

**THE EFFECTIVENESS OF ADVERTISING AS A
PROMOTIONAL TOOL: A CASE STUDY OF
KADUNA TEXTILE LIMITED**

BY

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MARO

**A PROJECT SUBMITTED TO THE POSTGRADUATE
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PAUSE AND THINK

If one advances confidently in the direction of his dreams he will meet with a success unexpected in common hours.

..... Henry David Thoreau

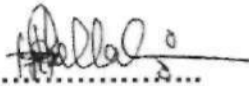
DEDICATION

To my Husband for his care and understanding

DECLARATION

I **Abdullahi Mairo** hereby declare that this research project has been written by me and it is a record of my own research work. To the best of my knowledge, it has not been produced previously.

ABDULLAHI MAIRO
NAME OF STUDENT


SIGNATURE

26/03/09
DATE

CERTIFICATION

This Thesis entitled "The Effectiveness of Advertising as a Promotional Tool: A Case Study of Kaduna Textile Ltd." by Abdullahi Mairo meets the regulations governing the award of the degree of **MASTER IN BUSINESS ADMINISTRATION** of Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literary presentation.

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ACKNOWLEDGEMENT

I am most appreciative unto almighty Allah for seeing me through all the past years of diverse experience in the course of my studies. Indeed were it not for His grace, I would not have stood all the academic rigours and spiritual challenges of the period.

I do acknowledge the sacrifice made by my husband **Arc. A. S. Mohammed** throughout my academic pursuit – especially at university level. May Allah reward him in abundance (Amin).

I hereby specially acknowledge the kindness of my supervisor **Mr. Essienesak J. Ubom**, for all the assistance provided by him. May God Almighty grant him eternal life, (Amin).

ABSTRACT

Looking critically at the manufacturing sector of the Nigerian economy, one will seem to conclude that it is mostly the textile industry that have not engaged in one form of promotion or the other as a marketing strategy in the sale of their products. Some critics have often seen promotion as a useless exercise and hence increase in final prices of goods. At the same time, some have seen it as a means of cheapening of goods as a result of saving time, resources and effort that would have been involved in the search for these goods.

It was in the light of this conflicting causal factor that the researcher sought to examine advertising as one of the promotional tools that can be used in marketing textile products. This is given the reader a right perspective and penetrating understanding of advertising in the textile industries taking into consideration Kaduna Textile Limited.

In the final analysis, the researcher commended on the Company's product quality, social responsibilities to the society and gave important suggestions and recommendations on some advertising media that could be used as the national and local laws is not against the use of such media for textile industry.

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CHAPTER ONE

INTRODUCTION

In the Nigerian economy, many manufacturers attempt to stimulate demand for their goods and services. They are not satisfied merely to produce and trust to chance that consumers will become aware of their products through the impersonal interplay of market forces. Marketers know that if a better product is produced, consumers will not necessarily take special pains to inform themselves of its existence, the product's – satisfying qualities and where it can be purchased.

At the same time many consumers unaware of where to get what they need would have even been more confused. That is why advertising plays a major role in creating awareness. According to the American Marketing Committee "Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor. It involves the use of such media as Magazine and Newspaper space, Motion Picture, out door (poster, signs, skywriting etc.) Direct mails, store signs, Novelties (calendars, blotters etc.) radio, television" etc.

Hence, this write-up is going to see the effectiveness of advertising in Kaduna Textile Limited (KTL).

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1.1 NATURE OF THE PROBLEM

Advertising's role varies according to the nature of the product and its market, the product stage in its life-cycle and the strategic decision of individual firms. For most companies, the effect of advertising is hard to determine as

advertising is only part of a firm's marketing mix and therefore its effect depends partly on the other elements.

Moreover advertising is a mean of communication, its effect is limited to what can be accomplished by a communications devices. The potential customer is generally exposed to numerous communications about the product/services from various sources. Advertising management therefore should be based upon understanding advertising's role as an element in the marketing mix and as one form among many communications that a potential customer might receive.

According to **C. Weinberg et al (1974)** "Prof. Buzzelli's article carefully sets out the role of advertising in the marketing mix. He estimates that advertising is only 10 percent of total marketing expenditures and although the most visible in the marketing variables, advertising's role must be viewed in the light of other marketing activities as a means of implementing or reinforcing other marketing elements".

1.2 STATEMENT OF THE PROBLEM

The main purpose of an organisation is how to survive, for it to increase in growth, profitability and market shares, its product(s) must be widely acceptable in the market place. But for these to be achieved, a company's advertising programmes must be efficiently designed. Thus the problem of this study is – What role do effective advertising play on the marketing objective of Kaduna Textile Ltd.?

1.3 HISTORICAL BACKGROUND OF TEXTILE INDUSTRIES IN NIGERIA

Apart from food and shelter, clothing is another basic human need. This is true the world over and is not an exception. In family budgeting, the purchase of a product of this unique industry (the textile industry) occupies an important position. Its ranking varies from family to family, occupying 3rd or 4th position in some family budget. But with young generation and among fashion conscious citizens, it is given an unprecedented 2nd position, being the next favoured after food. With some other "crazy" individuals, it is "clothing first" then food can come later". The fact that this industry is saddled with the responsibility of clothing the entire nation makes it a very important sector of the Nigerian economy.

Textile fibre and their use pre-date recorded history, Archeological evidence indicates that textiles of fine quality were made thousand of years before written records cited their existences. The history of textiles is an integral part of the history of civilization. The legendary fig leaf of the Garden of Eden was supplanted by textile body covering. Early civilisation possessed both ingenuity and a desire to enhance appearance and environment.

The textile industry is one of the oldest established industries in Nigeria. Efforts towards the manufacturer of textiles in Nigeria began in the early 1960s although there had been several cotton spinning mills scattered all over the country with a majority of them in the Northern and Eastern parts of the country. The mills thrived on the production of finished cotton textile goods such as sewing thread, hair plaiting threads, under and outer wear fabrics because the basic raw materials cotton fibre then, was readily available and produced locally.

Majority of the Nigerian textiles fibre concerned with the manufacture and marketing of textile materials for commercial and economic reasons are concentrated in big cities like Kaduna, Kano, Gusau, Aba, Benin, Lagos and others. Some of the best known names in the industry include Kaduna Textiles Limited, United Nigerian Textile Limited (UNTL) Arewa Textiles Nig Plc, Zamfara Textiles, Nichem Textiles Nigeria Plc, Western Textile, Edo State Textile Mills and a host of others.

The textile industry is both capital and labour intensive. It is the largest employer of labour after the public-sector and macro-economically contributes substantially in terms of taxation, excise duty, import duty, manpower development and applied technology.

Nigeria in the past relied heavily on overseas sources of supply of manufactured textile of all descriptions. The leading sources of these imported textile materials include Holland, UK, Japan, West Germany, US and Asia. Because this state of affairs was not considered healthy for the economic and technological development of this state of affairs with based industry. Individual, business organisation and state governments were encouraged to set up more textile factories. It was in line with this reasoning that the government imposed a ban on the importation of foreign textile materials, through the Import Prohibition Order Legal Notices No. 16 of 1978. This policy was deliberately geared to favouring home production and consumption. From this time, an atmosphere of optimism pervaded the textile industry.

Indeed, it was generally felt that ban on the importation of foreign made textiles had shielded off foreign competition and had consequently created a healthy environment for the Nigerian textile industry to thrive. But from mid 1980s the fortunes of the industry started experiencing down-turn. The market situation in the industry declined, putting most of the textile firms in the country in a serious financial squeeze. Many companies in the industry have folded up outright while others have resorted to the sad experience of retrenching their workers in order to remain afloat, bringing about untold hardships to thousands of Nigerian workers. This down-turn in recent times had been linked with the rather loose and unprofessional manner in which marketing seems to be carried out in the Nigerian textile industry. This issue has been of particular interest to the author. Hence the choice to examine the adequacy of the current approach to the management of the sales force (the personal setting component of the promotional mix) which also is the major determinant of the companies, sales volume, profit, growth and overall survival.

The textile industry in Nigeria is a little over 40 years old and the Kaduna textile limited is one of the pioneer industry in the country. This industry is a prime industry for entire world population and had been growing ever since Adam's era when man was making use of the naturally available leafy materials in stone age to protect himself together with the skin of animals.

From the time of the inception of textiles industries in Nigeria to the 1980s there were over 100 textiles establishment in the country occasionally distributed as shown in the table below.

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Lagos zone led in the number of textile establishment followed by the northern zone (Kaduna and Kano) which also contained the largest textiles plants in the country.

DISTRIBUTION OF TEXTILE PLANTS IN NIGERIA BY ZONES

LOCATION	NO. OF TEXTILE PLANTS
Lagos Zone	68
Kano Zone	17
Kaduna Zone	8
Eastern Zone	4
Western Zone	4
Total	101

Source: N.I.S.E.R. The Nigerian Textile Market, a comprehension survey of NNDC related firms May, 1982.

There is a ten fold growth in spinning capacity in less than 20 years, from 71,000 spindles in 1962 to 672,000 spindles in 1978, and an eight-fold growth in the weaving capacity over the same period, from 2,016 looms in 1962 to 17,277 looms in 1978. Backed by little or no market research and projection, the unguarded spectacular expansion may explain the trouble in which the industry finds itself.

Ever since these industries have been declining due to a combination of factors like competition from cheaper prices of product and superior imported products. A shift in taste to synthetic-cotton blends of textile products, non competitiveness of the industry, Lack of management initiative rising cost of labour and raw materials etc. Perhaps the problem of costs and wages could have been

comfortably internalised, but for the proverbial low productivity of the Nigerian workers, inspite of the comparatively high wage rate in the industry.

The import dependence of the Nigerian textile industries generally increased between 1974 and 1976 and such dependence continued into the 1980's. The increased dependence may have arisen from.

- i. Rapid expansion of the textile industry, necessitating an increased import of textile raw materials, cotton, synthetic fibers and chemicals.
- ii. Increased importation into the country of ready-made garments and other foreign made textile products. As a result of these, textile production however, dropped from 1978 level to the beginning of 1981. Some mills have closed down while others had reduced production level by 10 – 50%. Some had to stop using certain of their facilities because they are out-dated. For instance the Northern Nigerian Textile Mills in Kano had to close down its spinning section, still others have had to print and finish their products using mills facilities to increase the value added and profit margin. A good example is the Kaduna Textile Limited (KTL) which traditionally produces baft and now had to print and finish.

1.4 THE OBJECTIVE OF THE STUDY

The objectives of this study can be seen as to investigate the type of advertising programmes as adopted by the company (Kaduna Textile Ltd.). Also to find out how effective these advertising programmes are to the successful operation

of the company and to identify the problems to effective marketing in the company so as to make constructive recommendations in solving them.

1.5 LIMITATION OF THE STUDY

There has been relatively very little time for this study and as for the research project it would have been more realistic and meaningful if a study of this nature were to be conducted in various companies not only KTL. But, nevertheless, the researcher considered it necessary to confine herself to only one company for the purpose of this research work mainly due to time constraint.

1.6 SCOPE OF STUDY

This study is confined to cover a period of twelve (12) months of the year 2000 with limited time to write out one's research project. Also one is expected to research in his/her area of specialty in order for things to be orderly. On observation most of the case analysis are limited to Kaduna geographically area due to time constrain, financial, mobility and accessibility to materials or data.

1.7 RESEARCH METHODOLOGY

The study is designed to thoroughly investigate the effectiveness of advertising in Kaduna Textile Ltd. Strenuous efforts shall be put in place to identify the problems that militate against effective advertising in the company.

In designing the study therefore, concerted efforts shall be made to present the methods that would make for accurate analysis of the marketing problems of the

company with particular emphasis on how advertising programmes have been with respect to creating sales.

Data would be collected with the intent to using same to test hypotheses which are stated in this chapter. The technique to be applied in the study include, observation (personal) and survey methods. The survey methods to be employed in this research include questionnaires and personal interviews. The survey method would be chosen in preference to other methods given its originality. It is of necessity to state here that the various techniques to be adopted in this research have merits.

Questionnaire method: This is by no means the least important element in this research. This method is chosen because of the realisation of the researcher that this method would be the cheapest method of collecting information from the management of Kaduna Textile Ltd.

Moreover, the researcher considers it to represent a more objective and controlled presentation. Besides it would allow the respondents to answer questions thoughtfully at their own pace. By using this method it is assumed that the haste and distractions always associated with other techniques such as personal and telephone interview will be minimised if not eliminated entirely.

Several types of questions would be designed and used with the principal aim of sorting out the needed information such type of questions will include open-ended, free response, multiple choice, check list and ranking. Open-ended questions are to be used where the researcher did not know alternative answers to the questions.

The questions will cover various sections such as factory profile, production, distribution, advertisement and promotions, employment and sales. Some of these questions are leading of which much more sensitive ones will emerge and aid in revealing vital information that would have been hidden.

Personal Interview: This technique is intended to bring different information not included in the questionnaire but are as facts that may be critical, such as information that management might consider quite private. Another reason of the researcher choosing this method is that relatively short period of time is required to get the desired information.

Indeed, management and members of staff are to be interviewed. Management to be interviewed with the aid of predetermined questions used as interview guide while factory workers and administrative staffs who do not belong to managerial hierarchy will be interviewed informally.

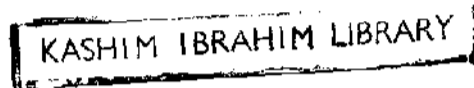
Treatment of Data for Analysis: The consciousness on the part of the researcher that this technique gives a high degree of objectivity and accuracy made her choose the method. More so, accurate information could be achieved by supplementing mail questionnaire with personal interview. Simple correlation is to be used to analyse the data and test hypotheses, line graph and bar charts will also be used to illustrate relationships between sales and advertising, production and sales demand (quantity sold) and supply (quality produced). The data collected would be tabulated and arranged in such a way that makes for easy comparison of sample.

1.8 RESEARCH QUESTIONS



The research will attempt at investigating the effectiveness of advertising the marketing objectives of Kaduna Textile Ltd. as well as answers to some basic research questions focused on the objectives indicated above;

- i. What advertising strategies are adopted by the Kaduna Textile Ltd.?
- ii. How effective are the advertising programmes adopted?
- iii. If the advertising programme is ineffective, what factor(s) constitute a stumbling block and what measures can the company take?



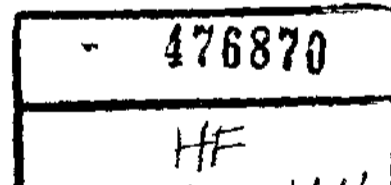
1.9 FORMULATION OF HYPOTHESIS

In order to carry out this research effectively, it is deemed necessary to formulate the following hypothesis.

- i. There is a significant relationship between education and the level of awareness of advertised products (KTL's Products).
- ii. There is a significant relationship between sex and consumer buying habit of Kaduna Textile Ltd. products.
- iii. There is no relationship between amount spent on advertising and total sales.

1.10 DEFINITION OF IMPORTANT AND RELEVANT TERMS

- Advertising: This is a non-personal sales presentation through the mass media that is paid for by an identified sponsor.
- Advertisement: This is message content of an advertising.



- Effectiveness: The degree to which the organisation attains its goals or its intended result, both formal and informal.
- Media: is the agent that carry it to the public. The chief media are newspapers, magazines, televisions, radio, outdoor advertising etc.
- Promotion: The task of informing, persuading and influencing individuals to choose a certain product or service.
- Textile fibers: These are thread like structures made from minerals or synthetically wide variety of fibers used in making textiles.
- Cording and combing: Most fibers can't be spun satisfactory unless they are straightened out from their natural tangled state, also short fibers must be removed, otherwise the yarn made from them will be weak. Cording and combing machines carry out these operations.
- Warp and Welt: The method of weaving every kind of yarn, both natural and man made. One set of thread is passed crosswise while the others are passed lengthwise. The crosswise thread is called the WELT and the lengthwise thread is the WARP.
- Weaving: This is the process of inter leaching one set of thread with another to form fabric. Curtains and handkerchiefs are typical woven materials they include among others twill weave, satin weave, jacquard weave etc.
- Sliver: Are loose ropes of straightened fibers from cording and combing operators.

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- Yarn: The various spinning process aimed at converting fibers into a continuous length suitable for making into fabrics by weaving or in some other way.
- Spinning: The process of making yarn from raw fibers.

The chapter generally introduced the concept of advertising as one of the promotional tool and its relationship with the product/service and its markets. The product stage in the lifecycle, and the strategic decision of individual firms.

The chapter equally considered the nature of the problem under study as regards the role which effective advertising could play on the market objectives of the organisation.

It went further to critically look at the ^{objectives}~~objectives~~ of the study among which is to investigate the type of advertising programmes of Kaduna Textile Ltd.

The chapter also dealt with the limitation and scope of the study and graduated into research methodology. Here a critical look at the means and methods to use in gathering, processing analysing data collected for meaningful information which will aid decision making. Also the definition of some relevant and important terms were done to give an insight. Thus, hypothesis were formulated to help in carrying out the research effectively.

1.11 FOOTNOTES

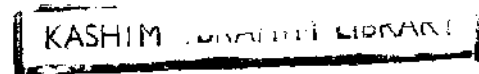
1. Packard Vance: "THE HIDDEN PERSUADERS" Chapter 23
2. Abe Schuchman: "ARE THERE LAWS OF CONSUMER BEHAVIOUR" Journal of advertising Research Vol. 8 No. 1 March, 1968 p.43
3. Dirksen, Kroeger, and Nocosia "ADVERTISING PRINCIPLES PROBLEMS AND CASES" 5th Edition p.3
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CHAPTER TWO

RELATED LITERATURE REVIEW

This section considers a resume of related research and professional literature. The central focus will be on materials that relate specifically to the research problems. The materials will be treated under the following heading. The concept of advertising, coordination of advertising with other promotional and marketing methods, advertising effectiveness, and the evaluation of advertising media.



2.1 THE CONCEPT OF ADVERTISING

Many definitions of advertising exist as there are authors and practitioners but what is common among these definitions is the emphasis placed on the consumers by different authors and practitioners. Advertising places the consumers at a very important position via firms. It attempts to persuade the consumers to buy the products/services being advertised. It is one of the four major activities through which the firm conveys persuasive communications to the target market. It consists of non-personal forms of communication conducted through paid media under clear sponsorship. Another author has defined advertising as a means to disseminate information by printed, written, spoken or pictorial presentation about an idea, product or service so as to compel action in accordance with the intent of the advertiser. Advertising is a promotional method designed to reach a mass media,

messages are delivered through mass media, which brings the market to the consumer.

According to Ralph S. Alexander and the committee on definitions (1963) p.9 "Advertising is any paid form of non-personal presentation and promotion of ideas, goods and services by an identified person." It is a fact that every occupation, trade and profession has its own language, jargon and nomenclature. The practitioner of each field must therefore know and understand the terms used by his or her colleagues. It is imperative then to try and clarify under this section some of the advertising specialized terms as presented by American Marketing Association.

In the first instance, it could be argued that AMA's definition actually describes an advertisement rather than advertising, however, there are some salient words that warrant clarification in the definition. We shall take this one by one, "paid form" is one. When products or services are mentioned favourably in the media, newspapers, magazines, radio or television – the item appears because it is presumed to provide information or entertainment for the audience. Advertising on the other hand is published or broadcast because the advertiser has purchased time or space to tell his story. "Non-personal presentation" – personal selling takes place when a personal face-to-face presentation is made. Although advertising complements or may substitute for personal selling. It is done in a non-personal manner through intermediaries – or media "ideas Goods and Services", from this phrase we can see that advertising is concerned with much more than the promotion of tangible goods. "An identified sponsor". This is another phrase worth commenting on. The phrase distinguishes advertising from propaganda.

Propaganda attempts to present opinions and ideas in order to influence attitude and actions so does advertising. Often the propagandist remain anonymous and the source of the idea is unknown, which makes evaluation difficult. Advertising on the other hand, discloses or identifies the source of the opinions and ideas it presents. We can also look at the phrase "paid form" from the communication point of view. In doing this we can say that the AMA's definition is too restricted for many advertising professionals. The phrase was designed to distinguish between advertising, which is delivered through space or time for which the advertiser has paid and publicity, which is delivered without charge as part of the news or entertainment content of the medium.

If we consider the words "presentation" and "Promotion" from the information and persuasion point of view, we can see that the AMA's definition fails to do justice to advertising role. The words describe an exhibition and an advancement of featured item. In doing so, the advertiser is engaging in a highly important function of advertising, namely that of informing prospective buyers and users of the availability of his product. Advertising, which provides the communication link between someone with something to sell and someone who needs something, is often just that simple the advertiser is providing information to persons who are seeking it. Advertising should surely be seen as the most efficient means of reaching people with product information.

The terms however, hardly suggest an active attempt to influence people to action or belief by an overt appeal to reason or emotion that is persuasion which is a major objective of modern advertising if what is pointed out by Clyde R. Miller

(1946) P.16 is anything to go by. According to Clyde R. Miller "All successes in business, in industrial promotion, in invention, in religious conversation, in education and in politics depend upon the process of persuasion". Persuasion is the essence of a democratic society. Its opposite is coercion. And in the words of Sir Arthur Quiver (1916) p.161 "persuasion is the only true intellectual process".

In modern markets, the producer who is content with advertising that merely identifies or informs may soon find himself in a vulnerable competitive position. Moreover, the creator of advertising – unlike the reporter, editor or commentator – needs to remember that his or her creative effort must do more than merely inform or entertain.

It must change or reinforce an attitude or behaviour. And the consumer – "the man in the street" - should always be aware of the advertiser's persuasive intent, no matter how restrained and informative the message may be.

So far, we have seen that Ralph S. Alexander's recommended definition of advertising is not a perfect definition nor is any definition of advertising a perfect one – there have been concerted efforts for many years to define the purpose of advertising without any accurate or perfect definition till today. No wonder then for Martin Mager to have sounded a skeptical note his Madison Avenue, United States by saying "Only the brave or the very ignorant ---- can say exactly what advertising does in the market place". It is fairly clear, however what advertising is supposed to do. In ultimate terms advertising is undertaken to increase company's sale and/or profits over what they otherwise would be. It should be noted however, that advertising is rarely able to create the sales by itself, for it is not the only force

acting on the buyer. At most, it is considered to have done its job by "bringing the buyer to water". But whether he drinks depends upon the quality of the product, the price, the packaging, the personal selling, the service, the financing and other aspects of the marketing processes.

2.2 COORDINATION OF ADVERTISING WITH OTHER PROMOTIONAL AND MARKETING METHODS

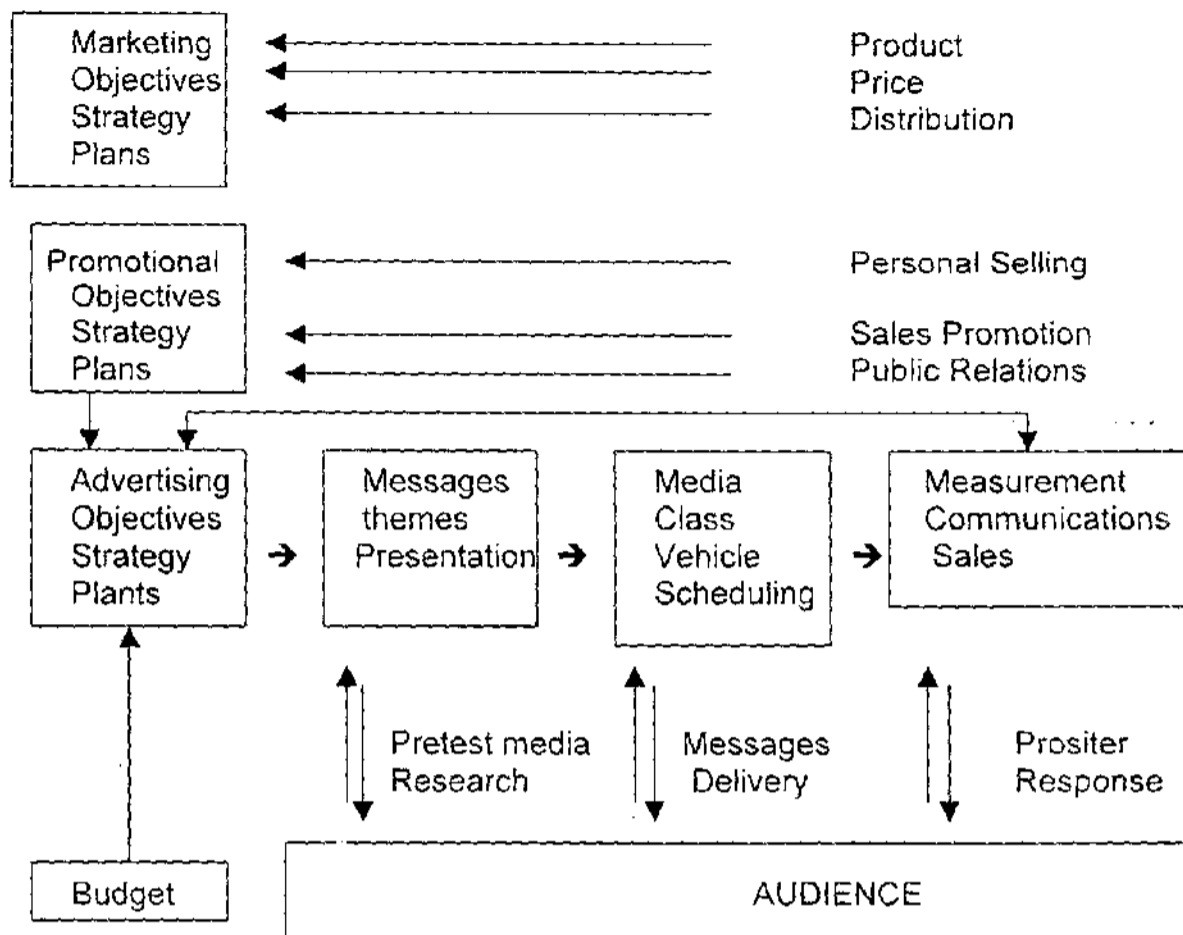
Advertising does not operate in isolation. It can only be effective when it is a part of a carefully planned, total marketing strategy.

Promotion, as generally agreed is a necessary element in the marketing mix, but advertising is only one alternative method of promotion used by firms. Advertising objectives are in fact, derived from promotional objectives, which in turn are derived from marketing objectives. In this perspective therefore, the idea of coordinating advertising with promotional and other marketing methods can not be over-stressed.

Management involves the performance of a number of duties and of the principal duties of a manager is coordination of diverse activities. As shown below in a model of advertising strategy, management has got to coordinate all the activities described below.

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A MODEL OF ADVERTISING STRATEGY – FIG II



Source: Maurice I. Mandell & Larry J. Rosenberg, Marketing (Prentice Hall, hc 1981) p.474

In short, coordination of things in to harmonious action is one of the duties of a manager. In the context of business, a leading management expert Wright et al p. 611 said, "Coordination --- the work of assuring that production, sales, finance, personnel, as well as the lesser functional activities are integrated and interrelated in terms of both appropriate structures and attitudes in order to achieve most smoothly and desired end result".

Wright et al in their book on advertising opine, the coordination in business can be compared with coordination in athletics. They say an athlete – must be well coordinated to become a star. The parts of the athlete's body must be capable of working together instantly upon command. Another example of coordination is cited by the same authors. In this example, coordination is presented as coordination in athletics which we often called team work, they say.

“Not only must the individual movements of every person on the team be well coordinated, but these individual movements must be welded together in coordinated joint action aimed at winning the game”.

It is also their idea that co-ordination in advertising can be divided into two. The first they say is analogous to the coordination of the individual athlete which may be called internal coordination. As the muscles of the athlete must work together, so must the elements of the advertising programme fit together. They go on to say that advertising message must be appropriate to the medium employed, media choices must reflect budgetary restrictions and advertisements must be created far enough in advance to meet media dead-lines. When many media are used, there is strong need for an integration of all creative efforts so that the total campaign is saying the same thing to prospects at every stage of the promotional effort. They concluded by saying that no advertising programme can succeed if its elements are not coordinated for the right action at the right time.

Wright et al did not stop there. They gave the other type of advertising coordinating and described it as external advertising coordination. They make out

that advertising is only part of a marketing team just as the pitcher is only part of a baseball team.

It is important that we appreciate the fact that marketing success is usually dependent upon a desirable product, right distribution channels, correct pricing, personal selling and advertising, and advertising plays different position on different marketing teams. Some times, the primary burden for selling product is placed in the hands of advertising. Advertising is the back who carries the ball. At other times advertising opens the holes that make the touch down.

Realising the importance of coordinating advertising of company efforts with those of outside organisations especially intermediaries Maurice Mandell and L. J. Rosenberg in their book try to coordinate advertising with personal selling and distribution channel.

Phillips Kotler (1981) p.467 gives the definition of personal selling as "oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales". Larry Rosenberg and Mandell know that only a few products can be sold by advertising alone. It is essentially the realisation of this fact that makes them emphasize the importance of personal selling. They contend that most marketing organisation employ personal selling in varying amount. The reasons for this, they say is that both have the same general objective – the making of sales. They emphasize the importance of nothing that selling and marketing are not the same thing, even though firms that are still in the "selling era" may use the terms almost interchangeably. They make out that in a marketing approach, sales

do not result simply from personal efforts. Rather, they are the results of combination of all elements in the marketing mix.

Securing and maintaining proper levels of production and distribution is one of the most important selling tasks for the manufacture of consumer items as emphasized by Wright et al. They say wholesalers and retailers need to be persuaded to stock and promote and advertise products, or consumer advertising is largely wasted. They added to this by saying that "if the consumer are unable to locate the product after the advertising has stimulated their interests that advertising expenditure accomplishes nothing Wright et al p.600 with their contribution, they have succinctly put to light the role of personal selling vis-à-vis advertising. Most manufacturers of consumer products therefore maintain sales force to call upon wholesalers and retailers".

Trade advertising can be used to assist the sales person in the field by persuading intermediaries of the advantage to be derived from stocking the manufacturer's products. This should be the case in which a favourable climate has already been established before the sales representative calls. The sales person may even wish to start off the sales conversation with a reference to the advertising, such as "did you see our advertisement in the latest edition of Tell Magazine?" Opined Wright et al. The ice has been broken by advertising, assuming that it is creatively effective and properly placed in the right media. But unfortunately, it has been revealed that many sales persons carry on this selling activity completely independent of the company's trade advertising.

Consumer advertising for the product may also assist the field sales person by providing a talking point when meeting with intermediaries. The point was highlighted by Rosenberg in his book entitled Marketing. This kind of promotion of consumer advertising to trade is often called merchandising the advertising, he said.

Manufacturers of industrial products are to maintain sales force. This is imperatively necessary judging from the fact that the primary task of these industrial sale persons is to sell products directly to industrial users. Industrial advertising campaigns may often have as their objectives the familiarization of the manufacturer's name with potential buyers. When the sales person knows which advertisement evoked the prospects' interest, the correct buying motive can then be used in the sales presentation. More than space advertising is available to industrial sales person. One survey indicated that the advertising handouts (specialties), product literature, direct mail advertising and product publicity were of more value in marketing industrial sales. It is obvious, therefore that an integrated and coordinated promotional programme is needed in industrial product areas as well as for consumer goods.

Advertising and sales promotion: Sales promotion is a function that complements both advertising and personal selling and that include various non-recurrent selling efforts such as contest, sweep strakes, premiums, price incentives, store demonstrations, store display, and dealer cooperation advertising. Sales promotion is used between producers and dealers to stimulate demand. It is always difficult to say where advertising and personal selling and where sales promotion begins since the three activities often overlap. It is also difficult to situate sales

promotion in a specific department of the organisation. It can be organised around a separate department and headed by sales promotion manager. Sales promotion programmes may be handled internally or through sales promotion agencies or advertising agencies.

Advertising and Distribution Channels: Consumer products typically are purchased in retail stores, ultimate consumers buy most products in one of two ways.

1. Through personal selling in the retail outlets, or
2. Through self services.

Advertising plays an important role regardless of which method of sales is operating and therefore advertising should be coordinated with retail selling and self-service distributions. Products are purchased or not purchased, at least in part because of consumer familiarity with the brand offered for sale in the retail store. But dealers must also give aggressive support to the product if maximum sales are to be achieved. One important technique for speeding up the rate of sales of selected brands in retail stores according to **Wright et al** is to tutor sales persons in product characteristics and selling points and urges them to push particular brands. It is worthy of note that this technique is inadequate because advertising can be of immense help to stimulate the use of this technique. To be effective, the representative of the manufacturer will have to do the actual training. Sales manuals training, films etc. Which must be prepared to facilitate such sales training.

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2.3 MEASURING ADVERTISING EFFECTIVENESS

Achievement of the set goals and objectives effectiveness should be distinguished from efficiency which means the whole thing is systematized and orderly or capable of producing a desired or satisfactory result. There is one question that needs to be answered and that is, what is needed for measuring advertising effectiveness?

Until recently, advertising was taken to be part of business and no serious thought was given to it. No attempts were made to see the effect of advertising on other variable. As advertising is becoming more and more specialised and more and more investments are going into advertising, it become necessary that business should know whether advertising is effective or not. There was the realisation from the business angle that good planning and control of advertising depend critically on measures of advertising effectiveness.

Yet, the amount of fundamental research on advertising effectiveness is appallingly small. According to **Forester** (1964) p.520 "I doubt that there is any other function in industry where management bases so much expenditure on such scanty knowledge. The advertising industry spend 2 or 3 percent of its gross naira volume on what it calls "research" and even if this were really true research, the small amount will be surprising. However, it is estimated that less than this amount would be considered research plus development as these terms are defined in the engineering and product research department of companies ---. Probably no more than 1/5 of 1% of total advertising expenditure is used to achieve an enduring understanding of how to spend the other 99.8 percent."

Philip Kotler (1981) p.467 in his book made effort to divide advertising effectiveness measurement into two broad parts namely

1. Evolution of sales effect
2. Evolution of communication effect

Peter T. Fitzroy, in his book called *Analytical Methods for Marketing Management* (1976) p.168 also observed that "the measuring of the response to advertising can be divided into two parts". These two types of measure he saw as complementary and not strictly competitive. These two types of measurement he named sales and non-sales measurement. He said since the ultimate objective of product advertised is profit and sales, sales should be conceptually the natural way to measure the response to advertising. He emphasized, however, that in product fields in which advertising plays a minor role, it is difficult to isolate the effect of advertising.

He was of the opinion in the book that since non-sales measures, such as awareness, attitude, recall, and so on, have a valuable diagnostic role to play, they indicate how advertising contributes to sales success and how it may be modified to provide additional sales support. He concluded by saying that non-sales measures provide a richer data source for improving advertising than sales measures.

Wolfe, in his work christened *Measuring Advertising Result Study in Business Policy* 1962, lent weight to the assertions made by Peter T. Fitzroy when he argued that

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“Generally, it is not considered reasonable to use sales as a basis of measuring advertising effectiveness except where other factors affecting sales remain fairly constant and where the result of the advertising are quickly reflected in shipment of billing.”

METHOD OF MEASURING ADVERTISING OF EFFECTIVENESS – Non-sales Measure of Advertising: One view of advertising as given by Peter T. Fitzroy in his book is that its purpose is influencing individuals as they move through a process of awareness, conviction etc. as shown in the figure below:-

TABLE 1
MODELS OF ADVERTISING PROGRESS

AIDA	DAGMAR	HIERARCHY OF EFFECTS	ATR
Awareness	Awareness	Awareness	Awareness
Interest	Comprehension	Knowledge	Trial
Desire	Conviction	Living	Repeat Buying
Action	Action	Preference	
		Purchase	

Source: Peter T. Fitzroy, Analytical Method for Marketing Management (McGraw-Hill Book Company (UK) Ltd. 1976 p.165.

Fitzroy said that with view, measures of the effectiveness of advertising are suggested at each, such as recall, recognition, liking and preference. A more recent development according to Fitzroy is that advertising can maintain or shift individual beliefs with respect to salient product characteristics and the products

rating on those characteristics. Underlying this approach is understanding that an attitude is seen as a predisposition to act in a certain way. The model is stated as

$$BI = A_o = \sum A_i b_i$$

Where BI is the behavioural intent, A_o is the attitude towards the object, b_i is the belief which the individuals has in or about the project with respect to attribute i . This model according to Fitzroy provides the conceptual framework for not only assessing the magnitude and direction of the change in behavioural intention but also for allowing an identification of how this change has been about.

With this framework for buyer behaviour, the impact of advertising can be assessed in terms of:-

- a) The source of a given brand on one or a number of these salient attributes, the b_i s.
- b) The evaluation of these attributes, the A_i s. Philip Kotler on the other hand tried to develop non-sales measure of advertising via communication – effect research seeks to discover whether the advertising is achieving the intended communication effects. Philip Kotler recognises the fact that there are various ways to evaluate the communication effectiveness of, say, an individual advertising. This copy testing he says can be used both before and after an advertising has been printed or broadcast. The purpose of advertising pre-testing, he observed is to make improvement in its advertising copy to the fullest extent possible prior to the release. He suggested three major methods of advertising pre-testing. These methods he called:-

1. Direct rating
2. Portfolio tests and
3. Laboratory tests.

Fig. II Rating Sheet for Advertising

Attention - How well does the advertising catch the readers attention? – 20

Read-through Strength - How well does the advertising lead the reader to read further? – 20

Cognitive Strength - How clear is the central message or benefit? – 20

Effective Strength - How effective is the particular appeal? – 20

Behavioural Strength - How well does the advertising suggest follow through action? – 20

Poor	Mediocre	Average	Good	Great	
0	20	40	60	80	100
	Ad	Ad	Ad	Ad	Ad

Source: Philip Kotler Marketing Management: analysis, Planning and Control (Prentice Hall Forth Edition (1981) p.250

1. **Direct Rating:** Here Philip Kotler describes direct rating as consisting of a panel of target consumers or advertising experts who examine alternative ads and fill out rating questionnaires. Under this method, sometimes a single question may be raised, such as which of these advertising do you think would influence you most to buy the

products? Or a more elaborate form consisting of several rating scales may be used such as the one shown in fig II. In the figure the person evaluates the ads attention strength, read through strength, assigning a number of points up to maximum in each case. The underlying theory is that an affective ad must score high on all of these properties, if it is ultimately to stimulate buying action.

2. **Portfolio Tests:** Philip Kotler describes it as that where the respondents are given a dummy portfolio of ads and asked to take as much time as they want to read them. After putting them down, the respondents are asked to recall the ads they saw.
3. **Laboratory Tests:** Is where some researchers assess the potential effects of an ad by measuring physiological reactions – heart beat, blood pressure, pupil dilation etc.

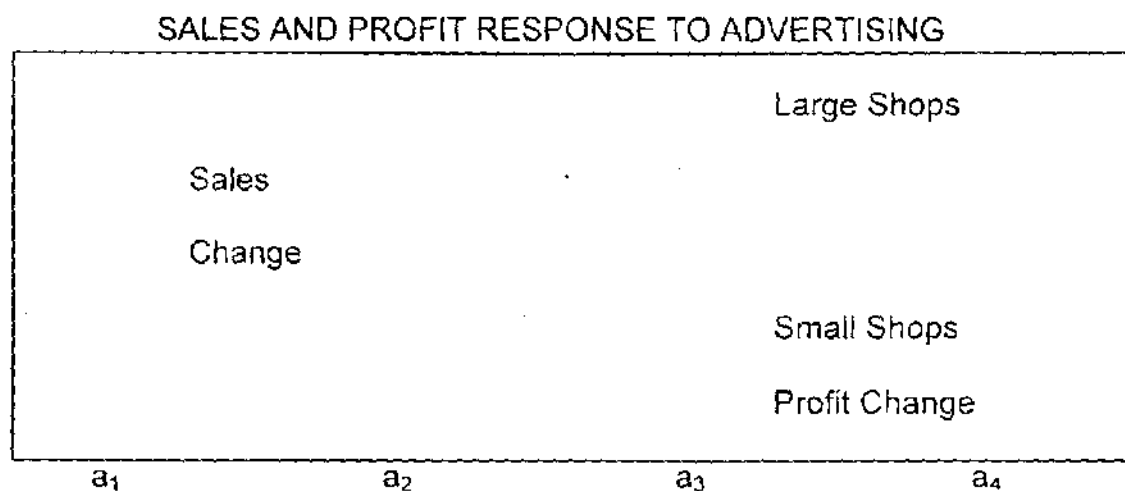
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Sales Measures of Advertising: The purpose of Advertising has been given as done with the aim to influence demand for the products and consequently the appropriate measures of advertising is its effect on sales. Peter T. Fitzroy asserts that to assess such an effect, experimental or observational methods may be employed. He said experimental methods involve some intervention by the analyst, some manipulation and control of the variables affecting response. Experiment must be designed so that the effect of uncontrollable variable do not obscure the nature of the advertising/sales response.

A typical experimental method of this nature has been developed by Doyle and Fenwick (1962) in their study of the effect of advertising on sales of retail

outlets. Since the shops in the chain of study were heterogeneous in terms of sales, store size, catchment area and competition shops were first partitioned into homogeneous groups. This was done on the basis of a matching programme. Based on this analysis, the important determining variables were then divided into four groups on the basis of these two characteristics, i.e. large store/large catchment area, etc. following this, a random sample of eight stores from within each group was selected and four levels of advertising applied to two stores in each group. These four levels of advertising were no advertising (a_1), light advertising (a_2), medium advertising (a_3) and Heavy advertising (a_4).

Fig III



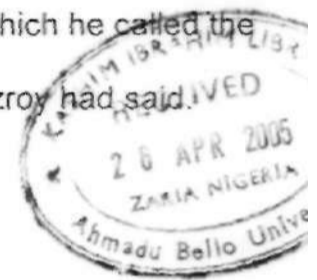
Source: Doyle P. I Fenwick "Planning and Estimation in Advertising", represented from Journal of Marketing Research, 12, 1, 1-6, 1975 published by AMA.

Heavy advertising (a_4): This level of advertising was maintained for six months and during the experiment care was exercised to ensure that each store stocked an equivalent range of product. It was found out that the increase in sales

over the test period did not vary significantly with store size or size of catchment area as shown in figure III above. Philip Kotler in his own case enlightened on the possible problems that can be faced if sales – affecting method is used in measuring the response to advertising. For instance he asked some pertinent questions such as:

1. Auto correlation of annual advertising and sales series respectively
2. High inter correlation among the explanatory variables
3. Confounding of the sales/advertising response coefficient by the fact that many companies set advertising response coefficient by the fact as a percentage of sales and
4. Insufficient number of years of data to fit the required number of variable.

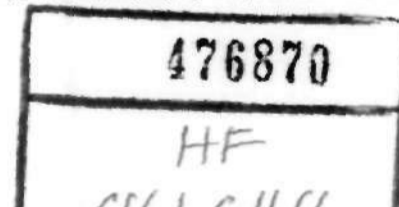
Their problem, he continued have led a growing number of companies to rely on second method of measuring the sales impact of advertising, which he called the experimental method therefore lending weight to what Peter T. Fitzroy had said.



2.4 EVALUATION OF ADVERTISING MEDIA

Media from marketing angle are regarded as the means by which advertisers reach their prospective customers with advertising messages. They are the vehicle by which advertisers convey their messages to large groups of prospect and thereby aid in closing the gap between producers and consumers.

Media is very import as far as the success of adverting is concerned. This fact is reflected in huge amount expended on media and the number of workers



employed in the media industry. According to Wright et al "except for advertisers themselves, more people in the advertising industry work in media than in any other division. Besides of all the dollars spent in the planning and execution of advertising programmes and campaigns, approximately two-third go to the media."

In the light of the above assertion, it is needless emphasizing that whether one is involved in planning, marketing, devising advertising strategy, or creating and producing advertising itself, a knowledge of the basis of each medium is indispensable. Bearing this in mind we shall discuss briefly on media such as electronic and print-radio, television, magazine/newspaper and direct mail. This inevitably brings us to a discussion of types of media.

Types of Media: Here analysis of media will be restricted to the major forms. It is important to note that many others exist and are sure to be encountered in the advertising world.

The fundamental media competing for advertisement of dollars according to Wright et al are as follows

- i. Broadcast Media
 - a. Radio
 - b. Television
- ii. Printed Media
 - a. Publication Media
 1. Newspaper
 2. Magazine
 - b. Direct Advertising

1. Direct mail
 2. Specialties
- iii. Point of Purchase Advertising
 - iv. Out of Home Media
 - a. Outdoor advertising
 - b. Non standardized signs
 - c. Transits advertising
 - v. Other Media
 - a. Advertising on file
 - b. Directory advertising

The media listed above may appear endless when one considers the fact that each category represents hundred or even thousands of competing business. But the money an advertiser appropriates for the purchase of media space or time is not unlimited. This is clearly the reason why messages from a large number of possibilities this task undoubtedly calls for the introduction of criteria for judging the communication potency of different messages. According to **Dick Warrent Twedt** (1964) in his book, "How to Plan New Product", contending appeals be rated in three scales desirability, exclusiveness and believability".

Philip Kotler, (1981) apparently in complete agreement with the view of Twedt opined that the communication potency of appeal is a function of multiplicative, because if any of the three named appeals was a low rating, the appeals communication will be greatly reduced. If the advertiser want the advertising to be effective, he should ensure that the appeal must first say

something desirable or interesting about the product. It is obviously in realisation of the fact that this may not be enough appeal to prospective customers that made Philip Kotler continue by saying that, "since many brands will be making the same claim therefore, the statement must also say something exclusive or distinctive about the product that does not apply to every brand in the product category. Finally, the statement must be believable or provable.

This statements, the three scales i.e. scale of desirability, exclusiveness and believability can be numerically rated for communication potency by getting a sample of customers to rate different product statement.

Peter Fitzroy (1964) in his book, "Analytical for Marketing Management" treated the topic basically the same way as Kotler but with a difference in approach. For instance Peter Fitzroy describes media selection as an important area of advertising strategy in the sense that it deals with the allocation of the advertising budget to the different available media. It was his opinion that the selection of specific media begins with the choice of which class or classes of media should be used. On the other hand, **Nolan, (1969)** in his work, "Combination Media Campaign" describes a conceptual approach to the problem of intermediate comparison. According to him "in terms of practice, the main factors in the choice of media class are the type of product, the size of the budget and creative consideration".

He is of the opinion that given the choice of media class, the media scheduling problem is to select the specific vehicles to be used and to specify the

detail characteristics of the advertising, such as the time they will appear, the size and so on.

Maurice I. Mandell and Larry J. Rosenberg (1981) in Marketing treated this topic exclusively by outlining some of the factors that must be taken into consideration in marketing media decision. These factors include

1. Advertising Budget: the size of advertising budget will affect the kind of media used and the extent of their use
2. Competitors activity: the media activity of competitors may be examined to provide guidelines for how certain vehicles have worked for similar situations in the past, but these guidelines will not always apply to the immediate solution at hand.
3. Frequency Reach and Continuity Objectives: He explains frequency as the number of times in a given interval the same audience is exposed to a message. Reach refers to the size of audience and continuity is how long a message is conveyed through a particular medium. He explains that given a fixed advertising budget, an advertiser may want to limit the number of times an advertising is communicated to a particular consumer segment. In order to reach the largest number of consumers, the advertisers might want to limit the size of the audience in order to repeat the message to a particular segment. He went further that the continuity of a message creates a cumulative effect, which may be valuable in the promotion strategy.

4. The impact on distribution: some channel members may be more enthusiastic about supporting an advertising campaign that is carried through media that are important or prestigious.
5. Flexibility: the flexibility of the media in adapting to the needs of advertisers is important. This includes the ability to reach target markets in various geographical areas, the ability to be flexible with closing dates (advance time for submitting the ads) and the ability to adapt advertising messages to different markets.
6. Technical Requirement: He referred to technical requirement as the sixth factor to be considered. It is his opinion that media planning must consider how the capabilities of different media lend themselves in conveying different kinds of messages.
7. Cost Comparison: the usual method for comparing the cost of different media is the Cost Per Thousand (CPT) method according to **Maurice and Rosenberg (1965)**. They said this should be so because different media deliver messages to audience of different sizes and added that the actual Naira amounts of media costs could not otherwise be compared in a meaningful way. CPT is derived at by dividing the price of the medium to the delivered audience (the number of readers, viewers or listeners) and then multiplying by 1000 e.g.

$$\text{Cost per thousand} = \frac{\text{price of the medium to the advertiser}}{\text{Circulation or delivered audience}} \times 1000$$

In passing, it is worthy of note that the basic problem of media evaluation and selection is to match the appropriate media to the audience that the advertiser is trying to reach. A media plan should be developed on the basis of the marketing and promotional objectives and a medium should be devised to indicate which vehicles should be used at which time.

Advertising is defined differently by different authors most of whom confine it to commercial function only. To avoid restricting the scope of advertising to completely commercial function, at the same time to convey adequately the purpose and the creative communication process required to achieve that purpose. This definition will be taken for the purpose of the study. A means to disseminate information by printed, written, spoken or pictorial presentation about an idea, product or service so as to compel action in accordance with the intent of the advertiser.

Advertising can definitely not operate in a vacuum. It is only affective when it is a part of a carefully planned total marketing strategy. In this perspective, coordination of advertising with other promotional and marketing methods is very essential for the success of a firm. In fact advertising of "promotion" as the case may be is one of the elements so essential to a firm as sugar, flour and shortening are essential to baking a cake. The essential ingredients are referred to as the marketing mix. These elements are

1. Product
2. Price

3. Distribution channels
4. Personal selling
5. Advertising

The arrangement is described as the four P's of marketing where in personal selling and advertising are combined into promotion and distribution channels are called "place". The four P's then are product, price, place and promotion.

However, it needs be noted that the only way to succeed in business is with a good product. Advertising alone cannot do it. It all boils down to the fact that if one has a good product, the surest way to go broke is to pour money behind it. No amount of marketing effort can sell a bad product over an extended period of time. Promotional efforts may help make initial sales, but long-run success depends on customer satisfaction with the product, which provides the foundation sound advertising.

The measurement of the response to advertising are basically of two types referred to as sales and non-sales measures. Though different authors treat this topic differently, yet they all agree on one point i.e. they see the two types of measuring the response to advertising as complimentary and not strictly competitive. The ultimate objective of product advertising is profit and sales, and these may be regarded as the natural way to measure the response to advertising. But if one looks critically at the product field in which advertising may even play a minor role, it is difficult to isolate the effect of advertising.

Media are seen from the marketing angle as the means by which advertising reach their prospective customers with advertising messages. They are the

vehicles by which advertisers convey their messages to large group of prospects and thereby aid in closing the gap between producers and consumers. Since the media are many, it is important that a firm must search and find the one that is good enough to "deliver" the goods.

A firm must do media evaluation and media selection. It should find the appropriate media to match the audience that the firm aims at reaching. A medium on the other hand should be devised to indicate which vehicles should be used at which time.

2.5 FOOTNOTES

1. Ralph S. Alexander and the Committee on Definitions "Marketing Definition," American Marketing Association, Chicago, (1963) p.9
2. Clyde R. Miller, "The Process of Persuasions" New York Inc. (1964) p.16
3. Arthur Quiver, "Couch on the Arts of Writing", G. P. Putman's and sons, New York (1916) p. 161
4. Wright et al, "Advertising", Tata McGraw-Hill Publishing Company Ltd., p.611
5. Ibid, p.612
6. Philip Kotler, "Marketing Management Analysis and Planning and Control," Prentice Hall Inc., Eaglewood Cliff, New Jersey (1981) p.448
7. Wright et al, op. cit. p.600
8. Philip Kotler, op. Cit. 467
9. Peter T. Fitzroy, "Analytical Methods for Marketing Management", McGraw-Hill Book Company (UK) Ltd. (1976) p.168
10. Wright et al op. cit.
11. Ibid
12. Philip Kotler op. cit.
13. Maurice I. Mandell et al, "Marketing", Prentice Hill Inc. Eaglewood Cliff, New Jersey (1981) p.448

CHAPTER THREE RESEARCH METHODOLOGY

3.1 KADUNA TEXTILE LIMITED

The company is situated at the industrial area of Kaduna South, on number 1 along Textile Road. In fact, the road derived its name from Kaduna Textile Limited, being the only major industrial organisation along the route. It is the first textile manufacturing establishment in Nigeria and was incorporated in November 1955, but actual production commenced in February 1957.

The shareholders at that time were Northern Region Marketing Board (holder of "A" class shares), Northern Region Development Corporation (holders of "B" class shares) and David Whitehead and Sons (Nig.) Ltd. (holders of "C" class shares). Their shareholding were equal in numerical proportion and value, with each share carrying two. This is to say that although David Whitehead and Sons (Nig.) Ltd. (DWS) has only one third of the outstanding stock of the company, it holds half of the total voting right.

Barely two years of operations, a new class of shares (class "D") was issued. These were issued as bonus shares to the shareholder in proportion to their holding of existing shares and some were issued to Jama'atu Nasril Islam (JNI) a religious organisation as part payment for the company's acquisition of the organisations share of Northern Nigerian Textile Mills Limited (NNTML). Northern Region Marketing Board and Northern Religion Development Corporation were reconstituted in to New Nigerian Company (NNDC) and their shareholding in Kaduna Textiles Limited were then transferred to NNDC. The proportion of

Shareholders interest then become 62.6% for NNDC, 31.3% for DWS and 6.1% for JNI.

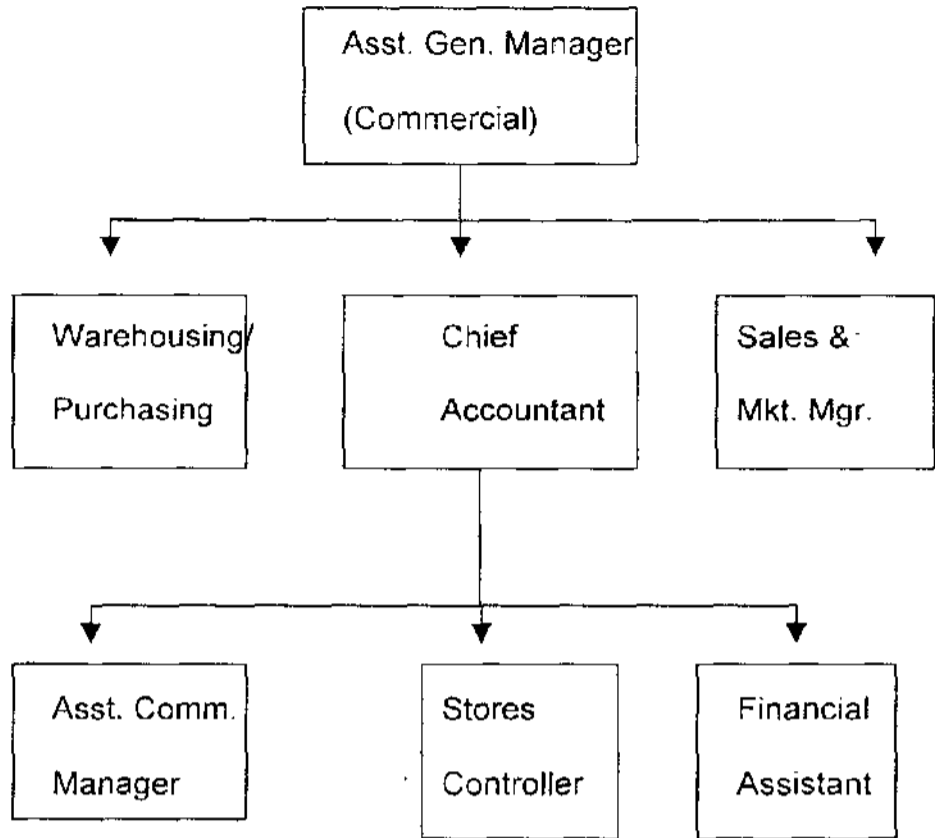
Source – Company Annual Report.

From inception, the company (KTL) entered in to a 12 year Managing Agency agreement with DWS a wholly owned subsidiary of David Whitehead and Sons (holding) Limited of the United Kingdom appointing them as the sole and exclusive managing agent. The managing agent was to receive 2% of the cost of any plant expansion it implemented or its services in planning each expansion or buying equipment and supplies as commission in addition to a management fee. This agreement was extended in December, 1968, but back dated to October 1967 to include all purchase made by the managing agent, local or overseas on behalf of the company.

By the end of the first decade of its operation, the company's two mills had reached a production level of about 50m meters of baft and shirting annually, with a total staff and labour strength of about 2,800 people. The company had three major functional divisions production, marketing and finance. Each divisional head was responsible to the Board, with the financial controller serving as company secretary.

The marketing department of Kaduna Textile also called the commercial department is headed by the marketing managers, the chief accountant also comes under the department and they all report directly to the assistant general manager. The organisational structure of the marketing department is shown below.

ORGANISATIONAL STRUCTURE OF THE MARKETING DEPARTMENT



Sources: Company's Annual Report.

By October 1991, Kaduna Textile Ltd. was already on the road of decline due to lack of appropriate technical management, managerial capability, deficient working environment and an-unhealthy industrial relations; the atmosphere which have made the company to loose its credibility with customers and suppliers alike. The government of the Northern State decided that the company should be placed under the direct management of the investors/manager Church Gate Industries (Nig.) Ltd., to rehabilitate and resuscitate the company so as to save it from total collapse.

The company has halted this huge losses and is now making considerable profit since Church Gate Industries took over its management in 1991 despite the general economic decline affecting day-to-day running of the entire organisation.

3.2 THE PRODUCTS OF THE COMPANY

When production operations started in 1957, there was only one shift in Mill 1, where mainly baft was produced, consisting of processing raw Nigerian cotton which is the major raw materials into yarn, and weaving yarn into cloth.

Mill 2 started production in 1960, and by the end of 1967, the company was already employing about 2,800 people producing 50 million meters of baft and shirting and running three shifts a day, six days a week.

The Northern Region Marketing Board, which was a shareholder of the company was the agency responsible for marketing locally grown cotton. It had assured and did supply to the company, cotton up to about 9,000 tones annually. Mill 3 was installed and commissioned in 1970 thereby increasing production capacity of weaving by 12 million, also some quantity of print cloth was produced and sold in 100m state to printers.

A poly propylene plant was built and commissioned between 1977 – 1979 to produce flat poly propylene cloth and sacks. The company was at its peak of operation with 83,000 spindles in spinning producing 190 tones of spun cotton yarn every week, 2,215 looms in the weaving sheds and well over 1 million meters of fabrics every week with a total work force of 47,000 people.

Also, the company moved to implement a long standing plan to enter the printing clothe market by reactivating the operations of Northern Nigerian Textiles Mill Limited (NNTM). It initially acquired 40% and provided funds for refurbishing of NNTM's dyeing and printing machines, so that they could be used to dye and print Grey cloth.

Still in 1979, David Whitehead and Sons (Nig.) Ltd (DWS) relinquished direct management of the company but instead become the technical advisers and that was the end of regular supply of spare parts and other important imports for production, within 3 years a large chunk of capacity had depleted due to lack of spare parts. Introduction of new products became impossible due to inability to invest in modern machines. Funds were not forth coming due to poor performance of the company. The situation continued to deteriorate until it reached a critical stage. By the end of 1983 financial year, the company had made cumulative losses to the tune of N31,000. It soon became difficult to pay salaries and wages due to long stoppage in production, as a result of shortage of raw materials (cotton).

In 1984, management entered an agreement with both union (senior and junior) to continue to pay partial wages and accumulate the balance as savings for a period of one year (October 1983 to September 1984). The company made a loss of N8 million in 1984, but by the end of 1985 financial year, this loss went down by 50%. The turnover since then has been improving, but the fundamental problem of liquidity is reducing. The company has halted this huge losses and is now making considerable profits since Church Gate Industries took over its management in 1991

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despite the general economic decline affecting day – to – day running of the entire organisation.

Since its take over, Church Gate Industries (Nig.) Ltd. proceeded to tackle the Herculean task devolved on it upon its appointment as core investors, manager of Kaduna Textile Ltd. with the determination to rehabilitate reactivate and resuscitate KTL within the shortest possible time and at minimal cost.

It will be observed from every possible indication and in every sector of the business that Church Gate Industries Limited (CIL) has been able to secure significant improvement in productivity, efficiency and profitability at KTL compared with the pre-take over period of 1991 by providing sound management systems. Optimal utilisation of resources and efficient management of finances as well as maintaining a peaceful industrial relations. The company's performances from 1992 to the end of 1995 showed an increase in yarn production of 198% forming frame, 240% in open end while annually leaving production also increased by 170%. 512% increase in printing production and 279% increase in total finished cloth production annually.

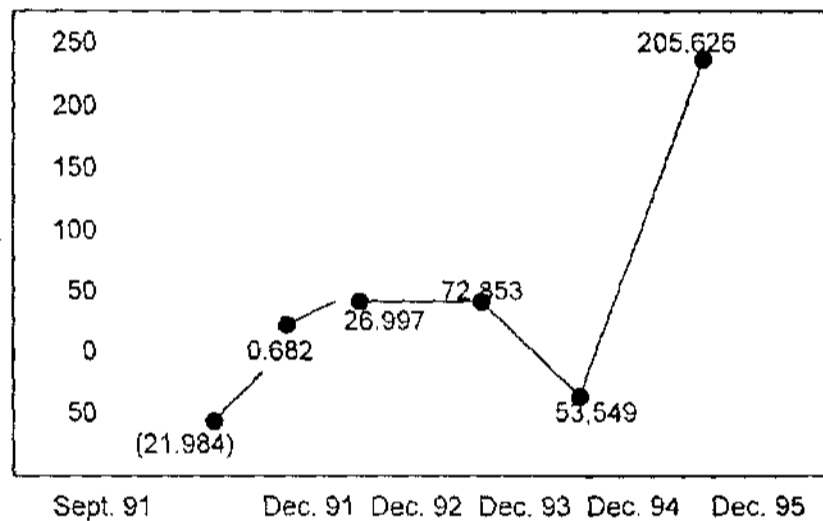
Turnover increase from N47.85m in 1991 to N115.24m in 1995, which represents an increase of 2331% profit before tax at the end of 1995 is expected to be N205.6m compared to the loss of N21.980m in 1991. The company has completely reversed its position as a loss maker with accumulated loss totaling N109m as at September 1991 to a profit making enterprise. The profit generated at the end of 1991 is N359.10m, hence after setting of N109m incurred before CIL involvement, net accumulated profit stand at N50.02m at the end of 1995.

Below is the detailed report of achievement made by CIL from 1991 – 1995 in the following areas – Technical, Manpower Development and Financial Performance.

KADUNA TEXTILES LIMITED PROFITABILITY TREND

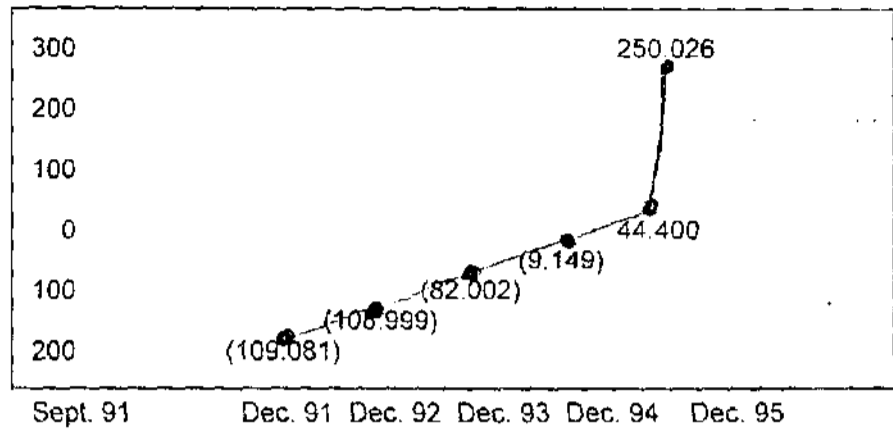
YEAR	FOR THE YEAR	CUMULATIVE	PROFIT FROM 1-10-91 (Nm)
Sept. 91	(21.984)	(109.081)	
Dec. 91	0.082	(108.999)	0.082
Dec. 92	26.997	(82.002)	27.079
Dec. 93	72.853	(9.149)	99.932
Dec. 94	53.549	44.400	143.481
Dec. 95 (Inc. Cot)	205.626	250.026	359.107
Res. of N56.7.769m			

PROGRESS REPORT ON ACHIEVEMENT MADE IN KTL
OCTOBER 1991 – DECEMBER 1995
KTL PRT TREND (YEARLY)



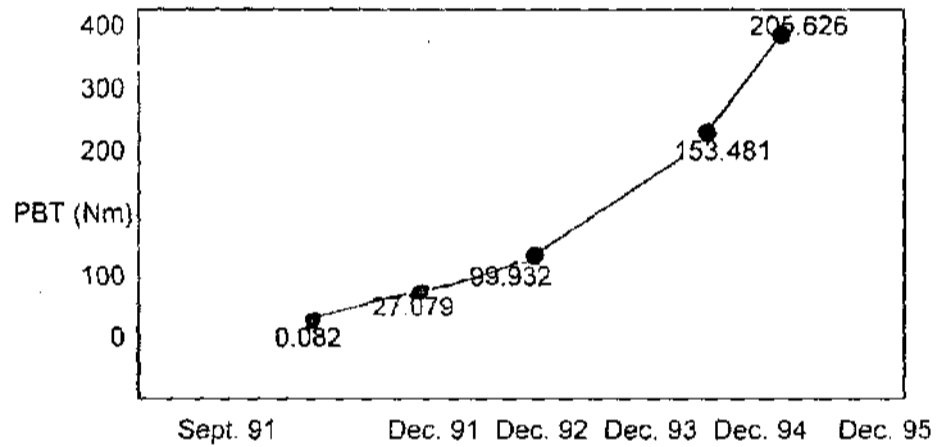
Sources: Graph 1

**PROGRESS REPORT ON ACHIEVEMENT MADE IN KTL
FROM OCTOBER 1991 TO DECEMBER 1995
KADUNA TEXTILE LIMITED
(PBT TREND (CUM AFTER AD'S OF N109.081M LOSS UP TO 250.026)**



Sources: Graph 2.

**PROGRESS REPORT ON ACHIEVEMENT MADE IN KTL FROM
OCTOBER 1991 TO DECEMBER 1995
KTL PBT TREND (CUMULATIVE FROM 1-10-91 ONWARD)**



Sources: Graph 3.

3.3 IMPACT OF ADVERTISING ON THE COMPANY

Despite the fact that KTL has emphasized the use of television media and bill boards to advertise their products as a means of promoting the industry's activities consumers have complained of not seeing any of KTL advertisement.

The advertising campaign is only done during trade fair and exhibitions (e.g. Kaduna International Trade Fair, All African Trade Fair etc.) when other individuals from other parts of the nation or other countries participate. Also textiles industries generally do not design advertising campaigns specially for festive occasions (e.g. Sallah and Christmas periods) in order to capture the bulk of sales during those occasions. The advertising is done quarterly and mostly in the northern part of the country neglecting the other parts and as such they lose some of their customers. This means that effective advertising is not properly conducted.

In spite of the company's effective promotional policies, it has been observed that KTL's products are nice, averagely durable and better quality in the market with regards to pricing, the company determines its pricing system based on cost-oriented approach. Generally the products have standardized competitive price ranging from N550 for super prints to N1,220 for guaranteed real wax. However price variations exist for retail outlets from market and even within the same state, depending on the size of the market and its proximity to the industry due to transportation. The company's boom period is between September to February and during that time demand is at its peak making a positive impact on production capacity.

It is therefore important that management of KTL recognises that Nigerians view clothes as socially important and a high interest in clothing which involves giving great attention to the process of dressing, due to the displaying of fine clothing to build up extensive wardrobe to boost their ego. This is to say that the Nigerian consumer is a person of taste and fashion, who knows what he/she wants

and is prepared to pay the price, provided the material is of the desired design, right tone and colour.

In this regard good quality products should be maintained at a moderately low price and delivered through the right combination of media mix to the largest number of prospects in the company's target market in order to increase sales and awareness.

3.4 DEMAND FOR THE COMPANY'S PRODUCTS IN RELATION TO OTHER COMPETITORS

A number of textiles industries have sprang up both in the Northern and Southern parts of the Country. Notably among them are the Arewa Textiles Limited, United Nigerian Textiles Limited, Northern Citizen Trading Company (Nortex), Nigerian Textile Mills Limited, Atlantic Textile Mills, Western Textiles Mills and Afprint (Nigerian) Limited. All these industries compete with KTL products together with the large importation of fabric from overseas countries. And this contributes a threat to the market of our locally produced materials as competition from imported fabrics lowers the preference and recognition of our materials.

Luckily, due to the present economic situation, Nigerians are beginning to accept and appreciate the materials from our local industries. As such, Kaduna Textiles products are competing favourable in the market and as a result of that the demand for the company's product has increased thereby rising the production capacity for yarn production by 188%, weaving production also increased by 170%, printing production 512% and 279% increase in total finished cloth production from 1992 – 1995.

Still the KTL faces other threats from their close companies (Nortext, Finetex, UNTL etc.) which include pricing policy, product improvement and dealer loyalty. These industries apart from inability to effectively promote their product face the problems of inadequate raw materials, outdated manufacturing equipment and inability to evolve a functional quality control scheme as an important part of operation.

3.5 THE COMPANY'S MARKET SEGMENTS

The product of Kaduna Textile Limited (African prints, yarn, poly bags) are marketed nationwide. Kano is regarded by majority of retailers in the north as the home of textile materials. Other place are Kaduna, Lagos, Onitsha and Ibadan which are the targeted main market segment of KTL products. Majority of its orders come from governmental agencies while the remaining are marketed country wide. This study revealed that printed materials now dominate the market to the tune of 70 – 80% of sales while the other products account for the rest.

The demand for guaranteed real wax, super prints, veritable wax is relatively high due to the present economic situation as consumers can afford them more than English wax, Hollandaise, Japanese wax etc. Consumer's preference is now for lighter and finer cotton, cotton polyester, especially wax printed materials which means that products of KTL can now compete favourable with that of their competitors.

Distributors of KTL complained about high turnover rate of designs bought by foreigners especially (English, Togo, Holland, Benin Republic, Ivory Coast etc.) to the detriment of the local industries.

From the study, specific colour preferences by consumers for different group of people within the country are fairly stable over time with changes occurring in colour. For example the traditional colour preference among the Yoruba is deep blue, maroon and beige tone, Ibos seem to prefer yellow and orange whereas Hausa people wear plain coloured fabrics with white and pasted leaves.

Foreign textile manufacturers have responded to these preferences and are therefore sending their motifs exclusively to Nigeria.

3.6 THE COMPANY'S SOCIAL RESPONSIBILITY TO THE SOCIETY

Nigerians today are becoming aware of the activities of business organisation. They are particularly noting the amount of profit that companies declare annually through the exploitation of both human and material resources of the society. Business should therefore incorporate social responsibilities into their programmes of action if they should make the average Nigerian believe that they do not solely exploit our resources to maximize their profit at whatever cost it would be to the members of the society.

According to the Nigerian Institute of Management Journal, July 1980, social responsibility is defined as "the ability of a business organisation to assist or give back to the environment in which it operates some essential amenities so that they can also benefit from its activities." There are several areas in which business

could carry out their social responsibility to the community in which they intend to help.

One of the major areas KTL renders help is the educational sector. This takes the form of direct financial aid and support to schools and colleges by sending qualitative facilities and equipment to operate or maintain some of their departments.

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KTL recognises the sporting and recreational activities and takes part in organizing sports events, donate trophies, money and facilities in order to enhance it, this action which is undertaken and also is a part of promotional activities.

KTL also gives assistance to the disabled especially the motherless babies home, bethorreg home, school for the blind, deaf and dumb etc. Also the hospital, other welfare and health care centres are not left behind. Drugs and medical facilities are also provided to assist the less privileged.

Pollution is the most recognised of all business irresponsible activities, this portrays clearly a negative aspect of business.

This is true particularly in the case of textile industries since they engage in manufacturing and processing of products. They pollute the environment with smoke, sound, smell, dirt and dust. The textile industries in general try to do their best by installing up to date machinery to minimise the pollution rate, they cooperate with government in establishing means of effective waste management in environment.

Kaduna textile engage in general development which include construction of culverts, digging of ditches for the drainage system and community development.

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All these activities have contributed in one way or the other in helping the community at large.

CHAPTER FOUR DATA ANALYSIS AND TEST OF HYPOTHESIS

4.1 PRESENTATION AND ANALYSIS OF DATA

The data collected is presented in form of table tabulation in this chapter and each tabulated data is analysed on statistical tools chosen. The same data is later devoted in discussing those findings and this is done under some stated headings to be seen later in this chapter.

As stated earlier, questionnaires were administered to the following categories of respondents.

- The company marketing manager
- The distributors
- The consumers

The Company Research:

The company under study (KTL) responded through the marketing manager in form of answering question from questionnaires specially designed for him (see appendix 1). Information about the operation of KTL's competitors were got through personal interview and desk work although obtaining information is always a difficult affair in many Nigerian Textile Industries, but the researcher was able to gather some information about the subject matter which could be discussed.

Distributors Survey:

Out of the sixty questionnaires distributed to distributors in various parts of Kaduna, only 53 were successfully completed (administered), 22 of these respondents asserted that they were major distributors while 31 of them claimed they were attaches.

Consumers Survey:

These concerns consumer's behaviour both towards Kaduna Textile Industry's advertisement incentives and competitors products. Out of 70 questionnaires administered, only 50 were successful.

Table 1: Question No 1

Do you buy Kaduna Textiles Limited (KTL) products?

Company Loyalty	No. of Respondents	Percentage
Yes	30	60%
No	20	40%
Total	50	100%

Table 2: Question No. 2

How often do you buy them?

Frequency	No. of Respondents	Percentage
Regularly	35	70%
Occasionally	15	30%
Total	50	100%

Table 3: Question No. 3

Which type of their products do you buy?

Brand Loyalty	No. of Respondents	Percentage
Super Print	10	20%
Veritable Wax	30	60%
Finetex	5	10%
Others	5	10%
Total	50	100%

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Table 4: Question No.7

How effective is the advertising campaign?

Effective Advertising	No. of Respondents	Percentage
Effective	10	20%
Very effective	15	30%
Not effective	25	50%
Total	50	100%

Table 5: Question No. 8

Does the Advertising create any increase in price?

Advertising Increase Price	No. of Respondents	Percentage
Yes	32	70%
No	15	30%
Total	50	100%

Table 6: Question No. 10

Does the advertisement correspond with the product quality?

Product Quality	No. of Respondents	Percentage
Yes	15	70%
No	35	30%
Total	50	100%

Table 7: Question No. 12

Have you derived any benefit from the advertisement?

Benefit from Advertisement	No. of Respondents	Percentage
Yes	40	80%
No	10	20%
Total	50	100%

Based on the above data collected from Kaduna textile limited, most of the consumers interviewed were of the opinion that reduction in price of the company's product especially super print will motivate the company's customers into buying more of the company's products. Because this will allow the low salary earners majority of whom are the company's customers, to be able to afford the company's products. While some of the consumers are of this opinion, others believe better sales services are what the company needs to boost its sales. They believe if the company engages in active promotion activity and making its product available in the market at the right time and over a large area its product will get more patronage from its customers. Others still believe that what the company needs to do to get better patronage is to improve the quality of its product as this will make those Nigerian who do not patronize the company because they see the quality of the company's product to be too poor for them to buy to do so. And also those who see their social status in the society as that of a solid leader and so should not be seen wearing cloth of poor quality will patronize the company of the quality of its product is improved upon.

4.2 TEST OF HYPOTHESES

There is a significant relationship between education and the level of awareness of KTL's product.

The statistical tool used by the researcher was the rank correlation coefficient. The spearman correlation coefficient (r_s) was calculated to test the original hypothesis, which was restated thus:

Ho: There is a significant relationship between education and the level of awareness of KTL's products through advertisement.

Hi: There is no significant relationship between education and the level of awareness.

The spearman correlation coefficient (r) was 0.8572 which implies that there was positive correlation between education and the level of awareness of KTL's product.

When tested further at the 10% level of significance, the null hypotheses (H_0) was accepted and the (H_1) rejected because to $t_{cal} (0.1809) < t_{table} (1.5333)$. Thus, there is a significant relationship between education and the level of awareness of KTL's products through advertisement.

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Hypothesis II

There is a significant relationship between sex and consumer buying habit of Kaduna Textile Ltd. product. The hypothesis was stated thus:

Ho: there is no significant relationship

Hi: there is a significant relationship

The rank correlation coefficient (r) was 0.8. At this point, we have a relationship between sex and consumer buying habit of KTL's products. The student – t distribution was used to test this relationship further giving allowance for errors, the student – t distribution was used at 10% level of significance and the calculated t (t_o) was 2.312 and the table t (t_t) was 1.638.

On the ground of the above calculations the null hypothesis (Ho) was rejected because the calculated t value was greater than the t – value read from the t – table. It implies here that there is a significant relationship between sex and consumer buying habit, therefore the alternative hypothesis (Hi) is accepted.

Hypothesis III

There is no relationship between amount spent on advertising and total sales. Pearson's product movement coefficient of correlation was the statistical tool used to test the hypothesis stated above.

Pearson's correlation formula is

$$r = \frac{xy - nxy}{\sqrt{ndx \ dy}}$$

Where

- r = coefficient of correlation
- n = number of period (month)
- x = monthly advertising expenditure
- y = monthly sales

In calculating for r, the following steps were taken

- I. The mean of each variable (x and y) was calculated and the results were as follows:

- x = 65.00
- y = 5761.08

II. xy = product of each pair and adding of the products

$$xy > = 4804550$$

III. The standard deviation (x and y) were 11.54 and 2810.33 respectively. The formula for coefficient of correlation (r) was used in the calculation and the result obtained was $r = 0.809$. This figure shows that there exists a high positive correlation between advertising and total sales.

The formula for testing significance of coefficient of correlation (r) is

$$r = \frac{n - 2}{1 - r^2}$$

Degree of freedom ($n-2$) = 10

Level of significance = 10%

to (calculated value +) = 4.358

tt (student "t" table) level of significance at the 0.10 alpha level of 10 degree of freedom was 1.812.

Since $4.358 > 1.812$, we then reject the null hypothesis. The implication of the above calculation is that there is a significant relationship between the amount spent on advertising and total sales.

4.3 THE IMPACT OF THE COMPANY ON THE SOCIETY (ECONOMY)

Textile manufacturing is relatively labour intensive and as such, it provides employment for a large number of people found any where this industry is located for example in Nigeria, it employs about 1,000,000 people as of to day and Kaduna textile alone employs about 2,800 people in the company. In countries where majority of the labour force are unskilled, the textile industry still cope fine, because most of the labour force required in the country is cheap and unskilled labour. This serves the third world or now known as developing nations of the world very well, because majority of the labour forces to be found in this regions are unskilled.

Also, the presence of textile industry in any nation or region, add to the economical value of the nation, not only because of the presence of the textile industry in this country. These subsidiary industries spring up as a result of the need of the textile industry or its workers.

The products of the industry are basic and essential consumer goods which every individual even those at subsistence level of income must be in need of. So the industry is a major backbone of any nation where it can be found, since the fear of the industry running out of customer is non-existence.

The textile industry is also a major provider of infrastructural facilities like good roads, electricity, drinkable water, recreational facilities and other amenities are provided by this industry wherever it has its company located and the general populace benefits from all the amenities.

There has been considerable shift in the location of the world's cotton textile industry in the last twenty years from the developed countries of the world to the

developing countries and regions of centrally planned economic. The numbers of cotton system spindles declined by 38% in the developed countries and increased by 75% and 90% in the developing and centrally planned economics, respectively. This is as a result of the fact that the consumption of cotton textile product is very high in the developing and centrally planned economy countries of the world, where population is growing and real income is also increasing, such as is the case in Nigeria. This developing and region with centrally planned economy are befitting tremendously from this shift, because it helps to boost their economy to that standard which is beneficial to the general populace.

4.4 THE COMPANY AND ITS DISTRIBUTORS

The Kaduna textile executives admitted during the course of the interview that as a result of intermittent production by the company, its distributors have not been regularly and adequately supplying their product to the society. As stated earlier, the inadequacy of production by the company is due to the fact that the company is not able to procure raw material and spare parts in enough quantities, so most of its machines and equipment remains ideal for considerable months of the year resulting in short supply of textile product into the Nigerian market.

The company also keeps adequate vigil in seeing to it that the conditions it spelt out during the time of agreement between it and the distributors are duly observe. Some of the measure taken by the company in enforcing its conditions ranged from suspension of defaulting distributors to ultimate expulsion in cases of repeated or non observance of the distributor. As measure of continuous

supervision by the visiting sales manager of the company, the distributors are required to keep duplicate copies of invoice and receipts made by them in connection to sales of the products.

The researcher was further told by the Kaduna textiles executives, that the company is doing its best at living up to the social responsibilities by distributing its limited product, in an equitable manner. They complained that their efforts in this direction are often sabotaged at the channels of distributions.

Faced with the problem of distributors unpatriotic behaviour in the distribution of the company's product equitable and also the inability of the company to police the distribution effectively, this company has now developed a new system of allocating and distributing its products. Under this system, the company's salesmen have been authorised to go directly to those sellers in the market who deal directly with the final consumers for the sales of the company's product. Also the company takes part in trade fairs where the company's customer have direct access to the product. As far as the allocation of the company's product to its distributor is concerned, the company has become very strict and allocates its product only to those who cooperate with the company in distributing its product to the final consumer in fair and rapid manner.

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4.5 DISTRIBUTION STRATEGY

Effective distribution of goods to the ultimate consumers is the key to the success of any business organisation. The manufacturers aim it to move goods into the market immediately after production. Kaduna textile limited presently lacks any

form of distribution channels so they depend on some distributors who bring in designs of textile to market the product for them. This is mockery of distribution strategy for a company that claims to have the interest of the entire country as its market target.

This distribution system is not complete. They sell to those that bring in their designs and these people are located in Kano, Kaduna, Funtua, Onitsha and Foreign partners. These people buy in bulk at a discount. They also export their products to other countries. The company tries to monitor the market situation and response by customers. They also indicate that if there is full utilization of the marketing concept then the Nigerian manufacturing industry will be able to eliminate waste of resources and efficient utilization of capacity.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

In a competitive market where there are a lot of product competing for the attention of the consumers, who naturally have a limited choice due to their spending ability, the use of advertising can not therefore be over emphasized.

This study indicates that there is a large actual a potential market for textile in Nigeria and this situation will remain so to the end of the present century and much longer. The industry is found to have relegated promotion to the background as the task is left entirely to the wholesales and retailers. That is inadequate promotion is being implemented and neither the wholesaler nor the retailers have the ability or knowledge to discharge this duty properly.

Proper advertising is therefore necessary towards enhancing the population about the positive sides of textile products. This is to adequately bring to the notice of the intended audience the existence of such a product with intent to possess. Of necessity therefore, adverts have to be couched in a language that is understandable through a medium, which the audience can identify with so as to make a positive impact on the product.

About 400 million sq. meters of textile are still imported in Nigeria annually and account for between half and two thirds of total annual consumption. Given improved production efficiency adequate raw materials and qualitative fabrics, the local industry can look to the future with optimism.

It is therefore maintained that Kaduna textiles limited set up a technical and market intelligence/research unit and quality control unit to continuously monitor and

ascertain the prevailing and changing consumer tastes in textiles fabrics and the pattern of change of these tastes and fashion. This is because production is mostly based on designs submitted by their distributors and as such, much risk taking has been exercised by the industry.

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5.2 CONCLUSION

From the welfare standpoint of business and public, advertising constantly re-document its basic values. In the past years advertising was being used to introduce and broaden the market distribution of impressively long line of product not before available or because of high unit cost, available only to a small privilege segment of the population. Advertising is often subject to public criticism, yet this fact is part of its basic strength, public attention as on other form of business activity does, can result only in subjecting it to perpetual scrutiny and appraisal. This is so because competence practice of advertising ensures the likelihood that the manufacturers as well as his competitors will constantly strive for higher product quality and value.

To be candid, advertising has been misused to increase or fix prices monopolize market or retain trade. But when advertising is used to spread the sale and distribution of goods, to sell them at the lowest price to develop new domestic or foreign market, to penetrate more deeply into the economic and geographical level of existing market then it becomes a tremendous force for consumer's welfare.

So advertising is as one of its prime function, an instrument of the commercial process. The business of advertising is therefore, the business of

commerce. It works to help achieve commercial objectives. Since advertising is discretionary, advertising funds might otherwise be towards corporate profits. It has to achieve those objectives to justify itself as companies cannot just spend money without a purpose. So when they spend, the purpose for which they spend must be achieved.

The criticism of a single advert or TV programme may not rest upon, and ultimately reinforce conclusion about the entire institution of advertising. Advertising clearly involves major sums of money that can easily be misspent by companies that fail to take the proper steps to define the advertising objectives, make careful budget, good message and media decision and evaluating the campaigns result. Advertising is also an area of considerable public attention and scrutiny results from its power to influence lifestyle and opinions. If advertisers are to be effective in their use of advertising, they must be aware of public policy development affecting advertising.

5.3 RECOMMENDATION

In view of the study conducted in Kaduna Textile Ltd. (KTL), the researcher has deemed it necessary to make certain recommendations as regards some of the observations made.

First of all there is need to increase the advertising media adopted by the company. Apart from the use of billboards and television adverts the company should effectively promote their products.

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While it is recommended that KTL set up effective promotional strategies, it is suggested that the company should design and produce its own product's pattern based on market surveys of consumer tastes in attention to those submitted by distributors. As such, a lot of information will be gathered as regards consumer's attitude towards the company its product and also their reactions.

Also, KTL should undertake an extensive review, replacement and modernization of its machinery and equipment. Most of the equipment in the industry is now old and outdated that they do not only negatively affect output rate, but also their product cannot compete in the market with those of foreign industry e.g. Holland, England Japanese etc.

The inadequacy of utilities and other infrastructure like water and electricity affects textile firms and the implication of this is mounting cost.

As earlier mentioned, smuggling greatly hampers the development of the textile industry in Nigeria. An effective fight against textiles smuggling must come from the local textile industry itself. This is by way of improving the quality of locally manufactured products so they become comparable with imported foreign counterparts, both in quality and price. Also the misleading habits of our local textile industries engaging in placing the tags of foreign materials on fabrics of our home made products in order to portray the image that the fabrics are imported must be stopped. This shows that the manufacturers are not proud of the production and consumers do not appreciate their locally produced fabrics.

With the current national consciousness on nationalism and patriotism, leaders should demonstrate and show examples in their pride, appreciation and

public use of locally produced textile products in dresses, housing furnishing and in fact whatever they use it for, if they really want to convince anyone about the desirability of patronizing our locally made products.

Fortunately, due to present economic conditions a lot of people are forced to accept the locally produced fabrics. Over 50% of the cost of production of raw materials input are accounted for by raw cotton in the textile industries and research has shown that these seeds are becoming weaker and weaker. Thus if yields are bound to increase, it is important that fresh seeds with higher potential be imported, or improved, selected, grown and distributed to farmers for planting. Therefore research is needed to improve the yield and quality of cotton lint by the Nigerian Cotton Board in collaboration with Research Institute and quality control.

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APPENDIX 1
QUESTIONNAIRE FOR TEXTILE INDUSTRY EXECUTIVES

I, **Abdullahi Mairo** of the Department of Business Administration, am conducting a research on Kaduna Textiles Ltd. (KTL). This is in partial fulfillment of the requirement for the award of Masters Degree in Business Administration (M.BA). I would appreciate if you could fill the questionnaire below. The information provided here would be treated as strictly confidential.

Thank you.

Address:.....

Rank:.....

Sex: Male..... Female.....

1. What Method of production do you adopt?
2. What are the major products you produce?
3. What are your major raw materials and their sources?
4. Do you advertise your products?
Yes No
5. Which media do you use to advertise your products?
a. Television b. Radio
c. Magazines d. Others
6. Who are your advertising sponsors?
7. Which of the following methods do you use for fixing advertising budget?
a. Based on Sales or Profit
b. Based on Competitors spending
c. Based on Return
d. Based on Population
e. Others
8. How often do you place your advertisement?
9. How do you plan and control the advertising functions?
10. When is your boom period?

11. Do you design your advertising campaign especially during festive occasion?
12. Does advertising have any impact on your products?
Yes No
13. How has advertising affected the demand for your products?
14. What impact does it have on your production capacity?
15. What is the effect of advertising on the price of your product?
16. Do you have any competitors?
Yes No
17. Who are your competitors?
18. What are the major threats from your competitors?
19. What are the major benefits of advertising to your products?
20. What Problems do you encounter as a result of advertising your products?
21. Suggest solution to these problems?
22. Does your company engage in any social responsibility?
Yes No
23. If the answer to question (22) is yes mention the social responsibility it engages in?
24. What are the impacts of the company on the society?
25. What are the features of the product to the society?
26. What method of sales do you employ to beat your competitors?
27. Does Kaduna Textile Ltd. export its products?
Yes No
28. How had profitability trend been from 1991 to 1995?
29. Your company price is -
a. Cost oriented
b. Market oriented
c. A combination of a and b
30. To whom do you sell your products to?
a. Distributors/wholesalers
b. Government agencies
c. Customers who submit their own designs

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d. All of the above

APPENDIX II

QUESTIONNAIRE FOR DISTRIBUTORS AND RETAILERS

1. What are your business objectives and how far have you achieved them over the past five years?
2. What are your sources of finished products for your trade?
3. Do these sources meet your yearly requirement?
4. What range and make up of textile products do you carry?
5. Which particular make or brand moves faster than others?
6. Do you think that the locally produced textiles compare favourably with foreign one's in both quality and price?
7. Why do you choose to submit your designs to the mill rather than buying factory own design?
8. To what extent do you distribute your products and do you think your present market is large enough to clear your shops?
9. Would you prefer to buy another brand, if there is a price increase?
Yes No
10. What do you think are the reasons why made in Nigeria Textile are not moving as they should in the market?
11. Have you ever bought other competitors products?
Yes No
12. Do you think the textile industry should advertise their products to make them all better?
13. Do you stick strongly to you?
Yes No
14. What remedies will you advocate to the market ability of the locally produced textiles?

