FINANCING SCHOLARLY PUBLICATION IN A DEPRESSED ECONOMY: A CASE STUDY OF SELECTED UNIVERSITY PRESSES IN NIGERIA

BY

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DECLARATION

I hereby declare that the project is a product of my research findings and that I am responsible for any errors of commission and omission.

All works consulted have been duly acknowledged in the references.

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CERTIFICATION

This project titled **"Financing Scholarly publication in a Depressed Economy - A Case Study of Some Selected University Presses in Nigeria"**, by Olufunke A. Bolaji meets the regulations governing the award of the degree of Masters of Business Administration of the Ahmadu Bello University and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

TO

The memory of my late brother, Professor Adeleye Adegite

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3.4 Secondarra^P^A^Et ght financial conditions coupled with the economic depression facing the nation. The findings include among others, dearth of funds, use of obsolete equipment, high cost of raw materials, etc.

The recommendations focused on the need for government, corporate and individual interventions in financing of these publication outfits.

ABBREVIATIONS

A.B.U. - Ahmadu Bello University

A.B.U.P - Ahmadu Bello University Press

N.E.S - Nigerian Economic Society

SFEM - Second-tier Foreign Exchange Market

S.A.P - Structural Adjustment Programme

CHAPTER ONE

1.1 INTRODUCTION

There are three major driving forces behind the study of financing of scholarly book publications in a depressed economy like Nigeria. The first is that education is the basis of societal advancement. Knowledge in science, technology, liberal arts, etc, serves as the basis of societal, educational, social and economic development and hence, to true nationhood.

The second is that the know-how mentioned above cannot be achieved without the timely and adequate documentation of the necessary information in a reliable form. If not properly documented, the chances of intra-societal and inter-societal transmission of the know-how will hardly be achieved if not totally impossible. Adequate preservation and transmission of the above human endeavors in form of books, journals and periodicals is the challenges which scholarly book publishing is out to accomplish, doing so at a profit. Scholarly publications serve as a medium through which developmental ideas are transmitted world-wide.

Thirdly, the demand for scholarly publications has been on the increase in Nigeria, but the supply of these books, journals and periodicals has not been meeting the demand for them. This is largely due to inadequate finances of these publications. The reasons for this lapse can be attributable to the depressive economic condition and the general poverty permeating every fabric of our national endeavor as result of

this depression, and also lack of proper commitment by the government, organizations and wealthy individuals. Depression has led to the impoverishment of nations, most especially the developing countries where Nigeria belongs.

Poverty is a ravaging economic and social phenomenon that manifests in the inability to acquire the basic necessities of life needed for a decent living, in low self-esteem, and in the absence of the means for self-actualization. The excruciating effect of poverty has always been felt in Nigeria and this has affected every organ of the society, including the education sector. In an attempt to cut down on public expenditure, government has engaged in commercialization and privatization of public enterprises. Due to reduction of budget allocation to the education sector, all the Universities in the Nation have embarked on commercialization of some of their outfits, one of which is the University Press. The printing presses are supposed to operate profitably without any financial assistance from the parent body. They are to be source of revenue generation. This has further placed some financial burdens on these presses.

Looking at the scholarly publishing industry, one discovers that this industry has not been given the attention it deserves in terms of finances for reasons already mentioned above. The government, organizations and individuals that benefit from the end products of this industry in form of trained personnel, researches, etc, are yet to give their

maximum financial support. The study will focus on the genesis of this problem with a view to proffering possible solutions.

There are a number of benefits derivable from the scholarly book publishing industry.It is the most authentic and permanent way through which knowledge in science, technology, liberal arts, music, e.t.c., can be presented and transmitted from generation to generation.In the immediate environment, this industry offers employment to the authors, editors, printers, retail booksellers, e.t.c.Internationally, the possession of sophisticated scholarly book industry serves as a source of pride to nations possessing it.(see fig.1.1).[1]

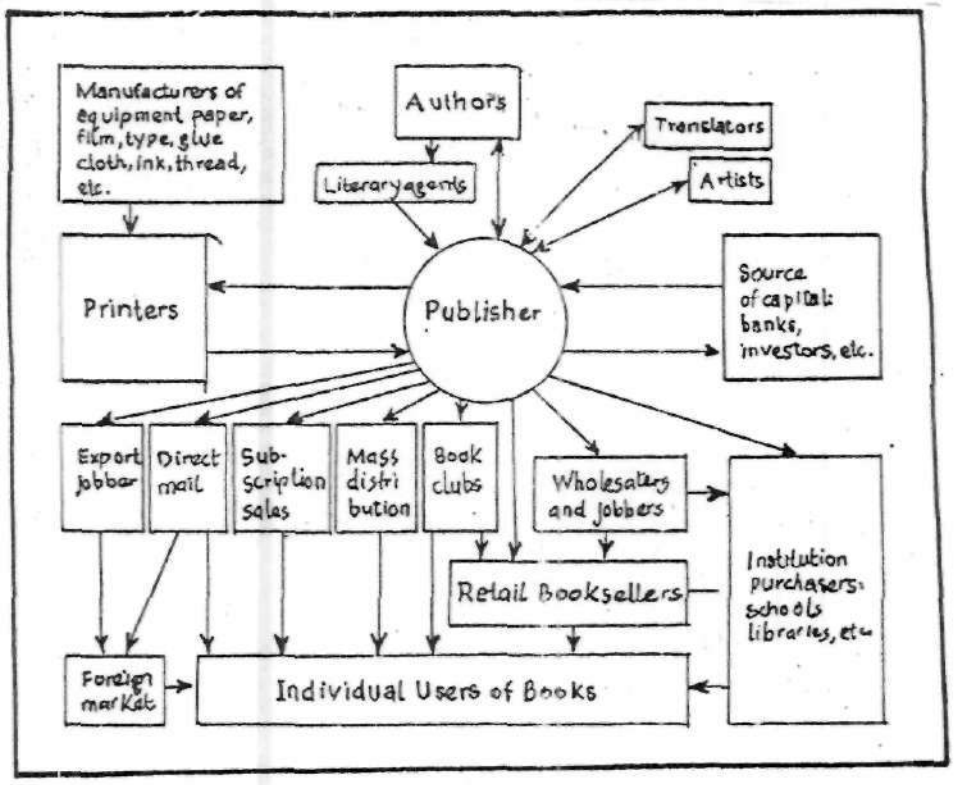


Fig. 1, The Book Industry.

Has the location of the scholarly book publishing industry affected its performance and growth ? Most often, scholarly publications are products of the University Presses. Unlike any other publishing industry that would accept the publication of junk in order to make fast money, the University Presses are committed to publishing materials that contribute to knowledge. These presses are affiliated to one University or the other for effectiveness since the University contains all the brains needed for scholarly publication. These presses include Ahmadu Bello University Press Ltd., Zaria, University of Ibadan Press, Ibadan, University of Lagos Press, Lagos, University of Jos Press Ltd., Jos, etc.

Government on its part, established copyright commission in 1991 to protect the industry against pirating and plagiarism to encourage the growth of local scholarly book publishers in Nigeria. In spite of this measure, the Nigerian University Presses are yet to meet with the challenges facing them. They are yet to compete favourably with their foreign counterparts. Why is it that local University presses cannot live up to expectation by publishing the right journals and titles and make these available and affordable to the bookshops, institutional purchasers, schools, libraries, foreign subscribers, etc? This is because promulgation of a decree is one thing, financing is another. Without adequate financing, even if government promulgates several decrees without the necessary financial backing, they would be of no

effect on the performance of the industry. This will be looked into in detail.

To examine the financial problems and prospects facing the scholarly book publishing industry, the work is divided into five chapters.

Chapter one defines the problem being investigated, the scope of the work, hypothetical assumptions needed to prove the correctness of the findings, research methodology used, limitations, delimitations and definition of terms.

Chapter two concentrates on review of relevant literature as regards the development and present state of the scholarly book publishing industry in Nigeria. The role of finance, its effectiveness and management are fully discussed.

Chapter three focuses on research methodology. The various techniques used in information gathering are highlighted. Essentially, questionnaire, interviews and relevant texts are used in addition to personal observation.

Chapter four analyzes the data collected in the light of the selected presses goals, polices and financial objectives to determine their efforts towards viable operation. The hypotheses are tested here.

Chapter five deals with recommendations and suggestions that will aid finding solutions to the problems earlier identified for improved present and future performances.

1.2. Problem Definition

The book industry forms a minute part of a country's economy, be it developed, developing or least developed. In monetary terms, its contribution cannot be compared with other sectors such as petroleum in the case of Nigeria. But, the book industry, most especially the scholarly publications, is a small switch which sets in motion and controls an enormous engine of intellectual and technological advancement. Book publishing is the key to educational and socio-economic development of any nation.

It is on the basis of the above preposition that virtually all the first and the second generation Nigerian Universities established a press. These Nigerian University Presses account for only 5% share of the market in book publishing industry in Nigeria.

Lack of adequate finances for these presses to meet the ever increasing demands of scholarly publications needed by the University lecturers, researchers, students, professional bodies, colleges of education, polytechnics, etc, is the main concern of this work.

Scholarly book publishing has abundant actual and potential marketing opportunities given the increasing rate in the number of student being enrolled in the various levels of our educational system. The inability of this industry to meet up with the challenges facing it can be attributed to the problem of inadequate financing to meet with the acquisition

of modern equipment, know - how and expertise necessary to cope with the new trend in book publication .This has further narrowed the little market share available to the industry thereby creating a dearth in the scholarly books market.
No wonder many teachers and lecturers rely on their old school notes to teach their students. Many of them are so outdated in modern trends relating to their various fields due to non-availability of these books, and where they are available, the price are out of reach of an average teacher.

Remember, the lecturers are cut-up with the poverty syndrome where majority of the middle-class, where they belong, live below the poverty line. This grave effect is due the inability of the home industry to meet up with the needs of the people. The few imported copies are outrageously priced so that they have no choice but to rely on their old notes, some of which are over a decade old.

Is there any untapped sources of fund available to this unique industry ? How have the government, organizations and wealthy individuals responded to the financial needs of this industry ? Is it encouraging and can it be improved ? How can the industry improve its financial condition ? These are some of the questions this study would try to proffer solutions. The companies selected for the purpose of this study are the Ahmadu Bello University Press Ltd., Zaria, and the University of Lagos Press Ltd, Lagos. These have been involved in book publishing for quite a while, but have had their operations

stunted along with others for sometime now due to financial problems.

1.3. Relevance Of The Study.

In the recent past, there has been so much cry about the fallen standards of education affecting every aspect of our educational system, right from the primary level to the tertiary level. Lack of relevant texts and materials to every category of students has been a major problem. The seriousness of this matter has informed the choice of this topic. This industry, even though very important, contributes very little to the economy of the nation. How can this be reversed?

The study will carefully look into and identify the financial problems facing the industry with a view to offering possible solutions. It will supply the antidotes necessary for survival in a depressive condition.

1.4 Scope of The Study.

The study is based on two companies in the scholarly book publishing industry:-the Ahmadu Bello University Press Ltd., Zaria and the University of Lagos Press Ltd., Lagos. It is hoped that the findings therefrom will be of benefit, not only to other University presses, but to the publishing industry at large. More of the Nigerian University presses could not be considered due to tight schedule on the part of the researcher. The selected samples have been carefully chosen to

give a good representation of the University presses in country. However, an indepth analysis of the financial problems and prospects facing the selected presses will be properly addressed.

1.5. Hypothetical Assumptions.

Some hypotheses are assumed to guide the researcher in the course of this study. These hypotheses will be proved right or wrong in the course of work.

The hypotheses include the following:-

1) That lack of adequate funding is the bane of the stunted growth facing the scholarly book publishing industry in Nigeria.

2) That the government, organizations and wealthy individuals are yet to pay adequate attention to the financial needs of this industry, hence their failure in fulfilling their obligation as the beneficiaries of the end products of this industry.

3. That the industry is yet to design strategies that will better their financial position, hence the lack of growth.

4. That with adequate financing and prudent management of same, the industry can operate viably to meet up with the book needs of this nation and beyond.

1.6 LIMITATIONS

The study is not without its limitations. These include:-

1. The choice of two presses out of the so many. This cannot be taken as a reasonable random sample of scholarly book publishing industry in Nigeria.

2. It is always difficult for organizations to supply adequate information concerning their finances. This study has suffered the same fate.

1.7 DELIMITATION

The study is restricted to university presses alone. It has not attempted to proffer solutions to the financial problems facing the publishing industry as a whole.

1.8 DEFINITION OF TERMS

Some terms are defined here to eliminate confusion as regards their meanings in relation to others.

a. Finance:- Means money and all it can obtain for effective operation of the organisation.

b. Sources of funds:- These include the income through sales, subventions by government, donations by organizations and individuals.

c. Uses of funds:- Application of the funds available to the company.

d. Economic Depression:- A period of economic stagnation or slow growth.

e. Poverty:- Lack of physical necessities of life necessary for self fulfillment and self actualization.

CHAPTER TWO

THE HISTORY OF BOOK PUBLISHING INDUSTRY IN NIGERIA

2.1 INTRODUCTION

Book publishing is a recent phenomenon in Nigeria. It is a few decades old. This is almost a century after the christian missionaries introduced the art of printing in the amalgamated Nigeria. But young as it is, and beset by various problems ranging from finance to technical know-how, book publishing has made some progress in the last one decade or so.

According to O.G Tanumo in his paper titled "Background to Book publishing in Nigeria; An Examination of the pattern of printing and publishing in Nigeria from the middle of the 18th century:[1] reveals two clear stages.

The first stage is the period of mass importation of books and reading materials into the country. Books for use in the schools and the churches, homes or groups that needed them were published and printed abroad. Nigeria has a very insignificant market in the book buying business for her taste to be identified. What was suitable for her colonial master was deemed fit for the country since her lingua france is the Queen's language.

This was by and large the era of printing rather than publishing as far as monographs were concerned. This was also the era of political pamphleteening, both in the church and

the state. Author-publishers tried their hands at writing, commercial presses did the printing. Biographies, local histories, comments and criticisms on the affairs of the state and to some extent, defence of things in Nigeria were the dominant publication of the period. Missionaries working in the country printed locally made Bibles, religious tracts and essential books in local languages for use by their converts and in the schools run by them. On the whole, the missions formed the backbone of local book production outside the government circle.

Newspapers dominated the field of light and general reading before the 1960s. The lucrative field of periodical publishing attracted local entrepreneurs especially after 1900. Newspapers and magazines were not only sources of current new and happenings, they provided reading materials in the form of fiction - complete or serialized - poems, satires, philosophical meditations and general self improvement literature.

Local printing and publishing were solely the affairs of government and the various literature bureaux set up by the administration. Government publishing was not limited to strictly official publication alone. The government went beyond the usual gazettes, trade reports, statistical abstracts, handbooks, annual reports of the departments and reports of the commissions of enquiries to publish local histories, scholarly anthropological and sociological books

etc, into culture, religion and social habits of the people they governed. Government encouraged its officers to study the local languages. Government provided simple, easy -to-read and cheap pamphlets on a wide variety of topics in English and local languages for the newly literate.

In the late 1950s and the early 1960s, there was a conspicuous absence of commercial publishing houses. What was present was the commercial printing presses. Sale agents of well known British educational publishers came out to Nigeria along with popular British books and later, made for African books to sell and then return to their home bases. Occasionally, while in the country, they made contacts with potential authors usually soon to retire missionaries and departments of Education officials. Shortage of good crop of indigenous authors for all types of books - Educational, gereral, light reading - was a major problem then. In terms of the totality of Nigerian book consumption, made for Nigeria and made in Nigeria books were very few. The annual figure was very negligible.

The educational population explosion of the mid 1950s marked the second stage in the history of publishing in Nigeria. The regional governments in both the East and the West introduced free primary education, thereby bringing education to all and sundry. The active literacy campaigns and other progressive educational programmes introduced in the late 1940s by all the government of the country were yielding

results. Large proportions of the annual budgets were being allocated to education. As a result of increase in enrolment of school pupils, the demand for books also increased. The Nigerian market became big enough to support an active local publishing industry with particular emphasis on primary and secondary textbook production. The new industry became attractive and also lucrative.

As the market expanded and educational policies were modified to reflect local ideas and values, British publishers saw the necessity of opening offices in some towns in Nigeria. Made - for - Nigeria and Made - In - Africa books soon replaced the Made - For - Africa ones already in use. The use of indigenous educated people as authors also replaced the former overwhelming reliance for authorship on retired expatriate civil servants and missionaries. This started in the mid - 1950s. The changes were gradual. By the mid - 1960s many British publishers doing business with Africa had established subsidiaries in Nigeria. After a period of tutelage under the parent companies, these British subsidiaries drew up distinct programmes of their own to cater for Nigerian tastes and needs. Many were headed by Nigerians and had local people serving on their board of Directors by 1970.

The indigenous commercial publishing houses appeared during this period also. Though they could put up only feeble competition against the monopoly of the British publishers.

Their mere existence brought in some flavour to Nigerian publishing. The ever present desire of Nigerians to try one examination or the other to accumulate certificates as a means to better job opportunities introduced a new dimension to text book production. Revision texts and self - study books designed to help students pass their examinations became sure source of 'jack- pot' earning.

Initially, the foreign publishers left this field exclusively to the few indigenous publishing houses to concentrate on the so called books of quality. However, by 1970, there were signs that they too were beginning to have a rethink. They started invading this field. There were publications on objective tests in English, Geography, Mathematics, etc., for school certificate and General Certificate Examinations O Level.

The establishment of first and second generation universities between 1962 and 1983 in Nigeria resulted in an unprecedented research activities and scholarship in authorship in various academic endeavors. Publishing of these researched and scholarship activities of these universities and those undertaken by a number of research centres in Nigeria called for scholarly publishing outfit. Hence, the establishment of Nigerian university presses. Among these are A.B.U.Press Ltd., University of Jos Press, Obafemi Awolowo University Press, University of Lagos Press, etc.

Among the commercial publishing houses in Nigeria presently are Longmans (Nig.) Ltd., Evans (Nig.) Ltd., University Press Ltd., etc. These are British based publishers with their subsidiaries in Nigeria.

Book publishers in Nigeria, be they foreign based or indigenous, have carefully, consciously and consistently been avoiding scholarly book publishing for reasons not unconnected with inadequate financing and fear of inability to dispose of the end products at a profit due to the impoverished condition of the mass of the consumer populace (Mohammed, G Sani, 1993)2.

The extent to which inadequate financing has continued to corstitute a bottleneck to these titles and possibly making suggestions to eliminate the financial related problems of scholarly book publishing in Nigeria using some selected university presses as case study is the concern of this piece of work.

2.2. Finance:- What is it ?

Finance has been defined as the science of management of public money or funds. Management is an art of decision making. This decision making behaviour governs the allocation of scarce resources of a firm. This is why management is of great importance to business studies. Management facilitates decision - making and forward planning.

Management on its part can be defined as a role, a set of duties, responsibilities and relationships. This role includes planning, organizing, controlling, investigating,negotiating and co-ordinating, (Dunn, etal, 1973)[3]. However, Dunn et al (1973)[4] omitted motivation in their definition of management. For most definitions of management by different authors, motivation is excluded. But motivation is an important aspect as far as the human resource of the organizations is concerned. This is being stressed here because we shall see later how lack of motivation has adversely affected the scholarly book publication in Nigeria. Motivation is the energizing force that makes employees or people behave in a certain manner, be it positive or negative. If a manager motivates his employees, he is sure of their co-operation which will result in the attainment of the organizational goals. Management success is dependent upon its ability to build a work-team and co-ordinate all the elements of an organization. Motivation, therefore, is an important function of a manager.

Management is a process by which human and non-human resources are co-ordinated to achieve a given set of objectives (Connor, 1974)[5]. The principles of management are the same irrespective of the types of organization, (Iziengbeaya, 1980)[6]. The President of a nation, the general manager of a firm, the Vice- Chancellor of a university, etc, all perform the same management roles. There are four main

types of management in an industrial set-up. These include personnel, production, marketing and financial managements. Each function will be explained in view of their inter-relationship with financing.

2.3.1 Personnel Management.

Personnel is the most priceless asset of any organization. The management of an industry or any organization organizes people and their efforts. The aim of any organization is to generate effective co-operation among a group of people towards the achievement of whatever goals the organization has. Capital and machinery are very important for any industrial set-up, but the human resources who co-ordinate the other resources and decide what to produce, when, how, and where, are most critical variables in the industrial growth and development process (Iziengbeaya, 1980)[7].

The basic organization features that help achieve higher productivity are that:-

(i) Lines of authority must be clear at all levels. The relationship of people in the organisational ranks must avoid confusion of responsibility and over-lapping of authority. Authority is progressively delegated downward from the highest to the lowest managerial level. The top must retain enough authority for effective management and control of the organisation.

(ii) Delegation of responsibility must be accompanied by delegation of commensurate authority.

(iii) The unit of command principle should be observed. No worker should have more than one boss to avoid conflict.

(iv) Reasonable balance should be maintained in the distribution of activities among the various departments or sections.

(v) The number of persons reporting to a single executive or superior should be related to the nature of operations to be managed.

(vi) Provisions should be made for organisational flexibility to permit adjustment to change with a minimum of disruption (Hart, 1970)[8].

The personnel policy of an organisation will to a large extent reflect the overall corporate strategy,since company policy determines the framework within which the whole organisation operates (Hunter, 1983)[9]. An effective personnel management should provide an environment within which the work force are motivated towards producing effective effort and co-operation with management. The company should adopt a management style which to a considerable extent, meets the needs of the work force. The management must be aware of the legal obligations and social responsibilities in relation to their safety, health, working conditions and employee motivation, (Hunter, 1983)[10]

A successful personnel management requires top management to control, supervise, dialogue and allocate responsibilities and to co-ordinate the work of individuals and groups within the organisation (Hart, 1970)[11].

2.3.2 PRODUCTION MANAGEMENT

Production is the management of factors of production, costs of such factors, as well as management of the best combinations of inputs to produce outputs. Production management takes at its starting point, the study of the entire group of possible factor combinations that could be used to produce a certain output within a given state of technology (Kontsoyannis 1977)[12].

The major objective of most business enterprises is to maximize profits, he has to vary the quantity produced since profit, revenue and costs are all functions of quantity of goods or services produced.

There are three alternatives to profit maximization attainment. The first is to maximize revenue subject to costs, second is to minimize costs subject to revenue, and third, is the benefit derived from, economies of scale production. For production management to be effective, it must manipulate available resources in such a way that the productivity of the enterprise is maximized (Hunter, 1983)[13].

2.3.3 MARKETING MANAGEMENT

Marketing management is mainly concerned with the development, financing, promoting and distributing goods and services to groups of consumers or client so as to earn more profits (Esemuede, 1986)[14].

Products, like human beings, also have their life span, They pass through several stages and they eventually die. Knowledge too can become obsolete when ideas are discovered, the old one are discarded. This is how man has been able to progress through the stone age to the present jet age, through constant innovation by man.

Therefore, beginning from idea or product birth, that is, introduction stage, it grows, matures and then falls out of use. By the time a product gets to maturity stage, the firm, though still enjoying increased volume of sales incurs lot of costs dues to more expenditure on advertising to boost sales and also improve quality of the product in order to survive various threats posed by its competitors. At this stage, the profit level will reach its peak and then drop, due to high expenditure on promotional efforts to sustain the products position against the competitors (Olaniyi, 1986)[15].

Another function of marketing is setting and maintaining a price structure. The marketing manager has to develop and implement a pricing strategy that meets the needs of his industry at certain points in time. The basic pricing mix are costs, profits demand and competition. The optimum mix of

these ingredients varies according to the nature of product, service, markets and corporate objective (Olaniyi, 1986)[16].

2.3.4 FINANCIAL MANAGEMENT

This policy is the foundation of management (Maitin, 1982)[17]. It is an art of formulating and executing suitable financial policies in the interest of the industry. The major objective of such policies is to plan, co-ordinate and control those activities of the industry which are responsible for efficient administration of resources.

Finance is the 'heart' and the engine of any business (Onoh, 1983). Since most decisions in modern business management centres around finance, its importance cannot be overemphasized. The success of any industry depends largely on the effective financial management (Onoh, 1983)[19].

Financial management involves the procurement and handling of fund in such a way as to maximize the value of the firm to its shareholders. The financial manager strives to define an optimal combination to three inter-related decisions. First is the financing decision, second is the investment decision and third is the dividend decision (Ebong 1983, Horne 1977)[20] and [21].

For effectiveness, financial managers should adequately manage invested capital taking into cognizance the legal environment to ensure maximum returns on the capital.

2.4 THE ROLE OF FINANCE IN AN INDUSTRY

It is obvious that technology has no value unless it can produce; production is worthless unless it can be sold, sales are of little importance unless they are profitable (Symonds, 1978)[22]. The role of finance, therefore, is to unify these objectives and to give a common ground and a common purpose to each of these separate functions.

The management of capital fulfills the basic role of financial management. Management of capital involves the management of the rate of return on invested capital (Symonds, 1978)[23].

Financial operations in the industries have undergone drastic changes in the five decades. Capital budgeting has become the major topic in finance. In effect, the field of financial management has changed from descriptive discipline to a more encompassing one dealing with all aspects of acquiring and efficiently utilizing these funds. Today, financial thoughts and management are constantly being reshaped by inflationary worries, the measurement of return on capital, depression, etc.

2.5 OBJECTIVES OF FINANCE

There are many interests represented in a company and each interest depends on the political system, the attitudes of the society at a particular time and the bargaining power of these interests at the time. A company is both part of a

system and a system in itself. The society in which it operates will both affect its objectives and influence its results. The interest of the workers must also be taken care of too.

Based on the above premise, the financial objective of an organization is to maximize profit and also maximize shareholders' wealth. The wealth maximization goal encourages the assessment of all future benefits that are expected to arise from an investment and provide a means of giving appropriate weights to futures benefits depending upon when they are expected to occur.

There are many constraints on these objectives. These include the employees interest, that of the management as well as the society and the government.

Until in the recent times, government was an important provider of finance to industries. The main aim of government is to achieve certain objectives that are of national interest.

2.6 THE IMPACT OF FINANCE ON THE ORGANISATION

Traditionally, profit maximization is the objective of financial management of any industry. A much more acceptable objective of finance presently is the maximization of shareholders wealth. An efficient financial management will enhance profit maximization or maximization of the shareholders wealth, while an inefficient financial management

will lead to unrealization of any of these objectives. The impact of financial availability and management, therefore, is to enable the industry to grow and develop continuously in a profitable way.

2.7 THE GENESIS OF ECONOMIC DEPRESSION OF THE NATION

The remote cause can be traced to the pressure of post war international tensions. This is worsened by the great differences in the economic development between the underdeveloped and the developed countries. This difference can be measured by the poverty level of a nation. The per capita income figure, which is a crude measurement, can be used. The standard of living of a country depends on the consumption and not the capita income as such. Furthermore, the poverty of a nation is more faithfully reflected by the representative standard of living among the great mass of the people. This may be well below the simple arithmetic average obtained by dividing the total population when income is unequally distributed or majority of able bodied men and women are unemployed as it obtains currently in Nigeria.

Another way of measuring poverty is to look at the rate of growth of per capita income. Most of the current theories of the underdeveloped countries depict them with stagnant or declining per capita incomes or slower rates of growth than the developed countries.

This view has gained wide acceptance for at least 3 reasons:-

1. It accords with the popular notion of the underdeveloped country as a closed traditional society stagnating in primitive isolation.

2. It gains powerful support from the classical theory of the stationary state brought about by the Malthusian population pressure on the land.

3. It is in tune with the prevailing post war mood of pessimism and desperation in which "vicious circles"(of poverty and low wages leading to low investment, low productivity of labour leading to poverty) loom large in the economists vision.It can therefore be said that the underdeveloped countries are held down very firmly by a circular constellation of forces to their "low-income equilibrium" from which they can be jerked only by a concentrated large scale development effort by a big-push of heroic dimension (H.Myint, 1977).[24]

The immediate cause of poverty of the Nigerian nation is not unconnected with its past political and economic history. The late 1970s and early 1980s witnessed Nigeria at the grip of economic crisis. The export earnings from oil are very low, many factories have been and are still being closed, thousands of workers have been and are still being retrenched in the public and private sectors, social services are being

commercialized or privatized, etc.

The source of this problem is attributable to the strong dependence of the national economy on an external engine of growth 'the demand patterns, prices, policies and political exigencies of the West' (Aboyade, O. 1976)[25]

This strong dependence is rooted in the historical evolution of the country as a developing nation as earlier stated above.Before colonization of this nation, the country existed as a kind of isolated culture world with a high degree of self-sufficiency. Through imperialism, these fragmented societies became unified into a political entity. This gave birth to unequal partnership in the social, political and economic management of the country. Since the mission of the imperialist in Africa as a whole was to develop these territories as sources of raw materials for European industries and as markets for European manufactured goods, the imperialists formalized the disparate activities of European trading companies operating before the amalgation of the country. From thenceforth, the country became tied to the apron string of the developed economy. After political independence, there was no economic independence. A nation without economic independence is still a slave to its economic master . Nigeria was subjected to the controls of the IMF and World Bank to the detriment of the economic and political development of the nation.

The various governments of Nigeria after the civil war tried in various ways to tackle the economic problems of the country through the introduction of various economic policies. Except for the Gowon era when he declared that money was not the problem, but how to spend it, the Murtala/Obasanjo regimes introduced the'low profile' and 'operation feed the nation' all in an attempt to revamp the economy and boost its growth. The Shagari regime continued with the low-profile of the previous regimes and also introduced the 'Green-Revolution' to boost food production. The Buhari/Idiagbon regime further introduced tighter economic measures to bring sanity into the ecc nomic scene. One of such is the introduction of the price control system to stem inflation. The regime rejected the IMF dose as an antidote for economic relief. The Babangida Administration thought of a better way of freeing the economic shackles and strangulation, it decided to accept the IMF/World Bark conditionalities of the IMF loan without accepting the loan. This gave birth to the Structural Adjustment Programme (SAP) of the government.

SAP's philosophy is couched under economic re-corstruction, social justice and self-reliance which are assumed attainable through progressive deregulation, shrinkage of the public sector and strengthening of the influence of the market forces for efficient allocation and co-ordination of resources and economic activities.

SAP was adopted in Nigeria in June 1986, to alter and re-

align Nigeria's aggregate domestic expenditure and production patterns for purposes of restoring the economy to a balanced and steady path of growth and development. The 1987 budget was prepared under the notion that government involvement in economic activities, particularly in direct production is temporary given the classical thesis of government being at best when it governs the least (A.B.U. Social Science Monogrphy series No. 1. 1988)[26]

There is no indication from the 1987 budget to suggest that in spite of the shrinkage of the public sector, that the features of mixed economy would be destroyed. However, the extent of mix between the private and public sectors was not specified in the budget. Whatever the extent of mix, the market forces would be relied upon to allocate available resources while the budget sought to minimize government intervention in economic matters. To this end, policy strategies were put in place for the adjustment of the external trade (foreign exchange) domestic commodity, assets - cum-financial and the labour markets respectively.

The de-regulation of the external trade sector took, effect from September, 1986, with the following:-

1. Abolition of import and export licensing schemes for allocating foreign exchange.
2. Establishing of the second tier Foreign Exchange Market (SFEM) in 1987 fiscal year with the merger of the first and second windows of the market. Through the SFEM,

import and export prices have been determined by the demand and supply mechanisms under the belief that market-established prices would reflect products scarcity values in their processes of promoting efficient allocation and effective utilization of resources. (A.B.U. Social Sciences Monograph Series (No.1, 1988)[27].

The introduction of the second-tier Foreign Exchange Market (SFEM), introduced a new dimension into the nation's economy. The basic logic behind SFEM is to allow the market to operate under general market condition. It is a system which allow the market forces of demand and supply to determine the value of the naira relative to other foreign currencies. The motivation behind the operation of the market is to stem the artificial high official market price of the naira which spurred the flourishing of the black market. The second tier market is expected to help ascertain the real international value of the naira and thereby help redirect resource usage within the domestic economy by establishing a new basis for relatively with the rest of the world. The operation was also expected to accelerate the diversification of the economy since it is expected to encourage the development of the non-oil exports.

SFEM which is part of the SAP has been the one policy that has overwhelming effect on every sphere of our social, political and economic life. A general but nonetheless legitimate basis for testing the appropriateness for the SFEM

logic is to briefly take a look at the SAP. As earlier stated, one of SAP's major objective is to ensure self-reliance of the nation. If SAP conflicts with self-reliance strategy which is accepted to be primary and fundamental to economic development and growth, then SFEM, which is a component of the general package stands generally disqualified as a candidate for participating in the development race. If on the other hand SAP is in harmony with self-reliance strategy, but for the SFEM element, SFEM stands disqualified on its own merit. In which case SFEM negates self reliance. Since the main purpose of government through SAP is the withdrawal of subsidies from social services, education inclusive, SAP can be said to be indifferent to the legitimate aspirations of the majority of the national population. It is a sabotage of the genuine and popular motive for demanding for a New International Economic order. SAP is theoretically and empirically at variance with Nigeria's self-reliance.

SFEM is supposed to further open up the Nigerian economy to foreign capital penetration. But without a reworking of the relationship between our economy and the imported capital, SFEM can only heighten our dependency status. Planless multinational investment not only nurtures external dependence for capital, but it also reinforces the Structural distortion of the economy. Hence, SAP has become a systematic programme of distortion because the proprietary control over national resources have further been surrendered to external forces.

SFEM has been accompanied by inflation since goods and services are priced based on their foreign exchange value currently the U.S dollar exchanges with our naira at the rate of $1 = N85.00 while the pounds sterling exchanges for £1 = N130. It is an elementary knowledge that those on relatively fixed income - who constitute the majority of the citizenry - are being penalized severally by this development. A university Professor earns a monthly take home pay of less than £50. What SFEM has achieved is to enrich further the wealthy few through the intensification of their exploitation for their property-less compatriots directly as workers or indirectly as consumers. This is a flagrant violation of the principle of social justice which is one other objective of SAP. This has further worsened the condition of the already disenchanted and alienated citizenry.

2.8 EFFECT OF ECONOMIC DEPRESSION ON EDUCATION AND SCHOLARLY PUBLICATION FINANCING

As it has been stated earlier, education is the lubricant of the engine of national development and growth. An enlightened society is a healthy nation, socially, politically and economically. Education does not only contribute to economic growth, but also it is an ingredient for poverty alleviation in the society, (NES, 1977)[28].

The formation of human capital in a society through education service depends to a large extent on the two ideas

that the productivity of human beings is improved by investments in this services and this will yield a continuing return to the society in future. Education service contributes to individuals effectiveness in various areas of the economy. The expected increase in labour productivity from investments in education can be quantified.

Before now, education used to be a big industry in Nigeria. Federal, State and Local Government and individuals invest heavily in education. The current world wide economic recession and the implementation of the IMF and World Bank sponsored SAP in Nigeria have not favoured the education sector. The financial allocation to the sector has been drastically reduced. Over the years the population of the school age children and people interested in acquiring education has grown dramatically. The budget cuts for education, when compared to value of education budgets in the early years has left the education sector adrift.

The consequence is that educational performance has fallen. From the primary through the secondary to the tertiary levels, there has been an outcry against the poor quality of the products of the education sector.Thus education, which is expected to provide opportunities for the acquisition of needed knowledge, practical and social skills has not fared well. The products may possess the best credentials, but they do not possess the skills and knowledge to match them, which places them at a disadvantage in the employment market. Of

recent, some universities in United Kingdom have refused to recognize certificates awarded by Nigerian Universities due to their perceived low quality ability of the recipients. This also has the effect of making many of the products of our education system exist below the poverty line.

Technological growth and development lead to obsolescence of the past skills. The reduction in support for education means lower school enrolment, higher dropout rates, and reduced quality of teaching which definitely affects the poor. This cutback in public expenditure rather than remove obstacles to development worsens poor people's chance of participation.

Reduction in budget allocation to the education sector has had its toil on the universities finances. All of them have had to look inward to boost their income generation. Since the government is against the charging of tuition fees, most of their outfits that hitherto used to enjoy subventions, have had to be commercialized for revenue generation purposes. The university presses are not spared from this operation. They are not only to be self-supporting, but they are expected to generate enough funds to be able to pay the parent bodies some dividends on yearly basis.

Coupled with the fact that the targeted market is already impoverished due to poor salary renumeration as a result of SAP and all its attendant unfavourable effects, the presses

are finding it difficult to market the few titles produced at profitable prices due to high cost of production. Authors are discouraged to research and publish more books due to poor renumeration of their efforts. Lecturers, who form the bulk of the authorship , now prefer to engage in consultancy work and other businesses that bring in quick money to enable them survive the hard times. The effect of this on these presses is that they now operate below capacity utilization. The question is, what is the way out of this predicated ? This question and many more will be the focus of this write-up in the subsequent chapters.

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CHAPTER THREE

3.1 INTRODUCTION

The major focus of this research is to find out the finance related factors militating against the potentials of Nigerian University presses in meeting the challenges of our time in terms of books, journals and periodicals publishing to meet the surging needs of the education industry. Even though the book publishing industry in Nigeria is quite large, two university presses, Ahmadu Bello University Press Limited (ABUP) and University of Lagos Press Limited (ULP), have been chosen for the purposes of a case study. Denga and Ali defined a case study as "A singled out individual, group of individuals, institutions or communities for analysis"[1]. This will enable an indepth research on the topic of interest with the hope that the findings resulting therefrom would be of benefit to the entire industry.

In order to identify the financial related problems facing the presses selected, the study will use financial techniques procedures. These will include the sources of capital available to the presses, pricing techniques, production, marketing and promotion techniques. With the aid of data collected, the study will make analysis of the data to agree or to disagree on the financial problems of scholarly publications as limiting factors to the growth potentials in the university presses.

For the above objective to be achieved, the research data collection is based on questionnaire, interviews, relevant texts and personal observation.

3.2 QUESTIONNAIRE

Questionnaire is defined as " any research instrument comprising carefully designed questions for respondents to answer" (Denga and Ali ,1983)[2].

For reasonable data to be obtained both closed and open ended questions are employed. This method is used in order to obtain relevant information without wasting the respondent's time. It is also to allow room for self expression through the open ended questions.

3.3 PERSONAL INTERVIEWS

Areas not covered by the questionnaire were personally covered . Personal interviews were conducted on the Managing Director, Managers of the various units and the Accountant on issues relating to revenue generation and management, the problems encountered and the foreseeable future prospects for the university presses.

3.4. SECONDARY DATA.

A number of relevant texts were consulted in the course of this study. All these are adequately acknowledged and referenced at the end of each chapter.

3.5 OBSERVATIONS

As a recipient of our educational system, an employee within the educational system, a number of personal observations have been brought to bear on this study.

3.6. THE NATURE AND THE ADMINISTRATION OF THE QUESTIONNAIRE:-

The questionnaire is divided into two sections. There is the general aspect which deals with the historical background of the presses, while the second aspect relates to the revenue generation and management.

The questionnaire was administered personally to the primary source of data, that is, the employees of the two presses selected. Secondary sources of data collection such as textbooks, journals, newspapers, magazines and other related studies were also consulted.

Due to time and financial constraints, the secondary sources readily available in Zaria were used.

3.8 HYPOTHETICAL ASSUMPTIONS

For purpose of focus and sense of direction for the research study, the following hypotheses were assumed:-

(i) That lack of adequate financing is the bane of the stunted growth facing the scholarly book publishing industry in Nigeria.

(ii) That the government, organizations and wealthy individuals are yet to pay adequate attention to the

financial needs of this sector.

(iii) Innovations to aid effective revenue generation are yet to be put in place by the university presses.

(iv) That with adequate financing and prudent financial management, the industry can operate viably to meet the book needs of the nation and beyond.

3.9 RESEARCH QUESTIONS.

In order to prove right or wrong the above hypotheses, a number of questions need to be tackled.

These include;

1. What is the extent of government commitment to scholarly publications in Nigeria?
2. Does the operations of the university presses as currently obtained encourage idea generation like their counterparts in the developed countries in terms of remuneration to the authors for their efforts?
3. Does the financial policy of the book publishing industry encourage revenue generation?
4. What financial policy is most suitable for the book publishing industry in a developing country like Nigeria taking into consideration the impoverishment of the populace?
5. How can this be effectively implemented to ensure development and continuous growth of the book publishing industry?

These questions are answered and the hypotheses tested to reveal the problems of financing scholarly publication in Nigeria and the way out of this predicament.

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CHAPTER FOUR

DATA ANALYSIS

4.1 INTRODUCTION

The need to develop local talents and reduce over reliance on foreign academic publications informed the establishment of the Nigerian University Presses. Ahmadu Bello University Press Limited (ABUP) was established in 1973, while the university of Lagos Press was established in 1976. A.B.U. Press Ltd had an authorized share of N400 of N1 per share fully subscribed to by the Vice Chancellor and the Registrar at inception. The share capital was increased to N0.5M in 1988. Currently, with the merger of the university bindery unit to the press, the share capital has increased to about N5m share of N1 per share fully. The initial capital shares of university of Lagos Press is not known, but current share capital is put at about N6m.

The presses are headed by the Board of Directors. The Board has the responsibility of formulating the organization's business strategies and policies. The Managing Director for each press is answerable to the board. He passes the formulated policy issues to the other members of the organization.

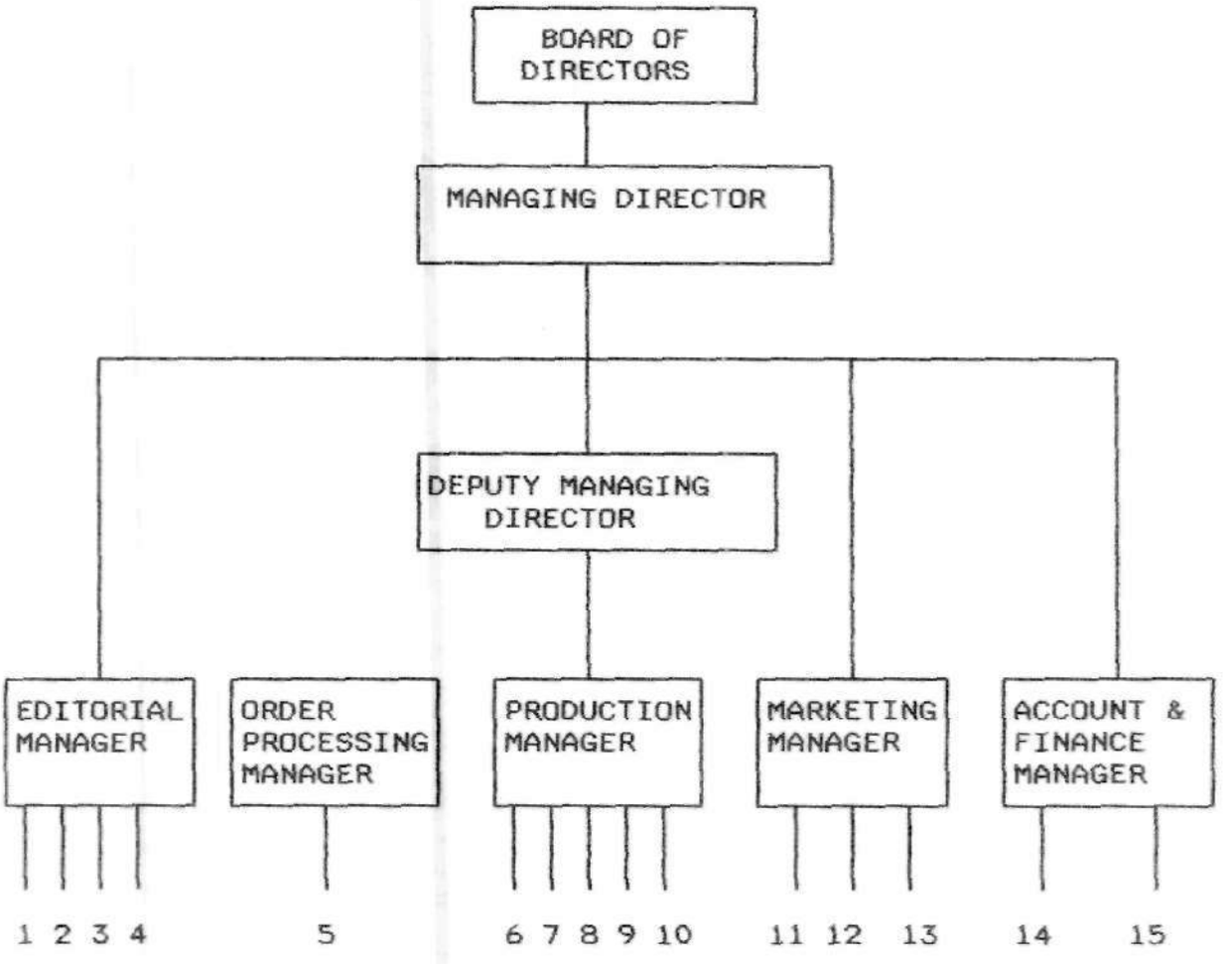
The Managing Director is also the Chief Executive. He is responsible for the day to day running of the organization. He has the responsibility of interpreting the strategic

policies formulated by the board of directors to the organizational line managers who are made up as follows: Marketing Manager, Production Manager order processing manager, Accounts and Finance Manager and Editorial Manager.

As earlier stated, policies formulated flow from the top to the bottom, that is, from the board members, managing director, line managers to the organization's workforce.

Implementation techniques and possible amendments are communicated upward to the board of directors through the workforce, line managers, deputy managing director, and managing director, (see below the organization chart for the presses selected).

ORGANIZATION STRUCTURE OF AHMADU BELLO UNIVERSITY PRESS & UNIVERSITY OF LAGOS PRESS



1 Compiler
2 Sub-Editors
3 Proof Readers
4 Translator
5 Order Processing Clerk
6 Compugraphy
7 Lithography
8 Printing
9 Printing Finishing
10 Bindery
11 Local Sales Officer
12 Print Salesmanship Officer
13 Foreign Direct Mail Officer
14 Storemen
15 Accounts Clerk

The organizational structure has the following advantages. It enhances maximum utilization of special technical know-how. It ensures efficient utilization of machinery and equipment. It enhances efficient flow of communication from top to bottom and vice versa for the necessary control and efficient and effective performance of the entire workforce.

4.2 COMPANY GOALS, FINANCIAL GOALS AND STRATEGIES

Through the survey conducted the company's main goals and objectives can be summarized as follows:.

a. Provision of advanced knowledge in science, technology, liberal arts, etc, through printing, publishing and distribution of scholarly books, journals and periodicals in Nigeria, Africa and the world at large.

b. To undertake scholarly printing, publishing and distribution at a profit to the organization.

The main financial objective of the presses is profit maximization. Customer satisfaction and service to humanity stand as strategic options open to the organizations.

For the above objectives to be attainable, a number of marketing strategies are put in place. The financial objective cannot be realized unless the products are sold for cash which can further be used for investment.

In the case of the two presses selected, differentiated marketing strategies are employed in their product pricing.

This is to enable them meet the diverse needs of their customers and the society at large. Though differentiated marketing strategies are more costly than other marketing strategies, for a successful marketing, the marketer may need to differentiate or customize his product, at least, to some extent.

As earlier stated, the cordial inter-relationships between the various sectors of the company, personnel, production, finance and marketing departments, account for the success of any organization. Where there is unity of purpose, the organization is bound to succeed. Hence, we shall take a brief look at the activities of these units.

4.3 PERSONNEL COMPONENT MIX:-

In both cases, the staff members are compensated in form of regular payment of salaries, over-time payment, yearly bonus, staff training, free medical services and granting of loans. The compensation is said to be relatively alright considering the present financial predicament of the organizations.

Even though the labour force can put in more effort for better output results, they are handicapped due to a number of reasons. These range from use of obsolete machines to lack of adequate raw materials and also the government regulation on working hours. The effect of this is withdrawal of printing materials if not done on schedule.

PRODUCT COMPONENT MIX

The end product is supposed to benefit the buyer and the seller. It should contribute to the profit of the organization and at the same time meet the needs of the buyer.

The end products of the selected presses are scholarly textbooks, journals and periodicals. The raw materials used include bond paper, bank paper, newsprint, chemicals such as ink, A & B developer, glue, plates, films, photo-paper, etc. Investigations revealed that 85% of these items are imported into the country. The grave effect is that these presses face dearth of these essential raw materials necessary for effective and efficient production.

To worsen the already bad situation, these materials are placed under tariff by the Federal Government so that heavy duties are paid on their importation.

The Structural Adjustment Programme (SAP) of the Federal Government has not helped the situation either. With the high exchange rate of naira to the dollars and pound sterling, the purchasing power of the presses has further dwindled. The result is that the capacity utilization of their plants and machinery has been reduced to just over 50%.

Again, production is not based on systematic market survey. Production is based on materials available for publication not what the market demands. This accounts for while many of the end products lack patronage after production. This further affects the revenue generation of

the organizations.

A.B.U. Press Ltd is said to possess the largest printing equipment in the country, but the machines are old and near obsolescence compared with the plants and machineries of presses in the developed countries. The reason is not unconnected with inadequate funds to acquire modern printing equipment. Other presses are barely managing the few equipment available to them.

Even though quality control has been put in place to guarantee qualitative finished products, a number of defects are still recorded. These include:

a. Uneven spread of ink in printing due to old age of the machine.
b. Wrong collation resulting in mix up of pagination as a result of human error since it is done manually.
c. Excessive trimming resulting in loss of some parts of the texts due to use of old machines.

4.4 PRICING COMPONENT MIX

Pricing a product is a great and difficult task. This is because the interests of the groups involved are at the opposing ends. There is always a disparity between the perceived worthness of the product or service from the point of view of the producer on the one hand, and the buyer or user on the other hand. Yet the two have to come to a consensus on the naira worth of the goods or services. This agreeable

naira worth must contribute some profit to the organisation and also be consistent with the perceived benefits expected from the goods or services by the buyer.

The task of pricing rests with the marketing department in conjunction with the production and finance departments. The following factors are the major price determinants.

1. Actual cost of raw materials used
2. Machine and labour cost
3. Maintenance cost
4. General overhead expenses
5. Mark-up for profit
6. Ability of consumers to pay.

Pricing for both companies is said to be both cost and market oriented. It is cost oriented because all the elements of cost such as materials, labour, machine hours, overhead expenses, etc, are quantified in naira terms and 25% mark-up added to arrive at the selling price. It is market oriented because the activities of other competitors are taken into consideration and also willingness and ability of the consumers to pay are considered.

The following selling terms are employed by the organizations

a. Cash and carry
b. Credit sales

The competitive market price determines the final market price where the price arrived at is so high due to the inputs

involved.

The following sources of funds are available to the presses selected

a. Printsaleship

b. Book binding

c. Sale ofjournals at home and abroad.

The following are the sales figures for the companies in the last five years.

A.B.U PRESS LTD SALES FIGURE, 1992-96

Fig. 4.1 Sources of Funds

Description	1992 (₦m)	1993 (₦m)	1994 (₦m)	1995 (₦m)	1996 (₦m)
Printing Saleship	1.184	3.933	5.70	7.57	11.199
Book Binding	0.75	0.875	0.95	1.40	2.60
Journals (Local sales)	0.25	0.75	0.80	0.95	1.70
Journals (Overseas sales)	0.06	0.60	0.80	0.96	1.04
Total	2.784	6.158	8.315	10.880	16.539

Fig 4.2 Bad and Doubtful Debts.

Year	Amount (₦M)
1992	0.7
1993	0.75
1994	1.00
1995	1.20
1996	1.30
Total	4.95M

TABLE 4.3

AHMADU BELLO UNIVERSITY PRESS LIMITED

FIVE YEAR FINANCIAL SUMMARY

Position as at	1996 ₦	1995 ₦	1994 ₦	1993 ₦	1992 ₦
CAPITAL EMPLOYED					
Share Capital	450,000	450,000	450,000	450,000	450,000
Capital funds	1,449,817	1,029,817	1,029,817	1,029,817	1,029,817
Retained Profit/Loss	1,777,260	280,367	(471,799)	(577,779)	(574,547)
	3,677,077	1,760,184	1,008,018	902,041	905,270
ASSET & LIABILITIES					
Fixed Assets	338,855	434,851	502,118	611,968	503,568
Working Capital	3,338,222	1,545,333	725,900	510,073	621,568
Total	3,677,077	1,980,184	1,228,018	1,122,041	1,125,270
Long Term Liability	-	220,000	220,000	220,000	220,000
	3,677,077	1,760,184	1,008,018	902,041	905,270
TURNOVER	16,539,351	10,880,489	8,316,531	6,158,261	2,784,230
PROFIT & LOSS ACCOUNT					
Profit Before Tax	1,542,263	783,726	147,694	33,770	46,240
Taxation	45,370	31,560	41,717	36,999	7,308
	1,496,893	752,166	105,977	(3,229)	38,932
Transfer to Reserve	1,496,893	752,166	105,977	3,299	38,932

UNIVERSITY OF LAGOS PRESS LTD

Fig 4.4 SOURCES OF FUNDS 1992-1996

Description	1992 (₦m)	1993 (₦m)	1994 (₦m)	1995 (₦m)	1996 (₦m)
Printsaleship	5.5	7.425	10.92	10.2	13.72
Book binding	2.5	3.375	2.52	3.4	2.548
Local sale of Books & Journal	1.00	1.35	2.016	2.04	1.96
Overseas Sale of journal	1.00	1.30	1.344	1.36	1.372
	10M	13.45M	16.8M	17M	19.6M

Fig 4.5 Bad and Doubtful Debts.

Year	Amount (₦M)
1992	0.6
1993	0.81
1994	1.01
1995	1.02
1996	1.18
Total	4.62M

TABLE 4.6

UNIVERSITY OF LAGOS PRESS LTD
FIVE YEAR FINANCIAL SUMMARY

Position as at	1996 ₦	1995 ₦	1994 ₦	1993 ₦	1992 ₦
CAPITAL EMPLOYED					
Share Capital	750,000	750,000	750,000	750,000	750,000
Capital funds	2,146,916	2,000,250	1,750,890	1,600,550	1,506,780
Retained Profit/Loss	1,680,260	1,050,270	850,510	704,315	650,200
	4,577,176	3,800,520	3,351,400	3,054.865	2,906,980
ASSET & LIABILITIES					
Fixed Assets	1,102,976	1,192,020	1,001,050	1,001,050	850,400
Working Capital	3,250,200	2,453,500	1 950,350	1,703,815	1,756,500
Total	4,353,176	3,650,520	2,951,400	2,704,865	2,606,980
Long Term Liability	224,000	150,000	400,000	350,000	300,000
	4,577,176	3,800,520	3,351,400	3,054,865	2,906,980
TURNOVER	19,600,000	17,000,000	16,800,000	13,450,900	10,000,000
PROFIT & LOSS ACCOUNT					
Profit Before Tax	2,750,250	2,102,000	1,960,300	1,501,000	950,000
Taxation	779,757	60,958	56,848	43,529	27,550
	2,670,493	2,041,042	1,903,452	1,457,471	922,450
Transfer to Reserve	2,670,493	2,041,042	1,903,452	1,457,471	922,450

From the tables of sales, it can be seen that there is a progressive increase in turnover for the periods under consideration. Printsaleship could be regarded as the star in the companies portfolio since it generated the highest revenue.

The progressive increase in turnover is also an indication that given the appropriate financing, the companies have the potentials for expansion and growth.

As already stated earlier, the companies are heavily dependent on importation of raw materials for their operations. As shown in Fig.4.1 and 4.3, the highest revenues of N16m and N19.6m amount to £123,076 or $188,235 and £150,769 or $230,588 for each company respectively. The income generation capacity is too miserable for any meaningful production for a company that imports over 85% of its raw materials,

Tables 4.5 and 4.6 show the financial summaries for the five-year period under investigation. Table 4.5 reveals the financial structure of the A.B.U. Press Limited. It is worthy of note that the highest profit transfered to reserve was N1,496,893. There is no provision made for shareholders dividends. The amount is so small in terms of plants and machinery acquisition in view of the foreign exchange involved. On the balance sheet (see Appendix I-III) amount ear - marked for investments which is N150,000 since 1993 is too meagre to acquire any meaningful equipment or material.

Table 4.6 shows the financial condition for the university of Lagos Press Ltd for the period under consideration. The performance is not much different from that of A.B.U. Press Ltd. The highest profit of N2,679,493M was transfered to reserve, again, without provision for dividends to shareholders. This amount is too meagre to cover the various financial needs of these organizations. The balance sheet (Appendix iv-vi) reveals that not much is ear-marked for investment either.

It is worthy of note that the bulk of the expenditure of these organizations goes to acquisition of raw materials, payment of wages, overhead costs, and administrative expenses. From the analysis as stated above, and as revealed by the financial summary tables, nothing is earmarked for plants and machinery acquisition for the two companies under consideration.

In all, the revenue generation drive for the two presses is too limited, hence the poor results as revealed by their financial statements.

In addition to the above, a number of handicaps were identified by the management which have also contributed to the financial situation of the companies. These include:-

1. High exchange rate of the foreign currencies to the naira.
2. Imposition of tariff by Federal Government on imported raw materials leading to higher costs.

3. Use of near obsolete machines due to lack of funds to acquire modern ones.

4. Lack of subvention from parent institutions, government, organizations or wealthy individuals.
5. Delayed payments from major customers.
6. High level of bad and doubtful debts that had to be written off. (see fig 4.2 and 4.4 respectively).

The amount involved in the bad and doubtful debts written off are high enough to have an adverse effect on the companies. The reason adduced for this problem is that,with the current economic recession, companies have resulted to giving credit extensions in order to increase sales volume. With the companies dependence on one major customer, that is, the parent institutions, debts owed are taken for granted. No funds came from the parent bodies, yet debts owed are delayed or not paid at all. Yet the companies are expected to remit part of their income as revenue to the parent body. This situation has adversely affected the operations of the companies.

4.5 MARKETING MIX COMPONENT

The marketing mix consists of the four (4Ps) of marketing. These are the product, price, promotion and place. The product and price have already been discussed. Promotion relates to the creation of awareness amongst the populace that

the product is available and to stimulate demand. It is also to ensure that the companies retain their market share and also expand it.

The presses under consideration promote their products through the distribution of calendars, diaries, posters and internal advertisements through the newsbulletins. Lack of adequate funds have prevented them from the use of other media such as radio, television, magazines, bronchures, or newpaper advertisements. The presses have not been exposed to any international book fairs due to inadequate funds. The locally organized ones are not frequent either due to the same reason.The effect is that there is no proper forum for exchange of ideas with those in similar fields.

Given the prevalent situation above, it cannot be said that the companies have given adequate promotion to their products. Hence, the 'place' has not been adequately reached, neither has it been effectively served.

4.6 AUTHORS MOTIVATION

The official royalty paid to contributing authors is 10% of sales realized from that particular article. In a situation where the demand for the product is not high, the author gets a miserable reward for his efforts. This has been a discouraging element in not making authors write in areas of specialty e.g. in science, technology, medicine, engineering, etc. The lecturers making up the bulk of the authors prefer to

make handouts that can be sold at exorbitant prices to the students in order to make quick money to supplement the pitance being paid to them as salaries rather than waiting for the miserable amount to be paid as royalty after spending sleepless nights to put the materials together.

This is accountable for the dearth of up to date materials in most of these fields of knowledge. Most of the lecturers rely on their school notes of over a decade old to make the handouts since they find it difficult to acquire imported books due to the astronomical price tags placed on them.

This has had adverse effect on the companies overseas sales. Even though the local talents abound for exploitation, due to lack of adequate motivation, researched materials that can leave up to the expectation of the foreign markets are hard to come by. Where available, the researchers prefer to link up with foreign bodies for the publication to ensure adequate compensation for their efforts. This accounts for the low overseas sales returns.

4.7. EFFECT OF ECONOMIC DEPRESSION ON SALES.

The presses employ various means or channels for the sales of their products. These include:-

(a) Wholesale

(b) Retailership

(c) Direct sales to the public.

The economic recession has had its toil on the purchasing power of the buyers,both individuals and corporate bodies. The bulk of the presses customers are made up of students,lecturers,institutions and organizations.

The Nigerian economy has been in a serious depression over the past 6-8 years. Part of the official explanation for this include the recession taking place in the advanced nations, the oil glut in the petroleum market, over dependence on a single export commodity, mismanagement, and lack of proper direction on the part of the policy makers.A variety of attempts (including demand management policies) have been made to revive the economy from its stagnant position. These attempts have instead led to more depression than recovery. In the process, the country has accumulated so much backlog of international trade arrears that the supplying countries are hesitant to give further credit extensions to enable it finance her imports. The effect is closure of factories and enterprises and laying off of workers leading to further unemployment.

Universities are not left out of the above predicament. They can no longer stock their libraries with the latest literature in the various fields of knowledge due to inadequate subvention from the Federal Government. This has led many of the universities to commercialize some of their outfits. One of such commercialized outfits is the university press. The presses are seen as 'money making' outfits without

the necessary financial backing to make them perform. Since they operate within the depressive situation they too have been cut up in the web of economic poverty and wretchedness bewitching every fabric of the Nigerian economy.

Gone are the days when books were supplied to schools at subsidized rates by the government. Pupils and students were guaranteed of adequate supply of relevant textbooks by the schools. Since the government withdrew from this exercise, parents find it difficult to meet the textbook requests of their wards due to the economic hardship. Studious students in tertiary institutions in addition to handouts sold by their lecturers, resort to photocopying relevant pages of textbooks rather than purchasing them.

The consequence of this action on the presses is low rate of patronage by the various channels of distribution leading to fall in revenue generation.

4.8. RESEARCH FINDINGS

The investigations carried out revealed a lot of the financial handicaps facing the selected presses. These have been hinderances to the efficient operations of the organizations. The problems identified include amongst others:-

1. Dearth Of Funds

From the studies carried out on the selected presses, it was discovered that they are operating under tight economic

conditions. This is brought about by a number of factors.

One of such factors is the limited sources of funds available to the presses. These are through the printsaleship, book publishing, book binding,journal production and sales. The printsaleship which is the 'cash cow' in the companies portfolios, is beset by a number of problems.

The raw materials needed for the printsaleship are import oriented. About 85% of the raw material contents are imported.This requires foreign exchange which is hard to come by. With the high exchange rate and low income generation in dollar or pound sterling terms, there is a limit to what can be imported at a time. Apart from the high exchange rate, these items are placed under tariff by the Federal Government. This has also contributed to the high cost of production.

As if the above is not enough, the printsaleship is plagued with the use of obsolete machines. These machines slow down the rate of production and also affects the quality of the end products of the companies. The effect of this loss of customers due to withdrawal of articles not produced on schedule. This further leads to loss of revenue.

Another problem faced is in the area of late payment of debts owed by the customers. The presses have had to depend on their parent bodies as their major buyers. Since the parent bodies see the presses as part and parcel of their system, debts owed are taken for granted. There are long delays in payment and in some cases, the debts are not paid at all

resulting to bad debts that have to be written off. This is a frustrating problem that has adversely affected the organizations' finances.

Again, there is no form of financial assistance from any quarter, either from the parent institutions, government,wealthy individuals or organizations. Wealthy individuals would rather spend colossal sums of money in publication and launching of autobiographies and biographies than sponsoring intellectual publications that contribute to knowledge. Organizations on the other hand are not interested in funding intellectualism, but in the end products therefrom.

Due to lack of adequate raw materials, the production of journals that would have improved income generation have been reduced to half of the usual production figure. Before the advent of the economic depression proper, over a thousand copies each of about six journals being published were being produced, but now, on the average, only about five hundred copies are being produced . This is inadequate for any meaningful income generation.

The annual book production titles are not encouraging either. An average of about four book titles are produced annually. This is nothing to write home about in terms of revenue generation.

The overseas sales that would have boosted revenue generation is performing below expectation. This is not unconnected with the dearth of intellectual materials of

international standard to meet the demands of the international market. It is not because the country lacks the brains to produce these needed materials, but due to lack of motivation on the part of the government, many articles that meet international standards are taken abroad by owners for publication and for adequate rewards and recognition. The educational system has suffered a lot of brain-drain as a result of mass exodus of our intellectuals searching for green pastures abroad.

This is a loss, not only to the presses, but to the national government since the overseas companies take all the benefits accruing therefrom. Where the articles are of relevance and benefit to our educational system, hard earned currencies are spent for their importation into the country.

As already stated, the home market made up of teachers and students are already too impoverished to invest in book purchase as a result of the harsh economic conditions. They have designed various means in order to cut down on their expenses in books, journals and periodical purchases.

The total effect of all these actions or inactions on the presses is lack of adequate patronage leading to low income generation.

2. DIFFERENCE IN PUBLICATION MOTIVES BETWEEN AUTHORS AND THE PRESSES

Most of the authors are drawn from the university lecturers. The motive for their write up most of the time is to enable them secure accelerated promotion in their various fields of endeavor. Therefore, research works are based on areas related to their subjects.

On the other hand, the presses are profit oriented, articles so supplied by these lecturers may not generate enough revenue to enable the presses meet their profit objectives. This has been the experiences of the presses. Articles available are published rather than what the market demands that would have yielded a higher rate of returns. Most of the publications are out of context with the needs of the universities and students of other tertiary institutions. No form of test-marketing is carried out before embarking on mass production.

3. PRODUCT QUALITY

The quality of products coming out from our presses cannot compare favourably with the products of their overseas counterparts like the Oxford University Presses and the rest.

The quality problems include amongst others, poor book planning, poor quality paper, poor designing and cover design. Other problems include poor printing as a result of uneven ink spread, mix-up in collation - some are paged up side down,

some missing pages - poor book finishing, etc. All these result into low or no patronage most especially by the overseas markets.

4. HIGH PRODUCTION COST

Due to the high cost of material inputs as a result of high importation costs, the products of the presses are in most cases, highly priced. This has been the bane for lack of adequate patronage by the home customers.

5. DELAYED PRODUCTION

Investigations revealed that it takes an average of about twelve to eighteen months for articles for publication to be published. This is because all academic publications are subjected to assessment by scholars of international repute. At least two of the three assessors must vet the article as okay before the publication can take place. Coupled with the slow pace of production due to lack of modern equipment, the delay in many cases leave the companies publications near obsolete and unmarketable by the time they are out of the print.

4.9 HYPOTHESES TESTING

A number of hypothetical assumptions were made at the beginning of this study. These assumptions are supposed to be proved wrong or right at the end of the investigations.

The assumptions proferred for testing include:-

1. That lack of adequate funding is the bane of the stunted growth facing the scholarly book publishing industry in Nigeria with special reference to the university presses.
2. That the Nigerian government, organizations, wealthy individuals are yet to pay adequate attention to the financial needs of this industry.
3. That innovation to aid effective revenue generation are yet to be put in place.
4. That with adequate financing and prudent financial management, the industry can operate viably to meet the book needs of the nation and beyond.

Revelations from the investigations carried out have proved the assumption that lack of adequate funding has been the bane of the stunted growth being experienced by the Nigeria university presses. Without much repetition, it has been proved beyond reasonable doubt from the earlier writings in this study that the sources of funds available to the university presses are too limited to finance an efficient, effective and a thriving publishing industry as obtained in the developed countries.

The various constraint facing the industry have not helped matters either. The few sources of funds available are beset with diverse problems that have hindered income generation which is needed for further investment to ensure expansion and growth.

The investigations also revealed that the government, organizations and wealthy individuals have not been forthcoming in rendering financial assistance to these presses. There is no form of subvention coming to these presses. What is utilized is the meagre revenue generated from the operations of the companies. The parent bodies see them as revenue generators, so the need to fund them does not arise.

It was also proved beyond any iota of doubt that the machineries to gear up effective revenue generation are yet to be put in place. There is no adequate marketing strategies in place to boost revenue generation.

Lastly, from the sales figure tables, the two companies showed increased revenue generations for the years under consideration in spite of the difficult economic condition. This is an indication that given the necessary financial assistance, the companies can perform wonderfully well to meet the book needs of the nation and beyond.

In all, the hypothetical assumptions have been proved right through the revelations by the research findings.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 SUMMARY

The study has focused on financing scholarly publications in a depressed economy with special attention on some selected university presses in Nigeria. Through investigations conducted, it was discovered that the university presses are faced with chronic financial problems which have hindered their performance and growth.

A number of hypothetical assumptions were considered to guide the write-up. Also relevant literatures were contacted to throw more light on what is involved in financing of any given industry in Nigeria. This was dealt with in chapter two.

Chapter three focused on the research methodology. This was based mainly on questionnaires, personal interviews and personal observations.

Chapter four dealt with the analysis of data collected through the questionnaires on financial sources and problems facing the selected presses. Lack of adequate financing was a major problem facing the presses. So many factors were discovered to be responsible for this.

One of such problems responsible is not unconnected with the current economic depression facing the nation. Poverty

has affected the lives of the individuals and organizations. The presses were formerly being assisted financially by their parent bodies, but due to budget allocation cuts by the federal government to the universities, these presses have had to be commercialized to boost the universities' finances. So, rather than receiving subventions, they are now seen as 'money making' avenues to better the lots of the universities.

The quality of education has not only been affected by the removal of subsidy on the educational sector through budget cuts, but also by the haphazard way in which policies relating to this sector are implemented. In spite of the importance of education, the implementation strategies adopted leave much to be desired. The inconsistence in implementation has been a militating factor against a viable scholarly publishing industry in Nigeria.

The removal of this subvention to these presses has worsened the conditions of the facilities and equipment apart from being obsolete and unserviceable since spare parts cannot be purchased due to lack of funds to procure the needed foreign currencies. The budget allocation alone cannot solve such deep-seated problems. The allocation needs to be complemented by other arrangements to improve the level of financial input. This is where the individuals and organizations come in.

Another problem area is related to high cost of production due to expensive material inputs as a result of

high exchange rate and payment of import duties on the imported materials. This has led to high pricing of the few books available for sale.

It was also discovered that lack of adequate compensation to the authors has not augur well for the scholarly publishing industry in terms of quality researched works to meet the international market demand. The researchers are already impoverished due to the pittance being paid to them as salaries by the Federal Government. Those with standard articles would rather source for publishers abroad to ensure adequate compensation and recognition.

5.2 RECOMMENDATIONS

Education is a social service which if properly implemented, can alleviate the sufferings of the populace. An enlightened society is a healthy and a wealthy society. It will be a society built on social justice and fair play. Poverty, on the other hand, is taken to mean the lack of command over basic consumption needs and the poverty line to be the cost of those needs. Poverty, it is, that has made the people sell their conscience for a mere N50 note or a loaf of bread to sing the praises of dubious politicians who should be persecuted in the first instance.

Factors which have bedeviled the performance of the roles of education include disequilibrium in budget allocation to education vis -a -vis other sectors, the inappropriateness of

implementation strategies and lack of control over the implementation of these programmes.

A recent review of government allocation, both federal and state, indicates decline of allocation to education over the years. The consequence is that payment for these social services have had to be increased by the agencies which supply them.

The quality of education in the public sector has reduced in spite of its importance in national development. One may argue that through enhanced budget allocation the situation may be improved. But a cursory look indicates that the facilities and equipment, apart from being obsolete, are unserviceable. The budget allocation alone cannot solve these deep-rooted problems.

The lack of proper policy issues relating to financial allocation to educational sector in Nigeria is yet to be adequately addressed. This situation has adversely affected the sustainable and equitable distribution of wealth and development. This disequilibrium in financial investment to educational sector has decreased the quality of the life of the people in the economy. Any policy towards capacity building, through investments in human capital, can accelerate economic growth, alleviate poverty and protect the Nigerian poverty and protect the Nigerian economy from further distortions.

It is in the light of the above that the following suggestions are proferred for proper realignment to be achieved.

1. PROVISION OF SPECIAL GRANTS.

The Petroleum Trust Fund (PTF) is being used by the government to cushion the effect of economic depression on the social life of the populace. It is earmarking funds through resource allocation. The government, through the PTF, should pay more attention to the educational sector, most especially the printing presses, by updating the obsolete equipment to ensure the publication and availability of scholarly materials at affordable prices.

2. INCREASED BUDGET ALLOCATION

For the first time in recent Nigerian economic history, education has been allocated funds above defence in the 1998 Federal Government budget. This is a welcome relief, but further reduction should still take place in defence allocation in favour of education. This is because education is the life wire of national development. Wars are not worn by might or strength of arms, but by wisdom. Wisdom comes by acquisition of knowledge through the utilization of scholarly publications.

3. SPECIAL TAX COLLECTION FOR EDUCATION

A policy on taxation for education should be formulated and pursued to a logical conclusion. A certain percentage of company profit should be taxed in favour of education. This policy, though formulated by government, is yet to be felt by the education industry. A certain percentage of this tax should be devoted to book publication by the university presses.

4. CONTRIBUTION BY WEALTHY INDIVIDUALS

Wealthy individuals should be encouraged to sponsor scholarly publications in place of auto-biographies and biographies that contribute next to nothing to knowledge.

5. INDIGENOUS CAPACITY BUILDING

Indigenous capacity building through sponsorship of indigenous authors should be encouraged. Special grants should be made available to talented authors in the various fields of knowledge. They should be recognized and rewarded by the institutions, government and the society at large.

6. IMPROVED ROYALTIES

There is a need for the review of royalties being paid to authors. The current 10% on net sales being paid is very inadequate. The authors should be offered commission royalty to attract very good authors. Also a sort of progressive

royalty as against the fixed 10% should be paid. This is to encourage authors of the fast selling titles to bring more of their manuscripts for publication.

7. SPECIAL CONCESSION ON IMPORTATION OF RAW MATERIALS

About 85% of the raw materials needed for printing work are currently being imported. These materials are also placed under import duty. The Nigerian government should remove the import duty and also make the presses purchase their products at the government approved official exchange rate of N22 to $1, rather than purchasing at the autonomouns market at the rate of N85 to $1. This will ensure that the end product will be affordable to the consumers.

8. PROMULGATION OF AN ACT AGAINST PLAGIARISM AND PROLIFERATION OF PHOTOCOPYING CENTRES

The government should enforce a law against plagiarism and proliferation of commercial photocopying centres. All these centres reproduce articles from books, journals and periodicals for a fee without the consent of the original copyright owners and the photocopy centres on the mode of compensating the rightful owners. Right now, no compensation is paid to the copyright owners by these centres. Books are reproduced and sold at cheaper rate to the public at the expense of the copyright owners.

9. IMPROVED QUALITY PRODUCTS

If the facilities and equipment are updated the presses will be able to improve on the quality of their products to be able to compete favourably with their overseas counterparts. Also manuscripts can be published on time to forestall the withdrawal of such by the owners. It will also ensure that articles are published as at and when due for the supply of up to date knowledge.

10. ESTABLISHMENT OF LINKAGES

Effective and workable linkages should be established with similar companies abroad for the exchange of ideas and technology to further improve the performance of the presses. Through these linkages, awareness can be created for market opportunities abroad for better revenue generation. National book fairs should be encouraged so that the book needs of the nation, right from the primary to the tertiary level, can be discussed and tackled.

11. BACKWARD INTEGRATION

Efforts should be made towards backward integration as far as raw material sourcing is concerned. The foreign raw material content for the publishing industry is too high. The government should encourage the indigenous production of raw materials in order to reduce the cost of production.

12. SUGGESTIONS OF FURTHER RESEARCH

Nigeria has come of age. She is into her 38th year of independence. The nation also recognizes the importance of education in nation building.

In view of this the researcher would suggest that further research work should be carried out on why the nation has not been able to produce raw materials for book production. Perhaps, if solutions can be proferred for this all important problem, the nation might be able to enjoy a better future of knowledgeable materials.

5.3 CONCLUSION

The financial problems facing the Nigerian University presses are colossal, but not insurmountable. What is required is the commitment on the part of the federal government and individuals towards our educational system. Since knowledge cannot be imparted without the necessary documented materials, the university presses have a vital role to play in this regard. If the government, organizations and individuals recognize this vital role, then all necessary support, when rendered, will surely help the presses perform effectively and efficiently to meet the challenges facing them.

However, as we approach the 21st century, the amount of materials needed for proper research into financing and development of the book industry become overwhelming, far

beyond the capacity of any one person to examine. This means that this study is by no means exhaustive. A vast mine of materials remain to be exhumed by other investigators. As investigations proceed, more and brighter light will be focused on the subjects discussed here and better ways of financing scholarly publications in Nigeria can be proferred.

Meanwhile, if all the suggestions made earlier on in this study can be implemented, then Nigeria might be said to be on the way to 'book explosion' decade and on the path of academic excellence indeed.

APPENDIX I

QUESTIONNAIRE

FOR FINANCE DEPARTMENT

1. When was the press established?

a).....

2. What are the company's main goals and objectives?

a).....

b).....

c).....

d).....

e).....

3. What are the sourcs of finance available?

a).....

b).....

c).....

d).....

e).....

4. How much was realized from each source in the last 5 years

	Yr1	Yr2	Yr3	Yr4	Yr5
a)					
b)					
c)					
d)					
e)					

5. How are the raw materials for production acquired?

.....

.....

6. How has SAP affected your acquisition of raw materials in the past five years.

.....

.....

.....

7. How are the authors compensated?

.....

.....

.....

8. Is the renumeration adequate to encourage future participation?

.....

.....

.....

9. How are the employees motivated for affective performance?

a).....

b).....

c).....

d).....

e).....

10. What are the sources of raw materials for production?

a).....

b).....

c).....

d).....

e).....

11. What credit facilities are available for raw materials acquisition?

.....

.....

.....

12. What is the volume of production in the past 5 years?

a).....

b).....

c).....

d).....

e).....

13. Whar are the pricing policies of the company?

a).....

b).....

c).....

d).....

e).....

14. What criteria are used for pricing the product?

a).....

b).....

c).....

d).....

e).....

15. How much was realized from sales in the last 5 years

a).....

b).....

c).....

d).....

e).....

16. Who are your major customers?

a).....

b).....

c).....

d).....

e).....

17. What is the volume of patronage in monetary terms by each customer?

a).....

b).....

c).....

d).....

e).....

18. What credit facilities are available to customers?

.....

.....

.....

19. What are the modes of collecting accounts receivables?

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.....

20. Has there been cases of bad debts?

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.....

.....

21. How much is involved?

.....

.....

.....

22. How was it resolved?

.....

.....

.....

23. Do you receive subvention from the following:-

(a). Government.....

(b). Parent Institution.....

(c). Organisations.....

(d). Individuals.....

(e). Others (Please specify).....

24. How much is received from each source?

a).....

b).....

c).....

d).....

e).....

25. Do you have foreign subscibers?

.....

.....

.....

26. Who are they?

.....

.....

.....

27. How much is realized from each source?

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.....

.....

28. What are the challenges facing the presses in Nigeria?

.....

.....

29. Who are your real competitors?

.....

.....

.....

30. What measures have been taken to counter the challeges posed by the competitors?

.....

.....

.....

31. What is the effect of SAP on production?

.....

.....

32. What are the financial problems facing the university in presses in Nigeria?

.....

.....

.....

OTHERS

1. How do you sell your products?

a).....

b).....

c).....

d).....

e).....

2. How do you cope with the challenges that occur now and then in the publishing industry?

a).....

b).....

c).....

d).....

e).....

3. What problems do you encounter through the actions of the following?

a. Government.....

b. University of affliation.....

c. Pirating and plagiarison.....

d. Middleman.....

f. Others (Please specify).....

4. How has the economic depression affected your operations?

.....

.....

.....

5. How current are you technically and in your technological know-how?

.....

.....

.....

6. What are the major financial problems facing scholarly book production in Nigeria.

.....

.....

.....

7. How can these be overcome?

.....

.....

.....

8. What other useful suggestions can you make towards the improvement of the scholarly book publishing industry in Nigeria?

APPENDIX II

AHMADU BELLO UNIVERSITY PRESS LIMITED

BALANCE SHEET AS AT 10TH JUNE 1993

	1993	1992
	N	N
FIXED ASSET	461,968	503,568
INVESTMENT	150,000	-
	611,968	503,568
CURRENT ASSETS:		
Stocks and Work-in-progress	1,633,371	1,105,313
Trade Debtors	1,019,511	768,773
Sundry Debtors	468,727	385,362
Bank and Cash Balances	19,191	35,897
	3,140,800	2,295,535
CURRENT LIABILITIES Amount falling due within one year		
Trade Creditors	1,713,601	1,035,755
Sundry Creditors and Accruals	840,433	598,384
Taxation	76,693	39,694
	2,630,727	1,673,833
NET CURRENT ASSET	510,073	621,702
TOTA ASSET LESS CURRENT LIABILITES	1,122,041	1,125,270
CREDITORS: Falling due after more than one year		
Ahmadu Bello Uiversity's loan	220,000	220,000
TOTAL ASSET LESS TOTAL LIABILITIES	902,041	905,270
CAPITAL AND RESERVES		
Called up Share Capital	450,000	450,000
Capital fund (due to ABU)	1,029,817	1,029,817
Profit and Loss Account	577,776	574,547
	902,041	905,270

APPENDIX III

AHMADU BELLO UNIVERSITY PRESS LIMITED

BALANCE SHEET AS AT 10TH JUNE 1993

	1995	1994
	N	N
FIXED ASSET	284,851	351,118
INVESTMENT	150,000	150,000
	434,851	502,118
CURRENT ASSETS:		
Stocks and Work-in-progress	1,438,834	1,157,996
Debtors and Prepayments	3,001,565	2,545,124
Bank and Cash Balances	875	90,718
	4,441,272	4,288,773
CURRENT LIABILITIES Amount falling due within one year		
Trade Creditors	1,281,078	1,999,661
Sundry Creditors and Accruals	1,376,079	1,516,209
Taxation	167,979	7,758
	2,895,941	3,562,873
NET CURRENT ASSET	1,545,331	725,700
TOTAL ASSET LESS CURRENT LIABILITES	1,980,182	1,228,018
CREDITORS: Falling due after more than one year		
Ahmadu Bello Uiversity's loan	220,000	220,000
TOTAL ASSET LESS TOTAL LIABILITIES	1,760,182	1,008,018
CAPITAL AND RESERVES		
Called up Share Capital	450,000	450,000
Capital fund (due to ABU)	1,029,817	1,029,817
Profit and Loss Account	280,367	(471,799)
	1,760,184	1,008,018

APPENDIX IV

AHMADU BELLO UNIVERSITY PRESS LIMITED

BALANCE SHEET	AS AT 10TH JUNE 1993	
	1996	1995
	N	N
FIXED ASSET	188,855	284,851
INVESTMENT	150,000	150,000
	338,855	434,851
CURRENT ASSETS:		
Stocks and Work-in-progress	3,642,345	1,438,834
Debtors and Prepayments	2,606,551	3,001,565
Bank and Cash Balances	168,549	875
	6,417,445	4,441,274
CURRENT LIABILITIES Amount falling due within one year		
Trade Creditors	1,127,162	1,281,078
Sundry Creditors and Accruals	1,796,123	1,376,079
Bank Overdraft	39,763	167,979
Taxation	116,175	70,805
	3,079,223	2,895,941
NET CURRENT ASSET	1,338,222	1,545,333
TOTA ASSET LESS CURRENT LIABILITES	3,677,222	1,980,184
CREDITORS: Falling due after more than one year:	-	220,000
TOTAL ASSET LESS TOTAL LIABILITIES	3,677,077	1,760,184
CAPITAL AND RESERVES		
Called up Share Capital	450,000	450,000
Capital fund (due to ABU)	1,449,817	1,029,817
Profit and Loss Account	1,777,260	280,367
	3,677,077	1,760,184

APPENDIX V
UNIVERSITY OF LAGOS PRESS LIMITED

BALANCE SHEET	AS AT JUNE 1993	
	1993	1992
	N	N
FIXED ASSETS	1,001,050	850,000
INVESTMENT	350,000	-
	1,351,050	850,400
CURRENT ASSETS:		
Stocks and Work-in-progress	2,180,250	1,675,200
Debtors and Prepayments	1,980,000	1,200,500
Sundry Debtors	700,000	45,000
Bank and Cash Balances	65,000	650,000
	4,925,350	3,570,700
CURRENT LIABILITIES Amount falling due within one year		
Trade Creditors	2,750,000	2,506,000
Sundry Creditors and Accruals	1,500,000	1,706,580
Taxation	158,680	150,980
	4,408,680	4,363,560
NET CURRENT ASSET	1,703,815	1,756,580
TOTA ASSET LESS CURRENT LIABILITES	2,704,865	2,606,980
CREDITORS: Falling due after more than one year:	350,000	300,000
TOTAL ASSET LESS TOTAL LIABILITIES	3,054,865	2,906,980
CAPITAL AND RESERVES		
Called up Share Capital	750,000	750,000
Capital fund	1,600,550	1,506,780
Profit and Loss Account	704,315	650,200
	3,054,865	2,906,980

APPENDIX VI
UNIVERSITY OF LAGOS PRESS LIMITED

BALANCE SHEET	AS AT JUNE 1995	
	1995	1994
	N	N
FIXED ASSETS	1,197,020	1,001,050
INVESTMENT	350,000	350,000
	1,547,000	1,351,050
CURRENT ASSETS:		
Stocks and Work-in-progress	2,505,450	1,850,000
Debtors and Prepayments	1,900,000	1,500,200
Sundry Debtors	650,000	450,000
Bank and Cash Balances	60,000	50,000
	5,115,450	3,850,200
CURRENT LIABILITIES: Amount falling due within one year		
Trade Creditors	3,848,200	2,890,000
Sundry Creditors and Accruals	2,100,820	1,851,750
Taxation	155,000	160,000
	6,104,020	4,901,750
NET CURRENT ASSET	2,453,500	1,950,350
TOTAL ASSET LESS CURRENT LIABILITES	3,650,520	2,951,400
CREDITORS: Falling due after more than one year:	150,000	400,000
TOTAL ASSET LESS TOTAL LIABILITIES	3,800,520	3,351,400
CAPITAL AND RESERVES		
Called up Share Capital	750,000	750,000
Capital fund	2,100,520	2,000,000
Profit and Loss Account	950,000	601,400
	3,800,520	3,351,400

APPENDIX VII

UNIVERSITY OF LAGOS PRESS LIMITED

BALANCE SHEET AS AT JUNE 1996

	1996
	N
FIXED ASSETS	1,102,976
INVESTMENT	350,000
	1,452,976
CURRENT ASSETS:	
Stocks and Work-in-progress	2,950,000
Debtors and Prepayments	2,000,200
Sundry Debtors	750,000
Bank and Cash Balances	50,000
	5,750,200
CURRENT LIABILITIES: Amount falling due within one year	
Trade Creditors	3,905,000
Sundry Creditors and Accruals	3,503,376
Taxation	195,000
	7,603,376
NET CURRENT ASSET	3,250,200
TOTAL ASSET LESS CURRENT LIABILITES	4,353,176
CREDITORS: Falling due after more than one year:	
University of Lagos loan	224,000
TOTAL ASSET LESS TOTAL LIABILITIES	4,577,176
CAPITAL AND RESERVES	
Called up Share Capital	750,000
Capital fund	2,827,000
Profit and Loss Account	1,000,176
	4,577,176