

MARKETING MIX POLICY

(A CASE STUDY OF DANGOTE GROUP OF COMPANIES)

BY

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
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ADMINISTRATION (M. B. A.)**

DECLARATION

I here declare that this work has been written by me, and it s the product of my own research work.
All materials form other sources have been properly acknowledged.

Signed:-----

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The above declaration is confirmed by

Name of supervisor

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Sign.

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Date

CERTIFICATION

This project report entitled “Marketing Mix Policy by Dangote group of companies” written by SAYEDI SHUAIB NDAGI meets the regulations governing the award of Nester of Business Administration in Ahmadu Bello University, Zaria and is approved for its contribution to knowledge.

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DEDICATION

This research project is whole dedicated to my deceased parents, wife and Children

God bless us with.

ACKNOWLEDGEMENT

Praise goes to Almighty Allah that makes it possible for me to complete my studies on schedule. Normally, this kind of research work needs contribution of intellectuals at various time and different levels. In this is regard, I choose this forum to acknowledge all those people who assisted me to make my dream come true.

I must first acknowledge my supervisor for encouragement. My next acknowledgement goes to Chief Librarian who makes sure all necessary document needed fore research work are kept intact. Moreover, my acknowledgement goes to the publisher of “Entrepreneur” April 2001 Base in Kaduna who assisted me to get necessary information needed for the research.

Above all, my acknowledgement goes to my wife and children whose corporation and understandings made me to complete my study journey in Master of Business Administration, Ahmadu Bello University Zaria.

ABSTRACT

This is the research work that presents Marketing Mix Policy of Dangote group of companies. It commences by reviewing works of other scholars in related field.

The methodology of research includes questionnaire administration to the companies' officers, company's publications in one magazine called "Entrepreneur" and personal interview conducted with officers of the companies.

The finding indicate how one Marketing Mix indices or variables is used in relate to another. Advertisements and available of major distribution depots to sell personally and directly to customers are used mostly.

They work ends with recommendation that are of vital importance to the company and the general public.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 GENERAL INTRODUCTION

Williams Stanton's (1981) definition of marketing is "a total system of interacting business activities designed to plan, promote and distribute want satisfying products and services to present and potential customers". Hence marketing today is seen to cover a host of crucial variables which is essentially the marketing mix. McCarthy popularized a four factors classification called the four Ps Product, Promotion and Place.

Marketing starts by identification of needs, then Product ideas until the customers' wants are fully satisfied. No matter the nature and type of business, marketing mix should Place a Prominent role in the business management. That is the growth of market, the share, Profitability and business stability depends upon the extent of these marketing mix performance effectively and efficiently.

Nevertheless, marketing mix has not received serious attention in Nigeria business environment. The reason being that, the Nigeria market is a sellers' market. Anything one brings to the market which is comparatively cheap and good for use people would buy it. Hitherto, there is appropriate measure the marketer may adopt using a sound policy to ensure the survival of his firm in term of market growth, share and profitability. A firms

existence is a function of continuous demand for its products and services. That is, for the firm to survive and consequently expand demand, its output must be capable of sustaining its marketing efforts. Also, unless customers derive satisfaction from their initial transactions, the probability of a repeat purchase tends to zero. The marketer should ensure that a product is presented to the buyer and should be accepted as offering want-satisfaction with all its ramifications such as quality, packaging, colour, price, manufacturer's prestige, warranting services etc.

Also, marketers agree that without competitive pricing system, there is no marketing. Whatever good the product is, if its pricing system is faulty, the product will fail. One popular economic axiom holds that demand rises in consequence to price reduction. In homogenous market, increase in sales due to price reduction is not a total profit is when the pricing system of a product is not good consumers may patronize available substitute.

Through marketing mix trade off, production lines is prevented from being on halt. And by keeping up sales volume, marketing enables the firm make profit. Good management of marketing mix benefits the consumers, the employees and shareholders alike. That is to say, the consumer is satisfied with his requirements, the employees earn their wages and at time bonus on time, also shareholders received the return on their investments. Marketing mix managed will contribute inversely in making possible the wide assortment of goods consumed today and with technological improvement will bring

About improved qualities and quantities. It has to identify the real needs of the consumers, price, promote and distribute wants satisfying products and services. On the whole, the marketing mix plays an important role in any economy or in most businesses.

1.2 BACKGROUND OF THE STUDY

Organizations employ certain resources to achieve its objectives. In the broadest sense, the resources are labour and capital. But marketing management has develop much more specific resources to achieve its objectives. The resources are usually called the **MARKETING MIX** or the firms marketing decision variables.

The marketing mix concept was developed by Professor Neil Borden of Harvard University. The list of elements in the marketing mix can be very long. Therefore, the marketing mix is generally thought of in terms of four major decision variables, product, price, promotion and physical distribution.

The idea of marketing mix policy emanates form business policy which organizations use to allocate limited resources at their disposal among marketing, research and developed, production and procurement, human resources and financial area to promote greater efficiency and effectiveness in the business.

1.3 STATEMENT OF THE PROBLEM

Nigeria market environment is a sellers' market because anything one brings into the market and the price is competitive with available substitutes people will just buy it. Dangote group is a company that imports most of its products to Nigeria market and the company is facing stiff competition. This makes the company to adopt a very good marketing mix policy to make his competitors irrelevant.

Some of this marketing mix policy adopted by the company will be the point of interest as we proceed onward.

1.4 SIGNIFICANCE OF THE STUDY

The marketing mix policy has not received the much attention it deserves in most organizations in Nigeria. The importance or significance of this study lies in the highlighting of the way marketing mix policy is managed in an enterprise such as Dangote group of companies.

1.5 OBJECTIVES OF THE STUDY

Effective use of marketing mix policy by and organization is a prerequisite for good performance.

The study intends to find out importance of the marketing mix policy to the company and how they are used to survival and beat the competitors. Some use useful suggestions which might help the company in its marketing mix policy on sales would be given thereby helping them to gain a competitive edge over their competitors.

1.6 SCOPE OF THE STUDY

The study is examination of management of the marketing mix policy –product, price, promotion and physical distribution in Dangote group of companies.

This will be done by a careful looking at the following aspects.

- Product mix –quality, quantities, model, size branding
- Price mix –allowance and deals, price discount.
- Promotion mix –Advertisement, sales promotion, personal selling and publicity.
- Place –channel mix, logistic mix, sales territory, and delivery.

1.7 LIMITATION OF THE STUDY

As common to all research work, this study has its limitations. The most serious handicap to this study was data collection. Most internal secondary data asked form the company were not released. The ledger accounts of the company for instance were not given. If given, will enable us to know percentages or proportions allocated to various marketing mix programme and organization’s policy in respect to that.

The only available secondary data to me is the company publication in one magazine called “Entrepreneur” and the use of interview and administration of questionnaire.

1.8 DEFINITIONS OF TERMS

POLICY:- A set of rules and regulations for maintenance and continuity.

MARKETING MIX:-The concept includes product, price, promotion and place.

PROMOTIONAL PRICING:- Prices here are set to enhance the sales of the entire line rather than to yield a profit on the product itself.

QUANTITY DISCOUNT:- Is a price reduction to buyers who buy in large volume of quantity.

CASH DISCOUNT: This is a reduction from price granted to the buyers for paying their bills within specified period of time.

BANKRUPT:- Lack of funds to finance business activity.

STRATEGY:- It is the skill of method one uses to achieve its desire objective.

MARGIN:- Percentage of price above the cost price.

CHAPTER TWO

2.0.0.0 **LITERATURE REVIEW**

2.1.0.0 **Literature review**

As condition of market changes, so also the definition of marketing Marketing. may be defined as dealing with market. Dealing means designing, pricing, promotion and physical distribution of products/goods to actual and potential customers.

According to William Stantom (1981) marketing has find out what consumer wants, then planning and developing a product or service that will satisfy those wants and then determining the best way to price, price promote and distribute that product or service” This definition points out the economic aspect of marketing, consumer orientation and marketing’s integrated system comprising interacting activities. Consumer orientation means that consumer should be the focal point of all marketing efforts. It means that being sensitive to desires, feelings and reactions of the customer. Also means that product planning, pricing, promotion, and physical distribution policies should be formulated with interest of the consumer in mind. Integration by which is means to co-ordinate all these functions in the organization whose contributions are essential in a marketing effort to satisfy customers/consumers.

Moreover, Philip Kotler, (1989) defines marketing mix as “marketing mix is the set of controllable variables and their levels that the form uses to influence the target market.”

That to say variable under the control of the firm that can influence the level of customers response is marketing mix variable.

Nothing in this world is free from complaints, some of the complaints against marketing mix variables of indices are- consumers complain about poor quality products. They feel that models change too often, e.g. the Volkswagen of Nigeria trying to phase out the beetle, also in the fashion industry especially in women's clothing. Also similar merchandise of products offered under different brand names. This is confusing and prevents the consumers from making accurate decisions. An example is in the toothpaste industry, where we have pepsodent, Aim, close-up MacLean, etc; packaging and labeling are often confusing in the sense that they do not indicate product quality and content; Product performance is not as advertised- some products may be hazardous in day to day use. E.g. some toys and household appliances with sharp edges, also the high level of radiation in micro-wave; Distribution structure is too complex-Too many distribution and retailers, this adds cost to the product without adding any value to the product; prices are too high –larger firms get together and fix prices instead of allowing for price competition and advertisement is often false, misleading, deceptive or in bad taste. Exaggerations, conflicting claims over use of sex and threat are major examples of complaints.

Normally this part tends to formulate new hypothesis of review research work of previous writers in field of marketing, precisely marketing mix policy. There are many

intellectuals whose vital contributions related to marketing mix policy such as “Marketing mix in Zaria industries” by Osakue Idemudia Agbontaen (A. B. U. –MBA,1985), “Marketing Mix in the

manufacturing industry in Nigeria” by Cifat Y Bulus (A. B. U. –B. Sc,(1998), “The promotional Mix and its impact on company turnover, A case study of NASCO” by Bonkat Blessing R. (A. B. U.- BSc,2000), “The effective of pricing and pricing Policies on scale, A case study of Kaduna textile (AREWA), “by Dodo Thomas Dungs (A. B. U. –BSc, 1981), “Management of the Marketing Mix “ for efficiency and effectively in a depressed economy, A case study of Jos international Breweries Plc” by Lar Sargward (A. B. U.- BSc, 1999), “Application of marketing mix in marketing tobacco product, A case study of NTC” by Abimaje Adeoh John (A. B. U. – BSc,1999) “The marketing Policies appraisal, A case study of Arewa Textile Limited Kaduna “by Udele Eneoché (A. B. U.-Bsc, 2000) and host of others.

Among all the researches reviewed in Ahmadu Bello University Zaria, I have not come across where a project is written on marketing mix policy. Although, some intellectuals wrote on certain indices of variables of marketing mix policy such as “The role of pricing and promotion in marketing mix” and “Marketing Policies appraisal” which is too wide.

CONCEPTUAL FRAME WORK

2.2.1.0 What is Policy

After objectives are set, then the next step is to design policies to achieve them. Policies are the ground rules for making decisions and taking actions by the members of the organization.

Moreover, it can also be defined as a set of rules and regulations for maintenance and continuity.

Dr. Abdul-samad A. M. (2001), Department of Business Administration, Ahmadu Bello University Zaria defines Policy as “A Policy is a standing Plan: it is used over and over to guide specific actions. “The Policies are generally designed by the top management level and implemented by lower management acts as linking pin between the two levels to push, evaluate, guide and suggest for proper implementation.

Sound policies help management in the following ways:-

- (a) Prevents deviations in planned course of action.
- (b) Ensure consistency in action.
- (c) Help co-ordinate and collaborate action.
- (d) Helps in fostering intelligent exercise of initiative.
- (e) Provides a guide for determining equitable personal relations.
- (f) Gives a basis for determining quality of executive action.
- (g) Provides guide for thinking in future planning

The followings are required for a good policy: It should be.

- (a) Definite,
- (b) Positive,
- (c) Clear,
- (d) Understandable,
- (e) Flexible,
- (f) Stable,
- (g) Based on sound judgment and facts,
- (h) Simple, and
- (i) Must be based on economic principle and for public benefit.

Policies can be effective only when the levels of management are based on managerial skills and not on status. If the managerial skills are sound, the decisions of the superiors will be carried out by subordinates with the utmost loyalty and competence without demand. The subordinates will consider the decisions as if their own. In other word, a good policy is not a guarantee for good marketing mix management. Appropriate managerial skills at different level to design, push, guide and implement policies will produce good organizations.

2.2.0 What is marketing Mix Policy?

To seek a winning combination of consumers satisfaction, the top manager or central manager as the case may be, must consider how to communicate with consumers to

present an offer. The alternatives being advertisement, the use of sales representatives and agents in the total distribution process has to be properly defined. Whichever, alternatives one chooses to use, there is costs involvement.

How much of each- consumer services, high quality products/services, lower price, convenient packaging, advertising of personal solicitation should be offered. This allocation among such competing uses (e.g. convenient packaging)for the distribution of Naira is the marketing Mix and the policy related to this marketing mix is called marketing mix Policy”.

Organizations should have a good customer policy - customers that a company/organization deals with directly may buy in quantity either too small or too large. The company should know what it costs to serve each type of customers and the amount of goods customer is to buy if their business is to yield profit. This determines the channel of distribution (marketing mix policy variable to be used by the company to reach customers-through jobbers /wholesalers, direct to retailers and direct to consumers.

2. 2. 2. 1. PRODUCT MIX POLICY

This is a policy relating to variety of products the company wishes to carry on line. The answer(s) to the following questions below will enable us to know the types of product/service to be sold.

- (a). How many different sizes, grades and shapes of the product will be carried in the line?
- (b) Should we change our product design frequently or rely in only tested mode?

We need a standard answer(s) for above questions because of following reasons.

- (i) To build a desire and consistence interpretation of strategy and
- (j) Because many marketing, production and financial activities will be affected by the simplicity of elaborateness of our product line.

Some organizations may have a standard policy –not to have more than five types of product on line to reduce the cost of diversification. The decisions to add another product will be subject to drop an existing product.

Organizations are forced by customers/ consumers to go on complete line-sometimes the customer wants to buy variety of products from the same source. In contrast a policy to concentrate on only a few items may be wise for a firm seeking distinction as a specialist. For example, a paper company may sell only newsprint-By focusing on a narrow line costs be reduced. A narrow product line product line policy relies on specialization to achieve competitive advantage in pricing, unique service or concentrated attention.

Besides, products can be customized - ways of customizing products is by looking for middle position between wide and narrow products line may be feasible, perhaps some variety can be offered without too much added expenses. For instance- common practice with automobiles is to have standard products in two or three sizes with other options to choose from, such as colour and accessories. While inventory and production scheduling are complicated by this practice, it does give some customers some choice.

2.2.2.2 PROMOTION MIX POLICY

In promoting image of the company and its products, company adopts a policy relating to advertising personal selling, sales promotion and publicity.

Advertisements play a vital role in any organization to promote its products. A company that does not advertise, knows what it's doing and nobody else knows. Advertising medium available for use include Radio, Television, Newspapers, Magazines, Bill boards, Posters, Pamphlets, etc. for products that are consumed by almost everybody either educated or illiterate Radio as media for advertisement is used by some organizations although others combine it with daily/weekly publications. Banking industry, which offers services, preferred using Newspapers/Bill Boards- the reason being that majority of the customers are educated.

Sales promotion is the extent of special selling aids, such as contest, gifts, display which should be directed through the distribution channels. It happens when the product has low sales in comparison with other types of product the company carries on line. Some organizations have a policy carryout sales promotion every three years on products that have low sales for consecutive three years. Others carryout their promotional activities every end of the year or during trade fair anniversary.

Publicity is company efforts to have the main media mention the company message favorable. Some of the publicity tools used by some companies as a matter of policy is stickers and printing the name of the company on vehicles/material it owns.

2.2.2.3 PRICING MIX POLICY

Kurtz David and Bon Jonis (1981) defines pricing as “Pricing is the exchange value of goods or service; and the value of an item is what it can be exchanged for in market place.” A price is the value placed on a product or service. For instance, retail prices of goods, wages as the price of labour and interest rates as the price for borrowing. Prices actually determines what an individual will buy out of the available goods and services.

Organization are faced with the task of setting a price on the products and services. Price is an element in marketing Mix that creates sales volumes, other elements are costs oriented. Hence, it is very important in marketing Mix as regard to the survival, growth, target and profitability of a business in terms of its continuity and diversification.

In setting prices of the products, four things are considered: the competitors, the demand for the product, government and trade union influence, and purchasing power of the people. In any industry there is always a leader, follower and niche. It is a policy of some organizations to set the prices of their closer to the leader in the industry, Nigeria Bottling Company Plc is the leader and as it increases the unit price of its product (30Cl per bottle of coke) from twenty naira to twenty five naira, the follower in the industry which is 7-UP Bottling

Company Plc also increase the unit price of its product (30cl per bottle of Pepsi) from fifteen naira to twenty naira.

Moreover, organizations set up prices of the products in relation to demand. Products that have higher demand attracts lower prices. While those with low demand attracts high price. This practice is common in pharmaceutical industry where paracetamol tablets (High demand) are cheaper in comparison with Anti-hypertensive/Diabetes drugs.

Government can control prices in many ways, it can control prices directly as it does in the case of public utilities like N.E.P.A and Water Boards. Government control credit rates and this credit rate can determine the price a consumer pay in the market place. Government also controls the wage – price as in the case of minimum wage guidelines.

Labour Union's pressure on management has led to increase in wages. Since the higher cost of labour is going to be passed on to the consumers in the forms of price increase, the effect of wage increases is felt by everybody purchasing.

In addition, it is truism that business requires not only people but also purchasing power. Total purchasing power is a function of current income, prices, saving and credit availability.

Business people should be aware of four main trends in the economic environment: - slowdown in real Growth, continued inflationary pressure, changing savings and debt patterns and changing consumer expenditure patterns.

- (1). Slowdown in real income growth: - Real income per capital has been reduced by:
 - (a). Rising inflation
 - (b). Unemployment
 - (c). Increase in tax burden

These developments have caused a reduction in disposable personal income, which is the amount people have left after taxes. Similarly, people's discretionary income has been reduced. Discretionary income is the amount left after necessities like food, clothing, shelter and insurance have been taken care of.

In response to real income decline, Nigerians have changed their consumption patterns. People are buying only basic necessities and prices are taken into consideration. Manufacturers are forced to produce only relevant goods, and quality, and functionality are highly taken into consideration..

- (2). Continued inflationary pressure:

“A high rate of inflation continues to push up the prices of home, furniture, medical care and food. Inflation leads consumers to search for opportunities to save money including buying cheaper brands in large economy sizes, buying from less expensive retail outlets, performing more of their own services, and bartering services with others. – Kotler. This is true, as more and more

Nigerians have taken to eating at shabby food places. Some former beer drinkers have switched to local brand like Odogoro (Alcoholic drinks) and Pito in order to save money.

(3). Changing savings and debt patterns: Very few Nigerian are currently saving. Also since the cost of credit is very high, only a privilege few can afford it. Both situations affect consumption spending.

(4). Changing consumer expenditure patters: Generally business people should realize that as income rises, people will spend a greater proportion of it on major durables, luxury goods and services but less on food.

2.2.2.4 PLACE MIX POLICY

The element includes decision relating to channel of distribution and physical distribution. Channel of distribution system is made up of all those who are involved in the buying and selling functions which occur as the goods move from the point of production to the point of consumption. The intermediaries include wholesalers,

retailers, agents, brokers, manufacture's representatives etc. some of the available channels of distribution are as follows:

(a). Manufacture \longrightarrow Consumers

(b). Manufacture \longrightarrow Retailers \longrightarrow Consumer

- (c). Manufacturer → Merchant wholesalers → Retailer → Consumers.
- (d). Manufacturer → Agent Middlemen → Merchant
Wholesalers → Retailers → Consumers

Manufacture prefers selling directly to retailer because:

- (i). They buy relatively in bulk which increases firm's turnover, thereby increasing profit margin.
- (ii). Consumers do not have money to buy in larger quantity.
- (iii). They display many brand of products more attractive to consumers which manufacturers don't.
- (iv). They dispense the product easily to consumers without allowing it to be obsolescence e.g fashion dresses of females do that.
- (v). High profits are acquainted to many stores though not economical.
- (vi). High profits are acquired by selling directly to retailers because they buy little quantity which does not attract a lot of quantity discount. It remembers me of the slogan "Buy from and eliminate middlemen profits".

Moreover, manufacturer prefers selling directly to merchant wholesalers because of followings:

- (i). Wholesalers sell on credits, take risk and deliver merchandise.
- (ii). It is economical because they break the bulk to attract retailers which are not done in the factory.
- (iii). It is very hard for manufacturer to break the bulk for retailers.
- (iv). They take title of goods which they handle and facilitate buying selling.

Besides, manufacturer prefers selling agent middlemen because:

- (i). They organize the sales force, when this is done manufacturer doesn't embark on sales force again. Since agents are compensated on commission bases.
- (ii). Agent middlemen are indispensable in marketing function.

Some organization/companies have a policy to sell directly for customers because of extortion and steep prices put by major distributors which makes the company's products/services expensive in comparison with competitors. Some sell directly to consumers where the company's products have very short life span e.g Bakery industry.

Physical distribution refers to warehouse, transportation and inventories. Transportation and storage play in important part in moving products from their times and places of production to their times and places of consumption. Storing improves quality of products e.g cheese, meat, tobacco, and alcoholic, beverages, must be stored before sale while being 'aged' to reach a marketable condition. Goods may be stored for speculative purposes. Business people frequently buy in excess of current needs to make sure that they will have goods when needed or,

perhaps, to buy at lower prices than they would pay later on. Transportation bridges the gap between the producer and the consumer, it helps manufacturers to take advantage of non urban locations where the cost of acquiring land is cheaper.

As matter of policy by organizations, some companies have warehouse located in populated areas or regional areas where their products/services are directed towards and customers wishing to buy the product(s) go to warehouse for marking purchases. In term of transportation, some organization have a policy to transport any purchases made up to a retailer/truckload for its customers. This serves as an encouragement for the customers to sell at a competitive price to others. They can also have quantity discount policy to encourage the customers buying more from them.

Despite the close relationship between the manufacturer and the intermediaries (wholesalers, retailers, agents, brokers, manufacture's representative etc.) conflict exist

-it comes when the goals of two people are going in opposite direction. Some possible areas of conflict between the manufacturer/producer and middlemen or intermediaries are:

- (i). Pricing: When middlemen selling at a price higher than the price set by the manufacturer, this way scares the customers.
- (ii). Middlemen may influence the product of one manufacturer over another with disqualification. This could be a crime and affected manufacturer may sue the middlemen involved.

- (iii). Middlemen prefer to take good fortune of manufacturer after promotion or advertising but leaving everything for manufacturer.
- (iv). Keeping products off the circulation with aim of increasing the price.
- (v). Selling the expired products to the company.
- (vi) Removing gift items inside the packed product.

These items are made for customers to encourage them buying.

The decision on physical distribution does not complete without including the supporting activities. Some of the supporting activities include marketing financing, marketing risk bearing and obtaining analyzing marketing information.

- (a). **Market Financing:** Marketers receive credit as well as give out credit. They use short terms credit received to boost their operations over seasonal peak that require additional inventory, investment are higher promotional experiences, e.g during Sallah, Christmas and New Year.

Marketing organizations have two main sources of credit – trade credit and Banks. Trade credit is extended by supplies, and is very important in short term financing from 10 to as many as 120 days is given for payment.

Providing credit to customers is essential to the success of most marketers. In fact, manufacturers, wholesalers and retailers use credit or the deferred payments for goods or services. Most of our local cafeteria use the “Book – me – down” system of credit.

Credit is mainly used because buyers do not have necessary cash. Credit increase the demand for goods or services.

(b). **Marketing Risk Bearing:-** Marketing risks arise from both supply and demand changes and natural hazard. Risks may be classified in terms of the that initiating cause.

- i. **NATURAL RISKS:-** Created by nature, usually beyond human control. Damages caused by rain, flood, storms erosion, drought etc.
- ii. **HUMAN RISKS:-** From human activities e.g personnel risks, which include dishonesty, sickness, accidents, death, etc.
- iii. **ECONOMIC RISKS:-** Sometimes called price Risk is caused by price fluctuations.

It is possible to insure, that is pass to some one else the responsibility for some of these risk. But insurance does not often times offer full protection against risks. For example, it is impossible to insure against Economic Risk..

A business man can however, protect himself against these risks by being aware of customer wants, the trend of the economy, and pending legislation affecting business.

(c). Obtaining and Analysing marketing information:- management must obtain and analyze marketing information it wants to formulate sound marketing programmes and direct marketing activities intelligently. For the company's marketing operation to be successful, management should have knowledge and appraisal of such important information's as, size, location and characteristics of different markets for the several products.

Marketing information is gathered through the following methods:

- (i). Executive informal and causal conversations
- (ii) Business and Trade publications
- (iii) Daily Newspaper
- (iv) Newspaper
- (v) Reports from salesmen
- (vi) Marketing Research Methods.

2.2.2.0 POLICY DETERMINATION AREAS

The particular marketing mix that fits one product in a given market will differ from combination of other products market. Therefore, it is important to formulate marketing mix policy on the product and the market itself. Some of the policy determination areas are:

2.2.3.1 LEAN LOW – COST VERSUS FULL-SERVICE APPROACH

There is need for a policy to cover entire design of marketing mix, which deals with total efforts and expenses to be devoted in improving the product or service package offered to customers.

Should we focus on selling a stripped down product at a low cost or should we stripped for more complete consumer satisfaction of some important needs? That is organizations can improve an existing product/service at a low cost of production and come out with low swelling price or embark on complete consumer satisfaction.

Another way for organizations to reduce/lower the cost of production, so that they can sell at low prices is through Economic of scale is effective, when companies produce large number of products by fully utilizing its existing capacity. There is a cost reduction in term of management overhead cost and cost of production. This benefit is more to the big companies which have large production capacity. Cost can also reduced through large quantity purchasing discount and cost reduction on transportation. All these benefits enable the companies to design a cost – saving product and complete favourably.

Experience – effect comes as a result of long experience in production. Low-cost product can be attained by making things better without waste. In absent of experience affect quality management comes in and workers being motivated makes experience – effect effective.

2.2.3.2 SALE APPEALS TO BE EMHASIZED

Among the possible sales appeals companies may choose to emphasis on in marketing mix are:

I. **ASSOCIATED SERVICES:** This includes following:-

- (a). **Personal assistance:-** The question to ask here is that how much personal assistance to customers should be part of total sales package? Personal assistance that accomplishes the product/serve comes in various ways such as installation of product for customers, helping customers to transport products to his destination etc. IBM company installs computer purchased for its customers as part of total sales package.
- (b). **Maintenance and Repair:-** organizations should have the culture of maintaining and repairing products purchased by the customers. This makes the customers to have confidence in the products because they know, if there is problem in a given product as per breakdown or repair, the organization responsible will take liability of what happened. One of the main pillar of IBM marketing success is its maintenance services. Most of these machines are covered by a contract under which IBM provides regular maintenance services and its availability for promote repair work in the event of breakdown .
- (c). **Prompt availability:-** Organizations/companies should make available of its products at any point in time and their spare parts. Most Nigerians patronize Peugeot and Honda automobile vehicles because the products and spare parts are readily available.
2. **Quality as sale appeal:-** Quality higher than usual prevailing level can be used as part of marketing strategy. One limitation of using quality as a sales-appeal is that customers are

unable to detect the differences and may be skeptical about claims the companies make. This happens in electronic product where it is very difficult to convince customers about newly improved model. Whichever quality the organization chooses, it must conform with market registration decree in Nigeria. The decree says, all products must be of standard quality and not poisonous to people. For example in pharmaceutical industry, all Ampiclox capsules must carry black and white colour and must be 500mg/capsule.

2.2.3.3. EMPHASIS ON STYLE AND PACKAGING

“Pick the right style” is merely a which to policy. Nevertheless, the degree of emphasis on style in the total selling effort may be a significant policy. For instance, footwear manufacturers may stress the latest style at the expense of durability. Packaging means given a product stylish appearance but it may play a more important role in the marketing mix.

Customers derive psychological satisfaction from purchases of the product that has good packaging. Things that make customers buying the product are branding, packaging and family names. Though, customers complain on packaging of goods that they do not indicate product quality and content.

2.2.3.4 COMPANY REPUTATION IN MARKETING

Government, corporate and private organizations usually search for reputable companies when contract is to be awarded. Good reputation comes to be as a result of willingness to devote extra

effort to assure dependability and use of the latest state of art to avoid exaggerated claims; and to adjust such errors as do occur in a prompt and liberal fashion. If a company has earned a distinctive reputation, then it is appropriate to re-enforce this pressure and to incorporate into total marketing effort.

People usually seek for complete consumer satisfaction from the companies that are reputable. In pharmaceuticals, people prefer products made by May and Baker (M&B) Company, Pfizer, Beecham, Sterling etc. Unfortunately, these companies do not manufacture all medicines consumed by people. If a person says that he needs paracetamol tablets made by Pfizer company but the person will search and search until no more because Pfizer company does not manufacture paracetamol tablets. Besides this, a company may manufacture almost all the products but they may not be good enough even though the company manufactures them; it is reputable. Take the example of Philips products, their pressing iron is excellent in terms of quality and durability but Philips Television is not of good quality because it suffers from many customers in-repairing and in-availability of spare parts in Nigeria.

2.2.3.5 PRICING POLICY

A price is the value placed on a product or service. E.g. retail prices of goods, wages as the price of labour, and interest rates as the price for borrowing. Price actually determines what an individual will buy out of the available goods and services. Factors that influence prices are size and competition, Government and trade union, purchasing power etc.

In setting pricing policy, it should fit without other companies' policy and strategy. Prices should be related to competitors' price and it should also relate to customer use of the product. For example, small world receiver Radios are more expensive than big world receiver Radios. This is true for most products because consumers prefer portable things size and frequent use of as product play an important role in the pricing system.

2.2.3.6 SALES PROMOTION POLICY

It is the extent of special selling aids, such as contest, gifts displays that should be directed through the distribution channels. Sales promotion policy is very vital for the organization to beat or at least survive against competition.

Organizations embark on sales promotion to boast above average annual sales. The periods of sales promotion are usually Sallah celebration time, Christmas and New Year celebration, trade fairs and circumstances. For example, during Africa cup of Nations (Mali – 2002) 7 up bottling company Plc embark on sales promotion in Nigeria up till 31st March 2002. Some organizations have a policy to carry out sales promotion every end of the years while others prefer Sallah and Christmas celebration periods.

CHAPTER THREE

3.0.0 RESEARCH METHODOLOGY

3.1.0 INTRODUCTION

This part presents the procedure or steps and method adopted for the study.

The study of an organized private sector was carryout specifically Dangote Group of Companies

In this company only the personnel in the relevant departments of the company are selected to fill the questionnaires couple with secondary information obtained through Entrepreneur magazine – the magazine published in Kaduna.

3.2.0 THE POPULATION AND SAMPLE SIZE

Although, it is Dangote Group of Companies that the research is mainly concerned about, the researcher also interviewed other competitors for comparative analysis. The problem encountered however, was how to determine the sample size of the whole federation.

On the research population, I limit myself to Nigeria.

3.3.0 SAMPLING METHODS

In this method, non-probability or convenience sampling was applied. A non-probability sampling is a method of sampling in which the population do not equal chances of being selected or sampled.

3.4.0 METHODOLOGY OF DATA ANALYSIS

The methodology includes the use of questionnaire. This questionnaire was address to the company officers to obtain relevant information.

The frequency use is based on responses received in relation to questionnaires returned by the company's officers and percentages computed based on observed frequency. Thirty (30) questionnaires are addressed and returned by the officers.

Information obtained from Entrepreneur magazine through the interview conducted with chief executive of Dangote group is used to support the questionnaire analysis and interpretation. Besides this, information obtained from verbal interview is also used in the analysis.

3.5.0 DATA COLLECTION METHODS/PROCEDURES

There are various methods of data collection and different procedure to follow in collecting data.

The most prominent among the methods are:

- (i). Observation

- (ii). Interview
- (iii) Questionnaire
- (iv) Historical methods

The methods of observation is simply defined as listening, watching and recording the events. It is the method used in experimental research.

Interview on the other hand, is meetings in which the investigator directs the question at subject and record the responses – this is face to face interaction.

Questionnaire has a method of data collection technique – in this technique question are presented to the respondent in written and orders so that the same information can be obtained from large respondents. This is inline with Borg; W.R (1981) the first step in carrying out a satisfactory questionnaire study is to list specific objectives to be achieved by the questionnaire. You should keep in mind the methods of data analysis that you will apply to the returned questionnaire.

Besides this, historical method makes use of available records of past event so that we can understand and explain the present and if possible predict the future.

Two research methods are used in this study – the interview and historical methods. These methods are presented and analyzed in the subsequent chapter to enable us knowing how Dangote Group over shadowed its competitors.

CHAPTER FOUR

4.0.0 DATA PRESENTATION AND ANALYSIS

4.1.0 INTRODUCTION

This chapter present and analysis some of the information obtained from Dangote Group using questionnaire and Entrepreneur magazine on in interview conducted with chief executive of the company.

4.2.0 BRIEF HISTORY OF DANGOTE GROUP OF COMPANIES

Aliko Dangote is an organized private sector who started business from cradle stage to the stage many Bankers are proud of. He is the chief executive of the company who was or[han at an early age and grew up under the watchful eyes of his maternal grand father, Alhaji Sanusi Dantata who was un-arguable one of Nigerians most successful businessmen in 1960s. Aliko learnt the rudiments of business as a young man running errands for the old man at other time saddle with the responsibility of ensuring that business associates were well received in his absence.

He let AL-AZAHAR University Cairo, Egypt in 1976 at the age of 19 (nineteen) and moved over to Lagos. Coming from a long line of successful and established traders gave the young Aliko the needed confidence to launch out on his own even as the though of

failure continually gnawed at him. This fear was to become a motivating factor toward attaining greater heights and his words “I told my grand father in 1977 that my ambition in life was to make the N5 million mark in business and retire.”

This position was to change frequently with his target attaining the motion of a racing car as he continually met and exceeded his target. From 1985, a clearer vision of what an organized business meant was beginning to fetch itself in the mind of the promising young man and Aliko deployed his skills to ensure that there was no looking back ever since. He was to depend entirely on his brain and abilities even as he recalled with nostalgia that his late grand father continually exhorted him that cheap money without sweat amounted to nothing.

When he first arrived Lagos after helping his grand father in Kano Aliko faced with the problem of take-off capital to start cement business. He had managed to save up to the sum of N200,000 (two hundred thousand Naria) from the little buying and selling that he was involved in while helping his grand father. When in Lagos he was soon to discover that the money was barely enough to operate in a highly competitive environment where financial might was one of the critical factors. His quest for more funds was met by his grandfather who granted him an interest free loan of N500,000 = (five hundred thousand Naira) to be repaid in two years with a total sum of N700,000. (Seven hundred thousand Naria) he went into cement business in 1977. the capital he started out with was significant for young entrepreneur of the time.

4.3.0 OBJECTIVES OF THE COMPANY

The view management is very relevant to the crux of the activities of marketing mix policies initiated and practiced in the company.

The objectives of the company is:

- 1) To make profit by selling products at affordable prices.
- 2) To provide employment opportunity to Nigeria populace irrespective of tribe, region and religion belief. Presently the company has over 4,000 workers in its roll. By Aliko words “my goal is to ensure regular supply of sugar at a more competitive price ----- contribute in saving the country’s scare foreign exchange being spent on sugar imports and as in all other factories under the control of the group provide jobs to thousand of Nigerians.
- 3) To manufacture/ import best quality products to Nigeria market and even become an international/multinational business in future.

Already the company presently had been established in Ghana, Senegal, Niger republic, Unite Kingdom and advert placed on both national and international newspapers for Group managing Director preferably an American.

4.4.0 POLICY DETERMINATION AREAS OF THE COMPANY

In any organization/company policy formulation is necessary to guide a specific action for maintenance and continuity some of the policy determination areas used by Dangote group include.

4.4.1 LEAN LOW-COST VERSUS FULL SERVICE APPROACH

The business of Dangote group is profit oriented and it is the company policy to offer product for sale that can yield reasonable profits. Presently, the company manufactures/import cement (pioneering product), flour, fertilizer, salt sugar spaghetti, rice, Polypropylene Bagging, Wax Clothing material etc for complete consumer satisfaction.

Changing the original ‘road’ in achieving your goal based on laid down policy of the company requires innovation. To be a manufacturer is simple but to be a successful one is a different ball game altogether. To be successful calls for creativity at low cost product, so that selling price to the product can be minimized. Remember that the low price brings greater sales volume and profit. The table below shows sales volume of each product company offers for sale.

TABLE 4.1 SALES VOLUMES OF PRODUCTS

PRODUCT	FREQUENCY	PERCENTAGE %
Cement	4	13.3
Flower	3	10.0
Fertilizer	2	6.7
Salt	4	13.3
Sugar	5	16.7
Spaghetti	3	10.0
Rice	3	10.0
Polyprotene	4	13.3
Wax clothing material	2	6.7
	30	100

SOURCE:- Questionnaire administered to officers of company (see Appendix)

WHERE- F: Frequency base on responses received from questionnaire

The company has nine (9) product portfolio spread in food and Beverages, Building Agriculture and clothing industry. The tables above shows that sales volume of sugar

product is the highest (27%) follow by sale volume of cement, salt and polypro ten. Bagging is representing 13.3%. The third in the table is the sales volume of flour, spaghetti and rice product representing 10% of the responses received through Questionnaire administered to the officers.

When Enquired by asking Group company secretary, Aminu Dikko. Why sugar product is having highest sales in comprise with other companies' products? He replied by saying almost everybody /household consumes sugar for one thing or another and the company has standing order- supplying sugar constantly to Nigeria bottling company and 7 up battling company.

One way of customer service by company is the transportation of its products from Lagos and Port Harcourt Ports in large volumes to distribution centers all over Nigeria at the same selling price. This net work of distribution center consisted of 12 depots located in key commercial center namely Lagos, Ibadan, Benin, Onitsha and port Harcourt in the southern par of the country and Kaduna, Kano, Jos Gombe Gusau, Maiduguri and Sokoto in the North.

On question, whether the company has on its policy to increase the number of products offer for sale. Most officers of the company ticked yes for compete consumer's satisfaction.

4.4.2 SALES APPEAL TO BE EMPHASIZES.

This important among possible sales appeal Dangote group chooses to use in marketing Mix are:

- (1) **ASSOCIATED SERVICES:** Associated service include the followings

(a) **PERSONAL ASSISTANCE:** - It is the assistance that has to follow products/service after purchase. Dangote Group assisted its customers by direct supply of sugar on continuous and regular basic large volumes at a discount rate to Nigerian bottling company and 7 up bottling company since they consumer sugar on regular basic. It is the policy of company to transport purchases made for its customers up to a trailer/trunk load, retorted by one officer. This will enable the customer to resale the product at a competitive price in the market. The table 4.2 below shows some of personal assistance rendered to customers.

TABLE 4.2 COMPAN'S PERSONAL ASSISTANCE TO CUSTOMER

ASSISTANCE	FREQUENCY (F)	PERCENTAGE %
Large purchase made transport for its customers	16	53
2) The same selling price at all distribution centers in Nigeria.	12	40
3) Accepting damages on UN-inspected product	2	7
TOTAL	30	100

SOURCE:- Questionnaire administered to officers of the company (see Appendix)

Where F- Frequency base on responses received from questionnaire.

There are many assistance that follows the purchased product. Prominent among them are listed in the above table, large purchases made transport for its customers score the highest percentage

(53%). This is followed by uniform selling price at all distribution centers in Nigeria. The least is accepting damages on UN-inspected product.

PROMPT AVAILABILITY: A company should have a policy that will allow its products available any time in a given place. One way of making prompt availability of the products at any location in Nigeria is the fleet of trailer vehicles in the transport division is to prove helpful as commodities are being transported.

The responses of company officers indicate that there are five (5) distribution centers in the south and seven (7) distribution centers in the northern part of Nigeria. This is in line with explanation made by chief executives of the company that there are twelve (12) depots located in key commercial centers namely Lagos, Ibadan, Benin, Onitsha and Port-Harcourt in the southern part of the country and Zkaduna, Kano, Jos, Gombe, Gusau, Maiduguri and Sokoto in the North.

(2) Quality as a sales appeal: Dangote Group products of standard quality which is comparable to competitors own in the market. The table 4.3 below shows responses received on products quality. These products are cement flour, fertilizer salt, sugar spaghetti.

Table 4.3 Rice, polypropylene Bagging and cloths

PRODUCTS QUALIY

PREDUCTS QUALITY DESCRIPION	FREQUENCY(F)	PERCENTAGE%
High	19	63
Moderate	11	37
Low	0	0
Total	30	100

Source:- Questionnaire administered to officers of the company (see Appendix)

Where F- Frequency base on responses received from questionnaire.

In our people adage “you don’t point left hand onto your village” This adage applies her since most officers rate the company’s product high (63%) For those who want to call spade, a spade rate the company’s product quality moderate (37%).

To enhance quality products at a reduced price and to guarantee regular supply of the products to market, the company established it’s own factories as against importation of goods. In Aliko’s word” my goal is to ensure regular supply of sugar at a more competitive price---contribute in saving the country’s scarce foreign exchange being spent on sugar imports and in all othe factories under the control of the group, proved jobs to thousand of Nigeria”s some of the factories established by the group include sugar processing factory Apapa, flour mill factory, and a cement factory of daily out put of 3,000 metric tones.

When one officer of the company was interviewed on policy relating to products quality, he replied, it is the company policy to maintain goods quality products that are free from customers/consumers complaints.

4.4.3 EMPHASIS ON STYLE AND PACKAGING

Dangote Group uses simple style of packaging to reduce unit cost of its product. The packaging are of standard quality comparable to competitive packaging. The table below packaging quality.

PACKAGING QUALITY

Products packaging quality description	Frequency	Percentage%
Good	22	72
Fair	8	27
Poor	0	0
Total	30	100

SOURCE:- Questionnaire administered to officers of the company (see Appendix)

Where F = Frequency based on responses received from questionnaire.

On packaging quality, the company's products are of good packaging in company to competitors own at various industry the company is operating. Good packaging quality has highest percentage (73%). This is followed by fair packaging (27%) When an officer of the company interviewed, he

replied that the company has on its policy to provide good packaging and stamp the company's logo on it for easy identification.

On question related to frequency of packaging changes, most officers replies that packaging changes, come when the need arises.

4.4.4 PLACE OF COMPANY'S REPUTATION IN MARKETING MIX

The reputability of Dabgite Group started in 1980s when the demand of cement was high, people would deposit funds for months in advance if they could be assured of supply, was the key to success. Aliko uses his brain, street wisdom and financial strength make cement available to his numerous customers who hither to waited several mouths to receive their consignments from other suppliers. Since that time, reputability of the company continue to spread wider across the length and the breadth of this country by effective use of the marketing Mix Variables.

Moreover, publicity, personal selling, Advertisement in Radio, Newspaper and Bill Boards, play an important role in promotion image of the company. Apart from self image promotion, the company's bankers help for promoting image of the company by writing some quotation on Bill boards and Newspaper while advertising their services as "Dangote Group, we are proud of you" all these makes the company to the reputable in the eye of general public. The table below shows the responses received on company reputability.

TABLE 4.5
COMPANY REPUTABILITY

To degree of company's reputability	Frequency (F)	Percentage(%)
High	11	37
Moderate	13	43
Low	6	20
Total	30	100

SOURCE: - Questionnaire administered 10 officers of the company (see Appendix)

WHERE F- Frequency base on responses received from questionnaire.

Most officers ticked moderate reputability (43%) of the company. This is follow by high reputability (37%) and low reputability(20%). An officer who ticks low company reputability is interviewed to know the reason. He replied by saying, not all the company's products receive customers acceptance (e.g. wax clothing material) and reputability is synonymous to acceptability of any product.

4.4.5 PRICING POLICY

Pricing is the value placed on goods/service by customers, pricing is the process of determining this value and then converting to into monetary terms (Naira and Kobo) and then making companies in the market place.

The term pricing policy can be used in a variety of ways. It could be profit oriented pricing policy or pricing policy designed to increase the firms market share. In effective use of pricing policy by Dangote Group, was during structural Adjustment programme (SAP) IN 1980'S resulted in a situation where purchasing power of the average Nigerians was weakened, people could not afford to buy thing at the going market rate and this was inspired of rising costs of importation.

It was so serious that many companies had to close shop but Aliko Dangote refused to go with the tide, he instead, increase the volume of goods and turnover by reducing prices. By the chief executive admission "you still achieve the level of profits you want with large volumes----- But we were not looking for too much margin". He further admits, "the strategy is American, when you look for too much profit the Nigeria way, you can cause a lot of trouble for yourself-----you would not be able to grow and secondly you invite competition which is

trouble because once the margin is very high everybody in Nigeria will go into it-----
---if the Nigerians purchasing power change, our margin will also change but right now, purchasing power is very low".

Competitors who have found the staying power of the Group inexplicable often accused Aliko of depressing prices to stifle them but he said "it is impossible for me to in cure a lose just to force competitors out -----I am in business to make profit no matter how small.

Policy formulation is dynamic, not static to guide specific action/situation. In line with this, Dangote Group changed its policy from supplying distributors to consumers directly. In Aliko's words we give them good prices but they always try to add too much mark up ". It is necessary to change the policy of supplying distributors because they add many profit margins, therefore making the company's products expensive in the market.

When an officer interviewed on whether the company changes its pricing policy yearly. He replied by saying, the company does not have on its policy to change prices yearly rather, changes come as a result of economy performance at any point in time. On whether the products price is higher in various industry the company is operating in comprise with rivals. The offices said, the price of company products follows the price of leaders in the industry.

4.4.6 SALES PROMOTION POLICY

It is policy that has to do with special selling aids such as contest, gifts, display, which should be directed through the distribution channels. The table 4.6 shows type of sales promotion the company carryout

TABLE 4.6

TYPES OF SALES PROMOTION

Types	Frequency	Percentage
--------------	------------------	-------------------

Contest	0	0
Gift	9	30
Diaplays	21	70
Total	30	100

SOURCE: -Questionnaire administered to officers of the company (see Appendix)

Where F - frequency base on responses received form questionnaire.

The displays of company's products score 70%. This is follow by gifts item. The displays of company's products are carryout during annual celebrations such as trade fair and the prices of products are cut down to attract different buyers.

An officer interviewed on sales promotion said the company embarked on sales promotion in rice product two years ago. As one opens a bag of rice (50kg), you will see cooking spoon inside as a gite to motivate customers. Customers. When an officer of the company interviewed regarding sales promotion policy. He said, the company does not have solid policy on sales promotion rather it comes as it please the management.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

The problem of this study is in relation to marketing mix policy embarked on by an organized private sector, Dangote Group. The purpose of the study is to know what marketing mix policies are used by Dangote Group to beat/eliminate competitors in the Nigeria marketing. From the research, the purpose and problems of the study as well as several related questions are presented with interesting results and important findings

5.1 SUMMARY

Marketing management has developed much core specific resources to achieve its objectives. The resources are usually called the marketing Mix or the firm's marketing decision variables.

Chapter one discusses amongst other things such as statement of problem, marketing mix policy, scope of the study and limitation of the research. The chapter also includes background, significance objective of the study, and definitions of terms. The conceptual frame work such as marketing mix policy, product mix policy, promotion mix policy pricing mix policy, place mix policy and policy determination area were discuss. Moreover, the next chapter concentrates on research methodology and methods of data collection and Analysis. Chapter four appraises the company's performance and it starts with brief history of the company, objectives of the company and policy determination areas - this range form lean low –cost product versus full-service approach, sales appeal to be emphasized, emphasis in style and packaging, place of company reputation on

marketing mix, pricing policy to sales promotion policy. The last chapter deals with overall summary, conclusion, Recommendations Reference and appendix

5.2 CONCLUSION

Having come to almost end of the work, one thing to be registered as obvious is the fact that marketing mix policy is a complex application because of its cost implication. But this should not pose any problem to a well-trained and experienced marketing manager. All he needs is clear headedness, dedication and commitment to efficiency. As in Aliko's words 'my workers ask me how I relax, I am happy when I work hard----- my mobile phone is always on ----- you can relax -----sometimes I don't go to bed until it is morning----- If I come to my office 10.00am -----what example am I setting for my staff'.

The findings in this work has been presented and the company used appear to have a dynamic marketing mix policy to suits specific situation. It is envisage that the recommendations made below, if implemented would be of help towards improving the effectiveness and efficiency of the company.

5.3 RECOMMENDATIONS

It is obvious from the foregoing that Dangote Group is facing serious challenge as most companies of competitors often accused him of its actions. The following recommendations below would be of helpful for the company to prosper ahead

- 1) Dangote Group should concentrate on few brand of products (atleast -5) that is can control effectively and efficiently, because there is cost associated with diversification.
- 2) Depending on Nigerian Bottling company Plc and 7 up bottling company for direct supply of sugar on regular basis does not augur well for the company, because other rivals will like to penetrate even though discounts are giving to encourage them. Rather the company should look for othe users of sugar in large quantities and on regular basis such as Breweries industry who manufactures non-Alcoholic drinks (e.g. mailtina, Maitonic, etc)
- 3) Despite the availability of the fleet of trailer vehicle that transport company's products to various 12 depots situated here in Nigeria. Dangote Group should make sure supply of the product does not cut/seize for even a day on circulation to disallowed marketers of capitalizing on the opportunity to increase prices
- 4) The company should not compromise quality for anything, in the time of economy downturn quality of products should be maintained but quality can be decrease to meet the current purchasing power.
- 5) whenever the need arises for the company to change packaging of products, there should be serious enlightenment campaign so that the customer are not deceived and the company maintains its sales level.

- 6) Dangote Group should extend its programme of activities in Radio this will cover other major languages in Nigeria like English, Yoruba and Igbo instead of using only Hausa programme.
- 7) The company should use dual distribution channels, that is selling directly to customers and also selling to distributors on commission basis. By so doing it will guide against too much margins added by distributors/agents.
- 8) The price of company's products should be lower than the price of leaders in any given industry and rely on sales turnover to beat the rivals.
- 9) The company should continue with frequent changes of policy on marketing mix because some mix are uncontrollable (price-example).
- 10) I recommend for Dangote Group to have a solid policy regarding promotional mix which sales promotion is a subset. Sales promotion could be carry out during the time of Sallah celebrations and Christmas /New Year to increase sales volume which ultimately increases profits.

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APPENDIX

SURVEY QUESTIONNAIRES FOR DANGOTE GROUP OF COMPANIES

OFFICIALS

MARKETIN MIX POLICY BY DANGOTE GROUP OF COMPANIES

INTRODUCTION

This is a research project on above topic. Your company being one of the leading manufacturer/importer of essential commodities. I should be very grateful, if you if you would kindly help in answering the questions provided below.

Any information rendered will be considered as confidential and used solely for this academic Purposes.

1. How many products your company manufactures here in Nigeria?
2. How many products your company imports?.....
3. List the products portfolio of the company?.....
 - (a). Manufacture products by the company?.....
 - (b). Imported products by the company
4. Which of the products having highest sales volume in a year?
.....
5. Which among the product (s) is pioneering product?.....

6. Is there any policy to increase the number of products offer for sale? Yes OR
No
7. What is the degree of quality of the products in comparism to competitors? (a).High
(b). Moderate (c). Low
8. What is the quality of the packaging of the products?
(a). Good (b). Fair (c) Poor
9. How frequent the packagings of products are being changes?.....
10. How many distribution centers the company is having n Nigeria?.....
11. Mention the names of Distribution centers in Nigeria ?.....
12. How many factories situated here in Nigeria.....
13. Name the factories situated here in Nigeria?
14. Is there any branch office (s) outside Nigeria ? Yes OR No
15. Name the branch office (s) outside Nigeria?.....
.....
16. State types of personal assistance your company rendered to customers?
.....
.....
17. What degree of reputability your company is having in eye of its customers/general public?
(a). High (b). Moderate (c). Low
18. Is the company has policy to change its products price yearly? Yes OR No
19. How often the price of the products is being changed?

20. Is there any solid policy relating to sales promotion Yes OR No
21. What type of sales promotion the companies embark upon? (a). Contest (b). Gifts
(c) Displays (d) Others
22. Is the company products price higher than that of competitors? Yes OR No
23. How many staffers are in the company's pay roll?
24. What are compositions of the staff of the company?
25. How are customers being treated by the staff of the company?
(a). Good (b).Fair (c). Bad.