MARKETING OF MANAGEMENT CONSULTANCY SERVICES
(A CASE STUDY OF IBRAHIM YUSUF AND CO/ASSOCIATES)

AUGUSTINE EGURIASE ODOKUMA

NOVEMBER, 1999.

A project submitted to the post graduate school of Ahmadu Bello University Zaria, in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration (MBA) Department of Business Administration ABU Zaria

(copy - Right statement)

All right reserved. No part of this dissertation may be reproduced or transmitted in any form or by any means, without the prior permission of the author.

DECLARATION

I hereby declare that this thesis has been written by me, that it is a record of my own research work, and that it has not been presented in any previous application for a higher degree. All quotations and sources of information are to the very best of my knowledge duly and specially acknowledge in the footnotes, selected bibliography and references

Augustine E. Odokuma	A Odokuma	NOV 99
Name of Student	Signature	Date

The above declaration is confirmed by

Mr. A. B. Akpan	_____	_____
Name of Supervisor	Signature	Date

CERTIFICATION

This project titled marketing of management consultancy services in the Nigerian consultancy industry (A case study of Ibrahim Yusuf & Co/Associates, Kaduna) by Augustine Eguriase Odokuma meets the regulations governing the award of the degree of master of Business Administration, Ahmad Bello University Zaria, and it is approved for its contribution to knowledge and literacy prosentation.

Supervisor — Date: 7/12/2006

External Examiner — Date

Head of Department — Date: 9/10/07

Dean, Postgraduate School — Date: 6/8/07

DEDICATION

This dissertation is dedicated to God, my creator, through all the years, in trial you have been my strength, joy, comfort, hope, faith and salvation. Many thanks LORD ALMIGHTY.

I further dedicate this project to my beloved parents late Willie Odokuma and Anna Odokuma, to my dearest sisters and brothers; Beauty, Jowho, Esc, Mine and Dickson, to my wife Tina and son Joseph. Thank you for your continued love, understanding, sacrifice and union. You have all been the main source of encouragement and of inspiration. Thank God I have you. I love you all.

ACKNOWLEDGEMENT

I consider my humble self lucky while conducting this research work in view of the assistance at my disposal. For the successful completion of the project, a number of persons were very helpful, of immense assistance academically, financially and morally. For all of them I am very, very grateful.

To my Director/Chief Executive Dr. W.I.A. Aderonpe and the entire management of National Steel Raw Materials Exploration Agency Kaduna, I am particularly thankful for approving and releasing me on the MBA programme.

Very special thanks goes to my supervisor and lecturer Mr. A.B. Akpan, I am thankful for all your constructive suggestions, your painstaking work and guidance through out the course of this project, and the MBA programme in general.

Further, my sincere appreciation goes to Mallam Sani the MBA coordinator for your love, selfless service and the interest shown in my work.

For all my friends and classmates I say thank you. Special mention needs to be made of Mallam Ibrahim Yusuf, B.J. Gadzama, Bukky, Aruwa, Kogis, Dr. Ibrahim, Dr. Ahmed and the entire staff of the Internal Audit section where I work.

A special note of appreciation and love to my dear Tina for your understanding, trust and faith in yours sincerely.

Furthermore, I wish to express my thanks to Mr. Dafe S.J. Okpako for the wonderful job done in type-setting the research work and storing it in the diskette. May Almighty God bless you.

Finally, my love and appreciation goes to all the members of my family; to my late father for providing the means for the best education possible, and especially to my darling

mum for showing me the way. To my uncle Best Umukoro, my sisters Beauty, Jowho, Mine and Ese for your encouragement and support. And to Pastor J.A. Oladimeji for your sense of Godliness and prayers.

While the merits this study may deserve are shared with all the people whose contribution have been acknowledged, may I state categorically that I singularly accept whatever deficiencies that it may contain.

Austin Odokuma

ABSTRACT

This study is primarily concerned with the phenomenon of marketing management consultancy services in the Nigerian consultancy companies, and a case study of IBRAHIM YUSUF & Co. and or Associates was undertaken with a view towards taking a critical analysis at how the company in the past has adopted specific marketing strategies. And how over the present period management has employed such marketing strategics in its overall marketing effort.

In addition, the study is also concerned with how the company has over time, employed various marketing techniques to enhance its competitive position in the market, in view of the increasing rate of competition, sudden death of companies (users of their services), hard business times and Government policy in general.

Furthermore, in the light of analysing how the company's marketing techniques have evolved and development in the past and with respect to the present time, an attempt is made to see how management intends to go about its marketing techniques in the near and distant future. Further recommendations arc given as to how best it could venture to do this to its best advantage in terms of its varied marketing efforts.

Consequently, an evaluation of the company's marketing strategies is undertaken, and in the event a number of alternative marketing strategies are analysed and put forward to management, directed at enabling the firm to effectively and efficiently market its wide range of services. And in addition accomplish its set objective of expanding its market share, increase sales volume, cash flow and profitability in the long run.

Subsequently, emphasis is shown on how IBRAHIM YUSUF & Co and or ASSOCIATES, Kaduna through its marketing techniques over time could contribute to the general improvement of marketing in Nigeria, particularly in consultancy business with respect to the general practice and process of marketing. With regard to tackling

issues like inflation, scarcity, distressed banks, dwindling national income, collapse of basic infrastructures rising national debt, corruption, Niger Delta crises, sharia law, consumerism, environmentalism and recession, as significant challenges confronting marketing in Nigeria.

Marketing is, in a real sense the bedrock of the enterprise system, and sound marketing strategics are virtually important to the economic health of business firms, and hence the nation and world.

Due to the importance of marketing, it should be widely and thoroughly appreciated, but this is an onerous task. The Held is relatively dynamic and it is undergoing constant change in response to shift in socio-economic and political conditions. All of these makes marketing stimulating and exciting, but also challenging and perplexing. It is hoped that this study will meet its own challenge by contributing to a better understanding of marketing in consultancy and planning, formulation and implementation of marketing strategies, in Nigeria and the world at large.

TABLE OF CONTENTS

		PAGE
Title page		i
Declaration		ii
Certification		iii
Dedication		iv
Acknowledgement		v-vi
Abstract		vii-viii
Table of contents		ix-xi
CHAPTER ONE		
1.1	Introduction	1-2
1.2	Statement of problem	2-4
1.3	Objective of the study	4-5
1.4	Justification of the research work	5-6
1.5	Scheme/scope of research work	6-7
1.6	Assumptions	7-8
1.7	Methodology	8-9
1.8	Limitations of the study	10-11
	Footnotes	12
	Selected Bibliography and References	13
CHAPTER TWO		
2.0	Literature review	13-22
2.1	Product	22-24
2.2	Pricing	24-25
2.3	Promotion	25-27
2.4	Marketing Management	27-28
2.5	Marketing Research	28
2.6	The marketing concept	29

2.7	Product strategies	29-34
2.8	Alternative marketing strategies	34-37
2.9	Marketing pricing strategies	37-39
2.10	Techniques for pricing	39-46
2.11	Promotional strategies	46-53
2.12	Factors affecting the fee	53-55
2.13	Getting pay for your work	55-56
	Footnotes	57
	Selected Bibliography and References	58

CHAPTER THREE

3.0	Methodology	59
3.1	Research Methodology	59
3.2	Sources of data	59-60
3.3	Historical development of consultancy services	60-64
3.4	Background and Location of the company	64-65
	Footnotes	66
	Selected Bibliography and References	67

CHAPTER FOUR

4.0	Data Presentation and Analysis	68
4.1	The Product	68-71
4.2	Pricing	71-72
4.3	Promotion	72-73
4.4	Causes of conflict in the client-consultant relationship	73-77
4.5	Cash Management	77-78
4.6	Management of Accounts Receivables	78-79
4.7	Working Capital Management	79-80
	Footnotes	81
	Selected Bibliography and References	82

CHAPTER FIVE

5.0	Recommendations	83-86
5.1	Product Strategies	86-87
5.2	Pricing Strategies	87-89
5.3	Promotion Strategies	89-90
5.4	Selling Strategies	90-93
5.5	Summary and Conclusion	94
	Footnotes	95
	Questionnaire Schedule	96
	Selected Bibliography and References	97

CHAPTER ONE

1.1 *INTRODUCTION*

The purpose of this study is to provide the framework for marketing so as to promote understanding and appreciation of the role of marketing in business generally, secondly I shall attempt to show how the principles of marketing and marketing concept can be applied to management consultancy, and a case study of IBRAHIM YUSUF and Co. and or ASSOCIATES Kaduna is undertaken with a view towards understanding how the company in the past has adopted specific marketing techniques and how over the present period, management has employed such marketing strategies in its overall marketing effort[1].

This study is concerned with how the company has over the course of time employed various marketing strategies to enhance its competitive position in the market, in view of the unique nature of the types of services provided by this company, ever increasing rate of competition in the services industry, public expectation on the services rendered and ethical guidelines regulating the practice of accountancy and consultancy services in Nigeria. Furthermore, I also bear in mind the prevailing adverse economic trend and other negative environmental factors and such problems confronting marketing in general[2] in analysing marketing in the consultancy industry, using Ibrahim Yusuf & Co. and or Associates Kaduna, as a case study, an attempt is made in demonstrating how the firm could adopt a series of marketing strategies to further enhance its competitive position in the market place. And in the event, increase its market share, expand sales volume and profitability and provide efficient and effective services at reasonable, cost.

Consequently, in the light of analysing how the company's marketing technique have evolved and developed over time, an attempt is made at seeing how management intends to go about planning, organizing, directing, coordinating, implementing and reviewing these techniques, plans in the near and distant future[3]. It is important to understand that the marketing of a firm concerns all the business activities, which an organization carries out in such a manner as to optimize benefits to customers and profit to the firm. Not

surprisingly, these activities revolve around the 4 Ps (price, product, promotion and place).

Marketing technique is therefore the overall plan, which the firm adopts in using or blending the four elements of the marketing mix in carrying out a marketing programme. Firms adopt different strategies for different products and for different markets. As WILSON has pointed out, the need to envolve different strategies for the variety of services we offer and for the different market segments cannot be over emphasized.

According to him:
It is not possible to define specific strategies, which can be taken either wholly or piecemeal and applied to any particular service or circumstance.

The most important managerial task within the organization is that of understanding the needs and wants of customers in the market, and adapting the operations of the organization to deliver the right services more effectively and efficiently than its competitors. It is the considered opinion of the researcher that this study will go along way in contributing in a number of ways on how management could further plan, formulate and execute sound marketing techniques to ensure increased sales volume and profit maximisation.[4].

STATEMET OF THE PROBLEM

The marketing of consultancy presents special problems and the main problem in this study which have to be taken into account in the organization for marketing is that in this firm every body from the top down to "Junior" consultants are involved in one aspect of marketing or the other.

Because consultancy is a personal services, it is difficult to separate those who perform this function from those who market the service. The process of doing the job of consulting itself becomes a marketing opportunity. It is therefore not customary to have a separate marketing department within the consulting firm responsible for marketing.

This style of organising for marketing can be a real advantage where the entire organisation accepts and practice the marketing concept. Where this is not the case, it become a serious problem as marketing would be relegated to the point of oblivion since there is no executive with the sole responsibility for marketing.

Reluctance to admit that a consultant is needed, some managers do not want to admit to themselves that they need a consultant because this would hurt their self esteem. Often the potential client is worried that a consultant's presence will be regarded by others – subordinates, peers, superiors, shareholders, or even by competitors and customers as an admission of incompetence and a sign of weakness.

Doubts about the consultants competence and integrity :–

It is common for clients to have doubts about an external person's ability to resolve intricate problems with which management has struggled without finding any solution. Some clients feel, too, that a consultant will not really take all the trouble needed to search out a solution that is likely to work in the long term, and will simply try to place a standard package. Some organisations feel that consultants are too inquisitive and collect too much information that could some how be misused in the future.

Fear of becoming dependent on a consultant :-

Some times the remark is heard that it is easy to recruit a consultant, but difficult to get rid of one. Consultants are said to structure and manage assignments in a way that inevitably prolongs their presence in the client organisation and leads to new assignments. This can create a permanent dependence on external expertise, which could be a very dangerous thing.

Fear of excessive fees :–

This fear is quite widespread in smaller businesses whose owners and managers sometimes ignore how the fee is calculated and justified, and with what benefits it could be compared. They believe that most consultants try to overcharge and that using consultant is a luxury that is beyond their means.

General feeling of businesses and insecurity :–

Asking a consultant to look into the organisation's "internal cuisine" can be very disruptive. What will come out? Established practices and peaceful relations may be disturbed, but will this really be necessary. Will it be an improvement? Is it worth while to run such a risk? Are we not opening a pandora's box without being forced to do so? The regulatory body on the practice of accountancy in Nigeria prohibits advertisement.

All these facts above are the fears of the prospective clients which constitutes problems to the consultancy firm and hence the need to derive appropriate marketing strategies to increase sales volume, expand the market share and profitability in the long run.

1.3 OBJECTIVES OF THE STUDY

Amongst the basic objectives of the study are the following: Fundamentally if consulting firms do not market in a competitive environment, they will not get the clients and the market share that they could and should get, and are thus abdicating their position in their competitors favour.

Furthermore, to examine the fact that in respective of competition, marketing is needed to put the right consultant in touch with the client who needs and is prepared to use him or her; the client may not know about your firm, lack an understanding of what consultancy is about, or just be timid and shy, so a professional approach to marketing will surmount these obstacles and establish the required collaborative relationship.

To attempt to give a thorough and comprehensive analysis of how management has gone about the initiation and adoption of specific marketing strategies, in the past appraise their performance in the light of the circumstances.

Moreover, to seek to provide a series of alternative marketing strategies directed at enhancing the total marketing effort of the company, to serve as compliments to existing marketing strategies or as substitutes, so as to enable the accomplishment of set corporate goals and objectives.

and where possible provide alternatives techniques which the company should implement and which will go along way in improving product quality, enhance its total marketing efforts, increase customer satisfaction, expand its market share, sales volume and maximise profit potential.

Furthermore, it is envisaged that this work will serve as a vital reference material, for the firms and related business, and serve as a sound basis for enabling management plan, organise and co-ordinate its activities. And also execute their marketing techniques over given periods of time to their best competitors advantages.

Moreover, taking into consideration the present harsh economic condition, failure of banks, poor infrastructures, low level of income, poor services being rendered by most companies, international competition due to globalisation. Firms are looking for ways and means of survival hence the continued need for further research in this area and such related areas on how marketing in consultancy can help in providing solutions to these and many more problems facing marketing.

The marketing of tangible products such as cars, detergents and furniture is different from the marketing of intangibles such as management consultancy services. The business that deals with products sells tangibles: the service business sells intangibles which cannot be touched, weighed, or smelt. The marketing of services therefore poses more challenges than the marketing of products. Therefore there is the need for the continuos evaluation and appraisal of the firms marketing strategies overtime, so as to prepare them to face up to the challenges ahead in the next millenium.

5 SCHEME/SCOPE OF THE STUDY

This study entails an analysis of the marketing of consultancy services in the Nigerian consultancy industry, and a case study of IBRAHIM YUSUF & Co and ASSOCIATES Kaduna is undertaken. The study is divided into five (5) main parts and for the purpose of specific reference each part has been drawn up into chapters covering selected portions over which this research covered.

Chapter one covers the area dealing with the introduction, this entire section centered on the importance of the study, the objectives of the study, the basic assumptions, identifications of the main problem and definition of the problem, a justification of the research, the limitation of the study, and the research methodology. The chapter ends with a series of footnotes, selected bibliography and references.

Chapter two deals with the literature review of the phenomenon at hand, this section gives a highlight into such issues as the nature of consultancy in marketing, the marketing – mix, marketing strategies, and the elements therein. The marketing concept, marketing research and marketing management. The last part of this chapter contains footnotes, selected bibliography and references.

Chapter three, covers vital areas such as detailed research methodology, sources of data, *location of the company and world development of consultancy services.* This chapter ended with the historical background of the company and its location. This is followed by a series of footnotes, selected bibliography and references.

Chapter four covers the appraisal of the workings of the management of marketing in consultancy and related shortcomings and problems are highlighted. Problems of marketing consultancy services are highlighted. Thereafter emphasis is directed on the various dimensions in strategic marketing with respect to the firm. The company's consumers, government, society and competitors are analysed in detail.

Finally, chapter five is the concluding chapter of this study, it entails sections on observations: Recommendations are put forward to management, and a summary and conclusion given. A series of footnotes, selected bibliography and references are provided also. In addition an appendix is provided containing the questionnaire.

1.6 ASSUMPTIONS

Three fundamental assumptions are postulated in this study, and these are as follows. Firstly is with respect to the peculiar nature of the consultancy business in Nigeria taking into account the expectation of investors, government, society and international business

community on the quality and cost of services required from the consultancy business in Nigeria.

Some practitioners in the consultancy industry and the firm in focus in their marketing programmes are oriented along the lines of customer satisfaction hence emphasis now is on improved service quality and integrity in the industry directed at providing a basis for increased sales volume and productivity.

Secondly, mention needs to be made on the highly competitive nature of the consultancy industry which cuts across the national frontiers. Ibrahim Yusuf and Co and/or Associates with respect to North Central and Eastern Nigeria occupies a position of being a market challenger. In that through the systematic use of its marketing strategies especially its pricing strategies it poses a great challenge to the market leaders.

Thirdly, is the significant assumption of the consideration of innovation and progress, in the company, management has over time striven and is continuously striving for finding new, improved and better methods for providing basis for planning marketing strategies, their formulation and implementation, which would have a long term effect on producing a high quality service, at low cost, increasing the level of sales and expanding market share.

7 METHODOLOGY

The methodology adopted in the course of conducting this research – work, takes a descriptive approach in the presentation of material and where necessary statistical data, analysis and interpretation shall be used for purposes of illustration.

Furthermore, in the process of undertaking the data collection of required material for this project, the researcher employed the use of questionnaire method, in addition the interview method was used. The interview method took the form of structured and unstructured interviews where specific questions were asked in a formal and informal manner. These were directed towards acquiring information from the principal partner and manager of the firm.

Reference was also made to a good number of books, journals, articles, newspapers, write ups, company records, memorandum's accounts and financial records provided by the company, and also obtained through the personal efforts of the researcher. Numerous visits was also made to various libraries, field work, discussions and from the experience with the firm, related firms like Akintola Williams & Co and or Associates, KPMG chartered Accountants and or Associates and related institutions, bodies and individuals over the course of this study.

SOURCES OF DATA

During the course of this work, the three (3) main sources of data and types of data were delved into, these are as follows:-

(i) Primary data

(ii) Secondary data and

(iii) Tertiary data

(i) **PRIMARY DATA**

These data consists of material obtained from the original source of information concerning the issue at hand i.e. firms on the spot work study, record/files, ledgers, memorandum from the partner to the managers, management meetings.

(ii) **SECONDARY DATA**

Secondary data is material obtained from related sources close to the original base of information. In this respect, this is information supplied by various members of management, the manager, members of staff, the workforce and from interviews with management and selected personnel.

(iii) **TERTIARY DATA**

This is on the whole a combination of both sources of primary and secondary data, which was supplied by the management of the company, in the form of company memos, and selected files/records.

1.8 LIMITATIONS OF THE STUDY

Amongst the basic limitations of the study are the following: Firstly, is that in connection with the small sample size of this research work. In this case, the main bulk of the study is centered on Ibrahim Yusuf & Co and or Associates Kaduna. However, occasional reference shall be made to KPMG Chartered Accounts and or Consulting and Akintola Williams & Co and or Consulting Kaduna.

Secondly, is the limitations of the researcher of the lack of control over variables, especially in the sense that in this particular case, there exists both independent and dependent variables, which are outside the control of the researcher. This becomes apparent taking into consideration that in social research such variables as inflation rates, costs, sales and demographic factors are not constants and thus could not be studied in controlled situations.

Thirdly, are those limitations, which relate to the nature of published literature. And in this connection both primary and secondary data were widely used in the drafting of this study. One common problem with published literature is that of mistakes in the collection, compilation, treatment, interpretation and analysis of past data on a given phenomenon. However, in the event, due care and caution has been made to check the authenticity of all materials at hand, and the researcher accepts all responsibilities for any error or omission.

The time span over which the research work was conducted and completed, in a way constitutes a limitation, in that for an organisation that has been in business for over a decade and taking into consideration the fact that the principal partner who is competent to answer most of my questions is always on the move attending to his clients outside the state, one would have needed a longer period for the bulk of the research and thus a much more comprehensive study. However, under the prevailing circumstances, it is hoped and believed that this work will suffice.

FOOT NOTES

1. Marketing effort refers to a particular method, or methods through which a given firm seeks to offer a good or service to a market, over a given period of time. Hence marketing offering is used in some situations.
2. These and related problems are issues which affect marketing the world over, see principles of marketing by Philip Kotler and Gary Armstrong page 5–32 chapter I.
3. It is important to note that the efficiency and effectiveness of specific marketing techniques could only be tested through time i.e. the passage of time and the degree to which the firm is able to expand its market share, increase sales volume and maximise profit potential.
4. This relates to the issue of planning marketing techniques and their implementation; a good plan may be useless if it cannot be executed, therefore planning marketing activities for achievable targets and long stay sustenance for growth and development is important. See, Malcolm, H.B.M "marketing plans, how to prepare them, how to use them" Heinemann. 1984.

SELECTED BIBLIOGRAPHY AND REFERENCES

1. The marketing of management consultancy services - Prof. David Iornen 1996
2. 'Management consulting' A guide to the profession - Edited by Mican Kubr 1976.
3. Principles of marketing 7th edition - Philip Kotler and Gary Amstrong.
4. Kotler P "Marketing management, Analysis, planning and control" - practice Hall in co. 1980.
5. Kotler P. marketing decision making - Holt Int. 1974.
6. Drucker P.F. "The practice of management" Pan books 1968.
7. Baker, N.J. "Marketing an introductory text" – Macmillan 1971.
8. Rosenberg, L. "Marketing, principles and practice" – John Wiley & sons 1985.
9. Levitt, T. "Innovation and Enterpreneurship" – Heinemann 1985.
10. Ansoff, H.I "Corporate strategy" McGraw Hill, In Co 1982.
11. Gluck, W.F & Jauch .L "Business policy and strategic management" – McGraw Hill In Co 1972.

CHAPTER TWO

2.0 LITERATURE REVIEW

This section primarily deals with an overview of what various writers have written on the subject of research, marketing in consultancy services and on such issues as marketing, its definition, scope and nature, marketing techniques, and the elements of the marketing mix. On product, price, promotion, marketing management, marketing research, the marketing concept, and related phenomena in marketing. In consideration of this review of literature, an attempt is made to show the approach of this writer is slightly different from the previous approaches and its significance in this aspect.

Professor David Iornem views consultancy service "as an intangible product performing tasks that satisfy the buyer's needs in chosen market segments". "When you market a service, your customers come away empty handed from the resulting sale" [1] you can see and handle a product while the same cannot be said of a service. A product is produced while service is performed. The implication of these differences is that successful marketing of services takes far more than conventional marketing methods.

Some special features of marketing in consultancy services have to be recognised by management consultants if they are to be successful in promoting their services to clients. These are:-

1. **INTANGIBILITY OF CONSULTANCY SERVICES**

   Since the client can't touch, see, hear, taste or smell consultancy services, there is a heavy burden on the promotional strategy to be adopted. When products are marketed, the products themselves can communicate value to the consumer. Management consultancy services don't offer this ease. The efforts of consultants must therefore be directed to highlighting benefits which clients will get from the services rather than the service itself. Because of the great difficulty in demonstrating, displaying or illustrating management consultancy services, clients are often unable to evaluate the quality of service before buying. Consequently, the reputation and image of the firm or the individual management consultant become paramount in buying decisions.

In the promotion of management consultancy services, consultants must make special efforts to compensate for the intangibility that is the nature of services. Written documents with headed papers brochures, catalogues, proposals and reports emanating from consultants have to be of high quality. Reports, especially, are the only finished "products" of consultancy services that, in a way can be touched and felt. Consultants must take full advantage of the possibility of making impact on the client.

A manpower development consultant can enhance his marketing by producing quality course manuals and through the use of expert presenters and relevant audio visual materials.

2. INTERDEPENDENCY

In management consultancy, the buyer and the seller are interdependent. The seller performs the services for the buyer (client) frequently plays a role in the marketing of the service by recommending the services to others if he finds it useful.

Another aspect of interdependency is that there is often no transfer of ownership in the sale of management consultancy services. Clients end up depending on the consultant during the consumption or use of the purchased service. In contrast, after purchasing such items as food, clothing, appliances or furniture, the buyer is not dependent on the seller to any comparable extent if at all he is.

In short, there exist a dependency relationship between management consultants and clients. It is a personal and professional relationship. The value of the services which management consultants offer to clients is often measured by clients on the basis of the quality of the personal relationship between them (the clients) and the consultants.

3. **PERISHABILITY**

Management consultancy business doesn't have inventory problems. It has capacity problems. One expert can attend to just so many clients in a given time. Consultancy services cannot be stored and sold according to fluctuations in demand. When the service of an expert is not consumed, it perishes with the passage of time. From the marketing stand point the perishability of services means one's strategy will have to address the problem of fluctuating demand. Management consultants may find it necessary to discover new uses of idle facilities and ways to stimulate demand during the off-season.

4. **DIFFICULTY IN STANDADISATION**

Consultancy services are performed by human beings and therefore performance is subject to human frailty. Most services by management consultants are person – intensive. This can result in variations in the quality of the consulting firms performance. Although it may be difficult to maintain the same standard of performance, consulting firms and individuals consultants must ensure a sufficient level of consistency and high quality performance if they are to build the needed customer confidence. The implication of this is that management consultants must exert every effort to keep the performance of their services consistently at a high level.

This can be achieved largely through effective recruitment, selection and training of consultants and into firm technical review sessions.

5. **INSEPARABILITY**

The person offering the service cannot be separated from the service, unlike the seller of a physical product. The service is the consultant and vice-versa. Thus, the client sees consultants as the product itself. The implication is that the consultant must present himself well first, even before the service.

not. One reason for this is that a consultant does not have a vested interest in any one plan. The consultant is free to give advice without having his personal or political motivations questioned.

4. **TO IDENTIFY PROBLEMS**

Insiders are often not objective enough to identify a problem and its symptoms. They often fail to see the wood for the trees for a reason, and they are emotionally involved for another. If you are part and parcel of a set up, you normally get used to things being done in a particular manner. Gradually, even though you may still have the best of analytical abilities, you fail to identify that which constitutes a problem to efficient operations in the organisation. In a way, without knowing it, you become a part of the problem of inertia within the system. The kind of help that is required by the system at this stage usually can best be obtained from the outside consultant.

5. **TO ACT AS A CATALYST**

Consultants know how to initiate change. They can overcome the inertia typically found in structured organisations. For example, a consultant can communicate with personnel at all levels of an organisation's hierarchy and, when necessary, facilitate communication among employees at different hierarchical levels. When the need to effect change in the organisation is high and particularly if the organisation wants an independent impartial way of introducing the change to maximise general acceptance, the consultant can be a good catalyst in that process.

6. **TO INSTRUCT**

A consultant may teach his skills to a client and teach employees how to apply new technologies or how to operate in a changing organisational structure, sometimes, when the company brings in a consultant, the main role is to impart certain skills so that the organisation will become independent in that sphere of skills at the end of the engagement.

There are other common threads that run through the reasons for buying consultancy services and these are, in fact, the factors which finally make a client to settle for your particular services or for those of your competitor. My discussion will be incomplete without dwelling, if only briefly, on them.

(a) **CLIENTS DESIRE FOR PERSONAL ATTENTION**

Like in all service businesses, clients in consultancy business require personal attention. By appealing to the client's need for personal attention, you will be offering a promise that is often ignored by your competitors. The point has been made, that it is difficult to separate the services consultants offer from those who render the services.

(b) **CLIENTS ARE SUBJECTTIVE**

Traditional marketing theory teaches us that industrial buying behaviour is governed by objective criteria than by subjective criteria. Being a sort of "industrial" product, one would have expected purchase decisions relating to consultancy services to obey this rule. You will be disappointed that this doesn't work out exactly so.

(c) **ADVERTISING**

There are two ways to handle advertising in consultancy. Either you do it yourself or you get an advertising expert to handle it for you. Whichever approach you adopt, you must first define very clearly your objectives for advertising and what role you expect advertising to play in your business.

Although the Institute of Chartered Accountants of Nigeria (ICAN) the body responsible for the regulation of accounting practice in Nigeria place limitation on the level of advertisement that firms could engage but the consultancy arm of the firm could be allowed to advertise as we see on CNN daily how Author Anderson consulting, price water house consulting advertises their services.

My strongest justification for advertising is found in the Holy Bible:
Let your light shine before men so that they may see your good works (Mathew chapter 5 verse 16). But consultants need advertising for three basic reasons:

(i) **Availability:** Clients in your target market must know where and when you are available and how to reach you. You need to create awareness for your existence and for the kind services you can offer. Advertising is one of the effective ways to do this.

(ii) **Image or reputations:** Clients need to be informed about who you are and how you rate among fellow consulting firms. Corporate advertising can help you to achieve this. In a period when any body just wakes up to claim the title of a consultant, the least service any consultant can do to his practice is to let clients and potential clients know and rate his reputation.

(iii) ***Use benefits:*** Intending clients must understand how the result of your service will benefit them. This can be incorporated into your promotional strategy. If your services are purchased only when they are needed, then awareness of your advertising message should simply be to keep your name and business location exposed to potential clients so that when your service is needed they will remember you.

(iv) **Personal selling:** *It takes a professional to sell professional services,* observed James Mahon [3]. It is not every body who knows how to sell, who will be sent out to sell consultancy services. The job must be entrusted to a professional who understands buying motions and who can operate on the same wave length with clients.

(v) **Publicity:** Publicity is often confused with advertising. Publicity is the news that is generated by ones activities and can therefore be called "free advertising". A way to obtain publicity is to issue press releases to the media, opening of new office, running a seminar, introducing a new service or the addition of a new highly qualified partner.

THE ROLE OF MARKETING

Marketing is as important in the services business as it is in the marketing of physical products. Management consultants who neglect marketing may be risking eventual obscurity or even the end of their business. The principles behind the marketing concept hold promise for the operation of the field of consultancy firms. Their creative adaptation to the field of consultancy can create satisfying relationships between clients and management consultants.

A consulting firm that wants to introduce marketing as a deliberate function may have to grapple with problems of allocating time to turning and making doers into sellers. Some basic training in marketing, public relations and advertising is necessary for the idea to prove useful. Short seminars organised by other consultants may prove useful.

Creative marketing of management consultancy services has the potential to educate clients on availability of services. To that extent, clients have something to gain from aggressive marketing by consultants. The introduction of marketing consciousness in a consulting firm can also lead to better relations between consultants and existing clients, attract additional clients as well as enhance the business development efforts of the practitioner. Management consultants should therefore pay greater attention to marketing.[4]

PRODUCT

A product is simply a complex set of tangible and intangible physical and chemical attributes of characteristics assembled in an identifiable and recognisable form. A product is thus a complex of such tangible and intangible attributes, including packaging, price, colour, manufacturer's prestige, retailer's prestige, and producers services which the buyer may accept as offering satisfaction of needs and wants[5].

In the field of management consultancy, services are the products. They may include training packages, consultancy on organisation development, employee motivation, job evaluation, market research, a feasibility study, loan syndication, negotiation strategy, image building etc. whatever product it is, the idea is to locate it from the point of view of

the customer or client. We must not think of the service based on our whims and brain waves, and then begin to push it out to the clients to buy. If we do this, we are being production oriented, the product must be right from the stand point of the client.

The client views the consulting firm and all the personnel who have dealings with him as part and parcel of the total service offering. The persons (consultants) are therefore not separate from the services (product) being offered. Their dress, presentation, manner of approach, etc must therefore be carefully designed and planned.

PRODUCT IMAGE

Is a psychological conglomerate of customer feelings and attitudes towards the products, place of origin, its manufacturing i.e. product quality, and the product itself as presentation in promotion in the course of market offering[5].

PRODUCT ITEM

Is a brand of product which is meant for a specific use and sold to a specific market[6]. It is a specific a particular version of want. It has a specific quality, colour, size, patterns, package directed towards the satisfaction of needs, wants and related desires.

PRODUCT LINE

Is a group of product items that are closely related either because they are used to satisfy a particular need or used together to satisfy a particular set of needs, wants and related desires. These product items are sold to the same customer group[7]. In addition, a product line is all the items sold to a given market segment through the same channels. In short, it is an assortment of product items, for instance in the professional accounting industry a product line consist of auditing, management accounting, investigation, taxation, reconstruction and training.

PRODUCT MIX

A product mix is a composition of products offered for sale by a particular company, it is a combination of the product items and range of the product line. A company tries to develop a unique definition and presentation for its line. The product mix – may have

width and or depth lines. The width is the number of different product lines carried by the company, its different composition and assortment. Whilst depth is the number of product items offered for sale by a particular company, within each product line.

The depth of a product mix, consists or the in corporation of specific product characteristics, into the final design of the product, for example the type, style, fashion, customers feelings and self concept.

PRODUCT POLICIES

Product policies are guidelines on what product – items are to be made, and policies regarding their pricing, promotion, place distribution, packaging, branding, sale etc.

Furthermore, product policies are general management guides regarding issues as to product lines, product mixes, and what specific attributes these product items would have, as integral aspects of planning marketing strategies.

PRODUCT PLANNING

This embraces all activities which enable producers and middlemen, to determine what should constitute a company's line of products. It ensures that the company's products are identifiable and logically related. This is directed towards the justification of product items designed to strengthen the competitiveness and profit position of the company.

Product development encompasses the technical activities of product research, engineering, and design, it deals with product innovation, improvement, modification and new product development.

PRODUCT PRICING

Pricing is the process by which exchange values are worked out for products or services. All market exchanges do, as a matter of fact, require an expression of price. Consumers and clients look at price as the measure of the value for a particular product or services offered. A price can therefore logically be considered as the exchange value of a good or service. Expressed mostly often in monetary terms, price is considered by buyers as what

is exchanged for satisfaction or utility. For the seller however, price is most often considered as the amount asked for a product or service that will result in fair profit.

There are basic pricing strategies in common use today. The first strategy is commonly known as "cost-plus" pricing. This means determining the sales price of a particular product by calculation and marketing each unit of the product and adding a certain fixed percentage (to cover overhead expenses) that gives an appropriate profit margin. This type of pricing is generally associated with a "production oriented" society. That is to say a society in which the consumer has little choice because there are not many consumer goods available and thus a manufacturer tends to consider his own convenience more than the consumer's needs. This happens largely because whatever he produces, the consumers have no choice but to buy it. Thus, with production matters being so important, the pricing is also oriented towards production.

Therefore, in the course of this study, in analysing marketing pricing strategies in the consultancy industry, using IBRAHIM YUSUF & Co Kaduna, an attempt is made at showing how management could adopt a series of strategic pricing schemes and methods to enhance the firm's competitive position in the market place, and in the process, expand its market share, increase sales volume and provide for sustained long term profitability.

2.3 PROMOTION

The term promotion refers to all activities designed and carried out to get ideas, products or services accepted by the target group. In the context of management consulting, promotion can be regarded as any activity that helps to sell the services offered by the consulting firm.

Example of promotional activities carried out by consultants includes press releases which announce engagement of senior consultants, brochures, giving of lectures to a local trade association, donation of books or computers to educational institutions, buying of space in the press to advertise services etc. In carrying out promotional activities, consultants give practical expression to the belief that it is no longer enough to package the professional services and just wait for clients to come to you. It is necessary to inform your clients that you have these services.

PROMOTIONAL MIX

There are a number of elements that make up what is known as the promotional mix. These elements are:

(a) Advertising

(b) Publicity

(c) Public relations

(d) Personal selling and

(e) Sales promotion

(a) **ADVERTISING:** Any non-personal sales message which is paid for by a consultant or his firm is advertising. Advertising promotes the consultants services or image, Its focus is the mass audience. The firm that finances the preparation and placement of advertisements in the media is known as the sponsor.

(b) **PUBLICITY:** This method of creating awareness entails the use of a non paid for and non personal form or means of communication. And in this connection, information is passed through channels of the mass media. This method is to a very large extent objective in that it is as a result of such exposure that patronage is enhanced, and some firms take it as a matter of policy to cultivate good publicity.

(c) **PUBLIC RELATIONS:** On its part is concerned with any kind of communication effort consciously undertaken to improve and maintain mutual understanding between the organisation (the consulting firm or the individuals consultant) and the relevant publics such as clients, employees, partners, shareholders, government, trade groups and the community. It refers to all activities by the consultant or his firm designed to build goodwill towards the consulting practice.

(d) **SALES PROMOTION:** This is any non-recurrent short-term activity designed to stimulate sales of services in a specified period. The focus of sales promotion activities is to complement both personal selling and advertising. Sales contest, exhibitions, sponsorships, sales premiums and price reductions are examples of sales promotion.

On the whole, each of these elements in the promotion process, complement one another, and in most cases a combination of two or more are used. All with the objective of increasing awareness, providing information, cultivating interest, and persuasion and in general as a means of communication between the marketer and the market.

2.4 MARKETING MANAGEMENT

There is no single way of doing it. Each firm will take decisions relevant to its peculiar circumstances. The marketing of consultancy presents special problems which have to be taken into account in the organisation for marketing.

In management consulting, everybody from the top down to "Juniors" consultants are involved in one aspect of marketing or the other.

Because consultancy is a personal service, it is difficult to separate those who perform from those who market the service. The process of doing the job of consulting itself becomes a marketing opportunity. It is therefore not customary to have a separate marketing department within the consulting firm responsible for marketing.

This style of organising for marketing can be a real advantage where the entire organisation accepts and practices the marketing concept. Where this is not the case, it can become a serious problem as marketing would be relegated to the point of oblivion since there is no executive with the sole responsibility for marketing.

To avoid this, and to put the marketing philosophy into practice, the Chief Executive of the firm must assume total responsibility for marketing. He may do so directly himself if he can combine it with his other functions, or he can assign an executive who works directly with him to co-ordinate the marketing function. Another way of handling the marketing function is to employ the services of a marketing agency to advise on all aspects of marketing and assist with implementation.

This arrangement is only meant to bring about proper co-ordination and administrative harmony. It does not preclude other senior partners from discharging their responsibilities in the area of marketing the firms services.

Indeed, senior partners and owners of consultancy firms must assume responsibility for marketing management activities. The functions of marketing management re fortunately no different from the other aspects of management. Marketing management involves planning, organising, motivating, directing and controlling all the activities of the consultancy business. The focus of every department should be on trying to identity, anticipate and satisfy customer requirements in a profitable manner. Marketing management and the delight application of the marketing philosophy ensures that all the activities of the firm are customer-oriented and in keeping with the firms overall objectives.

2.5 MARKETING RESEARCH

This the systematic, recording, and analysis of data about problems relating to the marketing of services which can be described naturally as the vehicles through which the marketing concept is given practical meaning. It studies market characteristics such as size, location, potential, attitudes of clients to products or services, etc. The end purpose is for the marketer to know, understand and address the needs of his clients more appropriately.

Therefore, a thorough and objective marketing research effort would be of immense benefit to the firm, in the sense that it would provide up to date, reliable and accurate data to the problem at hand. It would be time saving, give **relevance** and direction on the firms marketing strategy, formulation and implementation.

Furthermore, it places due emphasis on the nature of business, the market opportunities, consumers, economic trends and also management's attitude toward the marketing functions.

2.6 THE MARKETING CONCEPT

The ideas promoted or canvassed by the definition of marketing as encapsulated by the Chartered Institute of Marketing have come to be termed the marketing concept. The ideas underpin every operation of the firm and firmly take root as the philosophy and fulcrum upon which every other thing revolves. Morden[8] has described the marketing concept and its importance. He says:

> *The most important managerial task within the organisation is that of understanding the needs and wants of customers in the market, and adapting the operations of the organisation to deliver the right goods and services more effectively and efficiently than its competitors.*

The marketing concept emphasises and focuses on the idea that products or services should be planned, designed, promoted, priced and delivered in such a manner that the needs and requirements of customers or clients are met efficiently and effectively, and to provide a profit for the firm serving to meet the needs and requirements of clients.

2.7 PRODUCT STRATEGIES

Primarily product strategies include the decisions relating to:

(i) Product planning, this entails the product items to be produced, the product lines to be offered, sales, markets, and the research and development programmes for new products.

(ii) Branding decisions, the selection of trade marks, use of brand names, sales under a private label or unbranded sales.

(iii) Packaging – Providing for information, safety of product and labeling of product items.

(iv) Services – This entails providing needed services to accompany the product.

PRODUCT PLANNING

A product is anything that can be offered to a market for attention, acquisition, use, or consumption and that might satisfy a want or need. Products include more than just tangible goods. Broadly defined, products include physical objects, services, persons, places, organisations, ideas, or mixes of these entities. Services are products that consist

of activities, benefits, or satisfaction that are offered for sale, such as tax preparation, home repairs etc. Services are essentially tangible and do not result in the ownership of anything.

Product planning can be looked at from three levels. The most basic level is the core product, which addresses the question: what is the buyer really buying? It consists of the problem – solving services or core benefits that consumers seek when they buy a product. Thus, when designing products, marketers must first define the core of benefits the product will provide to consumers.

The product planner must next build an actual product around the core product. Actual products may have as many as five characteristics: q quality level, features, design, a brand name and packaging.

Finally, the product planner must build an augmented product around the core and actual products by offering additional consumer services and benefits[10] Kotler PR75.

The company Ibrahim Yusuf and Co. and its two other companies produces a wide range of services which are grouped among the companies since the services are distinctly different from one another.

It could be seen that each of the company has a product line.

1. IBRAHIM YUSUF & CO (Tax management and Auditing)
2. IBRAHIM YUSUF & ASSOCIATES (Human Resources Development)
3. *Beta Consultancy Services Ltd. (Engineering and Estate Management)*

It is a combination of these related product lines which constitute the companies product mix.

MARKETING INFLUENCES

Management has put forth two reasons for expanding the product mix. One is to provide a basis for increasing the level of services by taping new markets and expanding present markets. Secondly to use the company's marketing capacity more efficiently by a better use of its business

have unique needs and wants, each buyer is potentially a separate market. Ideally, then, a seller might design[12] a separate marketing program for each buyer.

There is no single way to segment a market. A marketer has to try different segmentation variables, alone and in combination, to find the best look at the major geographic, demographic, psychographic and behavioral variables which provides the means for offering its wide range of services to various target markets.
For instance Ibrahim Yusuf & Co. has subdivided the North Central and East Central into different segments offering different services in the identified segments. This enables the company to measure growth and profit.

(ii) **PRODUCT DIFFERENCIATION**

This basically entails the process by which a marketer seeks to emphasis a difference between his services and those of competing firms. Here the marketer seeks to gain market share by emphasising the unique difference of his services in terms of quality, delivery and hence its ability to offer need satisfaction. Management has over the time used this strategy with respect to its peculiar method of packaging its services and delivery same in the latest up to date computerised folders containing its office address and logo to make it different from others.

(iii) **MARKET INTEGRATION**

Marketing integration refers to the process in which a marketer strives to offers his services to a wide range of customers, thus bearing in mind that there exists differences in customer taste and consumption patterns[13] consequently a service may appeal to certain groups of customers at different times, places and situations. Here the firm strives to offer its range of services to meet and in the event satisfy different customers/market segments. By making its services available in different ways to satisfy the various markets.

(iv) **PRODUCT PLANNING AND DEVELOPMENT**

The management of the company in the process of introducing new products in modifying existing ones and in abandoning old products is guided by number of factors,

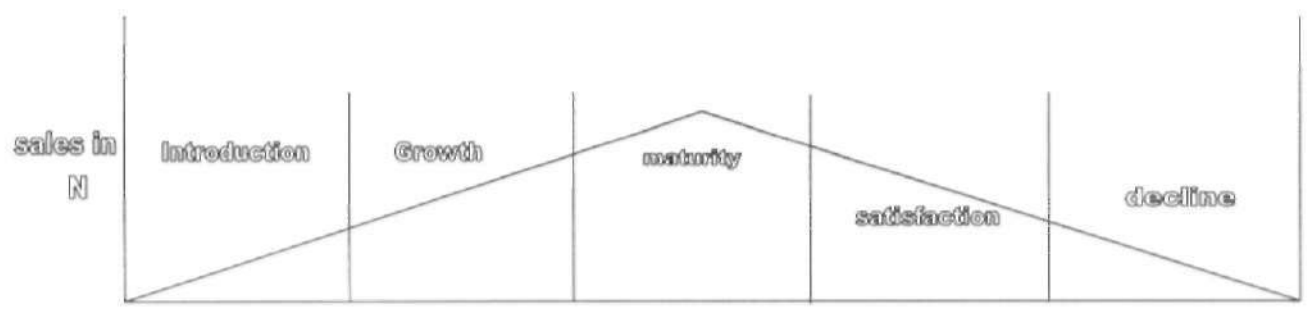
how ever this is predicted on the basis of quantitative analysis primarily using the PLC analysis. (Product Life cycle analysis).

PRODUCT LIFE CYCLE ANALYSIS

The product life cycle (PLC) refers to the products sales growth from its introduction to its peak, followed by a decline and its eventual withdrawal from the market. The life span of the product is thus measured overtime, with each stage being characterised by different levels in sales, profit, growth, promotion and capital investment.

This analysis is important particularly to Beta consulting services because it to a large extent determines how the company is to utilize its resources, initiate and develop definite marketing strategies over given period of time in addition the various attempts by management at promoting the product over each stage are drawn up, this is with a view towards prolonging the life span of the product, increase the level of sales and maximum profit potential.

Figure 1. **LIFE CYCLE OF PRODUCTS**



The introductory stage, is characterised by the initial entry of the product in the process of full scale commercial production, heavy initial capital outlays, in product planning and development, the need for intensified promotion, to create awareness and interest. Consequently prices are relatively lower than competing brands of products, subsequently, a rather small level of sales and of little or no profit is realised.

During the growth and maturity stages the demand for the product is expected to pick up, sales volume increases as a result of expected demand and in response to increased promotional efforts and the appeal of attractive price ranges. In this connection management could employ a variety

of pricing strategies depending on the market and prevailing circumstances. Such strategies as price discrimination, segmentation and customary pricing are commonly employed. The stage of saturation is characterised by an increased level and intensity of competition. It becomes stiff and cut throat, indeed. A common feature of this stage is the practice of price cutting, and price war which becomes the order of the day. This is due to the desire and need to maintain and if possible in the event expand market share.

Finally, during the stage of decline, new and competing products are introduced on a continuous and ever increasing level. In addition, substitutes and alternatives are also introduced, with a view towards getting a share of the market. The old products prices tend to fall as a result of sales volumes gradually decreases and there is little or no profit realised.

Usually this stage is characterised by price stability, in that prices are stable over a long period and tend to fall with the gradual decline of the marketability of such related brands and product versions, this spells the eventual end of the product. Here the marketer seeks either to prolong the life of the product, through product innovation, modification and development, or abandon the product all together.

The above can be categorised into three main product strategies namely:

(a) Adding new products

(b) Modifying present products

(c) Abandoning old products.

The product life cycle should help consultants to know when to introduce new services and abandon old ones that are no longer marketable so as to continue to be relevant in the society.

2.8 ALTERNATIVE MARKETING STRATEGIES

Gravens, D.W. has identified a number of alternative marketing strategies that could serves as substitutes to the above mentioned marketing strategies, and which are to a very large extent complimentary to such marketing strategies. These alternative marketing strategies are analysed on the basis of matching market demand, either increasing or decreasing to the resources

available to the company. And depending on the situation a particular strategy is employed to attempt to match the resources to the level of demand.

TABLE II

Market demand	Resources and Capacity	
	Adequate	Inadequate
Increasing	**A** Growth Strategy	**B** Marketing Retention Strategy
Decreasing	**C** Market Building Or Diversification Strategy	**D** Balancing and Realignment Strategy

SOURCE: Gravens D.W. "Marketing management in an era of shortages" Dalyuple, D.J. & Parsons L.J, "Marketing management, Text and cases" John Wiley & Sons 1976 PP 19.

BRANDING STRATEGIES

A brand is a name, term, sign, symbol, or design, or a combination of these or group of sellers and to differentiate them from those of competitors[14]. Thus, a brand identifies the maker or the seller of a service.

A brand is a seller's promise to deliver consistently, a specific set of features, benefits, and services to buyers. The best brands convey a warranty of quality.

A brand can deliver up to four levels of meaning.

- **Attributes:** A brand first brings to mind certain product attributes. For example mercedes suggest such attributes as "well engineered" "well built" "durable" "high prestige" "fast" expensive" and "high resale value". The company may use one or more
- **Benefits :-** Customers do not buy attributes, they buy benefits. Therefore, attributes must be translated into functional and emotional benefits.
- **Values:-** A brand also say something about the buyers values e.g. a brand marketer must identify the specific groups of car buyers whose values coincide with the delivered benefit package.

Personality:- A brand also projects a personality. The brand will attract people whose actual or desired self images match the brands image. Therefore for a consultancy firm to be patronised it must have created a niche for it self in terms of quality and deliverance, this is why firms like Author Anderson and KPMG consultancy are household names globally. These companies are able to link their trade names to the individual product names – in this particular strategy, the firm puts out individual product items with separated names, but having a direct linkage with the company trade name. Here the reputation of the company generally combines with the specific image of the product.

Packaging:- packaging is the general group of activities in product planning which involve designing and producing the container or wrapper for a product. Awareness is created by packaging and the package influences the choice of purchase. Consultancy packaging are very much like advertising in the manner they get presented to the client. The presentation process is similar just as the consultant – client interface characteristic. Three main areas that should be considered in packaging consultancy services include :-

Planning:- the planning of activities connected with packaging proposal is structured around .

The strategy of the presentation which include knowing your audience and understanding the purpose and objective of the presentation .

Planning the message, is what exactly you can say to achieve your objective. This aspect focuses on message organization, the persuasive element etc.

Selecting :- Selecting and planning audio – visual look at the possibilities of using AV media to enhance the presentation. Graphic artists may be employed to do a thorough work.

Production:- This is the actual product that the consultant will be marketing to the client during presentation. Design the visuals in a manner that will strengthen the points of your presentation. Are there any graph that can be use to drive home the points?

Presentation:- This stage of the presentation involves making sure that the setting room and facilities of the presentation are right, presenters style and credibility are focused, correct reading of the audience is done, method of message delivery is in keeping with carefully identified audience expectation and follow - up plan which takes care of the end – presentation and what happens afterwards.

Labeling:- The label is that part of the product which carries information about the product or the producer. A label may be part of the total package or just a tag attached to the product. In most cases the label on the company's product are printed materials on the package representing a tag attached to the product. Descriptive/Informative labels are used, these labels give written and in some cases illustrative information about the range of services offered by the consulting firm. This also has an effect on promotion, in that it create awareness and stimulates purchasing and buying motives, having a positive effect on repeat patronage.

Servicing:- In general this entails providing needed support services to accompany the product sold. For instance books and articles can be authored since consultancy is a knowledge business, considerable milage could be gained when you are seen as an expert that is quoted and talked about, writing books and article in professional journals and in respectable press given you instant recognition. Through this you are helping to build the knowledge of the use of your services to have a deeper understanding in specific selected areas. The training of client staff has a good potential to encourage more use for the consultant services. Granting of credit lines to users of the consultants services enhance flexibility in the cash flow plans of the clients. Giving of gift items such as calendars, calculators, diaries, pens are also good business practices.

) **MARKETING PRICING STRATEGIES**

Pricing is the process by which exchange values are worked out for products or services. All market exchanges do, as a matter of facts, required an expression of price. Consumers and clients look at price as the measure of the value of a particular product or services offered. A price can therefore logically be considered as the exchange value of a good or service. Expressed most often in monetary terms, price is considered by buyers as what is exchanged for satisfaction or utility. For the seller however, price is most often considered as the amount asked for a product or service that will result in fair profit.

Marketing pricing strategy is affect and by a number of factors which includes the following : Market forces, competition and competitive actions, economic condition, government regulation, ICAN regulation on pricing, Institute of Management Consultant

regulation on pricing, the personal worth and the phenomenon of consumerism, i.e. (constituting ethical barriers on how high prices should be).

The forces of demand and supply for the services of the firm to some extent affect pricing, for instance during the last but one military regime most state governments used the services of consultant to improve their revenue bases through the correct assessment and payment of taxes from individuals, partners and companies, hitherto such government offices and companies were under assessed. The high income generated by these consultants also improved on the earnings of the consultants as payments to the consultants was based on percentages of the turnover.

Competition and competitive actions:- The strategies adopted by its main competitors have in a way influenced the firms choice of and use of specific marketing pricing strategies. For example when the competitors fix 3% as fees for revenue generated above the limit set by the client, Ibrahim Yusuf and Associates will adjust its own fees in line with the activities of competitors so as not to under price or over price its services.

The prevailing economic conditions also influence the choice and establishment of prices and specific marketing pricing strategies overtime particularly during this current period of low income by individuals and companies resulting in the fall of purchasing power. The firm has over time had to repeatedly review prices, negotiate fees and had to compete with the entry of quarks into the field who are ready to sell at low fees to willing users of their services.

Both the Institute of Chartered Accountants of Nigeria (ICAN) and the Institute of Management Consultants have regulation guiding payment of fees on services rendered by its members. These regulations spells out what should be paid to different categories of staff used by the firm for any assignment.

However, there are other strategies in use today by the firm which includes **"Cost-plus"** pricing mainly associated with production companies where a reasonable percentage is

added to the cost of material, labour and overhead as profit, but in consulting, this approach in pricing or fixing of the fee will translate into the following procedure:

(i) The consultant will cost all materials and time in terms of per diem rate.

(ii) Add promotional costs such as advertising, entertainment, gifts etc.

(iii) Add overheads such as rents, utility bills, administrative expenses etc.

(iv) Finally, he will add a percentage to provide for his profit margin.

Every profitable transaction has to cover the basic costs i.e. direct costs, and overheads and then it must have some naira extra to be really profitable.

Another pricing strategy is the market **sensitive strategy** which is oriented towards the consumer or client and the price is fixed according to what the consumer or client is willing to pay for the services.

My findings in the course of this research work reveal that emotional and psychological factors influence the consumers choice and these factors can be influenced by promotional, and indeed, pricing strategies. For instance, an identical service say auditing of account may be available in two different firms. One of the firm situated in an office not well furnished and located in a poor place while the other well furnished with a charming secretary to receive you and located in a good place, it is observed that clients will patronise the later firm even though the cost of the service will be higher. This is hardly a rational behavior, but it is a very common human behavior, as people associate quality with high price and many clients are willing to pay more for what they perceive as quality.

0 TECHNIQUES FOR PRICING

Whatever techniques you decide to accept must take account of the personal worth of the Director/Partner. The factor generally considered in fee-setting would include:

(i) What you ought to get as a salary if you were working for some one else i.e. your personal worth

(ii) Your employee benefits

(iii) Your overheads

(iv) Your profit

(v) Your competition in the market place

(vi) The economic climate

(vii) Level of bad debts

(viii) Delayed payments

(ix) Fairness to your own clients.

There are many techniques of fee arrangement in use by this firm. The following are the methods in use at some time or the other.

(a) **FIXED FEE CONTRACT**

Under this method, the consultant negotiates and agrees with the client over a fixed fee for performing a task. If it is a market survey for instance, the consultant will cost the job and make provision for his profit and then proceed to negotiate with the client. With this information at the back of his mind, he will take his time to evaluate any offers made to him to ensure that what he accepts comes to an amount not lower than his per diem rates.

The fixed hourly or per diem rates for various categories of consultants performing an assignment has also been referred to as fixed price contract.

Under this arrangement, the principal partners may charge higher per diem rate than say senior consultants or field investigators.

(b) **FIXED FEE PLUS COSTS**

All that has been said about fixed fee contract above would apply here. In addition, costs of performing the assignment are determined together with the client and are added to the fixed fee or the fixed per diem rates.

(c) **PER DIEM RATE**

The per diem rate system is the most popular among consultants and in this firm. It simply involves adding all the estimated costs during the period of the assignment, adding the expected profit level and dividing this by the period over

which the job is to be performed. The period may be a year, or a day or a month or a week.

(d) **HOURLY RATE**

This is an alternative to per diem rate. The difference here is that instead of working on the basis of days it will take to do the job, one is considering the hours. In terms of naira and kobo, it should come to the same sum.

(e) **COST REIMBURSEMENT PLUS FEE**

Under this arrangement, the consultant submits bills periodically while performing the assignment. These bills are reimbursed by the client. In addition to this, the client pays daily or hourly rates of consultants assigned to various aspects of the assignment as agreed. When reimbursables costs are to be made, it is usual for the client and the consultant to agree especially on the kinds of expenses and their levels that can be incurred on behalf of the client. This is essential to avoid unscrupulous practices of certain consultants who take advantage of this arrangement. The agreement on the kinds and levels of expenses that can be incurred on behalf of the client can also go along way to eliminating one of the factors that often lead to client consultant conflict.

(f) **CONTIGENCY FEE**

The contingency fee is one whose payment depends on something else happening other than the performance of the job. A client may propose, for instance, that he will pay you when the economy improves. In my view, the consultant who accepts this kind of proposal needs to see a psychiatrist. Take the example of a client who proposed that he will pay me for my services in preparing the feasibility study if he obtains the loan he was seeking for from a bank obviously, even though he was going to use the study for the loan application, and granted that my work met all the standards a bank requires so many other factors that could make him fail to get the loan e.g. his collateral's may not be acceptable, he

may not have a good reputation all those have nothing do with my feasibility study.

Ibrahim Yusuf & Co does not use this technique as it is too ambiguous to handle so explained the partner.

(g) **BRACKET FEE**

The bracket fee is usually designed to protect the client. It is a combination of the fixed fee and the time charge, that is to say, hourly or per diem rates. Under this arrangement, the client agrees with the consultant over per diem rates for an assignment. A provision is made in the agreement, which places an upper limit over the total cost of the assignment. Clients may insist on this as a protection against budget over-runs.

(h) **PERCENTAGE FEES**

Though not very common in Ibrahim Yusuf and Co and also against ICAN regulation on fees charging, it is never the less used by some. The system involves charging a specific percentage of the total value of the project. If a client requests for a feasibility study for a project worth ₦20,00,000.00, the consultant may decide to charge 1% or 2% as his fees. The percentage method is very common among engineering and architectural consultants. Debt collection firms and consultants involved in negotiating loans also charge percentage fees.

(i) **VALUE OF ASSIGNMENT FEES**

A consultant may be required to perform an assignment that has a value far beyond the time he may be required to spend on the project. Payment is usually made to the consultant over and above the per diem rates agreed for such a service. Take Kelly's example of a consultant that turned around a bankrupt business. The consultant in this example has saved jobs and given valuable service to creditors, customers and the community. Sometimes, fees are fixed with this idea at the back of the mind of the parties concerned.

(j) **BONUS AND PENALTY FEES**

Bonus and penalty fee system is based on the performance of consultants during the conduct of the assignment. Bonus and penalty fees constitute incentive schemes, which are applied to motivate consultants to complete assignments on schedule. The consultant is paid a bonus for each day he saves while at the same time he is paid the agreed per diem rates. On the other hand, the consultant who fails to meet the deadline is financially penalized for each day he has over-shot the target deadline.

(k) **RETAINER FEES**

The retainer fee system provides for a fixed payment to the consultant for specified period for specified services. A small businessman for instance may agree with the consultant to provide services involving installation and supervision of the operating and accounting records. The scope of such service will be specified in detail and the period over which the retainership is required will be specified as well as the fees. Any assignment outside the services covered by the retainership is usually billed separately.

Retainer fees ensure a stable and steady income for the consultant. Retainer fee arrangement over a long period is capable of fostering relationships in which the client relies on and trusts the services of the consultant. For the client, the relationship assures him the availability of the consultant for the specified periods. Very often, retainerships are paid but the services of the consultant not used. This may tend to be disadvantageous. The consultant should be fair to the client when he discovers that the client does not use the services for which the consultant has been retained. If such a situation arises, it is my view that the consultant should explore with his client the possibility of per diem rates or some other form of fee payment which may be fairer to the client. Even though the consultant will suffer reduced volume of business in the short-run, by this display of integrity and honesty, he is bound to reap greater long-term advantage by it.

(l) **EQUITY FEES**

The equity fee system of remunerating consultants is not very common and not practiced by the firm where I carried out my research though it happens. It is usually practicable where the client is having serious problems and has no money to pay the consultant fees. If the consultant has confidence in the ability of the client to implement his recommendations and if he accepts shares in the concern in return for his services. The equity participation may place the consultant in a position to influence the affairs of the business and consequently turn it around. Of course, if the business does not turn around, the consultant gets the short end of the stick.

Sometimes, the consultant may use equity participation as a strategy to maintain long-term consulting relationship with the client. It certainly does not make sense hiring another consultant when one of your shareholders is a consultant. It is more sensible hiring him. A consultant may therefore, as part of his out growth strategy, seek to be paid in equity shares. It may also be his strategy to diversify. The client is very likely to feel more confident taking the advice of the consultant who agrees to equity shares as fees because he considers the consultant as having vested interest in the business. The consultant that has more than his fee at stake would take his business more seriously. It is also a demonstration that the consultant has faith in the medicine he is prescribing.

(m) **DEFERRED FEES**

Deferred fees are commonly employed by clients who have cash flow problems. The consultant who enters into such an arrangement agrees to accept his fees at a future specified date or instalmentaly over an agreed period.

Deferred fees should not be confused with contingent fees. As observed by Kelly, you are entitled to be paid regardless of the outcome of the engagement. In effect, you are extending credit to your client when you accept deferred fees.
There are several risks associated with extending credit. The client may never get the money to pay or may default and pay at a time when the money is no longer

meaningful because of the effects of inflation. Some of the strategies that may be employed to lessen the impact of the risks associated with deferred payments include the following.

(i) You may decide to charge interest on the amount. If this is done, you have to include it in the agreement and the interest rate should be comparable.

(ii) You may decide to charge fees higher than your usual rate. What you have taken in excess of your usual rate should make up for the loss of value of the money accassioned by the delay in payment and inflation.

(iii) You may request a retainer fee in addition to the fixed deferred fee. Such a retainer fee should be high enough to cover the losses associated with deferred fees.

(iv) You request for a collateral if your fees are quite substantial. The client is likely to accept this since he himself realise that you are taking a risk by extending credit.

(v) You may require his banker's guarantee. His bank would give this guarantee if they are convinced about management's ability to turn the business around.

When you are extending credit, you are lending and so you should assess your client to establish his credit worthiness before you extend credit to him. It must be emphasised that this type of fee arrangement is quite unusual. It normally operates as part of a comprehensive turn-around package.

(n) **FEE PAYMENT IN KIND**:

Though not in use at Ibrahim Yusuf Associates but under this arrangement, the consultant agrees to be paid in a currency other than the recognised trading currency, this is a form of trade by barter. The consultant provides his services and the client pays with, maybe, goods or some other property previously agreed. This method may be used where the client has cash flow problems while at the same time he possesses property or goods that are acceptable to the consultant.

For example advertising agencies who work for hotel clients often barter their services for room charges.

2.11 PROMOTIONAL STRATEGIES.

The term promotion refers to all activities designed and carried out to get ideas, products or services accepted by the target group. In the context of management consulting, promotion can be regarded as any activity that helps to sell the services offered by the consulting firm.

There are five basic methods by which a marketer goes about the process of creating awareness of his product and or services, these in combination constitute elements of the promotional mix[8]. These elements are:

(i) Advertising
(ii) Publicity
(iii) Personal selling
(iv) Public relation
(v) Sales promotions

(i) ADVERTISING: Any non-personal sales message which is paid for by a consultant or his firm is advertising. In consultancy, advertising promotes the consultants services or images. Its focus is the mass audience. It is no longer the question for whether or not to advertise, It is more a question of how to advertise in such a manner as to maintain the dignity of the profession in the eyes of the public, clients and fellow professional colleagues. Measuring advertising effectiveness is a critical issue in any advertising campaign. Setting objectives facilitates this measurement.

Advertising messages effectiveness is a critical issue in any advertising campaign, setting objectives facilities this measurement.

Advertising messages should comply with the AIDA and PAPA formular, where AIDA is:

A - Attention

I - Interest

D - Desire

A - Action

and PAPA:

P - Promise

A - Amplification

P - Proof

A - Action

Advertising objectives could cover the following criteria among others that may be specific to your needs.

(a) **AWARENESS:** You may set to create awareness among existing clients or target market about your firm or services. A survey before and after your advertising campaign can help to establish how far you have achieved this objective.

(b) **SALE INCREASE:** You may have, as your major objective, the achievement of an increase of 30% or so over the previous year. Or you may set the objective of capturing 30% of the market share within the next six months.

(c) **DIRECT RESPONSE:** In some cases, the advertisement may be for a specific service. For example, if you are promoting a manpower development programme and you take a full page in a national daily to canvass for participation among business executives, the enrollment on the programme will be your measure of success. If you had intended enlisting 40 participants and you have enrolled 60, you can describe your performance as a run-away success.

(d) **PENETRATION:** You may set the objective of penetrating 50% of the market within the next six months.

The issue of advertising budget and the choice of media is also very critical in promotional strategy. The budget addresses the issue of objectives and task, which helps the firm in setting the advertising budget.

Media audience is concerned with deciding which are the appropriate media to achieve advertising objectives. It is normally based on the most cost-effective communication to reach pre-determined target audiences. A study of media characteristics and field of concern can be of immeasurable value in your media selection decision.

(ii) **PUBLICITY**

Although publicity may be regarded as a separate element of the promotion mix, it is more like a tool of public relation and in line with this reasoning I shall combine publicity with public relations in my treatment.

The public relations process starts with identification of the target audience. Such audiences are the publics who may be clients, fellow consultants, the press, government, educational institutions, the community etc.

After identifying the target publics, you then set your PR objectives. Once again, it helps if the objectives are measurable.

There are many techniques employed in putting public relations into practice namely:

NEWS RELEASES: Practice how to write good press releases. Know the editors and reporters in each media that write on topics in your field. Cultivate their friendship.

YOUR OFFICES: They should be well located and should be furnished and decorated to create a befitting image of your business.

THE VEHICLE: If the firm uses branded vehicles, ensure the vehicle livery is well maintained.

YOUR RECEPTION: Those who handle callers at your office, whether in person or on the phone should give a good impression of your firm.

THE STATIONERY: Your headed paper or letter heading as well as your invoices, receipts brochures, business cards and the packaging of proposals should convey the image of a high standard professional firm.

PERSONAL APPEARANCE: since you cannot separate your practice from your personal self, it is desirable that you should dress and appear smart, neat and sufficiently dignified to suit the image of a serious expert and professional person. If you involve part-time associates to do any work for your client, they must dress to your dress code.

AUTHORING BOOKS AND ARTICLES: Consultancy is a knowledge business. You gain considerable mileage when you are seen as an expert that is quoted and talked about. Writing books and articles in professional journals and in respectable press gives you instant recognition.

SPEECHES AND MEDIA PROGRAMMES: Seek after opportunities to give speeches to professional groups, community groups and other associations. Also seek to participate in television and radio discussions. These practices gives instant exposure and that rubs on the accounting firm.

SUBMIT MEMORANDA: Governments always setting up panels and commissions to study certain problems. Many of such panels are concerned with management issues. Seize the opportunity and make a contribution to the public cause. Legislative hearings in states and National Assemblies can similarly be exploited.

(iii) **PERSONAL SELLING**

This differs from advertising in the sense that the latter emphasises non-personal presentation, where as selling, as we have seen, deals with face-to-face presentation to clients. It is the direct efforts of sales persons, who may be consultants, to convince clients to purchase the firms services. The firm under study employs this strategy to market its services most of the time.

Being a face-to-face communication, personal selling has considerable persuasive impact in that both verbal and non-verbal communication can be employed in marketing the sale. The possibility of instant feedback affords the sales person the opportunity to adjust his message and presentation in time to improve on the effectiveness of his overall communication.

The face-to-face contact affords the sales representative many other opportunities. He can for instant determine and respond to clients information needs. The manner of touching handshake, smile, facial countenance and warmth in reception can have meaning in terms of acceptance or rejection.

The selling process can be understood in terms of the stages which the consultant has to follow in order to make a sale. These stages are as follows:

(a) **PROSPECTING:** This is the process of locating sales prospects, i.e. those who are likely purchasers of the sales person's consultancy services. All those potential customers who could benefit from the services of the firm are prospects. Prospecting is therefore the process of finding such potential customers. There are many methods of prospecting for clients, examples include requesting information about possible other users of your services from existing clients, cold canvassing, going through appropriate directories (telephone, trade, professional), the press, friends trade association meetings etc.

(b) **THE PRE_APPROACH:** When you have discovered a potential customer – a prospect – you begin to gather information about the prospect. The information is required for you to build a good sales presentation. The pre-approach is the necessary preparation and planning of the sales call that will be made.

What kind of information will the sales person need? He needs to know everything relevant to the assessment of the potentialities of the prospect. Who is the client executive? What products or services does the company offer? What is the decision making unit i.e. who decides? Is it the client executive alone who decide? How many employees do they have? Who are the directors? What consultancy services do they buy now? Who are their consultants?.

(c) **THE APPROACH:** The manner in which the sales person enlists the willingness of the prospect to hear more about the services which the firm is offering is what is known as the approach. The main goal of the approach is to gain entry and obtain the opportunity to be received and be interviewed by the appropriate executive so that you can make a sales presentation.

It is a very important stage of the selling process. The sales person literally puts in almost everything to be able to get the opportunity to make the presentation. As WILSON[10] point, the manner he does his introduction, greetings, the manner of his appearance, altitude, poise, and mood will very much count in his favour or against him. Equally important is his display of enthusiasm and business manner. He must device away of winning, secretaries, security men and personal assistants to his side.

(d) **THE PRESENTATION:** Once you have got the opportunity to see the client executive, you present your case. Unlike in the case of physical products where you have a tangible product to present or refer to, you will restrict yourself to exploring the kind of service which your prospect needs. It is not often that his first meeting of yours will lead to a sale. Sometimes you might be just lucky that it may indeed lead to a sale.

More usually the first interview, if it proves positive, may lead to several other visits possibly culminating into a proposal. This may take months to conclude. No matter how long it takes, it is a selling stage which has its distinct process. Normally the process follows the sales formula which is Attention, Interest, Desire and Action (AIDA).

Personal selling is a very important promotional tool. The success of a consulting firm depends a lot on the skills and the aggressive selling attitude of the firm. To succeed, every consultant in the firm has to realise that nothing happens until a sale is made.

(iv) **SALES PROMOTION:** Agreed that the scope for sales promotion may not be as wide in management consultancy as in, say, the marketing of soaps and detergents; but creative adaptations of some of the techniques used in mass consumer goods may mean the difference between success and failure. The methods don't have to openly canvass instant stimulation of sales. Indirect as they may be, their power cannot be underrated. The

moment the methods adopted become open and brazen, they lose the dignified approach required by professional ethics.

Sales promotion being a non-recurrent short-term activity designed to stimulate sales of services within a specified period can achieve success if some of the under-mentioned techniques are used in the marketing of consultancy services.

(i) **GIFT ITEMS:** Calendars, calculators, diaries, pens, etc are good motivators

(ii) **TRAINING OF CLIENT STAFF:** This has a good potential to encourage more use of the consultant's services.

(iii) **SPECIAL EVENTS:** Opening of new offices, birthdays of client executives, etc can be turned to good promotional opportunities.

(iv) **SPONSORSHIPS:** A firm may sponsor an event related or not to its activities. Where the objectives are adequately articulated, the benefits may not be in doubt.

(v) **PACKAGING:** Presentation of reports in attractive bindings, glossy brochures, etc may just be what may clinch an assignment.

(vi) **SPONSORED CONFERENCE:** A consulting firm may sponsor a conference or a seminar on an issue of public interest. The spin-offs could be more business for the firm.

(vii) **ACADEMIC SPONSORSHIP:** A consultant or a firm may sponsor academic prizes in educational institutions. Where resources permit, it may be the sponsorship of a chair or a research project.

(viii) **CASH BONANZAS:** A firm may design a sales promotion program to motivate its executives to get new clients. A cash bonanza equivalent to a set percentage of the value of all new accounts may be paid instantly to consultants who bring in such jobs.

(ix) **QUANTITY DISCOUNTS:** Services which have a fixed fee may be offered to clients at deferent fee levels to encourage greater patronage. Take the case of executive development program for instance. A firm may be changing N60,000.00 per participant for a training program but may offer the same program for N50,000.00 if a company is sponsoring two participant. The same program

may be going for only N45,000.00 per participant to companies sponsoring five or more participant.

(x) **NETWORKING:** The "OLD SCHOOL TIE" plays a role here. People you have known in the past can be a good source of business. Even if they cannot be of a help directly, they can link you with good contacts. The clients you are handling and the people you meet during formal and informal occasions can serve as a good network of business contact.

(xi) **EXHIBITIONS:** The consultants can gain a lot of milage in visibility for his services. If he selects and participates in relevant exhibitions.

The choices in promotional techniques open to the marketer of management consultancy services are only limited by his imagination.

2.12 FACTORS AFFECTING THE FEE

Whatever methods it is decided to adopt must take account of the personal worth of the consultant. The factor generally considered in fee setting would include:

(a) **CONSULTANT"S PERSONAL WORTH:** What you ought to get as a salary if you were working for someone else i.e. your personal worth. Suppose you arrive at ₦240,000.00 as your worth per annum in terms of salaried employment, you can divide this by 200 working days in a year and this would be ₦1200.00 per day.

Alternatively searching questions as to how much people of your calibre are being paid by the best employers in the labour market could be asked. What will clients stand to loose if they fail to utilise your expertise?, or how much do they stand to again by utilising your services. How many people of your type are available to the client? What is the cost of training someone to acquire the expertise you have? These questions may guide you in determining your worth.

(b) **EMPLOYEE BENEFITS:** After determining the worth of the consultant in terms of a salaried person, the next thing to consider is the extras which salaried employees get as part of their employment benefits. These may include things like pension, employment insurance, leave allowances, free medical care, etc.

Employers of labour usually regard these benefits as constituting between 25 and 50% additional cost to the salaries. A percentage within this range could be added to what has been arrived in a.

(c) **OVERHEAD:** Overheads are the fixed costs which the consultants must meet to remain in business and cannot be linked directly to any particular engagement. These costs include typing, printing of brochures, telephone, rent, travel car expenses, utilities, secretary's salary etc. It is ideal to estimate an amount of these overheads and add to the cost of performing the clients business and reflect same in the final fee.

(d) **PROFIT:** This is what is left for the business after deducting all fixed and variable costs as a reward for your ability to take risks.

(e) **COOMPETITION:** Too high a fee will drive your clients to your competitors while too low a fee will subject your services to a doubt especially by new clients. The right fee depends on the market situation which require intelligent analysis of information operating in the market. Billing rates and practices of competitors will help in this matter.

(f) **ECONOMIC CONDITIONS:** Prices are influenced upwards or downwards by economic conditions as prices charged during the oil boom are not acceptable now. Fees cannot be charged in a vacuum as the impact of inflation and recession has to be evaluated. The consultant should consider the financial position of his firm, and this would naturally include his solvency philosophy, growth – philosophy and his profit philosophy.

(g) **BAD DEBTS:** There is the element of bad debts in every business and the practice of spreading bad debts over good clients is not sound enough, proper credit rating of each client and turning down jobs from clients that have high potential to default is ideal.

(h) **DELAYED PAYMENTS:** Many clients fail to pay fees months after the job has been completed particularly in government jobs, and in this respect the consultant is advised to raise their billings to cater for delayed payment.

(i) **FAIRNESS:** In setting fees, you must be fair to both your client and your own firm. This question of fairness has some ethical implications, as one cannot avoid it. Thus, after considering all the factors, that is to say salary, benefits,

competition, economic climate, bad debts, delayed payments and others, one still have to answer the question, what is the fair fee to my client and myself? Do you find out what your competitors are proposing and then slash your fee? These are the ethical issues.

2.13 GETTING PAID FOR YOUR WORK

Many at times consultants experience problems with getting paid for their services. The firm under study is no exception. Very often, the consultant wonder what has gone wrong. The client representatives they are dealing with are quite understanding and very warm and enthusiastic on the engagement. At the same time, the accounts department responsible for setting the bills are proving difficult. What has gone wrong? My personal investigation reveals that communication gap may be responsible for this.

The following guidelines could help to collect fees promptly.

(a) Discuss the question of fees and the method of payment at the early stage of negotiations. Entrench all the points of agreement in clear terms in the final agreement.

(b) Establish that the manager you are dealing with has the authority to hire a consultant for the service you are bidding for. Where there is no budget for a job, there will be problems of payment. Issues as to the availability of funds should be openly and frankly discussed during negotiations. Establish that there is a budget provision for the work you are being assigned.

(c) Send your bills early. As soon as your commence work, do not delay. Send in the bill. The chances of your getting paid early are of course higher.

(d) Bills should not be accumulated till the end of the engagement. Bills should be sent in bits periodically as smaller bills are easier to settle as problems of authority limits may be avoided.

(e) Know those who approve payments and the channel of payment processing so that if your payment is being delayed, you will know where the action lies.

(f) Fellow up unpaid bills. Do not play shy. Send friendly reminders. If you don't get results, meet the officers concerned and hold frank discussions while still maintaining friendly and warm relationship.

(g) Hold regular progress meetings with management and supplement these meetings with documents connected with progress of the work such as reports and letters. Keep the client adequately informed and be seen to be doing something but do not pretend.

(h) Sometimes it is possible to agree payment periodically or according to the stages of the assignment. If this is the term press for payment as it falls due. If the client fails to pay, you make a decision whether to continue or suspend work depending on the reputation of the client.

(i) Good human relations with relevant personnel within the client organization can also facilitate payment. Office assistants, secretaries, gate keepers, security men have their own value which can be put to good use. Human relations should be applied at all levels of the organization and in the course of the engagement as you can never tell who will put in the right word for you at the right time.

FOOTNOTES

1. See Kotler p and Armstrong G. Principles of Marketing seventh edition Prentice Hall 1996 page 275.
2. Kotler P "marketing management, analysis, planning and control" Prentice Hall Inc. 1980 PP 183-196.
3. See Kotler P and Armstrong G. Principles of Marketing seventh edition Prentice Hall 1996 page 237.
4. Kotler P. "Marketing management, analysis, planning and control" Prentice Hall in 1980. 184 – 198.
5. Kotler P and Armstrong G. Principles of marketing seventh edition. Prentice Hall 1996 Page 283.
6. Prof. David Iornem. The marketing of management consultancy services. Page 95 JVC press 1996.
7. Same as 6 page 98
8. Same as 2 page 18b – 196
9. Same as 6 page 61
10. Same as 6 page 124.

SELECTED BIBLIOGRAPHY AND REFERENCES

1. Abell, O.F. & Hammond J.S. "Strategic marketing planning problems and analytical approaches" Prentice Hall Inc. 1979.
2. Akpan A.B. Principles of marketing, Lecture Notes 1987.
3. Philip Kotler & Gary Armstrong Principles of marketing 1996.
4. Prof. David Iornem, the marketing of management consultancy services1996.
5. Roseberg L. "Marketing principles and practice" John Wiley & sons 1985.
6. Baker, M.J. "Marketing, An introductory text" 1987.
7. Stanton, W.J. "Fundamentals of marketing" Macgraw Hill 1981.
8. Marketing planning strategies, Havard business reviewed, volume 7, Number 53, 1974.
9. Gluck, W.F & Jauch, L. "Business policy and strategic management" Longman 1980.
10. Levitt, T. "The marketing mode, Mcgraw Hill, 1969.
11. Levitt T. "Introduction to marketing" Mcgraw Hill, 1962
12. Buskirk, R.H. "Principles of marketing" Holt 1961.
13. Christopher, G.M. "Marketing Below the link" George Allen, & Union 1972.
14. Malcolon, A.B.M. "Marketing plans, how to prepare them, how to use them, Heinemann. 1984.
15. Marketing planning strategies, H.B.R, Volume 17 Number 51, 1971.

CHAPTER THREE

3.0 This Chapter covers the detailed Methodology used in conducting this research. It also highlight the source of data used, and historical background of the development of consultancy services. it is ended with the location of the firm under study.

3.1 RESEARCH METHODOLOGY

The methodology adopted in the course of conducting this research work takes a descriptive approach in the presentation of material and were necessary statistical data, analysis and interpretation shall be used for purposes of illustration.

In the process of undertaking the data collection of required material for this project, the researcher employed the use of questionnaire method, in addition the interview method was used. The interview method took the formed of structured and unstructured interviews where specific question were asked in a formal and informal manner. These were directed towards acquiring information from the principal partner and manager of the firm.

Reference was also made to a good number of books, Journal, Articles, Newspapers, Write up, Company records, memorandums, accounts and financial records provided by the company. Personal effort was made by the researcher to visit a number of consultancy outfits in Kaduna and Abuja for the purpose of obtaining relevant materials. Numerous visits was also made to various libraries, fields works and various discussions with relevant officers of the firm. The relationship of the researcher with reputable consulting firms in Kaduna like KPMG and Akintola Williams consulting helped a great deal in conducting this research.

Finally the friendly supervision of my Lecturer Mr. A.B. Akpan and his wealth of experience helped a great deal in structuring the work properly.

3.2 SOURCES OF DATA

In conducting the research, three main sources and types of data were delved into as follows:

(i) Primary Data

(ii) Secondary Data

(iii) Tertiary

PRIMARY DATA

These data consist of material obtained from the original source of information concerning the issue at hand. and in this connection, this primary source of data was obtained from the company Ibrahim Yusuf & Associates on the spot work study records, files, ledgers, memorandum from the partner to the managers, management meetings and company's monthly letters.

SECONDARY DATA

Secondary data is material obtained from related sources close to the original base of information. in this respect, this is an information supplied by various members of management, managers, members of staff, the work force and interviews with management and selected personnel.

TERTIARY DATA

This is on the whole a combination of both sources of primary and secondary data, which was supplied by the management of the company, in the form of company memos and selected files and records.

Moreover, from the data collected, collated, analysed and interpreted, reference is made in the course of this work to a combination of all three types of sources of data. This is all the more significant taking into consideration the fact that for a study of such, due reference needs to be made in that these source are not only relevant, add authenticity to the phenomenon under study and are complimentary to one another and further aid in the understanding of the issue at hand.

.3 HISTORICAL DEVELOPEMENT OF CONSULTANCY SERVICES

A historical perspective will help us to understand the present scope, strength and limitations of management consulting. Where does management consulting have its historical roots? how far back can they be trace? what principal events and personalities have given the consulting business its current shape. [1]

Management consulting has its origins in the industrial revolution, the advent of the modern factory, and the related institutional and social transformations. its root are identical with those of management as a distinct area of human activity and a field of learning. Consulting in or for management becomes possible when the process of generalizing and structuring management experience attains a relatively advanced stage. Method and principles applicable to various organizations and situations has to be identified and described, and the entrepreneur must be pressed and motivated to seek a better way of running and controlling the business. These conditions were not fulfilled until the latter part of the nineteenth century, a period which saw the birth of the scientific management movement.

THE PIONEERS OF CONSULTANCY MOVEMENT

There were a number of predecessors of scientific and consultancy management. One of them was the American Manufacturer Chales T. Sampson, who in 1870 reorganised the whole production process in his shoe making factory in order to be able to staff it by unskilled Chinese labour. one year later acting in a consulting capacity, Sampson passed on his experience to an owner of a laundry, who accepted the device and applied the approach previously used by Sampson.

The pioneers of scientific management, including Frederick W. Taylor, Frank and Lillian Gilbreth, Henry L. Ganth and Harrington Emerson, gave a major impetus to the development of consulting. Their technical and methodological approaches to simplifying work processes and raising workers and plant productivity were not the same and in certain cases even conflicted with each other. However, they all believed in the application of the scientific method of solving production problems. They believed too, in the benefit of combining several methods for disseminating their scientific approach and making sure that it will be used by the business cooperation's. They were tireless in lecturing, making studies writing books and articles, organizing practical demonstration, and providing advice in every possible way. Later in life, Taylor Chose to become a full time Management and productivity consultant. [2]

These pioneering efforts gave rise to a very important strain in management consulting, one which has strongly marked the profession and its image. Consulting that emerged from the scientific management movement focused mainly on factory and shop floor productivity and efficiency, rational work organisation, time and motion study, eliminating waste and reducing production costs. This whole area was given the name of "Industrial Engineering ."The practitioners, often called "Efficiency Experts" were admired for the drive, Methodical approach and improvement achieved (which were often spectacular). But their interventions were also feared and detested by workers and trade unions because of their often ruthless approach.

The negative early image of some management consultants has changed considerably over the years. New area of management and new types of problem were tackled and became a normal part of the consulting business, thus reducing the share of work in production and work organisation. Important changes in the social and labour relation fields tended to limit the use of techniques unacceptable to the workers , negotiation and collaboration became indispensable methods of handling many assignments affecting workers and other employees interest. The positive side of the efficiency experts image has been very much preserved. Consultants continue to be regarded as persons able to find new opportunities for saving resources and raising productivity even where others see none.

TOWARDS A GENERAL MANAGEMENT APPROACH

The limitations of the industrial-engineering and efficiency expert approaches have led to a broadened interest in other aspect and dimensions of business organisations and to the birth of new areas of consulting. One of the first, perhaps the first, consulting firm of the kind known today was established in Chicago in 1914 by Edwin Booz under the name "Business Research Service".

In the 1920, Elton Mayo, with his Hawthorne experiment, gave impetus to research and consulting in human relations. Important consulting work in human resource management and motivation was started by Mary Parker Follet. Interest in more effective selling and marketing was fastened by people such as the Englishman Hanold Whitehead, the author of principles of salesmanship writing in 1917.

A number of consulting firms were established during the 1920's. These were increasingly able to diagnose business organisation in their totality, treating manufacturing and productivity problems in a wider perspective of sales and business expansion opportunities.

Consulting in finance, including financing the enterprise and financial control of operations also started developing rapidly. A number of the new management consultants had a background in accountancy and experience drawn from working with firms of public accountants. One such was James O. Mckinsey, a protagonist of the general management and comprehensive diagnostic approach to a business enterprise, who established his own consulting firm in 1925, and today is regarded as one of the founders of the consulting profession. In the 1920,s and 1930's management consulting was gaining ground, not only in the united states and in Great Britain, but also in France, Germany, Czechoslovakia and other industrialised countries [3]. Yet its volume and scope remain limited. There were only a few firms, prestigious but rather small, and their service were used mainly by the larger business corporation, the consultant remain unknown to the overwhelming majority of small and medium sized firms. On the other hand, assignment requests began coming from Government. this was the start of consulting for the public sector. Consulting for Government and for the army played an important role during the second world war. The united states in particular understood that the war was a major management challenge and that mustering the countries best management expertise was essential to winning on the battle field. In addition, operations research and other new techniques applied first for military purpose, rapidly found their way into business and public management, adding a new dimension to the services. offered by consultants.

THE GOLDEN YEARS OF CONSULTING

Post - war reconstruction, the rapid expansion of business coupled with the acceleration of technological change, the emergence of new developing economies and the growing internalization of the worlds industry, commerce and finance, created particularly favourable opportunities and demands for management consulting, this is the period in which most consulting organisation that existed today were established and in which the consulting business has attained the power and the technical reputation, it enjoys at the present time. for example, PA, the largest consulting firm based in the united Kingdom, had only six

consultants in 1943, but 370 in 1963, 1300 based in 22 countries in 1984 and 1700 in 1993. The total number of full time management consulting was assessed at 100,000 in the United States by the end of the 1980's, six times the number that existed in the Mid-1960's.

In this period, the expansion of management consulting has been impressive by any standard. However, significant qualitative changes have also occurred.

3.4 BACKGROUND AND LOCATION OF THE COMPANY

The firm Ibrahim Yusuf and Co. was formed in the year 1989, and was incorporated in that year as a firm of Chartered Accountants with two partners Ibrahim Yusuf and a Ghananian Mr. K. E. Donkoh.

The company was created to perform the following objectives: Auditing, Investigation, Tax consultancy, Insolvency, Receivership, Secretarial and Nominee Services and Executorship, Investment Services, Accounting System and Accounting work, Merger and Acquisition and Takeovers, Capital Restructuring Services, Management Consulting Proposal, Liquidation, Reporting Accounting Services, Privatisation and Commercialisation Services etc.

Furthermore Ibrahim Yusuf group has other two subsidiaries namely Ibrahim Yusuf and Associates and Beta Consulting Services Limited

IBRAHIM YUSUF AND ASSOCIATES has responsibility for Human Resources Development:

- Computer services
- Corporate management and restructure services
- Insurance brokerage services
- Investment consultancy
- Nominee secretaries
- Feasibility study services
- Debt reduction and recovery
- Project management

- Marketing, public relation and advert
- Property valuation
- Asset management services etc.

BETA CONSULTING SERVICES LIMITED which came into existence in 1990 has the following as its objectives:

- Engineering services
- Estate management
- Property valuation
- Agricultural services
- Management Consultancy
- General merchandising
- Printing services
- Furnishing and interior decoration
- Property development
- Property valuation etc.

The firm is located behind Standard Trust Bank along Ahmadu Bello Way Kaduna. It has branch offices in Kano, Katsina and Borno State carring out the above mentioned functions. Each of the state offices is headed by a manager who are well trained in accounting and consultancy.

FOOT NOTES

1. For a fine account of the history of Management Consulting see H.J.Klein. other peoples business: A primer on management consultants (Newyork, Manson Charter, 1977) and P.Tisdall: Agents of change: The development and practice of management consultancy (London, Heinemann,1982).

2. Page 28 Management Consulting. A guide to the profession edited by the Milan Kubr.

3. Page 29 Management Consulting. A guide to the profession edited by Milan Kubr.

SELECTED BIOBLIOGRAPHY AND REFERNCES

1. Kotler, Philip, principles of marketing, Englewood Cliffs: Prentice – Hall.
2. Holtje, Herbert, F, Theory and problems of marketing, New York. McGraw – Hill book company.
3. Chartered Institute of Marketing, Glossary of marketing terms, 2nd ed. London: William Hainemann Ltd.
4. Morden, A.R. Elements of marketing, London: D.P. Publications.
5. Management consulting. A guide to the profession by Milan Kubr.
6. Essential managers manual by Robert Heller and Tim Hindle
7. Wilson, Aubrey, The marketing of professional services, London: McGraw – Hill book company U.K. Ltd.
8. Mandell, Maurice T. and Rosenberg, Larry .J. Marketing, Englewood Cliffs: Prentice – Hall Inc.
9. Pride, William M. and Ferrell, O.C, Marketing Boston: Houghton Miffin company.
10. Wiston, W.J "Marketing your service: A job for everyone in your organization" Fitz William Consultants News.
11. Mahon, J.J. The marketing of professional accounting services, New York: John Wiley and Sons.
12. Lant, J.L, The consultant's kit, massachusetts: JLA publications.
13. Kotter, Philip and Bloom, Paul, marketing professional services, New Jersy: Prentice Hall Inc.
14. Tinniswood, Peter, marketing decisions, Essex: Longman group limited.
15. Kielly, James E, "The importance of marketing management consultancy services today" Consultants News.
16. Bermont, H. How to become a succeful consultant in your own field (Washington D.C Bermont books 1978).
17. Lecture handouts on marketing by A.B. Akpan.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

Chapter four covers the area on the analysis of data and its interpretation thereof. An appraisal of how the company goes about the management of its marketing strategies is given and related shortcomings and problems are highlighted. Further an appraisal of the causes of conflict in the client – consultant relationship, cash management, account receivable and working capital management are analysed in detail.

In appraising the marketing strategies, reference is made to the elements of the marketing mix i.e. Product, price, promotion and publicity/packaging to show the effectiveness of the company in its marketing efforts, problems arising and how management attempts to solve these problems.

The firm Ibrahim Yusuf and Co. is one of the leaders in the provision of Accounting and its allied services particularly in the North Eastern and North Western region of the Country. This is where it competes very well and in fact a market leader in these areas due probably to its early penetration into these market at the right time.

4.1 THE PRODUCT:

The products are the services rendered by the companies 1Y consulting group. The group has three different companies rendering different types of services. These companies are:

1. Ibrahim Yusuf & Co
2. Ibrahim Yusuf & Associates
3. Beta Cons.Services Ltd.

IBRAHIM YUSUF & CO

This Company renders the following services to its clients.

- Auditing
- Investigation
- Tax Consultancy
- Insolvency
- Receivership

- Secretarial & Nominee services
- Trusteeship & Executorship
- Investment services
- Accounting system & Accounting work
- Merger, Acquisition and take over
- Capital Restructuring services
- Management Consulting Proposal
- Liquidation
- Reporting accounting services
- Privatisation and commercialisation services

IBRAHIM YUSUF & ASSOCIATION

This firm is in charge of the following services ;

- Human resources development
- Computer services
- Corporate Management & Restructural Services
- Insurance Brokerage services
- Investment consultancy
- Nominee/secretarial services
- Feasibility study services
- Debt reduction & Recovery
- Management Consulting proposal
- Project Management
- Marketing, public relation and Advert
- Engineering services consultancy
- Property valuation
- Personnel management
- Assets Management Services
- Economic planning and Development services
- Water supply sector & Reform services
- Privitisation and commercialization services

BETA CONS. SERVICES LTD

- Engineering services
- Estate management
- Property valuation
    - Management Consultancy
    - General Merchandising
    - Printing Services
    - Sales and services of computer Hardware
    - Sales, Development and installation of computer Hardware
    - Furniture and interior decoration
    - Financial and accounting services
    - Training and manpower development
    - Production services
    - Cottage industries
    - Asset management
    - Economic planning and development services
    - Water supply sector performs services
    - Management information systems services

It is important to note that some of these services are conducted by each firm separately and others are conducted jointly by all the outfits in the group. With cost rising rapidly, service firms are under great pressure to increase service productivity. They can do so in several ways. The service providers can train current employees better, or they can hire new ones who will work harder or more skill full for the same pay, or the service providers can increase the quantity of their service by giving up some quality, e.g Doctors who work for health maintenance organizations (HMOS) have moved toward handing more patients and giving less time to each. The provider can industrialise the service by adding equipment and standardizing production, e.g commercial dishwashing, online computer linkage with your client, jumbojets and multiple – unit movie theoters all represent technological expansion of services.

The firm can increase productivity by designing more effective services. Hiring para legal workers reduces the need for expensive legal professionals in the case of litigation.

However, the firm must avoid pushing productivity so hard that doing so reduces perceived quality, some productivity steps help standardize quality, increasing customers satisfaction. But other productivity steps lead to too much standardization and can rob consumers of customized service. Attempts to industrialized a service or to cut cost can make a service company more efficient in the short run but reduce its longer- run ability to innovate, maintain service quality, or respond to consumer needs and desire. Service provider could accept reduced productivity in order to create more service differentiation.

The firm should think of globalization in response to the growth and globalization of the manufacturing companies they serve. For example, increasingly globalize manufacturing firms have found it much easier to have .their accounts prepared by a single accounting firm, even when they operate in two dozen countries. This set the stage for rapid international consolidation in the accounting industry.

4.2 PRICING

On most occasion, prices are normally arrived at in an arbitrary manner with no concrete costing analysis done and without reference to specified laid down regulation by ICAN and IMC regarding fees. Fees continue to fluctuate and more not in trend with the force of supply and demand. Some times prices are fixed just to meet competition, client public relation interest and consequently lost profit margin are incurred.

Due to the nature of the Nigeria consumers market with its attendant Nigerian factor where the average consumer want the services at the least possible cost and coupled with rising salaries and wages, there exist avenues available to the firm by way of market demand analysis, market measurement and fore casting techniques which it could employ to monitor the market, plan and develop appropriate pricing strategies at increasing its share of the market.

Furthermore, due to the low level of activities in the area of market research and intelligence and couple with the high level of uncertainty and in perfect information on the prevailing market trends, there exist little room for comprehensive pricing schedule to enable long term planning. Therefore, efforts should be intensified in the field of market research and development to know the needs of clients.

Another identified fundamental problem confronting management in the formulation and administration of pricing strategies is the problem of inflation of quacks that parade themselves as consultants and related overheads, the final price of the service changes at a fast rate indeed. The quacks are ready to accept any job at a radiculous fee because of their incompetence and law quality of job, this of course will affect fees charged by gunuine consultants particularly where the client is ignorant of happenings in the market. E.g ICAN and ANAN, where the former is internationally recognized body the later is the quack in the market and so can accept any job at any fee it can get one at all.

PROMOTION

In these days of intense price competition, service marketers often complain about the difficulty of differentiating their services, this problem can be solved by delivery consistently higher quality than competitors do. Like manufacturers before them, many services industries have now joined the total quality movement. Many companies are finding that outstanding service quality can give them a potent competitive advantage that lead to superior sales and profit performance. Let the firm became legendary for high quality services as a way of promotion.

As a way of promoting the firm services, it can develop a differentiated offer, delivery and image. .The offer can include innovative feature that set one company's offer apart from competitors offers. The service company that innovate regularly usually will gain a succession of temporary advantages and as innovative reputation that may help it keep customers who want to go with the best.

The company can differentiate their service delivery in three ways – through people, physical environment and the process. The company can distinguish itself by having more able and reliable customers - contact people than its competitors have. Or it can develop a superior delivery process. For example, a Bank might offer its customers electronic home banking as a better way to deliver banking services than having to drive, park and wait inline.

The firm can work on its promotion through differentiation on its image through symbols and branding. A well-known symbol like the lion which confers an image of strength can be used.

4.4 CAUSES OF CONFLICT IN THE CLIENT – CONSULTANT RELATIONSHIP

In the cause of this study, I came across factors that can cause conflicts between the client organization and the consultant. Some of these factors are discussed briefly below:

(i) IN ADEQUATE INVOLVEMENT OF MANAGERS

Very often, the decision to involve consultants in assignment is taken at the top management level. After that, managers at the lower levels are informed. Because they were not involved in the decision to call in consultants they naturally entertain fears.

From the staff's viewpoint, consultants are like bacteria entering the body. The staff must block the potential dangerous invaders before they harm the system 4 proj.164

(ii) NON – COMMITMENT OF MANAGEMENT

Consultants are, to a large extent, only as good as the client makes them. A good client can make a good consultant. In every engagement, the consultant and the client must both establish a consultation process, which requires regular intercourse and feed back. To get the commitment of management, a clause in the consulting contract specifying that progress report would be submitted at specified stages of the engagement, and the client will make written comments on the report and such comments will be discussed is highly recommended.

(iii) **THE FEE**

Money is another area that can cause bad blood between the client and the consultant. Both parties should be fairly certain how much the fee will be and when it is payable. E.g 50% down payment, 25% on submission of interim report and 25% on submission of the final report.

Contingency fee based on the success of a project should be avoided like a plague.

(iv) **INCIDENTAL EXPENSES**

A consultant should make it clear whether his fee covers every cost and professional fee. Where it is not possible to determine in advance exactly the level of expenses when incidental expenses are to be charged, do include a clause in the contract making it mandatory for the client to reimburse to avoid any misunderstanding about a very sensitive issue such as money.

(v) **ORALLY AWARDED ASSIGNMENTS**

There are cases when a client asks a consultant to do a job and there is nothing to show for it. No letter of commission, no letter of intent, no agreement. Whether it is an additional work to the main assignment, it is the duty of the consultant to assist clients to cultivate the good habit of formalizing important transactions regarding consultancy assignment in writing to avoid disagreement.

(vi) **POOR PERFORMANCE**

A major source of bad blood between client and consultant is the in ability to deliver expected performance on the part of the consultant. This problem can be lessened by carefully selecting resource persons for any particular engagement.

It is not good to hire a consultant and simply leave him to float within the organization[5] hit the nail on the head when he said of client – consultant interface: What the consultant must have is total commitment. You and your people must sincerely desire that the consultant be able to do the best job. This means full participation to do what is necessary.

(vii) **POOR CLIENT – CONSULTANT COMMUNICATION**

Communication breakdown, lack of clearly well defined objectives, and ill-defined scopes of engagement are often cited as causes of soured client – consultant relationships. Clear communication should start at the very beginning of the relationship up to the post – engagement stage [6].

Block was emphasizing the importance of communication when he referred to clarity of objectives, evaluation of performance, appraisal of attitudes about the project and consultant's involvement as some of the key factors in managing an engagement.

Mathew[7] proposed an approach that he feels can improve client – consultant communication. According to him:

What we have is essentially a communication problem and its crux is the difference in perception between consultants and the client about what constitutes services. What we have to do is close this gap, obtain a consensus, and identify improvement opportunities.

(viii) **INDIFFERENCE**

In difference on the part of both parties in a consulting relationship can create problems of misunderstanding and conflict. Indifference can be created by both parties remaining silent and a lot to each other

The consultant can keep close watch on " something to celebrate" happening around his client so that he can take part in the celebration[8] .

According to Connor and Davidson the best way to remedy a diminishing relationship is to document and assess the client consultant relationship. It is suggested that one should begin by assessing the nature and quality of existing relationships and identify any problems to be tackled. After doing this, a plan

must be devised to improve the client - consultant relationship. You may decide to increase what has bee termed the"visibility of your value".

(ix) **UNSETTLED RELATIONSHIP**

It is important to recognise that the quality of the relationship between the client and the consultant is critical to the success of engagement and it is one of the most important preconditions for repeat business[9].

Factors such as complaints, price, breakdown in communication disagreement and broken promises should be properly investigated and tackled promptly.

(x) **CONFLICT OF INTERST**

There is the necessity for the consultant to treat any information that comes to them as highly confidential just as he cannot work for two competing clients.

Another area where conflict of interest may feature is where a "holier than thou" consultant comes to realise, during his engagement with the client, that the client has been breaking the laws of the country or doing things that are against the conscience of the consultant.

The consultant should not report this to the authority but should highlight the dangers of such practices and recommend that they be eliminated.

A consultant is like a Reverend Father who listens to confession from his parishioners. The Reverend Father cannot be a policeman and father confessor at the same time[10].

(xi) **AIDS/SEXUAL RELATIONSHIP**

You may be wondering what AIDS has to do with consultancy. Yes, it has a lot to do with it. It is a killer of good client - consultant relationship.

MILES OVERHOLT[1] said that one of the DON'T'S of consultant is never to "contract AIDS from a clients employees" The consultant should not make girl friend from client organization.

4.5 CASH MANAGEMENT

Cash management affects the working capital of the firm just as its efficient management has a direct relation to the general liquidity position and level of productivity of the company as a whole in the short and long run.

The major objective in the efficient management of cash is to maintain sufficient funds at hand to enable uninterrupted production of services. Thus to maintain balance at bank, so as not to hold on to idle cash, and in the process of keeping cash at the bank receive interest on deposit made. This would in the long run have an effect on the gross income available to the firm and make for a means of financial the working capital requirement, especially over short period during peak level of productivity.

There are a number of ways through which the firm goes about the management of cash, however four of them will be briefly discussed in this project: these are

- Stretching of accounts payables
- Speedy collection of accounts receivables
- Contingency approach
- Cash budgeting.

(i) STRETCHING OF ACCOUNTS PAYABLES

The main items usually encompassing the area of accounts payable are payment for bulk purchases of consumables, and since the firm buys in bulk, and over frequent periods within one financial year, management negotiates for a series of discount and payment terms. Actual payment is usually delayed for a period of about a month, consequently payment for delivery is made over a Ninety day period. In the same way payment for water supply and electricity could be negotiated on a quarterly basis, to avoid the present situation the firm now faces i.e without telephone service for the past six months.

(ii) **SPEEDY COLLECTION OF ACCOUNTS RECEIVABLES**

In the case of collection of account receivables, the firm is mainly concern with getting paid for services rendered to client. The firm offers a lot of incentives to encourage clients to pay for services rendered such as spreading payment like 50% mobilization, 25% when interim report is submitted and 25% on completion of the job. Personal contact by the principal partner to client offices to pursue written reminders has helped in the collection of debt owned by client like Government jobs.

(iii) **THE CONTIGENCY APPROACH**

This approach emphasises efficient uses of cash depending on the situation.The main objective of management is to always have sufficient cash in hand so as enable smooth operations and not to hold too much cash to constitute idle cash. Such idle cash should be properly deposited in a bank to yield interest and help to maintain healthy bank balances which in the long run has a positive effect in identifying the firm as exhibiting a good banking habit and efficient cash manager.

(iv) **CASH BUDGETING**

To enable the efficient use of cash over planned period, the principal partner designs a cash budget for a period of six months spelling out planned receipts and expenditure to serve as a general guide for management towards the efficient allocation of resources.

4.6 MANAGEMENT OF ACCOUNTS RECEIVABLES

Management in this connection is concerned with the issue of getting payment for sales made on credit. It is also concerned with attaining an optimal credit position to be maintained, at a marginal cost point of credit, so as to achieve a marginal level of profit, on the increase in the volume of sales.

The firm is basically concerned with determining and avoiding the likelihood of bad debt, default, in controlling higher costs of capital tied down in receivables and in maintaining healthy cash balance in hand and at bank, so as to enable continuos level of productivity. For example the firm uses a number of criteria to evaluate and determined the amount of investment in receivables. See illustration below.

Annual credit sales	= N6 million
Average collection period	= 60 days
Terms (6/10 net 60)	
Therefore 360/60 = 6 times	
Investment in receivables	6,000,000/6 = 1,000.000.00

On the whole this standard is relatively costly, considering the total level of credit sales, a number of changes could be made so as to enhance quick collection of money, and reduce the cost on investment in receivables, for instance the firm could adopt this policy below:

Annual credit sales N 6,000,000.00

Reduced average collection period = 30 days (2/10 net 30)

Therefore 360/30 = 12 times

Investment in receivables 6,000,000.00/12 = N 500,000.00

Thus by changing the ACP standards, the firm stands to gain by reducing investment in receivables. However due to the nature of the business and tight liquidity in the country, the standard could be adjusted to an average collection period of forty five days (45) days, depending on the circumstances of the case, e.g the type of the customer and level of services rendered to it.

4.7 WORKING CAPITAL MANAGEMENT

This is a measure of the degree of liquidity of the firm, hence indicates levels of profitability. It illustrates the extent to which the total amount available as working capital to the firm has a direct relation to the total assets (capital). And hence, the ability

to utilise working capital funds without any significant negative effect on the asset. And consequently the possibility of future asset growth and expansion. A ration above 50% indicates a healthy liquidity position, therefore any percentage less than this portrays a problem in this respect

FOOT NOTES

1. See articles and memorandum of association of Ibrahim Yusuf and Associates
2. See principles of marketing seventh edition Page669 by Philip Kolter and Gary Armstrong
3. Principle of marketing seventh edition Page667 by Philip Kolter and Gary Armstrong
4. The marketing of management consultancy services page 164 by prof. David Iornem
5. See prof. David Iornem Page 173
6. See prof. David Iornem Page 174
7. See prof. David Iornem Page 173
8. See prof. David Iornem Page 177
9. See prof. David Iornem Page 177
10. See marketing of management consultant services 1st edition 1996 by prof. David Iornem Page 181
11. See prof. David Iornem Page 181

SELECTED BIBLIOGRAPHY AND REFERENCES

1. Principle of marketing seventh edition by Philip Kolter and Gary Armstrong
2. Marketing decision making by Kotter 1979
3. Marketing management, analysis, planning and control practice Hall 1980
4. Roseberg L. " Marketing, principles and practice" by John Wiley and son 1985
5. Marketing plans, How to prepare them, how to use them" Heineman 1984 by Malcolm
6. The marketing of management consultancy services by prof. David Iomem
7. The " marketing made" Mc Graw Hill, 1962 Levitt. T.
8. Introduction to marketing Mc Graw Hill, 1962 Levitt. T.
9. Business policy and strategic management Mc Graw Hill Inc. 1972 by Gluck. U. F. and Janch L.
10. Marketing management lecture Notes 1998/1999 by A.B. Akpan
11. Principles of marketing lecture Notes 1997/1998 by Mrs. Akanet
12. Industrial pricing behaviour and devaluation macmillan 1978
13. Marketing, below the line Unwin, 1972
14. Christopher G. M.

CHAPTER FIVE

5.0 RECOMMENDATION

In the light of the preceeding analysis a number and variety of recommendations are made, the practical relevance of which would be reflected in management efficiency and organizational effectiveness. This is directed at providing a sound basis for the expansion in market share, increased sales volume, positive cash flow and profitability, in the short and long run.

In this connection therefore, fundamental problems are highlighted, prospects discussed and a number and variety of recommendations given.

PROBLEMS AND PROSPECTS

Management, should as a matter of policy embark on marketing opportunity analysis and market research on an increase level so as to further keep abreast of the prevailing market conditions, competitive actions, and economic trends. And hence forth plan and implement appropriate strategies to take due advantage of the situation and enhance its competitive position, in the emerging markets and industry accordingly.

Management should in the process of conducting market research, employ more use of quantitative tools of analysis, so as to provide for a higher degree of accuracy when predicting and forecasting sales volume, profits, costs, fees, and variable costs rather than this present system of lack of documentation of the marketing efforts. Such tools like correlation analysis, regression analysis and probabilistic models should be applied as aids in decision making.

One problem facing the company and the industry in general is the prevalence of quacks who see consulting as a means of livelihood rather than as provider of essential services which improve on the operational efficiency and profitability of a company. Management should therefore distinguish itself from these quacks through the provision of good quality services and an easily identifiable name/logo symbolising quality.

The increasing rate of competition both from indigenous and multinational consultants is a threat to the survival of the firm. The multinationals have better trained and well equipped staff and wide connection world wide while some of the indigenous consultants under cut prices so as to remain afloat, the firm therefore is in between the devil and the deep blue sea. To remain in business in this price war, the firm should develop strategies to control cost of providing services and related overhead expenses. It should offer attractive competitive prices as a hedge in the market, so as to maintain its share in the market and possibly expand, consequently increasing profitable sales volume.

The phenomenon of the persistent and ever increasing level of inflation. The problem here is not that of too much money chasing few goods for there is abundant supply of goods both locally and foreign made rather it is a case of lack of money to purchase these goods, yet the prices of goods and services are continuously on the increase. Simply put Nigeria is a consuming nation with weak productive base. The problem here is the ever increasing cost of doing business in our environment.

For consumers to afford the services of consultants, management should be in a good position to produce quality services in economic quantities, offer fees that are affordable and in the event provide a means for the provision of essential services.

One major problem facing the firm and consultants in general is the literacy level of the Nigerian populations. The awareness on the contribution of consultants to any business is absent in the business agenda of the Nigerian business man. The feeling is that money paid for consultancy services is wasted not to talk of embarking upon it. The firm should devise a means of advertising its services to its potential consumers highlighting the benefits to be derived from their use.

In close relation to the above phenomenon is the issue of information technology. Taking into account that the world today is a global village, it become very important that survival depend on how best you can make use of the technology. The firm at the moment has computers, but the absence of a functioning telephone does not guarantee good business connection. Management through continued effort should acquire E-mail

facilities and be hooked to the internet to take advantage of world development in consultancy.

Environmental pollution, erosion, dessertification and corruption, are major issues facing the country now. The firm is not involved in any of these, but these are viable areas that could yield revenue to the firm and also expand its areas of operation. Management through its research and development effort should find a way to be involved in this and tap from the enormous revenue accruable through consulting for the various state governments. Recession, the level of recession in a given economy, naturally affects the quality, supply and prices of goods and services. Nigeria has over the past several years undergone recession, there has been a fall in the level of productivity and the purchasing power of consumers has fallen drastically. This has affected the firm in many ways, there has been a fall in demand for the firms services because the users of the firms services are themselves in financial difficulties hence the need to consistently research into ways and means of improved services at affordable fees.

Constant interaction with specific clients on an individual basis will enable the professional understand the clients perspective, his organization, his method of doing business, and the probable need for the type of services which the firm provides. It would also serve as necessary first step which could lead to the identification and recognition of specific opportunities for the services of a professional organization.
The proposals for professional services to potential clients or new jobs with existing clients should be improved on and developed in such a manner as to help promote the services to be rendered and the firm making the proposal.

As the consultancy service field reaches new stages of maturity, a trend towards the organised marketing of its services would be expected. To date however, no clear trend had been established.

More over, it is on record that the company has not participated in any major seminar nor has it exhibited any of its services at any ICAN conference/workshop or trade fair.

Distribution of hand bills at any trade fair or workshop help in advertising the services of the firm and this is not against the law banning advertisement by professional firm of Accountants.

Although the problems facing the company and the industry is enormous in the formulation and implementation of marketing strategies to meet these challenges, however, the prospects are bright. The solutions to such problems are in increased market research, product planning, innovation and development, as shall be discussed in the following section . on recommendations.

5.1 RECOMMEDATIONS

PRODUCT STRATEGIES

1. In the field of management consultancy, services are the products. They may include training packages, consultancy on oragnisation development, employee motivation, job evaluation, market research, a feasibility study, loan syndication, negotiation strategy, image building, taxation, auditing, accounting services, etc. Whatever product it is, the idea is to locate it from the point of view of the customer or client. We must not think of the services based on our whims and brane waves, and then begin to push it out to the clients to buy. The product must be right from the stand point of the client
2. The company should be explicit and precise in describing the services that they are able to provide. This will not be restrictive rather it will serve as a basic building-bock of consulting strategy. It determines the firms identity and profile, tells clients what they can ask for and expert to get, determines the expertise that the firm must build up and maintain up to date and has considerable impact on product strategy, consulting style and methodology.
3. In terms of product quality, the product i.e. consultancy services must be consistently improved through efforts in increased product planning and development.
4. The adoption of a multi-product policy i.e. the production of a variety of services, for instance secretarial services, internet services and even establishment of a management school to prepare students for professional exams and successful

candidates at such exams will serve the company as employee instead of looking outward for capable consultants. This is a kind of backward integration for raw materials in a manufacturing set up.

5. Initiate concrete plans to expand productive capacity i.e. capacity utilization through the gradual expansion of the company's facilities and network.

5.2 PRICING STRATEGIES

Pricing is the process by which exchange values are worked out for services. All market exchanges do, as matter of fact, require an expression of price. Clients look at price as the measure of the value for a particular product or services offered. Price is the exchange value of a good or service.

Basically we have two types of pricing strategies operating in the company under study namely "cost plus" and "market sensitive" strategies but there are others.

COST PLUS STRATEGY

In consulting, this approach in pricing or fixing of the fee will translate into the following procedure:-

1. The consultant will cost all materials and time in terms of per diem rates.
2. Add promotional costs such as advertising, entertainment, gifts, etc.
3. Add overheads such as rents, utility bills, administrative expenses etc.
4. Finally he will add a percentage to provide for his profit margin.

MARKET SENSITIVE STRATEGY

This type of price fixing strategy is oriented towards the consumer or client and the price is fixed according to what the consumer or client is willing to pay for the service.

If you are putting across the message in your advertising that your service is of a far superior quality than competitive services, people won't believe this claim if you then price your services at the same level as the competitive services. This is because people associate quality with a high price and many people are willing to pay more for what they perceive to be quality. The practice is more common and rampant in consumer

manufactured goods as modern marketing is basically "satisfying consumer needs at a profit[1]".

However, service may be rendered in a market sensitive price that just allows the provider to cover the cost of producing the service, but he may still continue to produce that service because it is part of a line that indirectly affects the sales of other profit making service lines.

OTHER METHODS OF FEE CHARGING

FEE/SALARY RATIO

In consulting organisations, (the so called "factor" or multiple) compares the salaries paid to the fee earning consultants with the total fees earned as follows:

$$\frac{\text{Total Fees Earned}}{\text{Salaries}} = \text{Factor}$$

A single practitioner can often achieve a lower ratio by operating with lower overhead expenses, eg, if he spends 27% of the 225 "days available" (ie 60 days) on marketing, administration and other non-chargeable activities eg, total annual income may be ₦2,500,000.00 (salary ₦1,328,125.00, social charges ₦333,333.00 various overhead charges ₦500,000.00 and profit ₦338,542.00) to be earned in 165 chargeable days. The per diem rate is ₦15,151.00 while the "multiple" is 1.88 (i.e. ₦2,500,000.00 divide ₦1,328,125.00)[2].

FLAT (LUMP SUM) FEE

In this instance the consultant is paid for completing a precisely defined project or job. The advantages to the client are obvious. He or she knows how much the whole job will cost, and also have an idea of the amount of time to be spent on the project, hence the daily rates used in costing the assignment. Finally the client may be able to withhold payment on the last installment of it, if the job is not completed according to the contract[3].

OTHER EXTERNAL FACTORS

When setting prices, the company also must consider other factors in its external environment. Economic conditions can have a strong impact on the firms pricing strategies. Economic factors such as boom, or recession, inflation, and interest rates affect pricing decisions because they affect both the costs of producing a service and consumer perceptions of the product's price and value. The company also must consider what impact its prices will have on other parties in its environment. The government is another important external influence on pricing decisions. Social concerns may have to be taken into account. In setting prices, a company's short-term sales, market share, and profit goals may have to be tempered by broader societal consideration[4].

Finally professional bodies regulatory rules on fees is another critical factor in pricing strategy.

5.3 PROMOTION STRATEGIES

Sales promotion plays a significant role in management consultancy, though the scope may not be as wide as in say marketing of soft drinks, but creative adaptation of some of the techniques used in marketing consumer goods may mean the difference between success and failure. The methods don't have to openly canvass instant stimulation of sales. Indirect as they may be, their power cannot be underrated. The moment the methods adopted become open and brazen, they lose the dignified approach required by professional ethics[5].

Some of the sales promotion techniques that can be creatively turned to good account in the marketing of consultancy services include:

1. **Exhibitions**:- The consultants can gain a lot of milage in visibility for his services if he selects and participates in relevant exhibitions.
2. **Networking**:- The "old school tie" plays a role here. People you have known in the past can be a good source of business, directly or indirectly. The clients you are handling and the people you meet during formal and informal occasions can all serve as a good net-work of business contacts.

3. **Quantity Discounts**:- Services with a fixed fee rate may be offered to clients at different fee levels to encourage greater patronage.
4. **Cash Incentive**:- The firm may design a sales promotion programme to motivate its executives to get new clients. A cash award equivalent to a set percentage of value of all new contracts may be paid instantly to consultants who bring in such jobs.
5. **Training:-** There is the need for the continuous training, re-training and development of the personnel in the office and those of the client staff through formal education, seminars, symposia etc. to better equip then for the challenges ahead.
6. **Sponsored Conference**:- A consulting firm may sponsor a conference or a seminar on an issue of public interest. The spin-offs could be more business for the firm.
7. **Gift Items**:- Calendars, calculators, diaries, pens etc are good motivators.
8. **Special Events**:- Opening of new offices, birth days of client executives, etc can be turned to good promotional opportunities.
9. **Market Analysis**:- The market analysts should make consistent use of market measurement analysis, so as to enable effective planning, measure actual demand and to forecast future market demand and trends.
10. **Packaging**:- Presentation of reports in attractive bindings; glossy brochures, etc, may just be what may clinch an assignment.

5.4 SELLING STRATEGIES

Selling of consultancy services is not the same as selling of consumer goods such as soaps, detergents, beverages, textile materials etc, where you have sales men of low status with less formal schooling and training. Sellers of consultancy services usually have formal schooling and training, high ranking officer hierarchically and in most cases there is no difference between the producers and sellers.

Buyers of consultancy services often have personal expectation and motivational needs which lower level personnel in consultancy firms are ill equipped to meet. It is therefore

important to consider the full practical implications of Goldsmith's observation when he said:

The chief factor in buying is the prospect's realisation that his expectations needs, and deepest motivations are being fulfilled by the product or service[6].

1. The most important strategy in selling consultancy services successfully would therefore be to establish the personal expectations and motivational needs of clients and prospects. Once it is observed that existing clients cease to give business and prospects that looked confirmed are being given to less qualified and ill equipped consultant then Goldsmiths factor is being adhered to.
2. **Rapport**:- This is one of the personal expectations of client. Consultancy involves confidences and professional interactions and by its nature good rapport between the client and the consultant can lead to a successful engagement.
3. **Trust**:- Executives who hire consultants expect them to solve certain problems for them and/or their organisations. Trust is therefore a pre-condition to the success of such a relationship. The executive of the firm must therefore cultivate trust in corporate business ethics, honesty of sales representatives and company's compliance with government regulations and standard set by the regulating professional bodies in the industry are important considerations.
4. **Personal Attention**:- Clients and prospects crave for assurances that they will receive personal attention for their problems from some one very important in the consulting firm. From the business point of view, this is entirely logical since consultancy is high-stake business from the points of view of both clients and consultants.
5. **Empathy**:- Empathy is characterised by "other-directed" attitudes in interpersonal relationships. How well does the consultant place himself in my shoes? How well does he see the problems from my perspective?
6. **Socialising**:- Social interactions help to oil business relations. Consultants will find that it pays to get involved in social activities which attract clients and prospective clients.

MOTIVATIONAL NEEDS OF CLIENTS/PROSPECTS

Motivation has been defined by Mandell and Rosenberg[7] as "What leads the individual to act in a particular way". To succeed in selling you must understand the motives that lead your customers to buy your services.

To identify which particular motivational need you are confronted with in any particular selling situation requires knowledge of your customer and how your services are viewed and used by him and his organization[8].

1. **Survival**:- The representative of the client may be concerned with survival of his Organization and at the same time be interested in some monetary gain out of the engagement. In turbulent times, all that matters for a business is to survive so that it can live to do better business tomorrow. The decision to hire consultants often has to do with promoting efficiency in the operations of the organization.
2. **Security**:- The client representative is also concerned with his own job security when he is buying consultancy services. The client executive needs to have faith in the financial stability and strength of your company, the reliability of your firm, on-time deliveries and capability of handling complex consulting situations. It is your duty to build this faith in the executive.
3. **Recognition**:- The need for recognition, self-respect and esteem are characteristics of people who arrive at positions of authority in organisations.

   Two types of recognition exists:
   Need for achievement, personal adequacy in dealing with the environment and other people, confidence in one-self and the need for independence.

   The second has to do with reputation, respect, attention and appreciation.
   The firm must look out for opportunities to recognise when any client has done something to deserve a letter of congratulations or a gift in appreciation of good services.
4. **Power**:- Appreciate that your client sees himself or his position as being in authority when he is dealing with you. He has authority to buy or reject what you are selling. A client contact person who has a strong need for power will vehemently object your by-passing him and dealing with his superiors. The firm must watch out.

5. **Credibility**:- The firm need to have reputation in the industry, the client executive will be more interested in doing business with you. Your personal worth, tract record with customers, the quality of management of the firm, recognition which your firm is granted by influential persons and organisations and the visibility and image you have of the press will all count in moulding the views of the client executive regarding your credibility.

6. **Competitive Advantage**:- The client executive wants assurance that the service he is buying will give him and his company a competitive edge in business, such as greater sales, higher productivity, or lower operating costs.

5.5 SUMMARY AND CONCLUSION

This study was primarily concerned with the phenomenon of marketing strategies in the consultancy industry and a case study of Ibrahim Yusuf & Co and Associates Kaduna was undertaken. This was done with a view towards taking a critical analysis at how management has in the past formulated and adopted specific marketing strategies, and how over the present period it has employed marketing techniques and strategies in the companies overall marketing effort.

Further more, this study has also equally been concerned with how the company's management has employed various marketing strategies to enhance its competitive position in the market. In view of the increasing rate of competition, quacks, political instability, riots, and religious intolerance, inconsistent government policies and the general adverse business environment in the Nigerian economy.

Moreover, in the light of this analysis, an attempt is made to conceive how management intends to go about the formulation and implementation of marketing strategies in its total marketing effort, in the near and distant future.

In addition, an evaluation of these strategies is undertaken, and in the event a number of alternative marketing strategies are put forth, directed at attaining set objectives.

In conclusion a number of recommendations, and observations are made, the relevance of which would account for increased management efficiency and organizational effectiveness. This would thus be reflected in expanded market share, increased sales volume, positive cash flow and profitability.

FOOT NOTES

1. The marketing of management consultancy services 1st edition page 71-74.
2. Management consultancy, A guide to the profession third edition 1996 edited by Milan Kubr page 557-561.
3. Management consultancy. A guide to the profession third edition 1996 edited by Milan Kubr page 561-563.
4. Marketing Highlight 11-3
5. The marketing of management consultancy services 1st edition page 49-64.
6. The marketing of management consultancy services 1st edition page 111-112.
7. The marketing of management consultancy services 1st edition page 113-116.
8. Also See:
   - Oliver, 6 "Marketing Today" Prentice all 1980.
   - Abell, O.F. & Hammond, J.S. "Strategic marketing Planning, problems and analytical approaches" Prentice Hall 1979 Chp. 1-7.
   - Stanton, W.J. "Fundamentals of marketing " Mcgraw Hill 1981.
   - Rosenberg, L."Marketing, principles and practice" John Wiley & Sons 1985.
   - Malcom, H.B.M. "Marketing Plans. How to prepare them. How to use them "Heinemann 1984.
   - Christopher et al, "Effective Marketing Management " Gower 1980.

QEUSTIONNAIRE SCHEDULE

Topic: Marketing of consultancy services. A case study of Ibrahim Yusuf & Co and Ibrahim Yusuf and Associates, A Kaduna based Chartered Accountancy and consultancy, firm.

Note: As the study of research is primarily an academic exercise, your full co-operation is kindly sought, in supplying the researcher with Information/Data, required, which will be treated in strict confidence.

QUESTIONNAIR FOR MANGEMENT

1. What Business am I in?
2. What is my place in the Business
3. What clients am I serving? Where is my market?
4. What is my company's image to my major clients?
5. What business do I want to be in five years?
6. What are my specific goals for profit improvement ?
7. Need i have plans for services improvement ? if so what?
8. What is greatest strength? Am I using it well?
9. What is my greatest problem? How am I to solve and solve it?
10. What share of the market do I want? Next month? Next year?
11. Are my personal policies acceptable to employees.
12. How can I finance growth?

SELECTED BIBLIOGRAPHY AND REFERENCES:

1. The marketing of management consultancy services 1st edition by professor David Iornem.
2. Management consulting by Milan Kubr third revised edition.
3. Principles of marketing seventh edition Phlip Kotler & Gary Armstrong.
4. The Nigerian Accounting magazine October - Dec. 1999 edition.
5. Baker M.J. marketing, An introduction text Macmillan 1971.
6. Christopher, G.M " Marketing below the line George Allen & Unwin, 1972.
7. Gravens,Hills & Woodruff, "Marketing decision making concepts and strategy" Richard Irwin I.C.
8. Ansoff, H.I. "Corporate Strategy" Mcgraw Hill 1982
9. Enling, K.A. "Introduction to modern marketing, Macmillan, 1968.
10. Gluck, W.F & John, L. "Business policy and strategic management" Mcgraw Hill Inc 1972.
11. Philips, C.f & Duncan, D.J. "Marketing principles and Methods" John Irwin, 1960.
12. Hdmes, P.M. "Industrial pricing behaviour & Devaluation, Macmillan, 1978.
13. Kelly,E.J. "Marketing Planning and Competitive strategy" prentice Hall.
14. Kelly, E.J. "Marketing, strategy and Functions prentice hall, 1965.
15. Kelly,R.E consulting: Complete guide to a profitable career (Newyork: Charles Sonbner's Sons 1986:217)
16. Fuchs, J.H.,Making the most of Management consulting services (Newyork: Amacon, 1975:103)
17. Bermont, H. How to become a successful consultant in your own field (Washington Dc:Bermont Books 1973:73)
18. Block, P Flawless consulting (Texas: Learning Concepts, 1978:157-8)
19. Mathews, R.S. How to tell if your clients are satisfied "Consultants News July/August 1987(Fitz Williams: Kennedy & Kennedy Inc) PP 4-5
20. Kennedy, J. In Gore, G.J. and Wright R.G. The Academic Consultant Connection (Dubuque Lowa: Kendal/Hunt Publishing Co. 1979:368)