,563,358.18 amounting to 55.46% of the total sales for the year while a contribution of =N=16,348,703.26 representing 51.94% was made in the performance when a comparison of 1986 and 1987 is made, yet a tremendous percentage increase was achieved.

In 1988, their percentage of performance rose to 56.36%. Since 1988, Lagos outlets contribution to sales have continued to be on the increase. In 1989, their contribution 59.27% given a monetary value of =N=37,681,668.61 to total sales. In 1990, their contribution rose to 64.48% and 66.22% in 1991. In 1992, the five strategic Business Units also contributed =N=146,191,164.60, representing 67.62% while their contribution to 1993 Total sales stood at =N=186,161,212.80 representing 67.26%. Taking a close look at NTA's

TABLE III

NTA STATIONS SALES RETURN 1986 - 1993

TABLE III

NTA STATIONS SALES RETURN 1986 - 1993

PRE-COMMERCIALIZATION

POST-COMMERCIALIZATION

NO. STATIONS	1986	1987	1988	1989	1990	1991	1992	1993
1. CHANNEL 5 LAGOS	-	-	-	1071460.33	1517250.15	2527050.40	31404667.83	36663377.82
2. CHANNEL 10 LAGOS	2538008.01	5166557.75	6240498.00	5603456.55	7518394.51	13208938.52	22649244.04	32116510.25
3. KANO	394123.13	952793.53	1395027.00	1273889.96	1553888.88	2364705.94	5108090.35	12226029.06
4. KADUNA	503341.73	927274.43	1520120.00	2802297.00	3539097.00	5821810.38	8130022.55	12226029.06
5. KATSINA	-	-	-	-	376800.90	1003600.00	1103949.00	860633.50
6. KEFU	645626.37	784591.13	1163634.00	1207159.71	2020543.30	3067365.20	5271412.93	7051191.34
7. K.W. (NEWS)	6307092.50	7669993.90	1031873.00	13620520.58	26000000.16	40031089.61	66541958.90	86454304.8
8. K.W. (D.P.)	2392031.30	277750.48	4440851.00	6009161.64	1291113.00	15721723.47	20023880.91	21855828.75
9. ABOJA	74751.61	240799.48	402466.00	528030.30	1373676.67	2852433.70	3422951.00	51855636.75
10. ABA	722601.68	1271104.88	1859674.00	1487500.14	3407367.70	4920151.54	7288646.69	10942986.69
11. ABEOKUTA	324989.42	325841.33	354332.00	463283.28	767900.00	4920151.54	7288646.69	10942986.69
12. AKURE	170098.96	268872.36	228330.00	408750.83	416583.86	668582.30	806302.30	771486.36
13. BAUCHI	481582.21	49152.38	789061.00	349475.00	1256667.73	2250670.08	3293359.56	2366944.9
14. CALABAR	412142.00	643567.57	712722.00	1063085.95	1556785.60	2134715.00	3283457.50	4596576.84
15. ENUGU	1271197.50	1054868.12	1605612.00	1566086.33	2120892.24	2845073.71	4654688.55	7351225.92
16. EPHI	1063845.60	1217371.88	1851685.00	1867408.87	3013083.94	3458030.25	3799677.14	3803833.00
17. ILORIN	306844.76	481811.37	522478.00	997087.89	1443142.50	2638135.14	3429242.51	4138628.77
18. IBADAN	639851.44	1585611.15	1767483.00	2026894.33	2454400.60	3773805.60	507727.48	6087776.58
19. JOS	129130.67	538314.56	971097.00	1393980.27	1788025.76	2577982.25	2834433.53	3838888.58
20. KADUNA	241087.53	749998.60	833451.00	2653376.30	2073543.13	3789333.47	3429818.55	3969880.26
21. KATUNDI	254769.27	546192.43	620938.00	629044.11	1377982.33	284073.71	2418220.96	3149415.73
22. KOFU	-	-	-	-	-	-	-	1713804.21
23. PORT-HARCOURT	690620.06	1155096.94	1021622.00	1842346.40	2785322.53	4017095.50	5022235.33	6438127.88
24. SOKOTO	376884.27	572701.14	923767.00	1457195.14	2154623.13	3637863.30	5237570.61	5152253.59
25. UYO	-	-	-	-	-	-	-	915417.00
26. ENTERPRISES	-	285384.65	-	-	-	-	1493247.65	-
TOTAL	20844059.27	31474197.20	4221624.00	63578643.05	98671386.18	182332036.74	21818309.90	276766228.00

TABLE IV

NTA STATIONS (SALES) TARGET	1986	-	1993
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TABLE IV

NTA STATIONS (SEUS) TARGET 1986 - 1993

STATIONS (SEUS)

NO. STATIONS	1986	1987	1988	1989	1990	1991	1992	1993
1. CHANNEL 5 LAGOS	-	-	450000	600000	1600000	21422240	30324677	34570134
2. CHANNEL 10 LAGOS	2300000	2796730	2500000	3200000	9000000	10615563	15850721	26159684
3. KANO	348000	419183	630000	1478000	2500000	2349891	2825644	4525000
4. KADUNA	390000	486488	850000	1650000	3600000	4461748	5595082	8525000
5. KATSINA	-	-	-	-	-	-	1000000	865995
6. KREJA	23600	777210	844800	1276000	3000000	2649119	3681079	5525000
7. N.W. (NEWS)	3720000	6118881	900000000	11700000	20000000	36871950	48110027	70025000
8. N.W. (D.P)	2468000	2580856	3800000	5000000	13000000	17649320	25721723	25025000
9. ABUJA	743000	87767	200600	440000	1400000	2017005	3422951	5063795
10. ABA	675000	682443	1200000	1560000	3400000	4298366	5658174	7825000
11. ABEOKUTA	243000	317454	386400	475000	1000000	929898	1312719	132300
12. AKURE	225000	204931	250000	250000	750000	605120	826238	1025000
13. BAUCHI	180000	354795	534000	867000	1500000	1920857	2475737	2525000
14. CALABAR	425000	739427	734000	690000	1700000	1886984	2348184	2525000
15. ENUGU	1138000	1451023	1600000	1780000	2500000	2873620	3124581	5025000
16. BENIN	950000	1471987	1300400	1620000	3000000	3798485	3803833	3825000
17. ILOFIN	330000	355988	450000	567000	1300000	1819353	3023855	3625000
18. IBADAN	750000	756676	1600000	1420000	280000	3977625	3764746	5525000
19. JOS	137000	214852	500000	306000	2000000	1526524	2835780	2250780
20. KADUGURI	217000	147742	481200	698000	1300000	2521321	4168303	3725000
21. NAFURDI	242000	430987	500000	700000	1300000	1668113	2377395	3725000
22. LOKOJA	-	-	-	-	-	-	-	1400000
23. PGT-HARCOPT	620000	532117	1200000	1320000	5600000	3386032	4418610	5525000
24. SOKOTO	202000	427435	575200	1611000	2100000	2466475	4091543	5325000
25. UYO	-	-	-	-	-	-	-	800000
26. Yola	262000	396378	645000	760000	1300000	1254615	1847845	1705000
27. ENTERPRISES	1540000	1700000	100000	1210000	-	-	1000000	5025000
TOTAL	18000000	25557409	25941405	47430000	1000450300	23245000	14641119	244136646

performances, it can be concluded that sales has ben increasing despite the economic recession the country has been facing.

Also, the high contribution made by the five strategic Business Units in Lagos can be linked to the fact that the network service that the two of the stations, Network [News] and National Production channels take advertisements on behalf of the remaining stations. In view of this, it can be concluded that other stations have been contributing indirectly to the sales of these two outlets.

At the inception of commercialisation, there was the establishment of channel 5 in Lagos having its operation target as commercially oriented entity. This station only hooks up Networks services for Network News, and does same to grade a broadcasts. Hence, its performance is justifiable.

Generally, sales in all stations have increased by an average of 450 AND ABOVE. This is attributable to commercialisation which has to spur the Authority into action. Presently, full utilisation of resources have been put into use. Commercial Director is now used to much of the marketing mix. The said rise in sales is most noticeable

during the post commercialisation era, where the four elements of marketing were adequately examined and practicalised i.e the product, price place and promotion.

Another question that comes to mind is, to what extent has these stations (SBU) been able to meet its targets allotted to them by the commercial Directorate? Through Table 4.IV below an answer to above question can be sought.

Reference to Table 4.IV which shows the target of all the station to NTA as assigned to them by the commercial Directorate, and the contribution of each to the entire sales return. A critical analysis of both Table 4.III and 4.IV would reveal that almost all the stations have been meeting the target earmarked in every year. Even they have been outstripping their target limit. Though, in 1990 some of the stations perform below standard (target mark). Even during this period many stations were still able to outstrip their targets.

One important point to take note of here is that as NTA target continues to increase from year to year, barely all the SBU's of NTA strive not only in meeting the target but to surpass them. The implication of this is that the sales opportunities of each station has not been tapped to the fullest.

Based on analysis so far made, it could be deduced that NTA is a growing concern. The sales is growing rapidly, for instance, the sales rose from ₦21 million Naira in 1986 to about ₦64 million in 1989. Meanwhile, the introduction of commercialisation geared the Authority into more aggressive marketing; putting into use the 4ps in 1990 thus, made their sales to jump within five year (1989-1993) from about ₦64 million in 1989 to a projected sales of about ₦244 million Naira in 1993 representing 281.25% increase. This growth in sales can be seen from figure 1. With the full actualisation of the marketing concept by the Authority into their daily operation there is the hope that the growth in sales will be more rapid, and profit making will now be the watch word of the organisation rather than striving towards break-even strategy embarked upon by the Authority at the moment.

Pricing:- Pricing the product offered by service organisation is often more difficult than making pricing decision in a manufacturing outfit. This is so because of the difficulty in analysing the costs incurred in providing such services not until customer start using such services. This has been one of the major barriers confronting the Authority since the main aim of commercialisation is the determination of a suitable price for a particular product which NTA as a player on this field must adopt itself to. Though, NTA have not been placing much emphasis on pricing

before commercialisation, their reason for this then was they have their quarterly subvention from the Federal Government. Now the commercialisation has been injected into the organisation the Authority has realised that price is one of the controllable marketing mix that when properly manipulated it would enable the organisation to achieve their desired objective. But the question that comes to mind at this juncture is, how can a service organisation effectively and effeciently determine its price? In determining the price of any service organisation, the following factors must be considered.

1 Service organisation - Customer Relation:- The big Customer (otherwise known as blue chips) are likely to enjoy reasonable price from time to time than the smaller ones. This is because the organisation wants to retain their patronage by all means as a result of the revenue accruing from them e.g Union Bank of Nig Plc, UBA Nig Plc, UAC, Lever Brothers, P,Z, Leventis, etc. does this.

2 Special Offers:- Ehere the organisation wants to encourage the use of a particular service e.g. Father Christmas visitation by children, or an offer to be qualified for, a raffle draw, if certain level (amount) of

patronage has been made with NTA price reduction gimmicks can be used to encourage such class of customer for more patronage.

3 Customer Attitude/Special Request.

Indeed, corporate customers sometimes request for extra services such as recording of some ceremonies at the customers premises i.e. Wedding, A.G.M. Meetings, etc. Services of this nature may attract a higher price than otherwise. Generally, decision as regards pricing is just like decision about products that is generally done at Head Office level. Hence the Authority (Management of NTA) are enjoined to come out with more feasible pricing strategy for organisation's use.

The first attempt at getting co-ordinated national price was nursed in 1986 when the Association of Advertising Promotion of Nigeria (AAPN), frowned at the uncoordinated pricing system of NTA. Before then, each station was free to charge the price it thought favourable for its services. In 1986, NTA stations were grouped into three.

Group A being made up of Net-Work (News), group B comprised of Channel 5 & 10, Ikeja, Ibadan, Enugu, Benin and Aba. While other stations not yet mentioned comprised of

group C. The time belt of NTA was also classified into three Prime Time, 7-11pm, was Termed "AAA" being Time attracting the highest rate, 4 - 7p.m was termed "AA" Time and had lower rate than "AAA" Time, 11p.m. to close down was termed "A" Time and attracted the least rate. Rates for "60 second" commercial for the groups are as follows:

	AAA TIME	AA TIME	A TIME	MID NEWS
GROUP A	=N=3050.00	=N=2550.00	=N=2000.00	=N=4000.00
GROUP B	=N=360.00	=N=240.00	=N=240.00	=N=480.00
GROUP C	=N=90.00	=N=70.00	=N=50.00	=N=120.00

After the inception of this harmonious pricing system in 1986, several other attempts have been made to review prices upwards. The second review was done on 1st March 1988, since then, there was no any other price review until the introduction of commercialisation era when the first major price increase occurred in January 1990 to put into full use, the rationale behind the emancipation of commercialisation. During this first increase in prices, the Time Rates were increased by 100% across board. Before this time, NTA has

been turned into six groups based on their potentialities. This increase actually generated a lot of argument from the Advertisers before it was eventually accepted. By March 1991, NTA now operating under the Banner of Broadcasting Organisation of Nigeria (BON) further increased its rates by 50%. The 1991 year alone witnessed two concurrent price increases of 50% in July 1992. As at 1992 MID News (Net Work) rate had risen to ₦43,200 instead of ₦4,000 it used to be in 1986 for 60 seconds per commercial. From all indications, there will be another increase before the year 1993 runs out, this would be due to the economic recession and hyper inflation the country is facing. Within the space period of six years the rate had risen by 980%. Group C whose rate was ₦90 for 60-second commercial at "AAA" Time now falls into Group F with its rate increased. This represents an increase over the previous rate within the same period under review.

From the analysis so far made, it could be deduced that NTA had no standard pricing system. The Authority lack the ability to develop a scientific method for well accentuated price determination that would be to the genral acceptance of its customers. No wonder, their sales target strategy was so crude that no standard yardstick for measuring

performance. Some of their stations struggle to attain some target earmarked while the same would find things difficult in the preceding year.

Indeed, if the Authority can device a scientific base for setting sales target for its stations, there is a strong assurance that there would be more rapid increase in sales. Without a model for standard pricing, the Authority would be prone to face some resistance from its customers. Though, the Authority seems not to be worried about the resistance it is currently receiving from some of its major advertisers as it feels that the resistance would be temporary just like the former ones.

At this juncture, it would be advisable for the Authority to come out with concrete pricing system and they should stop counting on the monopolistic market advantage they have been enjoying before; presently electronic media market is an open-market system blessed with free entry and free exit. Also, presently in Nigeria, new private electronic media houses i.e. Power Tech 100 and others are springing up and the implication of this is that the market would now be faced with accute competition where customers patronises the best producer.

The researcher had expected the Authority to have been using some basic elements of motivation both to its stations and customers. For instance, the Authority can device a reward system for those stations that meet their target and also the use of modern equipment. If this is done, there is the tendency that each station would strive hard to harness in full all the opportunities within their reach, hence there would be a continuous rise in sales. The Authority can as well boost the morale of its customers by making its discount a generous one to all its customers. This will go a long way to entice the advertisers for continuous and persistent patronage.

It has been noticed with dismay, however, that rather for the Authority to increase the discount rates the Authority is reducing them. As at 1986, any advertiser who did business worth of ₦5000 could enjoy 2% discount and to the maximum of 25% discount depending on the volume of patronage. At present, before an advertiser can enjoy 2% discount the business magnitude must be up to ₦40,000 with any NTA SBUs and the maximum discount an Advertiser can enjoy with any NTA station is 8% not minding the volume of business involved.

Considering the constant increase in NTA rate, the usage of discount rate would be a pain reliever to the Advertisers. If the Authority can blend a little their decision on this discount rate, coupled with their sales promotion activities and special services accorded to most of their blue chip customers, it is to the believe of the writer that the sky would be their limit in terms of patronage and sales volume.

OPERATIONAL COST

As an ongoing concern aimed with maximisation of profit as its main objective must incur expenses in the cause of its daily operation, that is, expenses incurred for the procurement of Assets (tangible and intangible) and the overhead expenses incurred for the daily running of the organisation. NTA is a growing concern that has been having its cost of operation growing steadily. In 1986 the organisations' cost of operation was =N=49,775,012.07 and this has risen to =N=213,868,409.00 in 1991 representing 330%. The projected cost of operation. In 1993, the cost of operation has been projected at =N=265,857,696.2. Though this cost is a projected one as the actual estimate is yet to be arrived at as at the time this compilation was made. The projection was slightly higher than the 1992 by about 24%.

Please refer to Table 4.V for the breakdown of operating cost of NTA for the period under study.

The operation cost of NTA in 1986 was =N=49,775,012.07 and it increased to =N=54,596,025.34 in 1987 representing about 10% increase. In 1988 there was a relatively increase of =N=21,735,329.66 representing 39.81% increase. This however dropped by =N=9,823,265 representing 14.94 decrease in 1979. In 1980, there was a sharp increase in the cost of operation. In 1989 it was =N=66,403,090 and this rose to =N=124,689,064 in 1990 representing 87.76%. This sharp increase was due to the sudden change in the operation of NTA. The inception of commercialisation in the operation of the Authority has necessitated for this increase while in 1991 the cost of operation increased from =N=124,689,064 in 1990 to =N=213,868,409.00 representing 71.52%. In 1992 the cost of operation was pegged at =N=213,839,102. This projection was said to be unrealistic, this was due to the fact that the country is experiencing inflation, there could not be any reduction in cost of operation, moreso, there was no retrenchment in the organisation. Although, the 1993 projection was relatively high since it rose to =N=265,857,696. This amount was said to be augmented by the promised federal government subvention for the organisations' role as the publicity agent of the Government.

On our critical analysis of the cost of operation of NTA we can conclude that the increase in cost from 1986 to 1989 has been gradual while in 1990 there was a sharp increase due to the introduction of commercialisation and other increases in the preceding years 1991, 1992 and 1993 was due to constant increase in staff salaries and wages and other charges granted to staff on the SAP relief package and fuel subsidy granted to employees by the federal military government. Added to this is the continuous inflation trend being experienced by the national economy resulting to high prices of goods and this forces the overhead cost of the Authority to be on continuous increase. Emperically, there is need to mention that personal emolument and other allowances have continued to be taking the largest share of the cost of operations of the Authority thereby making situation unbearable when there is the need for programme production. The organisation is presently used to the slogan of non-availability of fund even with the inception of commercialisation when new programmes endowed with high quality, clarity and interesting are supposed to be aired out in order to attract sponsors which could have enhanced the Authority avenue of genrating sufficient revenue to cater for the cost of operation and even have a margin that could be termed as profit to the organisation, but the reverse used to be the case. Hence the situation prevailing at NTA needs sympathy and requires an urgent attention if

the Authority is expected to perform efficiently and effectively along side with its counterparts - both in Nigeria and abroad.

TABLE 4.V

NTA COST OF OPERATION 1986 - 1993.

YEAR	AMOUNT
1986	=N=49,775,012.07
1987	54,596,025.34
1988	76,331,355.00
1989	66,408,090.00
1990	124,689,064.00
1991	213,868,409.00
1992	213,839,102.00
1993	265,857,696.00
	PROJECTED

SOURCE; Finance Directorate, NTA Headqua

COMPARISON OF COST OF OPERATION AND SALES (1986 - 1993)

COMPARISON OF COST OF OPERATION AND SALES (1986 - 1993)

It is noted in Chapter One that the main objective of this study is to assess the viability of NTA as an organisation bestowed with the responsibilities of generating sufficient revenue through the sales of its services to cater for the cost of operation and if possible make profit to sustained the future growth of the organisation. And this has been the rational behind the Federal Government's action in commercialising the Authority and full autonomy been granted to its management for their daily operation. Our main aim of comparing the cost of operation and the sales generated between 1986 to 1993 is to find out whether NTA has been able to generate enough funds through sales to sustain their cost of operation most especially after it has been commercialised. A close look at Table 4.IV below shows that the organisation has not been able since commercialisation era except for 1993 that the cost of operation seems to be less than sales return.

Considering the data presented in Table 4.VI, it can easily be asserted that NTA has not been able to make enough sales that could sustain their operating cost. Before commercialisation, sales was very low when compared with the budgeted operating cost. For instance, in 1986, the

budgeted operating cost was =N=49,775,012.17 while the sales realised was =N=20,845,658.00 representing 41.88% of the budgeted operating cost that could be realised through sales. Also in 1987, the budgeted operating cost when compared with sales achieved only 57.65% was realised through sales. From our analysis, the 1988 budgeted operating cost when compared with sales made, a total of 56.22% was realised through sales, even though there was a slightly fall in percentage realised. When one is considering 1987 of 57.65% with 56.22% of 1988. a slight drop of 1.43% was recorded against 1988. In 1989, the budgeted operating cost was =N=66,408,090 while the sales return was =N=63,578,869.05 representing 95.74% achievement through sales. This is the nearest the Authority had ever gone in meeting its operating cost when the sales return fell short of operating cost by =N=2,829,220.05 representing 4.26. The above performance analysis was before the commercialisation of NTA.

In 1990, the Budgeted Operating cost was =N=124,689,064 and the sales return for the year was =N=98,671,166.19 representing 79.13% of the operating cost financed through revenue generated. The most interesting point to note at this juncture is that this is the first year of commercialisation and for the Authority to be able to achieve this, there is hope for improvement in the near

future. 75.81% of the budgeted operating cost was financed by the total revenue realised in 1991. In 1992, the projected cost of operation was ₦213,839,102 and the sales realised for the year was ₦214,295,604.00 representing 102.21% of the budgeted operating cost. This signifies that sales generated was higher than budgeted cost of operation by 2.21%. 1992 could have been termed as the most successful year since the inception of commercialisation if not for the fact that the budgeted operating cost was relatively too low, hence the projected cost of operation could be termed unrealistic just for the fact that personal emolument, other allowances coupled with hike in prices of industrial goods continued to be increasing. How then, can there be a drop in budgeted cost of operation in NTA when there was no retrenchment and closure of some of their existing stations that could have enhanced them a reduction in overhead expenses rather new stations were being opened. Although in 1993, the budgeted cost of operation was slated at ₦265,857,696 and the revenue generated for the year was ₦281,266,096.65 representing about 106% of the budgeted operating cost. This is an excellent outing on the part of NTA as they were able to move slightly above their target and even making profit of about 6% of the operating cost if no further increase of the cost of operation. Note that the figure used is a projected one, hence profit declared may be unrealistic.

TABLE 4.VI

OPERATING COST/SALES RETURN 1986 - 1993

YEAR	OPERATING COST			

TO BE COMPLETED PLEASE SEE PAGE 63

DRAFT

4.5 VIEWERS AND THEIR RESPONSE TO QUESTIONNAIRES
REASON FOR THE SURVEY

Short Approach

SWOT is a short form for strength, weakness, opportunity and threat approach. In a competitive environment, this approach is inevitable in order to survive. When you want to compete you have to weigh your strength against that of the opponent. An attempt to be over-ambitious may lead to disaster. Even where your opponent is stronger than you or you both have equal strength then comes the question of tactics. When you study his weakness you can easily beat him. (UBN PLC Journal - Customer Service 1992).

Based on the above captioned, NTA is operating its business in an environment where new competitors are entering the service market with no say or control over the prices they charge most especially with the advent of private television station coming into the television industry in the country, as contained in the national broadcast of Mr. President given a nod for the ownership of private Television Stations.

The achievement of the desired objective behind the commercialisation of NTA would depend largely on how effectively and efficiently its programmes are mapped out before they can compete favourably in the market place where they operate. To keep their flag flying as the first television station in television industry within the country their products (programmes) must not only be good in terms of quality, in terms of concept, plot and production but must be endowed with good colour, sound, reasonable price, and they must be able to satisfy the needs of its customers from time to time. To crown it all, they must strive to be a market leader where it dictates the pace of the market rather than being a follower. It is only when this is achieved that viewers' interest can be sustained and have loyalty to the Authority. By them doing these things the advertisers can be assured of enjoying the value of their money spent to advertise their product to the public through NTA.

For NTA to remain in this market there is the need for the proper packaging of its product. The questions that may likely come to mind is what is packaging?

Packaging:- Packaging can be said to be the total presentation of a product or service for sale. Packaging does not really have much to do with the quality of the

goods in question but the presentation which can greatly influence the choice of the product. Presentation can take many forms but packaging is important and a good packaging should be such that the product is acceptable to the customer. Therefore, the design and presentation should be able to appeal to the customer even when the product or service on sale is already in the market. Bearing in mind that NTA is a service organisation it needs to go out in search of what are the needs of its customers, how does it go in rendering this service to them (Product) where and how to render this service (Place) at what price must these services be rendered (Price). After thorough analysis of the above three elements of marketing, it is to determine the mechanism of conveying the service to the knowledge of its customers and the proportion to use must be weighed. The last factor to consider is the type of personnel to be used for these functions.

Having borne all these in mind, the writer decided to verify the reactions of the advertisers and viewers, whether they were satisfied with NTA services or not, where they were not satisfied the writer intend to verify the reasons behind this and do some element of comparison with services rendered by some private Television Stations and reason why some viewers prefer viewing programmes aired through foreign stations like CNN, Voice of Japan, MTV, Sport Television and WBC Television station, etc.

In our quest to verify the viewers and Advertisers' interest or satisfaction derived from NTA services, they were asked to rate the Authority's programme mix, appropriateness in transmission time for different programmes and to mention the programme they like best and the time they could have preferred viewing such programmes. The Advertisers were represented by their advertising Agencies and they were asked to assess the quality of the services of NTA to their Advertisers with a view to determining their satisfaction. They were asked to base their rating on clarity of pictures and sound, appropriateness of commercial breaks when their products were usually advertised to the public, delivery of invoices and transmission certificates, reaction to recent constant price increase by NTA and other relevant information that could assist in writing this report.

ADVERTISERS RATINGS AND REACTION ON NTA AND

OTHER FOREIGN STATIONS

In the process of knowing the satisfaction derived by various Advertisers from services of NTA. A total of fifteen (15) Advertising Agencies and Media managers were interviewed, ten were Lagos based while each interviewed from Port Harcourt, Kaduna, Kano, Enugu and Ibadan. As per

the clarity, sound, and qualities of the picture received on NTA channels, 74.8% said they were satisfied while the remaining 26.2% complained mostly on wobbleness, lack of constant clarity of pictures. In general, they were all satisfied with the sound received. Although 40% of them complained on their reception from other States except Lagos and Port Harcourt that we received their unanimous satisfaction. The advertising Agencies and media manager expressed their dissatisfaction over the insistent increase in NTA rates without notifying them before taking such decision. This they claimed that will never exist in other private and foreign stations, they as well asserted that they were quite aware of rising cost of operation, but believed that they should be contacted first before any sudden increase in rates, since they work hand in hand with NTA. They were of the belief that being the intermediary between the Advertisers and NTA, they were in better position to advise NTA on the appropriateness of any rate which can as well be made known to most Advertisers. Most of them were of the opinion that commercials should be aired when the viewers least expect them rather than having a particular time for some adverts. This, they believed will make reasonable meanings to viewers. They also advise NTA to be business like in their canvassing for orders, that is, paying the commission that will encourage the Commission Agent to do the job with all elements of seriousness. The

usage of modern equipment rather than the obsolete ones used by NTA would go a long way in enhancing their good services to their customers. Quick delivery of transmission certificates, invoices and immediate responses to queried invoices would help NTA to be up to date in their record keeping which is believed would assist in quick delivery of services. Though it is unanimously agreed that NTA has improved on the airing of programmes most especially when commercialisation was introduced and with the installation of TUROS in all stations. This was the only commendation offered by consumers in favour of NTA.

Quite unfortunately, the Advertising Agencies and Media managers turned a deaf ear to the following questions.

- a) How much do you realise as your total billings from your clients?
- b) Kindly tell me the mode of payment they use in paying you.
- c) How were you being allocated to various media vehicles.
- d) To what extent do you consider these media vehicles of any importance to you in discharging your duties or would you have prefer another alternative?
- e) What is that alternative?

It was amazing that one of them was ready to answer any of these questions despite all the assurance given that any information received will be treated with utmost secrecy and for purely academic work. All these make no impact on the stance of the Advertising Agencies.

Ten of the media managers were asked to compare NTA services and other private Television Station coming into being. Eight agreed that NTA is better off because of its large coverage since it cover all states within Nigeria. The remaining two maintained reservation of comment. When asked to weigh the present happening with what they think of NTA and other priavte stations. They responded by saying improvement in services of NTA would be inevitable as private station by then must have made their stations strong with well equiped machinery that will enhance them opportunity of competing favourably with NTA, this will for NTA to improvise new mechanism of rendering their services. They also envisage keen competition between NTA and private Television Stations.

When asked that under a keen competitive environment, what do they think is going to be the plight of Advertising industry, Advertisers and the viewers, they responded with the slogan "THEY WOULD BE BETTER OFF".

They were later asked to compare NTA with other foreign stations like CNN, Sport Television, Musical Television and WBC Television, they all answered, their services can not be compared with NTA. The next question poised to them was why? They answered that their services were quite unique. What makes their services to be unique? To them the foreign stations runs specialised services, one of them sighted the example of Sport Television why the rest maintained that the foreign stations are blessed with up to date equipment like filming machine, Video Recorder, Boosters, Computer and sound qualified and able personnel which they complained are lacking in NTA.

4.6 PROGRAMMES RATINGS AND REACTIONS OF VIEWERS

Three hundred viewers were interviewed from the sample areas and are exposed to fifteen NTA stations. It is believed that their assessment could therefore be said to portray the general view of the viewers on how they perceive the NTA services nation wide, more so, that their sampling cut accross the country. Out of the 300 respondents interviewed, 215 confirm that they are having Television Set of their own while the remaining 85 confirmed their accessibility to one at any time they are interested in viewing. The interview reveal that 64% of the respondent view Television daily, 25.8% watch television for 6 days in

a week while the remaining 10.2% claimed not to have gotten the exact days they watch television but affirmed their strong interest in watching.

Then they were asked whether they have idea of any private Television station, 120 responded by saying they have watched programmes through Power Tech, 100 Television Station. Also, 85 of them claimed to have viewed programmes aired through CNN, Sport Television Station USA, Musical Television USA.

Based on respondents' response they were later asked that based on their ideas and constant watching of Television and having watched some programmes aired through NTA, what can they say about the programme mix, Audio, Picture, Colour blending, Stability of the screen and quality of their services in general.

Below is the analysis of their assessment as contained in table 4.VII.

A total of two hundred and thirty-five questionnaires were sent out. On the programme mix 220 people responded, 40 people claimed that the programme mix of NTA is poor, while 30 confirmed that its services can be rated as being fair, 90 people actually agreed that their services can be

ranked within Average while 70 people claimed that their services is good. In all 160 people ranked NTA programme mix as being above average this represent 72.73% of the total respondents.

Audio and clarity of programmes was least responded, it has one hundred and ninety-three people that assessed it. About 11% of the respondents claimed that NTA's audio and clarity is good. 67.57% said it was average, while 15.14% said it was fair and the remaining 10.81% termed it poor.

The colour of their programmes was rated below average as 95 out of 195 people that responded claimed that it was only fair while 67 respondents claimed that it was just average and the rest 33 respondent categorically affirmed it poor. All agreed that some times, even some colour television portray some programmes as black and white, while in some cases some actors' dresses can not easily be differentiated.

On the stability of its programmes 235 respondents was recorded out of which 21.28% claimed it to have been good, 38.3% grouped it under average, while 14.89% said it was fair and 25.53% said it's poor, in total 59.57% rates the stability of NTA service as being above average.

The Quality of their product recorded the least respondents of 158 people, out of this 23 people ranked it as being good, 50 said it was average. Another 50 said they could only term their quality as being fair while 35 said it was poor. Out of 158 people that responded, only 73 people rated their quality as above average this represent 46.20%.

In our general analysis, NTA as a body could be said to have been performing above average except that its customers considered that the quality of their products (programmes) still needs overhauling and they also complained that their rates are becoming unaffordable for them, its constant increase in rate creates fear in them when there is the need for their patronage.

Considering our analysis of data as contained in Table VIII, one hundred and twenty respondents yielded on answer to our questionnaire and all were dully completed and returned.

As per programme mix, 16.67% rated the performance of both private and foreign stations as being excellent, 37.5 said it was good while 45.83% considered it average.

TABLE 4.VII

VIEWERS' RATING OR NTA PROGRAMMES

PARAMETERS	POOR	%	FAIR	%	AVERAGE	%	GOOD	%	EXCELLENT	%	TOTAL	%
PROGRAMME MIX	40	18	30	14	90	41	60	27	-	-	220	100
AUDIO/CLEARITY	20	11	28	15	125	68	20	11	-	-	300	100
COLOUR	33	17	95	49	67	34	-	-	-	-	195	100
STABILITY	60	26	35	15	90	38	50	21	-	-	235	100
QUALITY	35	21	50	32	50	32	23	15	-	-	158	100

TABLE 4.VIII

VIEWERS' RATING ON FOREIGN STATIONS AND PRIVATE TELEVISION STATIONS

PARAMETERS	POOR	%	FAIR	%	AVERAGE	%	GOOD	%	EXCELLENT	%	TOTAL	%
PROGRAMME MIX	-	-	-	-	55	46	45	38	20	16	120	100
COLOUR	-	-	-	-	-	-	75	63	45	37	120	100
STABILITY	-	-	25	20	45	38	50	42	-	-	120	100
QUALITY	-	-	-	-	-	-	40	33	80	67	120	100
SOUND/CLARITY	-	-	-	-	65	54	55	46	-	-	120	100

In their colour rating, 45 people said their programme color is excellent while 75 people ranked it as good. In general analysis their product colour is good to all.

Stability: 20.83 said it was fair; 37.5% as well maintained that it was average while 41.66% said it was above average. Sound and clarity they all rated int above good. While the whole 120 people confirmed that the quality of their programmes can be considered good. However, the writer asked them to give reason why they do think that private and foreign stations were better off in quality than NTA. 78 people that answer this question said that foreign stations are more equipped in terms of modern equipment and well trained personnel and that they have gotten long years of experience. Whie they affirmed that though the private Television stations like DITV, Power Tech 100 are new in service but small in size which tentatively give room for efficient management. Sound trained personnel and endowed with modern equipment which give them forum of running their services excellently, most especially to the taste of their customers.

Based on all the aforementioned, we can deduce that though, NTA has made a great impact, in educating, entertaining and rendering of information, which happens to be the main reason for their establishment. But the

information gathered from the Advertisers and Viewers in the course of findings has revealed that NTA still has some areas that needed attention in order for them not to loose their market share to the new private Television stations now coming into being. It is our considered view that NTA should beef up its staff strength, equip the organisation with modern equipment and scientific mode of marketing orientation being harnessed into the daily operation of the organisation. Also its rates should be based on scientific model bearing the desire of its customers in mind from time to time.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The commencement of this write-up started with chapter one that contains the brief historical analysis of communication in Nigeria before and after independence. Added to this is the tracing of the origin of electronic media popularly called "Television Services" in Nigeria that got its birth on 31st December, 1959 and was named THE WESTERN NIGERIAN TELEVISION (W.N.T.V.). Presently, Nigeria has been blessed with over 39 television stations embracing both state, private and federal owned. Furthermore, in this chapter, the writer has tried to critically look at potentiality of the marketing strategy used by the Nigerian Television Authority whether they are suitable in meeting the changing needs and tastes of its customers, as well as meeting the current responsibilities posed by the privatisation and commercialisation decree of 1989, that made NTA becomes a commercialised organisation. This chapter also analyses the mode and format of what the project intend to look like as well as the enumeration of the problems and limitations the writer encountered before this write-up.

Chapter two measures the potentiality and resourcefulness of the four elements of marketing as applicable to NTA. In this chapter, the writer weighs the usefulness of the scientific marketing orientation approach introduced to NTA immediately the parastatal was commercialised, he also assessed the rate at which the commercial directorate responded to the challenges posed by the decree privatising and commercialising mostly, if not all public corporations within the country. Frankly speaking, chapter two has been used as a review of literature relating to the marketing orientation and the four principal elements of marketing, (the 4Ps) have been considered. The marketing orientation was examined as this is where NTA and other television stations can improve on their revenue generation and meeting their target market share easily.

The various elements of marketing have been considered in this chapter namely the product (programmes), price, place and promotion. A comparison of marketing strategies, that is, marketing by rule of thumb and marketing under scientific approach have also been tested.

In chapter three, the research methodology has grossly been presented. In addition, the comparison of NTA, both State and Federal Government owned has been compared with

the new private television stations. The operation of NTA was analysed and slight analysis of the operational system of private television stations has been considered. The enactment of the decree privatising and commercialising all government owned establishments and the origin of private ownership of television stations is reviewed. Under this chapter, terms like sample population, sample definition, procedure for data collection and definition of some concepts are defined and analysed.

In chapter four, we have considered the analysis of data, most especially that of Nigeria Television Authority with some analysis of the private ones. We presented the data collected for the study analysed.

We finally conclude by saying that though NTA has control over the largest share market of its own service sector but has to be tactical and be up to date in its marketing strategies or else with the advent of modern equipment with promising and forceful programmes endowed with aggressive marketing managers, there would be the tendency of NTA loosing its market share to them. We also added that with the introduction of private ownership of electronic media in Nigeria this will pave way for keen competition with high quality of programme being relayed.

We adduce this from the study "Evidence" (Response to questionnaires) to reach this conclusion, hence open competition in our electronic media market scene is the best.

5.1 CONCLUSION

The administration of President Ibrahim Badamasi Babangida (RTD GEN) came with the intention of reviewing and looking for an amiable way of sustaining the Nigerian economy. He came out with so many economic policies among which are the Structural Adjustment Programmes (SAP), National Directorate of Employment (NDE), Second Tier Foreign Exchange Market (SFEM), First Tier Foreign Exchange Market (FEM) and Bureau DE Change. All these are the economic instruments his regime aimed to use in restructuring Nigerian economy in order to improve the citizens' standard of living. Considering the pros and cons of these policies, we could conclude that all has failed in achieving its desired aim or objectives. Hence his economic advisers felt the best for the government to use in restructuring the economy was the act of disengaging itself from running most parastatals. This lead to the promulgation of a decree in 1989 privatising and commercialising some government corporations. Among which are Nigeria Ports Authority, Nigeria Railway Corporation, The

Nigeria Electric Power Authority, the Nigeria Television Authority and the relinquishing of shares owned by the federal government in some of our banks for public subscription.

Privatisation and Commercialisation as one of the economic policies introduced by the Federal government is aimed at exposing most government parastatals to an aggressive marketing strategy poised to acute competition aimed at meeting the day-to-day consumer needs and wants and to introduce them to management decision embodied with all functions of scientific managers. This decision was taken in order for the federal government to be able to put an end to quarterly subvention it normally doles out to these parastatals that serves as draining point of its finances, also it was intended that the privatisation and commercialisation will evaluate the contribution of each of this organisations to the growth of the economy.

It's the intention of the writer that this chapter should be able to make the summary of his findings and making some possible recommendations which if put into use could place the Nigerian Television Authority ont the demand of self sustaining, growth, with adequate profit making derived and maintaining its undoubted market share.

As earlier mentioned that NTA was established to serve as publicity organ of both State and Federal Government. NTA could be affirmed as the child of the federal military government that looks up to its father for daily need. In view of this, subvention was generously disbursed in no small measure to the authority to cater for its daily routine. In a situation where abundancy reigns there would be the tendency for waste and lack of accountability, non-chalant and naive attitude to work are bound to be in existence in such organisation. All these have been the attributes of NTA, not until when there was a sudden change in the economic posture of the country when efficient and cost calculative management of resource become inevitable. With persistent economic recession, NTA management has no other alternative than sourcing of funds through sales of air time and sponsorship of programmes by corporate entities. To buttress further, was the insistence on the introduction of selling on stage entered into by the authority in their effort to gear up their marketing evolution. Presently NTA has introduced discounts and gifts of all sorts just to encourage their various customers to increase and remain with them in patronage. At the take-off period between 1966 - 1988 the sales volume of NTA has risen by 100% while between 1988 to 1992 the sales velocity geared from ₦42 million to ₦703 million representing a percentage increase of 483%. All this indicates that autonomous power of

operation given by the management to the marketing directorate of the organisation has started yielding the desired result. Meanwhile, this achievement cannot be compared with Power Tech 100 and other private television stations. Although, it could be deduced that commercialisation has geared up the authority in the usage of marketing orientation even though that there is persistent increase in the cost of operation. By my findings, it would be very easy for me to assert that the organisation has not totally embraced the marketing concept in its daily operation. The principle of scientific marketing is still very much neglected, most especially in taking price decision, time taking to air a particular programme and the placement of personnel.

This study has tried to reveal that although sales has been growing at a very fast rate especially from 1988 and after commercialisation while operating cost has been growing at geometric rate. When this trend of happening is compared with what obtains in the private stations, it can easily be said that the private stations perform better in the sense that they strive in meeting their target sales with a minimum operating cost which at end pave way for them to break-even as well as enabling them to record marginal profit catering for both their overhead expenses and reserves for future expansion. In reality the study reveals

that what the authority makes from sales is not enough to cover its operating cost, the reverse is the case with the private stations who has been enjoying relatively low cost of operation with high sales turn-over creating a margin for future growth. The essence of partial commercialisation of NTA was for the authority to source its revenue that would sustain and cover its operating cost leaving a margin for its future growth, this is yet to be achieved. For example it was discovered that in 1993 the authority made sales of over ₦281 million while its operating cost was over ₦336 million representing 120% of the sales. This called for researchers attention and in the course of the interview, it was verified that constant increase in personnel emolument and other allowances has been calling for insistant increase in operating cost of the organisation. Also, the writer discovered that the sales effort of the authority is weak and it required a total over-hauling, calling for modern approach in marketing. Furthermore, it was asserted that the constant viewers dissatisfaction with the quality of NTA programmes and in its programme mix, most especially in the case of local programmes called for their shifting in patronage to private stations and State owned television stations.

This spirit of dissatisfaction as well, has been exhibited by the advertisers complaining of commercial scheduling system, most especially the commercial break times in most NTA station which contradict the impact the advertisement are expected to make on viewers. Also in the course of this study, it was discovered that NTA's equipment were obsolete and fails to meet the current demands by both the advertisers and the viewers. To them, this was the rationale behind the authority's introduction of commercial break belt which makes advertisement less important to viewers since they can time most of them. The advertisers affirmed that commercial advertisement would have the desired impact if they are aired when the viewers expect them not. Response received through our questionnaires reveals that customers are of the opinion that the authority could do better if the areas that needs improvement are given their desired attention. Finally, the writer later verified that NTA has embarked on total over-hauling of its marketing orientation that could place the organisation in a better footing. Accurate scientific marketing orientation endowed with the interpretation of the four elements of marketing (4Ps) price, product and promotion, the authority believes would bail them out of the dependency on government subvention.

5.2 RECOMMENDATIONS

Nigeria as a country is facing economic recession posed with hyper inflation and this has been calling for the constant winding up of some companies, most especially those ones in the service sector of the economy. Government's inability to fund most of its parastatals necessitate the idea of privatisation and commercialisation of most of the government corporations. In spite of these ugly situations some organisations blessed with some aggressive marketing strategies still strive hard to maintain themselves in their market. This recession in the economy warrant most organisations to embark on a pre-determined and scientifically based marketing objectives tactics and aggressive strategies bestowed with dynamic staff ready to meet the day-to-day needs and tastes of its customers.

For NTA to be an on-going concern, it must embrace the modern techniques of marketing and do away with the rule-of-thumb marketing style that is full of myraid marketing problems and huge operating cost. The use of scientific marketing principles would afford the organisation the opportunity of meeting its customers needs, moderate running cost and high potentiality for future growth and self sustenance. NTA as a new profit making organisation must embark on strategic marketing principles as being imbibed by

most private owned business organisation. The arm-chair policy and the act of waiting for the government subvention must be thrown away, field selling and up to date sales promotion must be encouraged.

Be it as it may, organisation of this calibre needs a modern way of packaging its product for sales. NTA packaging system still calls for improvement, for instance, all those programmes aired out to viewers as entertaining, educating and informing programmes could be produced to demo-tape for its salesmen to gear up their selling abilities. Also if the authority can package its products to the interest of its customers, most of their redundant staff could be trained as stage artist, going from one town to another to stage these programmes, most especially those areas NTA cannot cover due to non-availability of electric power supply thereby creating avenue for making additional income and full utilization of its members of staff.

Another vital tool in marketing elements that NTA needs to give attention to is pricing. NTA needs a scientific approach in its pricing moves, most especially the act of embracing the following elements like the cost of producing a particular programme, the likely number of buys, the life span of the programmes (product), the promotional efforts required and the place at which the product (programme) is

most likely going to be aired, transportation cost, time spent in producing a demo-tape and other attachable factors, that can make the cost of production high must be weighed before fixing a particular price for programme aired. Considering the past, when its costs of production used to be outrageous, thereby making it relatively impossible for NTA in getting sponsors for most of its programmes. Accurate costing is inevitable if NTA wants to break-even, and if possible, make profit.

The authority should endeavour to strengthen its promotional efforts which have not been adequately explored to the fullest, the essence of this is that it would create more avenues for making additional sales using tools such as free slot to sponsors, rendering of free video recording service to companies during their A.G.M. meetings. Moreover, emphasis should be placed on price, window display, stickers price specials, autonomized gift, customers' names on plates, biros, etc. all these are promotional gimmicks that the authority could use for attracting notice as well as making their product easily recognised and remembered.

Cassette Dubbing:- As part of sales promotion the authority can imbibe the idea of dubbing most of its programmes that go down well with viewers into its Betamax Cassettes for sale. This the writer believes would enhance

the authority's opportunity of making additional revenue. As a matter of fact, the authority needs a total overhauling of its promotional gimmicks and some pricing gimmicks like grading, packaging, discounts and constant market survey.

Staffing:- The critical analysis of the authority's cost of operation has shown that staffing accounted for relatively 35% of its annual budget. In addition to this was the persistent re-adjustment in personnel's personal emolument and allowances. Although there was no record that NTA has increased its personnel for the past four years, the indication of this is that old rule of thumb, desk idea workers and pragmatic philosophy of work that do not pave way for the use of ideas talk more of changing their mode of work for instance our DCO workers' belief in this is how it has been so it must be done like that. This method of work does not pave way for new ideologies, neither does it create avenue for sound usage of scientific principles that could lead an organisation to achieve its objectives and goals. For accurate cost of operation endowed with objectives of accountability that would sustain the authority in achieving its earmarked goals there would be the need for reduction in NTA staff strength. This reduction in staff strength should be done in such a way that employees of rudimentary ideas be dropped while new ones of very articulating posed with up-to-date scientific ideologies be employed to replace the

areas where more hands are required. Employees of new blood are usually very creative, dedicated to their job and they are result oriented, those and other benevolent advantages can easily be derived by NTA if proper placement of staff is done.

For equitable and desired result being achieved from employees, there is the need meeting their most needs most especially the working environment, better remuneration like good salary, promotion and improvement in their educational qualification. These and more others would make the NTA staff having sense of belonging, moreso if the authority could create avenues whereby its workers can subscribe for shares considering the fact the government is planning for total privatisation and commercialisation of the authority. These and more others, the writer believes, could gear up the employees to work relentlessly for the attainment of the desired goals set by the management of the authority.

Conclusively, the authority needs to instil law and order in the mind of its workers creating ways for total sense of discipline and prudence in the organisation. Also, replacement of obsolete equipment with modern ones that meets the current needs of the market, that is, the recording video machine, sufficient transportation van, paving way for meeting other needs of the organisation. In

a more accentuated manner most units (stations) that found it difficult in meeting their target market and revenue generation should be merged with other stations so that total cost of operation can be reduced.

The act of government giving license of operation to public for the ownership of television stations is to promote competition and efficiency in the provision of media services in Nigeria. Indeed the coming of some of the newly established television stations has indicated that in some years to come all the customers and viewers will have the cause to say that we are enjoying the worth of our money. For NTA not to be left behind, there is the need for establishment of new products (programmes), better packaging, articulated pricing system and efficient and appealing promotional services that could persuade customers to yearn for more of their services.

For efficiency, growth, rendering of desired social responsibilities and retaining its market share, there is the need for NTA to embrace all objectives behind the decree establishing the privatisation and commercialisation of most government parastatals. So its ability to succeed lies in its hand.

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APPENDIX ONE

QUESTIONNAIRE FOR THE VIEWERS

Kindly oblige by answering and supplying responses to the following questionnaire please.

1. What is your profession?
.....
2. How long have you been in that profession?
.....
3. Where do you live? State briefly your residential area:
4. Have you any Television Set at home?
Yes () No ()
5. If yes, how long have you been viewing programmes from
y o u r T e l e v i s i o n s ?
.....
6. If No, where do you view the programmes?
.....
7. Have you any interest in viewing NTA programmes?
.....
8. Since when have you started watching their programmes?
.....

9. State briefly to what extent you think its programmes are satisfactory to you when compared to other programmes you watch from other Electronic media houses i.e. State owned Television Stations, Power Tech 100, CNN and Sky Sport Television Station
10. Would you say NTA has reach its peak of success?
Yes () No ()
11. If No, kindly mention the areas you feel they are lacking and how do you think they can best improve on them.
.....
.....
12. After the slight improvement recommended by you are put in place, do you think NTA can be better off than what they are now? If yes, how would you rate them
.....
.....
.....
13. Please give your total remark on its performances i.e. its programme colour, the Audio Sound and Clarity and the programme pictures. /
.....
.....

APPENDIX TWO

QUESTIONNAIRE TO ADVERTISERS AND COMMISSION AGENTS

1. What is the name of your organisation?
.....
2. Where is the registered office?
.....
3. Of what profession are you?
.....
4. Where do you work?
.....
5. Does your organisation have any business linkage with NTA?
Yes () No ()
6. State in clear terms what business engagement does your organisation have with NTA :
.....
.....
.....
7. As an advertiser, would you say all is fine with your organisation? Yes () No ()
8. If yes, state in a categorical terms those areas you have rated NTA better off to other television companies and give your advises that would speed its rate of growth and success.

9. If No, "Give your reasons"

.....

10. What do you understand by "Air Rate"? As a commission agent, have NTA been paying you the agreed commission rate?

Yes () No ()

11. Please define in a short form, the term "Belt Break Time", would you say this system of airing advertisement by NTA is okay with you?

Yes () No ()

12. If you answered No, why? Please give your reasons.

.....

13. For efficiency and effectiveness of NTA, as an advertiser/commission agent, what would be your advice to NTA as an organisation that its main objective now is profit making.

.....

.....