AN EVALUATION OF NIGERIAN MARKETING ENVIRONMENT AND ITS EFFECTS ON COMPANY'S CORPORATE PERFORMANCE.

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A PROJECT SUBMITTED TO THE POSTGRADUATE SCHOOL, AHMADU BELLO UNIVERSITY ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER IN BUSINESS ADMINISTRATION.

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DECLARATION

I hereby declare that this project has been carried out solely by me and that it is a record of my own research effort.

It has not been previously presented in any application for a Degree.

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DEDICATION

This project work is dedicated to Mr & Mrs James N. Abalaka.

CERTIFICATION

This Research Project entitled: "An Evaluation of Nigerian Marketing Environment and its Effects on Company's Corporate Perfo mance" by Mr. Odey Moses meets the regulation governing the award of the degree of Master of Business Administration of Ahmadu Bello University, Zaria and is approved for its contribution to the knowledge and literary presentation.

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ABSTRACT

The Nigerian Marketing environment had been experiencin turbulent time over the year. Therefore, this project topic "An evaluation of Nigerian Marketing environment an its effect on company's corporation performance" is pulse to evaluate how some corporate organizations have strive under this turbulent times.

This research project is made up of five chapters, Chapter one of this project deals with an introduction to marketing and other factors that have direct or indirect effects on marketing. These factors include political, economic etc. It deals with statement of problem, purpose of Study, research question, hypothesis, definition of terms, scope of study and relevant of the study.

In chapter two, relevant text used in the course of the research was reviewed.

Also, in chapter three, the methodology adopted in carrying on the research work was highlighted.

Chapter three deals with data presentation and while chapter five deals with summary', conclusion, recommendations and suggestion for further research on the topic.

CHAPTER ONE

1.0 INTRODUCTION

In this exciting age of change, where marketing is the heart beat of many business operations, conducting business on a national global basis is difficult under even the best circumstances.

In a turbulent market affected by political and economic unrest such as it was during the Asian crisis or by the information and environmental change, a continual usage of the same marketing strategy is extremely risky and unmanagerial for efficiency and success.

This preposition not only stresses the importance of marketing but also the need for corporate survival in an ever growing and rapidly changing and dynamic market and marketing environment, meaning more money needed to develop and support programmes toward monitoring all these environmental changes and reacting to them, thus risk are increased and the ability to make proper marketing decision is at a premium.

Companies therefore need to examine their ways of doing business and the concepts and methods they use, then decide what to keep, modify, delete and most importantly, add.

Since the human tastes, desires, preferences an wants change all the time and all these intangible exogenous environmental variables constitute the cornerstone of marketing; which is "the satisfaction of human wants

through the exchange process". Then the task of identifying, classifying and compiling different tastes and wants that are perpetually in a state of flux is an onerous one that demands large dose of tact and sometimes, what is akin to an uncanny predictive ability from marketing practitioners, Kotler (1997).

At a given time, an organization's fit with its environment may be excellent. The environment may be rich in opportunities and the organization's seven Ss: structure, system, share values, style, staff, strategy and skills, may be well aligned with its environment to make good returns, but the company must not rest on its oars, since the environment is continuously prone to changes. And when it does, the company must make appropriate adjustments in its seven Ss' if it is to continue to prosper.

The level of adjustment required is the degree, speed, and complexity of the environmental change. Some environments are fairly stable from year to year in terms of the context of their economies, technology, law and culture. Firms here do not really need adjustment. Some environments are slowly evolving in a fairly predictable way. Firms that perceive these evolution can make appropriate adjustment and still thrive. Yet, other environment are turbulent as earlier said, and change in major and unpredictable ways; a case of Nigeria business environment, Pat Utomi (1998).

Thus a need for organizational foresight into the effective environmental surveying, forecasting and response. By understanding how environmental factors affect consumers' behaviour and overall company's performance, companies need to adopt product management to their planning, and a strategic approach to environmental study and response, to have a competitive edge and most importantly stay afloat the turbulent water of depression.

1.1 STATEMENT OF PROBLEMS

There are a number of operational problems becloudi̇ng the micro-economic and macro-economic environment, and the issues facing companies' performance in Nigeria, these coupled with defects in policies formation and execution in the nation.

New manufacturers and new products are appearing everywhere. Close to two hundred countries are vying in the world market place. This means constant challenges for even the most competitive companies regardless of location; though changes often offer enormous opportunities.

The Nigerian Marketers operate in a politically and economically very unstable environment, coupled with other environmental issues that bring in their trail an ever changing and confusing policies and their attending impact on consumers buying pattern caused by their sensitivity

to not only price fluctuation but lower prices for very qualitative products due to the reduction in their consumption power caused by high inflation, low per capital income and declining total income unemployment, etc.

This possess further challenges such as from the:

a. Globalization of business including increased global competition and the emergence of regional and global customers and resources markets.

b. Shifting industry boundaries and competitive structures, including mergers and acquisitions of unprecedented magnitude and strategic alliances within and across traditional industrial groups.

c. Rapid and radical developments in science and technology in particular in the fields of computing, telecommunications and info-technology, etc.

d. Changing demographics, together with changing popular value expectations and behaviour.

e. Increased deregulation, privatisation and cooperation between businesses and government.

f. Increased scrutiny of business decision by government and public with greater focus on the ethical dimensions of these decision.

g. Changes is business practices for example, downsizing out-sourcing and re-engineering and

h. Changes in the social/business contract between companies and their employees, customers and other stakeholders.

All these and other have such adverse effects on companies by

a. Discouraging new investment

b. Reducing market size

c. Reducing consumers purchasing power

d. Increasing production cost

e. Capacity under utilization

f. Excessive regulation

g. Erratic fluctuation of the exchange rate

h. Redtapism and its associated problems

i. Labour disputes and social unrest

j. Increased customers awareness and consumerism including its effect

k. Low level of development of engineering infrastructure

i. Reduction in profitability or operating at losses.

1.2 PURPOSE OF STUDY

The purpose of this study shall include

a. It shall serve as a partial requirement for the award of an M.B.A.Dgree.

b. To highlight some of the various environmental issue both micro and macro, and both exogenous and endogenous that may affect the success or otherwise of an industry.

c. To highlight areas that emphasizes may be placed for furthering industrial growth and development.

d. To stress the importance of strategic appraisal of environment factors as they affect corporate survival.

e. To buttress the need for strategic marketing, forecasting and survey in anticipating and responding to opportunities and or pressures of change.

1.3 RESEARCH QUESTIONS

The research questions that may likely be answered in the project work area:

a. Top what extent would the environmental factors affect the efficiency and effectiveness of organisation's marketing operations.

b. How are marketers coping with the dynamics of the Nigerian business environment.

c. Why has the business environment still remain turbulent

d. To what level has marketers appreciate the strength, weakness, opportunities and threat (SWOT) analysis toward setting their long-term objectives.

e. does the present marketing environment allows for ingenuity on the part of the Nigerian marketers

f. How would the globalization of industries affect the Nigerian marketing environment

g. To what extent has each environmental factor influenced the organizational marketing performance.

1.4 HYPOTHESES

1. Ho: The environmental factor have no strong bearing on marketer capacity in a company.

   H_1: they have strong bearing on it.

2. Ho: Marketer are coping with the dynamism of the business environment

   H_1: They are not coping with the dynamism.

1.5 DEFINITION OF TERMS

a. ***Effectiveness*** Achievement of specified goals

b. ***Efficiency:*** The ratio of effective output to the input required to achieve it

c. ***Marketer:*** Any person concerned with the planning coordinating and controlling of the process of exchange of ideas,

concepts, products and service toward satisfying the consumers and his own objectives.

d. ***Strategy:*** Artful means to some ends: the science of planning and directing operations.

e. ***SWOT:*** The strengths, weakness. opportunities and threats facing an organisation which it must appreciates.

1.6 SCOPE OF THE STUDY

The work was streamlined and confined only to involve not more than twenty five top executives (Business Executives) in different organisations and industries.

1.7 SIGNIFICANCE AND RELEVANCE OF THE STUDY

The ability of an organisation's marketer to anticipate and response to opportunities or pressures for changes is one of the most important ways in which his competency and ingenuity and the organisation's competitiveness and viability are measured. Since the nature and effectiveness of organizational responses to environmental changes vary in part with how each marketer triggers and interprets strategic issues.

Dotton and Duncan (1987) "the management's role in defining the developments and events which have the potential to influence the

organization's current and future strategy, provides a major correlation between a firm and its environment."

Mintzberg (1979) stressing the proactiveness of an entrepreneurial role of overcoming inertia strategic changes as him being "responsible for selecting, setting a firm direction, identifying environmental opportunities and problems, interprets relevant information, considers organizational capabilities and constraints, and formulates and implements strategic change."

Truly, one-way marketing solution toward responding to the changing industrial structures, the cultural diversity of markets and new opportunities and challenges thrown up by information technology will remain rare. There is a need for successful enterprises to have a rethink of their strategies so as to reflect the characteristics of modern business and recent advances in the science of marketing.

At the end of the study, given the relevant conclusion and recommendations made, the today's marketer would be armed and ready to formulate and implement strategic policy of which its pay-off can be guaranteed.

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CHAPTER TWO

LITERATURE REVIEW

2.1 PREAMBLE

History has shown that no study is done in isolation, since an author(s) must have had idea from a prior elucidation of the subject or that akin with what the present researcher is advocating. It is in this ambit that one finds this aspect of any research very worthy to engage in.

2.2 INTRODUCTION

This chapter will be reviewing specifically the nature and impact of Marketing cum business environments. By environment we mean "all phenomena that are external to and potentially or actually influence the population under", Hawley(1968). The issue under study here, of course is the marketing environment.

Many studies over the years have illustrated the impact of the environmental factors on the business that is the theoretical and practical outcomes.

Funnel (1980) found the hospital expanded their services not because of needs within their patient populations but rather because they believed that they would not be judged as fit themselves if they could not offer everything that other hospitals in their area provided. funnel claims that the

environment that is important to such area that the perceived to have budgetary and decision-making power about the hospitals. In a study, Freeman (1979) found that "rational" decisions were not being made during period of decline when budgets and enrollments dropped rational decisions hypothetically could have been made in regard to programmes and personnel that needed to be terminated. Freedman found this not to be so because of the demands for categorical programmes from the educational authority, some cut could not be made in such programmes with little or no demand as in the case of Nomadic education in Northern Nigerian. Interest groups were able to maintain highly specialized programme through their abilities o convince the necessary authority or officers to maintain and sustain such programmes. such reflects external environmental pressures rather than the logical decision of the school organization. Whetlen (1978) also found such environmental pressures been asserted on directors of parastatals and public utilities by state administrators their own staff and the public at large plus opinion leaders.

Environmental effects are not just peculiar to the service type organization .as pointed by Pearson (1978) when he found that many Companies in U.S.A. did not make provision in their budget for remedial technology to combat injuries and disease until there was governmental pressure. In addition to this, the Mines especially the Uranium mines were

also subjected to economic pressures such as lower demand, higher compensation claims, and an industrial shift away from small mines. the present pricing in the world oil market is a point to note plus the era of boom as caused by the Gulf war, Achumba (1996).

Organizations responses to environmental pressures are neither automatic nor necessarily rational. McNeil and Miller (1980) have documented the manner in which U.S. automobile industry did not respond organizationally to the pressure of foreign imports, especially from japan. The U.S firms used a short term accounting system, with a heavy emphasis on cost control.

Leblebici and Salancile (1982) have examined the volatility and uncertainty of the business environments. In their earlier study of banks, they found that a volatile environment was associated with uncertainty. For example, Loan officers in banks with volatile environments experienced greater uncertainty in regard to the probability of loan repayments than did loan officers in less volatile environments. When organization faces a highly diverse environments, it would develop procedure to deal with this form of uncertainty, implying a shift in it working rules to face the environmental

At this point, there is an interesting concept that should be added here. This is the idea of the environmental "Jolt"' Meyer (1982) "an

environment jolt is something that is simply unexpected. In the case of Meyer's study, the jolt was an unexpected strike by doctors that forced hospitals into a set of reactions to this unanticipated uncertainly. an example is the incessant fuel scarcity in our filling stations. As would be predicted, organizations that has some slack resources or that were diversified fared better than those that did not have these resources.

It is also worth knowing that business organization can engage in illegal acts. Staw and Szwajkowski (1975) found activities such as unfair market practices and restraint of trade as related to environmental conditions. When resources the environmental are scares, there is a greater tendency for illegal acts to occur e.g. collusion by competitors on pricing and promotion, production of adulterated products or fake products, sharp practices for the service oriented industries etc.

Later research by Staw et al (1981) revealed that when organizations are faced with adversity (threat), they may become rigid. This involves a restriction of information processing and a constriction of control. Restrictions on information processing could also contribute to illicit acts as one part of the organization might not know what another part is doing.

This research finding can provide a solid basis for submitting that the environments of business have a critical impact on the businesses themselves.

2.3 "ENVIRONMENT"; THE CONCEPT

The inverted commas are used in this sub-heading because the environment is inevitably an arbitrary concept in that it embraces everything "outside" any particular organization that is being focused upon. It is composed of a large variety of individuals, groups and organizations who are regarded collectively simply because they share a linkage with whatever "focal" organization of interest. To identify an organization is not to assume that it is necessarily significant in its environment other than for the reasons that have led to its identification.

Similarly, the designation of people, groups other organizations and institutions as part of the environment is idiosyncratic. As starbuck (1976) commented, "assuming organizations can be sharply distinguished from their environments distort reality by compressing into one dichotomy a melange of continuously varying phenomena", thus a case that members of a particular organization are naturally interest in the opportunities and constraints that are presented by the people, groups, events and history which can be said pragmatically to constitute "the environment" of their organization.

Dawson (1996), concluded that "to speak of organization is thus to speak of environment as well". The inevitability of needing to secure inputs, to disburse outputs and attempts to regulate "inextricably links" the

member of an hate" relationship: "love" because of the opportunities the environment provides and "hate because of the constraints, losses and threats it can impose, inextricably linked because of an inability for anyone to have the opportunities without the possibility of constraints. Diagram 2.1 provides an illustration of the conceptualization of the links between an organization and its environment in terms of constraints and opportunities.

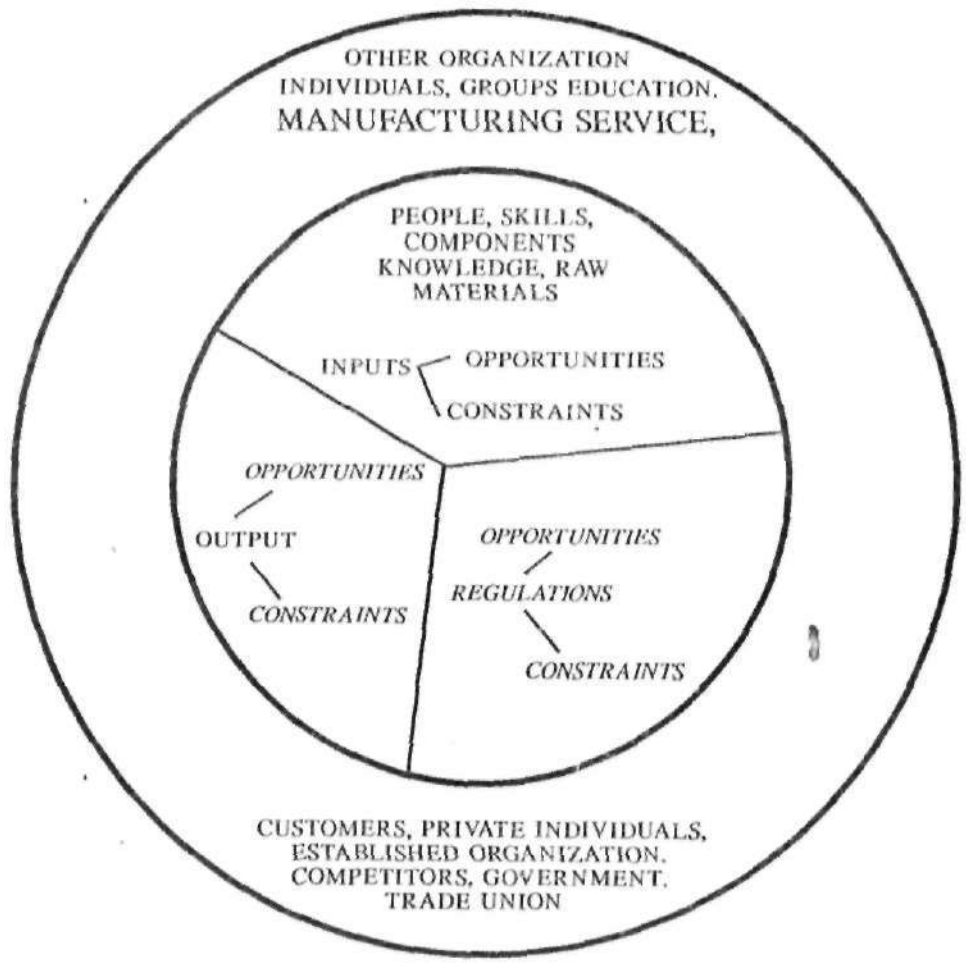


Fig. 2.1

Conceptualizing the Environment

2.4 SOURCES OF CHANGE

There, further complexities require a longitudinal perspective despite that the cross-sectional view of a business' environment have been constructed.

To begin with, these constituent part are not static. As they change, grow and decline. Dawon (1996) and their dominant coalitions may alter. A policy of acquisition and diversification may make one supplier less dependent on a particular customer. A change of government my lead to a reversal of policies on regional employment subsidies. The bankruptcy of a competitor may open the way for the significant growth of another. Secondly, there is changes in the pattern of interaction between the parts as communication. co-operations and conflict ebb and flow. competitors may collude and may include or exclude the focal organization. A state edict or decree may by much influenced by the lobbying of employers' associations of trade unions or consumers protection group and dramatically change the market position of a group of organizations.

Thirdly, the extent to which the constituent parts of its environment are subject to power and influence from the focal environment of such organization and vice versa.

Thus signifying the environment as being a source of uncertainty for focal organization.

2.5 THE ENVIRONMENT AND THE DEVELOPMENT OF ORGANIZATION

Stinchombe (1965) presented a seminal work on the interface between environments and the development of organizations. He noted that special purpose organizations have taken over various social functions, such as economic, production, policing education, political action etc. at different rates in different societies. These organizations have replaced or supplemented multipurpose groups such as family or the community for these purposes.

If this is to occur, there must be an awareness of alternative ways of accomplishing these tasks. They alternative forms must be seen as attractive in terms of some kind of cost -benefit calculation. and the people involved must have sufficient resources in the form of wealth, power, legitimacy, and strength of numbers to get the new organization off the ground, Kimberly (1975). These resources must translated into power in order to overcome resistance from those interested in maintaining the older system.

These conditions have not been randomly distributed throughout history, but they have been present in sufficient degrees to allow new organization and new organisational to emerge. Both new organizations and new organisational forms suffer the liability of newness that has been

discussed. Stinchombe noted that new organization are more likely to survive than are new organisational forms.

Stinchombe further stated other conditions permitting organisational formation as being:

a. ***Literacy and schooling*** (specialized advanced schooling of the population which raises the likelihood that each of the immediate variables discussed above will be sufficiently present for organizational development occur.

b. ***Urbanization:*** It rates should be slow enough to allow the rural migrants to learn and develop routines of urban living. The urban scene is one of dealing with strangers, and this too assists organisational development. Since ascriptive role relationships are likely to be minimized. Urbanization like education, increase the organisational capacity of populations, although not to the same degree.

c. The political base of a society is also important. For the creation of a new organizations, political revolutions are held to be important because of their rearranging of vested interest groups and power systems. Resources are allocated on bases different from those in the past.

d. Finally, the existing level of organisational density. the greater density, and the greater the range of organsational alternati already available, the greater the likelihood that people will have experience in organizations. This suggests that there is likely tc an exponential growth curve for organizations in a society-assum of course, that the other conditions are also present.

Boulton et al (1982) suggested that measure of uncertainty and environmental effect need to be analyzed independently, and that uncertainly is a strong moderator of environmental characteristics industry groupings but does consistently affect strategic planning activit

2.6 CONTROLLING AND REACTING TO THE ENVIRONMEN

Gathering information is linked to the second group of activi concerned with attempting to achieve greater control over the supply inputs, Disbursement of inputs and regulatory activities. the environm is rich in both opportunities and constraints, their definition depending u position and interest. Efforts to achieve greater control broadly relatec attempts:-

a. To take advantage of opportunities

b. To turn constraints into opportunities

c. To work within constraints, and

d. To reduce uncertainty and make operations more predictable, plannable and amendable to the pursuit of particular interests.

Of the many ways to attempt to achieve the general objective of greater control, power and strength in the environment, four major ways are necessary for enlightenment.

a. Securing greater influence in a particular set of relationship.

i. Personal informal interactions e.g. hospitality: lunch etc

ii. Co-option/ Incorporation of individuals, groups. organizations e.g. appointing military men to the board, buying up suppliers of customers (vertical integration buying competitors (horizontal integration)

iii. Coalition e.g. cartel or colluding of competitors.

iv. Technological advancement e.g. product or channel innovation.

v. Contractual arrangement e.g. with supplier to ensure delivery dates or with employees over ownership of ideas developed within the company.

vi. Bargaining e.g. exchange of valued scarce resources.

a. Alter internation operations to "buffer" against unpredicabilities of environment e.g. large inventories of finished goods, preventive maintenance, training and recruitment programme.

b. Achieving greater influence generally within particular environmental sectors e.g. secure competitive advantage in obtaining supplies, differentiation, price, in offering product and in influencing regulators.

c. Adjusting internal structure to make it more sensitive to the environment and geared towards.

   i. information gathering

   ii. control and influence

2.7 ANALYZING NEEDS AND TRENDS IN THE MACRO ENVIRONMENT

Successful companies recognize and respond profitably to unmet needs and trends in the macro- environment. Unmet needs always exist. companies could make a fortune if they could solve any of these problems a cure for cancer, chemical cures for mental disease, and AIDS, desalinization of sea water, non fattening tasty nutritious food, affordable housing etc.

Even in slow-growth economics, companies manage to create new solutions to unmet needs. The Waljman and CD Man were created for active people who wanted to listed to music, Federal Express to meet the need for the next-day mail delivery. Kotler (1996) many opportunities are

found by identifying "trends" which is a direction or sequence of events that have some momentum and durability.

For example, one major trend is the increasing participation of woman in the workforce or politics, which has spawned the child day-care business, increased consumption of microwavable foods, and other business opportunities. Identifying a trend, ferreting out the likely consequences and determining opportunities are critical skills.

2.8 ENVIRONMENT DIMENSIONS

Here, I shall examine the environment in terms of its contents and from a more analytical perceptive in terms of factors such as its stability or turbulence.

2.8.1 ENVIRONMENTAL CONTENTS OR FORCES

A. ***Population growth:*** According to Kotler and Armstrong (1996) the world population is shawing "explosive" growth. it totaled 5.4 billion in 1991 and is rowing at 1.7% per year. From World Bank estimates Nigeria population was around 120 million in 1995.

They world population explosion has been a source of major concern, one, because of limited mature of the required resources, needed to support these teeming population and many of these resources are likely to runout soon e.g. fuel and food, leading to insufficient food supply, overcrowding,

pollution etc. Thus a strong recommendation for social marketing of family planning.

The second being the concern that population growth is highest in countries that least can afford it (developing and underdeveloped economics). It implication is a growing human needs which does not help growing market. Nonetheless, companies that can carefully analyse their markets can find major opportunities even in any calamity.

This is also know as Demographic Environment. Other thing to be considered population are:

i. ***The population age mix:***: population vary in their age mix. at one extreme is a very young population wherein product with youthful outlook are in high demand. At the other extreme is a population of very old people.

   Kotle and Armstrong subdivided a country population into six age group; preschool, school age, teens, young adult, middle-aged adults and the olders adults, These can serve in segmenting a market.

ii. ***Ethnic markets:*** since countries vary in their ethnic and racial/tribal make -up e.g. Nigeria has over one hundred ethnic groups. Same as U.S. and each has certain specific wants and buying habits.

iii. ***Household patterns:*** Whether traditional household, single live-along, adult live together of one or both sexes, single-patent families, childless married couples etc.

iv. ***Geographical shifts in population:*** Any form of migratory movement between countries caused by any phenomenon e.g. war. collapse of a bloc as in U.S.S.R.

v. ***Educational Groups:*** In Japan more than 90% of the population is literate, while U.S. can claim 70-755, Nigeria literacy level is low to something around 15-25% This has a bearing on the marked and demand for a product its marketing.

B. ***Political and legal Environment:*** The marketing environment is composed of laws. by government agencies and pressure groups that influence and limit various organizations and individuals. Sometimes these laws also create new opportunities for business. for examples the mandatory recycling laws have given the industry a boost.

The legal environmental consideration is often overlooked but which in reality is very critical. at one extreme one organization that operates outside the law and respond to the legal system by it extreme would be local voluntary organizations that have no involvement whatsoever with safety, health or other kinds of local, state and national laws and regulations.

Champagne et al (1981) said some organizations are important actors in the development of laws through their lobbying efforts.

The overwhelming majority of organizations must live with these law as constant in their environments. some are operative, prohibitive or requirement. The importance of law is shown by the staffs of legal and other experts who from an integral part of many organizations; charged with the responsibilities of interpreting and protecting company's position as postulated by priest and Rothman(1985).

Since laws are not passed without pressure for their enactment, the political conditions that bring new laws also have their effects on organizations. Strong political pressures to reduce or increase military, defense and aerospace spending have led to crises or opportunities of one. Sort or another organizations in those areas. School systems have drastically altered parts or all of their curricula in the face of threats from groups concerned with such topics as sex educations or "let-wing" cultism textbooks. Some organizations are directly affected by the political process because their hierarchy can be drastically changed by election results. All public or government units face this possibility after every elections as top officials are changed at the discretion of a new administration. But the private sector are less directly affected than public ones, but they must still be attuned to the political climate.

It should noted that lobbying for legislation in terms of tax advantage and international trade agreements is an accepted part of legislative and

administrative system in most organizations devote some of their resources to the lobbying process.

McCaffrey (1982) found that even once legislation is passed in the legal dimension, political pressure are still brought to bear-on in the implementation of regulations.

The widespread"iiegal" corporate contributions to domestic and foreign political parties for running electioneering process is a further evidence of the importance of the political factor; "institutional advertising" designed to generate public support through its portrayal of the advertising organization as a good corporate citizen is another form of playing down the political pressure on an organization

Political instability or turbulence as seen by carol and Delacroix (1983) can also be an opportunity for certain product as in the birth of newspaper. Wherein there are always news around such period.

C. ***Industries and competition;*** it is an established fact the organizations do not work within a vacuum; each belong to an industry, and operates within a value system that will probably include organization from other industries. Each organization also has competitors, who may exist both within and outside its. industry. Competitors within the same industry will be production a similar product-e.g. types of soap power, competitors from outside the industry may be competing for the same clunk of consumer "disposable income" e.g. theater ticket versus compact discs; or they may

be competing by finding a new way of fulfilling a particular consumer need - e.g. telecommunications versus air travel.

In the face of challenge from competitors, the organization has to find its own particular route of attracting its customers; it has to establish a clear definition for itself, of the nature of its competitive advantage Micheal porter's (1985) model of competitive advantage describes that there are tow broad ways in which of competitive advantage describes that there are broad ways in which an organization can compete; on cost or differentiation. if it competes on cost, than it must succeed in being the industry's leader it is impossible for more than one company to occupy this position, and illogical to compete on cost unless you have it. it is important to recognize that "low cost" does not mean "cheap" it referees a no- frills approach to production.

By constrast, competition on differentiation, would be incurring costs by building in extra features, it has to ensure that the customer is willing to pay for these at an economic rate.

Later Michael Porter Described a third generic strategy as Focused Strategy (Focus) that is concentrating on a particular buyer group, segmentation of the product-line, or geographic market. With the objective to serve a particular customer target very and much better than competitors who are trying to serve a broader range of customers.

The firm achieving focus may also potentially earn above-average returns for its industry. Focus means that the company has achieved a low-cost position, high differentiation, or both.

D. ***Natural Environment:*** The deterioration of the natural environment is one of the major issue of the 1990s. In many world cities, airs and water pollution have reached dangerous levels. There is great concern about certain chemicals causing air, soil, and water pollution. All around the world there are groups; both public can private organizations that pressed for a better environment and there are documented amount of ecological deterioration. while watchdog groups such as conservationists, Sierra club and friends of the Earth have carried these concerns into political and social actions.

Legislation passed a s a result of environmentalism has hit certain industries very hard. steel, oil companies and public utilities have had to invest a lot of money in pollution control equipment and more environmentally friendly fuels (energy) and processing.

Kotler (1996) stated the need for marketer to appreciate and recognize the threats and opportunities associated with the four trends in the natural environment: the shortage of raw materials. the increased cost of energy. the increased levels of pollution. and the changing role of government.

E. ***Economic Environment:*** Markets require purchasing power as well as people. The available purchasing power in an economy depends on current income, prices savings. debt and credit availability. To most business leaders. this is a crucial variable. In universities and government work economic conditions are important reason why budgets are prepared defended and appropriated.

The sheer availability of financial resources is some of the crucial environmental conditions for the birth of organizations (Pennings, 1982). Changing economic condition serve as important constrains on any business organization. They market economic structure can be stable, at other times there may be major swing through large and small recession as experienced during and after the first world war "global economic recession", depressions, inflationary period, stagflation and so on.

In periods of economic distress, an organization is likely to cut back or eliminate programmes it Feels are least important to its overall goals except of course for those instances in which external political pressures preclude such "rational" decisions (Freeman, 1979). Economic affluence permits organization to engage in a wider range of programmes.

It should also be noted that political changes can bring about changed economic conditions for most organizations. A reason for the appreciation of the naira to the dollar in 1993 in Nigeria due to the announcement effect

of Chief Moshood Abiola's Victory in the election. Thus it is impossible to disentangle, politics and economics in many cases. Also changing economic condition are in-fact, excellent indicators of the priorities of business organization as they improve or decline, the organizations respond to the situation in a competitive way especially where success is measured in a competitive market place, which may take a varying forms.

F. ***Cultural Environments:*** Unlike other environmental conditional that are early measured in term of hard "indicator of the degree to which they are present or absent. culture is more different to measure. it is a learned behaviours over a period of time of a person toward certain thing.

While its influence is generally an accepted fact. it is not clear whether it overrides other factors in determining how an organization is shaped or operates. Culture is important for organisational structuring. it also has an important impact on the ways in which organization formulate their strategies for the future as stated by Schneider (1989).

In its impact on organizations, culture is not constant, even in a single setting. Values and norms changes as events occur that affect the population involved. If they involve conditions relevant to the organization, these shifts are significant for it. The value shifts may proceeds or accompany political shifts, which would have a more direct kind of impact. changes in consumers tastes, preference or fashion represent another way

that cultural conditions can affect organizations e.g. tobacco and pornographic companies are faced with major shift in values.

G. ***Social Environment:*** Social and personal considerations in the modern social trend have gained prominence, as compared to the traditional concern for production and administrative efficiency. The organization is now seen as a social being that needs interaction for survival. It is though important for the staff to the socially compatible as well as a good work team. A wife is interviewed as well as the husband when he is being considered for a position in an organization. Social activities from coffee breaks, games to Christmas parties, have been inducted and adopted in many industries and finally.

H. ***Technological Environment:*** One of the most dramatic forces shaping people's lives is technology. it has released wonders and horrors as in penicillin and hydrogen bomb. Charles Baudelaris (1857) stated that "through the unknown, we'll find the new".

The technological/information revolution really stated back to the evolution of man. it has been accelerated by numerous other factor apart from advances made in microcopies and semiconductors. as in the advancement in the computer operating system, better education, knack for innovation, competition, globalization of the world, fibre opties, satellites internets.

Technology has reversed many of the trends that characterized the past. "Unconventional" jobs are more common, as telecommunication enables people to work from home, consumers increasing demand for customized products. This has an important implication for marketers; a more heterogenous market.

The organizations operate in an uncertain and dynamic technological environment and they responds to this aspect of their environment. A reason why most organization have to developed a research and development department.

A technological development in any sphere of activity has the potential to get to the organizations related to it. Since sciences have a norm or distributing knowledge, scientific development become part of the public domain as a matter of course. A patented development is a different matter, but if it is though to be significant, others will seek to buy it, copy it, or further extend it. In any case an organization must keep with technological developments for continued survival.

It should also be noted that organization do not respond to technological changes through absorption. Instead, the organization's political process operates through the advocacy of change or stability. organizations of every kind contain their own internal "Radicals" and reactionaries" in term of their responses to technological and all other

environmental conditions whose rate of change are not constant for all the organizations.

Marketers should watch these trends:

a. The accelerating pace of technological change

b. The unlimited opportunities of innovation, and

c. The varying Research and Development budget.

2.8.2 ENVIRONMENT, ANALYTICAL DIMENSIONS

Aldrich (1979) developed a set of analytical dimensions of the environment.

a. ***Environment capacity;*** Refers to its "richness" or "leanness", or the level of resources available to an organization.

b. ***Environment Homogeneity-Heterogeneity:*** Refers to the degree of similarity or differentiation within the environment. According to Aldrich, a homogeneous environment is simple for organizations, since standardized way of responding can be development. Many try to make their environment more homogeneous by limiting the kinds of clients served, market entered and so on.

c. ***Environmental Stability-instability:*** Refers to the extend of turnover of elements or parts of the environment. Stability, like homogeneous permits for standardized response. Instability leads to unpredications

which organizations resist

d. ***Environment Concentration-Dispersion:*** This involves the distribution of the elements in the environment. Are they located in one placed or scattered across a large area?

e. ***Consensus- Descensus:*** Organizations claim a domain or market. This dimension refers to the degree to which these claims are recognized or disputed by other parties, such as government agencies if the relevant parties agree that an organization has the right and obligation to operate in a particular way in a particular area. There is domain consensus. This dimension is thus concerned with the organisational "turf" of "terrain". Organization attempts to achieve this by securing protective legislation or regulations such as import quotes, tariffs, or exclusive rights to a sales territory.

f. ***Environmental Turbulence***: It means that there is a great deal of causal interconnection among the elements in the environment. In a turbulent environment there is a high rate environment interconnection. An economic shift has political and technological ramifications in a turbulent environment. The movement of business from one area to another can be an example of such turbulence.

2.9 TODAY'S BUSINESS/MARKETING ENVIRONMENT

For much of this century, business managers around the world confronted a series of walls. Walls between nations, regions and states that establish the frontiers of national, regional or state markets, national regional parties, or social, economic, political, and technological systems. Walls between the company and the society in which it exists. Drawing sharp distinctions between corporate interest and legal and social interest. Walls between work and home separating those activities that involve earning a living from those that constitute just plain living. Wall a within the work place itself dividing managers from workers' function from function line from staff and walls between the company and its stakeholders suppliers customers and venture partners.

Now, the walls are crumbling, or companies responding fine to their existence Globallizing markets, instantaneous communications, travel at the speed of sound political realignment, changing demographics, technological transformations in both products and production, corporate alliances, flattening organisation-all these and more are changing the structure of the business organisation. The once very rigid and unreachable boundaries of marketing are fading in the face of change, Kanter (1991).

2.10 THE NIGERIAN MARKETING ENVIRONMENT

The business organisation operates within a larger framework. they task environment is that part of the world outside an organisation with which the organisation comes in contact with.

The customers, suppliers, competitors, the labour, stakeholders, and financial markets, government regulatory agencies etc. all comprised in the task environment of the Nigerian businesses and are often in conflict with each other

The Nigeria economy is exposed to the vagaries of persistent balance of payment problems, dwindling purchasing power of the naira. unbridled "Stagflation" Achumba (1996) low rate of capacity utilization. Raw materials and parts shortage, poor quality of product and higher value for products. The consumer are now very price conscious and quality conscious. There is a high level of maintenance culture and the political scene is still very uncertain coupled with raw materials exporting structure or nature of the economy which is mono-based on crude oil.

But with population at around 120 Million, it is potential market for businesses and has the potentials to attract investors.

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CHAPTER THREE

METHODOLOGY OF RESEARCH

3.1 INTRODUCTION

This procedural section is perhaps the crux of the whole research work, the chapter is devoted to outlining the methods of data collection, tools of data analysis and the limitation of the work. The intention is to give a clear background information of the research settings, that is a taxonomy of alternative research methods.

3.2 STATEMENT OF THE RESEARCH QUESTIONS AND HYPOTHESES

a. To what extent would the environmental factors affect the efficiency and effectiveness of organisation's marketing operations?

b. How are marketers coping with dynamism of the Nigerian business environment?

c. To what extent has marketer appreciate the S.W.O T analysis toward setting long-term objectives?

d. Why has the business environment still remain turbulent?

e. How would the globalization of industries affect the Nigerian Marketing environment?

f. Does the present marketing environment allows for ingenuity on the part of the Nigerian Marketers?

To what extent has each environmental factor influenced the organisational marketing performance?

HYPOTHESES:

1. **Ho:** The environmental factor has a strong bearing on the marketing capability of an marketer in a company.

   H_1: It has no strong bearing on it.

2. **Ho:** Marketers are coping with the dynamism of the business environment.

   H_1: They are not coping finely with the dynamism.

3.3 RESEARCH DESIGN

The cross-sectional research design was adopted in this study, in this study, with specific reference to the descriptive and exploratory designs, since the study was geared toward collecting data to answer questions and shed more light on the relationship among variables

3.4 LOCATIONS OF STUDY

The study was carried out in Lagos and Abuja environs.

3.5 POPULATION OF THE STUDY

Mainly top executives spread across many industries in the Nigerian Business environment; without prejudice against whether private or public.

3.6 SAMPLE DESIGN AND PROCEDURE

A sample of the population was made to allow for inference about the population. A simple random sapling procedure was adopted in selecting 25 top executives in various industries.

3.7 DATA COLLECTION INSTRUMENT

Basically, research feeds on data in the identification of sources and selection of the collection methods. Since the quality of the data goes into a study largely determines the quality of informations that comes out in the jargon of computer programme "garbage out".

In this study, the primary data source was considered, as personal interview and questionnaires were administered to target respondents. and for the analysis of data; tables and statistics were accordingly used

3.8 PILOT STUDY

The questionnaires interview questions was tested among friend and classmates to determines their suitability, before been administered to respondents

3.9 LIMITATIONS OF THE METHODOLOGY

Due to time and cash constraints, only twenty five top executives within four specific industries were considered as respondents for this study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

INTRODUCTION

This chapter represents the heart of the research work by presenting a detailed analysis of data collected through the questionnaires distributed to twenty five top marketing and management executives.

SECTION A

Table I

AGE GROUP OF RESPONDENTS

AGE BRACKETS	NO. OF RESPONDENTS	%
Between 30-35	3	12%
" 36-40	4	16%
" 41-45	6	24%
" 46-40	4	16%
51 and above	8	32%
TOTAL	25	100%

SOURCE: Questionnaire Section A

Table one depicts that most of the respondents fall within the "51 and above" age bracket (32%) followed by the "41-45" age bracket (24%), with the "36-40" and "46-50" age brackets having 16% respectively while the "30-35" age bracket had 12%.

Table II

RESPONDENTS' SEX

SEX	NO. OF RESPONDENTS	%
Male	21	84%
Female	4	16%
Total	25	100

Source: Questionnaire Section A

This table is self-explanatory as to the sex of the respondents; 84% male and 16% female.

Table III

WORK EXPERIENCE OF RESPONDENTS

YEARS OF EXPERIENCE	NO. OF RESPONDENTS	PERCENTAGE
5	1	4%
6-10	3	12%
11-15	2	8%
16-20	6	24%
21 and above	12	48%
Total	23	100%

Source: Questionnaire Section A

This table shows the on-the-job experience of the respondents, thus their better judgement of their organizational terrain. The "21 and above" bracket had 48% with the least as 5 years (4%). Depicting the experience of majority of the respondents.

Table IV

DEGREES AND QUALIFICATION OF RESPONDENTS

DEGREES	NO OF RESPONDENTS
Diploma	4
B.Sc/Equivalent	22
Masters/Ph.D	20
Professionals	18
Total	64

Source: Questionnaire Section A

The table shows that most of the respondents have more than one degree, some even have three to four degrees going by the 64 total, depicting knowledgeability of the subject matter.

SECTION B

Table V

DESCRIPTION OF THE PRESENT NIGERIAN BUSINESS ENVIRONMENT

CONDITIONS	NO. OF RESPONDENTS	PERCENTAGE %
Stable	--	--
Turbulent	17	28.33%
Dynamic	8	13.33%
Uncertainty	10	16.67%
Risky	25	41.67%
Total	60	100.00%

Source: Question 1 in Questionnaire

It should be noted from the total number of respondents (60) that respondents were allowed to make more than a choice.

From the table none of the respondents see the present business environment as been stable but all (25) see it as full of risk, while another percentage (28.33%) sees it as been turbulent. While 16.67% sees it as uncertain to operate and the remaining 13.33% sees it as an ever changing environment (dynamic).

Table VI

FORECASTING THE FUTURE OF THE NIGERIAN BUSINESS ENVIRONMENT

CONDITIONS	NO. OF RESPONDENTS	PERCENTAGE %
Stable	5	14.29
Turbulent	5	14.29
Dynamic	5	14.29
Uncertainty	15	42.86
Risky	5	14.29
Total	30	100.00

Source: Question 2 in Questionnaire

From this table, 14.29% of the respondents respectively believe the future of the business environment to be stable, turbulent, dynamic and risky, while 42.86% still have the fear of it being uncertain.

Table VII

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
High Emphasis	23	92%
Average Emphasis	2	88%
Mins. Emphasis	--	--
No Emphasis	--	--
Total	25	100%

Source: Question 3

Majority of the respondents believed that there is the need for a greater emphasis to be placed on the globalization of world market and marketing environment by local organizations (92%). While 8% believed on just an average attention due to it by organization. This is based on their organizations' outlook of confining themselves within the local sphere.

Table VIII

THE EFFECTS OF ENVIRONMENTAL FACTORS ON ORGANIZATION'S PERFORMANCE

FACTOR RESPONDENT	A	B	C	D	E	F	G	H	I	J	TOTAL
1	4	2	2	3	2	4	1	4	1	2	25
2	3	2	3	4	3	4	2	3	3	4	31
3	4	3	2	3	4	4	2	3	2	3	30
4	4	2	3	3	4	3	3	4	3	4	32
5	3	2	1	4	1	4	4	3	4	4	30
6	4	4	3	3	1	3	3	3	3	3	30
7	3	2	1	2	2	4	2	4	2	3	23
8	4	4	3	3	2	2	2	2	1	2	25
9	2	4	1	4	1	4	2	4	4	4	30
10	2	4	3	4	3	4	1	3	4	4	32
11	1	3	4	4	3	4	1	3	3	3	29
12	2	3	3	2	4	2	2	3	4	4	30
13	4	2	2	4	3	4	3	4	3	4	33
14	4	1	1	3	2	4	2	2	1	4	24
15	2	1	1	4	1	3	3	2	2	3	22
16	3	2	2	2	2	3	2	2	1	3	22
17	4	2	3	3	4	4	4	1	1	3	29
18	2	2	4	4	2	4	3	3	2	4	30
19	4	2	3	4	3	3	2	1	3	3	28
20	3	3	2	3	2	4	1	1	4	4	27
21	3	3	3	4	2	4	1	1	3	4	28
22	4	4	1	3	1	3	2	2	4	3	27
23	3	3	3	4	2	4	3	3	3	4	32
24	4	4	4	3	3	3	4	4	2	3	34
25	3	2	2	3	2	4	3	3	1	4	27
TOTAL	79	66	60	81	55	92	58	68	64	86	709

SOURCE: Question 4 in Questionnaire

Table VIII depicts the observed value (frequency) assumed for each environmental factor by individual respondents. Technological factor ranked highest with ninety two points(92) in emphasis, followed by the global trends with eighty six points(86) and political consideration in that respects(81), while natural factor ranked least on all respondents' priority list. question number seven (7) further buttress similar dispersion.

This table also served in testing for hypothesis number one.

Ho: The environmental factors have strong bearing on the marketers capability to perform based on normal distributive curve.

H_1: They have no strong bearing on it.

Since we are using the Chi-square test for goodness-of-fit which is represented by

$$X^2 = \sum_{i=1}^{n} \frac{(o_i - e_i)^2}{ei}$$

Where X^2 = Chi-square

o_i = Observed frequency/value

e_i = Expected frequency/value

Where e_i = $\sum \frac{o_i}{n}$

n = Total number of observation = 10

FACTORS	01	02	03	04	05	06	07	08	09	010	
	A	B	C	D	E	F	G	H	I	J	TOTAL
TOTAL O_i	79	66	60	81	55	92	58	68	64	86	

$$e_i = \frac{709}{10} = 70.9$$

$$X^2 = \frac{(79-70.9)2}{70.9} + \frac{(66-70.9)2}{70.9} + \frac{(60-70.0)2}{70.9} + \frac{(81-70.9)}{70.9}$$

$$+ \frac{(55-70.9)2}{70.9} + \frac{(92-70.9)2}{70.9} + \frac{(58-70.9)2}{70.9} + \frac{(68.70.9)2}{70.9}$$

$$+ \frac{(64-70.9)2}{70.9} + \frac{(86-70.9)2}{70.9}$$

$$X^2 = \frac{65.91}{70.9} + \frac{24.01}{70.9} + \frac{118.81}{70.9} + \frac{102.01}{70.9} + \frac{251.81}{70.9} + \frac{445.21}{70.9}$$

$$+ \frac{166.41}{70.9} + \frac{8.41}{70.9} + \frac{47.61}{70.9} + \frac{228.01}{70.9}$$

$$X^2 = 1458.2/70.9 = 20.566$$

Decision Rule: We reject the null hypothesis at & = 0.05 (level of significance), since the computed X^2 (20.566) exceeds the critical (table) value of X^2 0.95 for degree of freedom (r-1), where r = number of row which is equal to ten minus one (10-1) = 9. Thus X^2 0.95 = 3.325. Since we rejected the null hypothesis, we accept the alternate hypothesis.

Table IX

ENVIRONMENTAL FACTORS IN RELATION TO THE RESPONDENTS ORGANIZATION'S ENVIRONMENTAL ANALYSIS

	ANALYTICAL CATEGORIES					
	FACTOR	STABLE	DYNAMIC	RISKY	UNCERTAIN	COMPLEX
A	ECONOMICS	--	12	15	10	21
B	LEGAL	2	10	--	20	15
C	SOCIAL	--	22	--	--	20
D	POLITICAL	--	15	20	25	5
E	NATURAL	20	--	--	--	--
F	TECHNOLOGY	--	25	--	4	20
G	POPULATION	--	25	--	--	--
H	COMPETITORS	15	14	--	--	--
I	CULTURAL	20	--	--	--	15
J	GLOBAL TREND	--	25	--	--	--

Table IX is self-explanatory, since 12 of the 25 respondents see the economic environment as being dynamic, 15 sees it as risk prone, 10 sees it as being uncertain and 21 as being complex to operate in. While all the 25 believe the global trend to be ever evolving. And the social factor was seen by 22 and 20 to be dynamic and complex respectively and so on for other factors.

Table X

HOW THE ORGANIZATION RESPONDS TO ITS ENVIRONMENT

CONDITION	NO. OF RESPONDENTS	PERCENTAGE %
Proactive	10	40
Reactive	7	28
All depending	3	12
Total Approach	5	20
Total	25	100

Source: Question No.6 in Questionnaire

From the table, 40% of the respondents' response to their environment is proactive, while 28% are reactive, 12% are all depending on the nature of things. While the remaining 20% adopt a total approach to solving environmental problems.

TABLE XI

HOW OFTEN DOES ORGANIZATION ANALYSES ITS ENVIRONMENT

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
Always	15	60%
Often	7	28%
Rarely	3	12%
Never	--	--
Total	25	100

Source: Question 8

From table XI, 60% of the respondents said their organizations are always analysing their environment, while 28% often partake in the analysis, while the remaining 12% rarely do it.

Table XII

HOW OFTEN ARE THESE ORGANIZATIONS CAUGHT NAPPING BY THE CHANGING ENVIRONMENT

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE %
Always	--	--
Often	--	--
Rarely	5	20%
Never	20	80%
Total	25	100%

Source: Question 9

The above table depicts that 80% of the organizations are never caught in the webs of the changing environment, while 20% stated that they are rarely caught in the webs, stressing their preparedness as can be deduced from table XI. Also it followed the same pattern as question eith(8); table XI

Furthermore, question ten(10) would followed the same pattern of responses, since it is also a test question for question eight(8) and nine(9).

Table XIII

ENVIRONMENTAL BEARINGS ON ORGANIZATIONS' PERFORMANCE

CONSEQUENCE	OBSERVATION	ei EXPECTED	(0i - ei)	$(oi-ei)^2$
Serious	12	8.3	3.7	13.69
Mild	8	8.3	0.3	0.09
No	5	8.3	3.3	10.89
Total	25	25		24.59

Source: Question 11 in Questionnaire

$$\text{Since } X^2 = \sum_{i=1}^{n} \frac{(oi - ei)^2}{ei}$$

$$\text{Then } X^2 = \frac{24.59}{8.3} = 2.9$$

Where degree of freedom = (r-1)=(3-1) = 2 and level of significance is 0.05 for X^2 0.95 which is equal to 0.103, this is lesser than computed X^2 (2.9), thus we reject the null hypothesis; that environmental factors have strong bearing on organization performance based on a normal distributive curve of the sample. This further buttress the earlier test for hypothesis using question four(4) thus adding to the reliability and validity of the study.

Table XIV

TO DETERMINE AND TEST FOR THE SECOND HYPOTHESIS

H^o : Marketers are coping finely with the dynamism of the business environment

H^1 : They are not coping finely

RESPONSES	Oi	Ei	(oi-ei)	$(oi-ei)^2$
Coping Excellently	4	6.25	-2.25	5.063
Coping Moderately	7	6.25	0.75	0.563
Coping Fairly	9	6.25	2.75	7.563
Coping Poorly	5	6.25	-1.25	1.563
Total	25	25.00		14.752

Source: Question 12 in Questionnaire

$$X^2 = \sum_{i=1}^{n} \frac{(oi - ei)^2}{ei}$$

$$= 14.752$$

$$\frac{}{6.25} = 2.36$$

Checking X^2. under 0.05 level of significance, for degree of freedom = (r-1) = (4-1)=3, then X^2 0.95 = 0.352.

Decision: Since computed X^2 = 2.36 is greater than the table X^2 0.95, then we reject the null hypothesis, that is, the marketers are coping finely with the dynamism of the business environment, that stresses marketers inability to cope finely with the environmental dynamism of business.

Table XV

HOW DOES ORGANIZATION TREAT ENVIRONMENTAL FACTORS

RESPONSES	NO. OF RESPONDENTS	PERCENTAGE
In Isolation	--	--
Collectively	25	100%
In Pairs	--	--
TOTAL	25	100%

Source: Question 13 in Questionnaire

From this table, all the respondents stressed the need to treat environmental factors collectively, since one brings along another.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS FOR FURTHER STUDIES

5.1 SUMMARY

To remain in the Nigerian business circle, companies have to operate very differently from the classical settings in their response to the dynamic, hostile and turbulent marketing environment, characterized by structural imbalance in the political, legal, competitive, economic and socio-cultural terrain.

The business environment continues to undergo a rapid and at times tremendous changes which have created ample opportunities, capitalized only upon by the focused and dynamic organizations.

No company however big, can ascertain to hold a place of leadership unless its entrepreneural responses can recognise and appreciate how modern day business operates especially in romance with its environment, which over the time is geometrically evolving and thus creating new problems, risks, threats and opportunities; these, the organization have to mobilize resources for, before such changes can have effect, whether positively or otherwise.

This study further buttress how the Nigerian economy is exposed to the vagaries of so many flaws, that have made the success and continuous

stay of many businesses to be far fetched. The inconsistency in the economic, legal and political programmes and policies and their implementations have caused the marketing environment to be in state of chaos, uncertainty and comatose, wherein many organizations have gone under the water.

The Nigerian business environment is still in state of shock and unpredictiveness, when many of its contemporary have gone fully "infotech" a case in point: Malaysia.

Many more would have gone under if not for their legitimate ingenuity and unethical business acumen of which bribery, corruption, hand twisting, and other forms of crooked ways of staying in business. It is the view of this study that consequent upon intense and hostile environment businessmen have introduced new dimensions, by ways of being innovative in satisfying their consumers at a profit and so outwitting their competitors to survivethe fierce competition and changing trends.

This study further exposed marketers to their inability and neglect of the environmental trends, stressing further the correlation such have on organization performance, especially without proper strategic plan in place.

But the future holds greater opportunities and threats than what presently operates. With a genuine civil entity in place the sky would be the limit for those organizations that can evaluate their environmental trends

and able to do an excellent marketing job, since it is a confirmed thing of fact that business is influenced by its environment.

This thus calls for a closer collaboration by all charged with specific marketing responsibilities to move their organizations along the changing environmental trends.

5.2 CONCLUSION

I must apply a caveat here. That is to the effect that this conclusions based on personal observation and those of the twenty five top executives that served as respondents for this study, but I am certain that same will be confirmed by any other empirical study.

If the present Nigeria marketing environmental situation persist, I can foresee some structural but dramatic changes in the marketing horizon wherein many organizations shall go under the water, since marketing as a department and organizational function, is the main stream that sustain all other departments and functions. The voluntary and involuntary mergers, takes-up and winds-up, are evidence all around.

The environmental conditions of market have been hostile to business and marketing operations and practices. There is every hope that these conditions might change in the near future. Goods and services will not be short of supply. Supply is bound to exceed demand. Marketers will have

to become more interested in their customers and their environment.

With the advancement in information technology, there will be more innovations in the marketing system whether borrowed or developed. New tools and break through will help business to adapt to change. There is the need for marketing to go computerize to keep abreast environmental changes and associated problems concerning decisions on stores, physical distribution, market, marketing research consumerism, sales management, promotion and core marketing.

In the final analysis, viewing the overall Nigerian marketing environment in relation to the overall objectives of organization in creating, and sustaining a conducive environment for corporate goals and objectives to enhance growth and development. All these are linked to the two most important environmental factors that may or mar the success of organization; economic and political instability which are believed to be two inseparable, strands in the fabric of the Nigerian marketing environment.

Therefore, there is not only the need for a marketing strategy but tactics that would be responsive to environmental problems, which would either be adaptive or proactive to changes. That is, a strategical and tactical self analysis approach to the unfolding trends.

Meaning, a need for proper market and marketing redefinition, target groups and products need adjustment, new and emerging needs must be met with new products, challenges should be turned advantages and threats to opportunities. With marketing ever evolving in response to or as a proactive device to environmental changes. The maxim that the most permanent phenomenon is change itself is most appropriate in marketing, it is important marketers must manage effectively to be successful.

5.3 RECOMMENDATIONS

It is quite obvious from facts that business opportunities are abound from a proper analysis of the marketing environment as suggested in the aforementioned summary and conclusion of this study.

But there is still the need for proper analysis of these opportunities that are abound as they affect innovations in the four basic elements of marketing namely, product, price, promotion and place, opportunity to improve efficiency of the four Ps', mostly as it concern physical distribution of products. Opportunity to create a competitive difference especially in the face of high risk involved in operating in the present circumstances, and the opportunity to carve a niche especially in a saturated market. These needed innovations hold great opportunities for growth and profit.

All what these are saying is that the battle for corporate survival in a hostile market cum marketing environment has to be fought not only on

a strategic level but also on a tactical basis. This requires being able to respond at a short notice to environmental changes.

Since the external environment especially is not a controllable system by the organization. A company should plan and operate its marketing operations within an enabling framework of forces that would allow for:

a. A greater ability on the part of marketers to make timely and effective decision, measurable in creativity and skill to be able to adapt to changing environment.

b. A greater forecastation of direction and the intensity of such environmental change.

c. The use of those controllable variables at the marketers disposal in adapting or responding to environmental conditions.

It is on this ground that one can recommend further to marketers:

i. to manage their organization's business as an investment portfolio.

ii. to consider consumers as being the target as well as the pivot on which success lies.

iii to define its long, medium and short term objectives and goals in line with any environmental eventuality, and such must be flexible and feasible to achieve.

iv. to partake in a strategic environmental analysis, forecasting, planning and control and all these must be on regular basis.

v. to adopt a timely approach in responding to environmental change.

vi. need for a proper functioning environmental scanning system for the organization and the whole industry as a whole in relation to others.

vii need for a thorough consideration of the organization's strengths, weaknesses, opportunities and threats during environmental analysis process.

viii genuine deregulation of the marketing economic and political environment.

ix need for re-adjustment of corporate strategy if need be.

x. need for a stable political programme being put in place.

xi. allowing true professionals to handle marketing jobs for expertise and competence.

Would be successful enterprises in the next century will have to rethink their strategies so as to reflect the characteristics of modern business and the recent advances in the science of marketing as not to be consumed by the trend of things.

5.4 SUGGESTIONS FOR FURTHER RESEARCH STUDIES

This research work can be improved upon by dabbling into the international marketing arena. The effects of the internal environment on performance and that of globalization on local organizations.

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APPENDIX

QUESTIONNAIRE

Dept. of Business Admin.,
Faculty of Admin.,
A. B.U., Zaria.

Dear Respondent,

QUESTIONNAIRE

I am conducting an academic-based research which is a partial fulfilment for the award of the Masters Degree in Business Administration in A.B.U., Zaria. Please be kind enough to fill the attached questionnaire.

I assure you that it is purely for academic purposes and your responses will be treated in absolute confidence.

Please tick appropriately by marking X.

SECTION A

1. Respondents Age:

   i. 30-35 years [ ]

   ii. 36-40 years [ ]

   iii. 41-45 years [ ]

   iv. 46-50 years [ ]

   v. 51 years and above [ ]

2. Respondent's sex: i. Male [ ]

   ii. Female [ ]

3. Educational Qualification

   i. OND or HND [ ]

   ii. B.Sc or Equivalent [ ]

   iii. Masters and or Ph.D [ ]

   iv. Professional Qualification [ ]

4. Position in the organization

   i. Manager [ ]

   ii. A.G.M. [ ]

   iii. General Manager [ ]

   iv. M.D. [ ]

5. Work Experience

   i. 5 years [ ]

   ii. 6-10 years [ ]

   iii 11-15 years [ ]

   iv. 16-20 years [ ]

   v. 21 years and above [ ]

SECTION B

1. Describe the present Nigerian Business Environment

   a. Stable [ ]

   b. Turbulent [ ]

   c. Dynamic [ ]

   d. Uncertainty [ ]

   e. Risky [ ]

2. How do you see the Nigerian Future Business Environment especially in the next millennium

   a. Stable [ ]

   b. Turbulent [ ]

   c. Dynamic [ ]

   d. Uncertainty [ ]

   e. Risky [ ]

3. The Global changes is an important issue that the organization needs to place ..... on

   a. High Emphasis [ ]

   b. Average Emphasis [ ]

   c. Minimum Emphasis [ ]

   d. No Emphasis [ ]

4. To what extent have the following factors influenced the organization performance. (Answer by selecting one of the alternatives 4, 3, 2, 1 for each factor)

4 = High Extent 3 = Moderate Extent
2 = Minimum Extent 1 = No Extent

SN	FACTORS	RESPONDENT'S CHOICES			
		4	3	2	1
a.	Economics				
b.	Legal				
c.	Social				
d.	Political				
e.	Natural (Ecological)				
f.	Technology				
g.	Population				
h.	Competitors				
i.	Cultural				
j.	Global Trends (International Terrain)				

5. How does your organization tag each of this environmental factors in relation to your organization's environmental analysis.

SN	ENVIRONMENT	ANALYTICAL CATEGORIES/STATES				
		Stable	Dynamic	Risky	Uncertain	Complex
a.	Economics					
b.	Legal					
c.	Social					
d.	Political					
e.	Natural (Ecological)					
f.	Technology					
g.	Population					
h.	Competitors					
i.	Cultural					
j.	Global Trends					

N.B. You can choose as many states as observed for each factor.

6. Organization's responses to the environment at

a. Proactive [ ] b. Reactive [ ]

c All Depending [ ] d. Total Approach [ ]

7. What have been your organization's four most experienced environmental focus in order to emphasis.

a. ..... b. .....

c. ..... d. .....

8. How often does your organization analyses its environment

a. Always [ ] b. Often [ ]

c. Rarely [ ] d. Never [ ]

9. How often has your organization been caught unaware by the changing trend of the environment

a. Always [ ] b. Often [ ]

c. Rarely [ ] d. Never [ ]

11. What bearing does the environment have on the organisation's performance over the years.

a. Serious consequences [ ]

b. Mild consequences [ ]

c. No consequence [ ]

12. How would you describe your organization's performance in relation to existing environmental conditions.

a. Coping Excellently [ ]

b. Coping moderately [ ]

c. Coping fairly [ ]

d. Coping poorly [ ]

13. How does your organization treat these environmental factors.

a. In isolation of each other [ ]

b. Collectively [ ]

c. In pairs [ ]