TITLE PAGE

THE APPLICATION AND EFFECTS OF MARKETING CONCEPT ON ORGANISATIONAL PERFORMANCE.
A CASE STUDY OF SELECTED BREWERIES IN NIGERIA.

BY

SOLOMON, JOSHUA TUN DE
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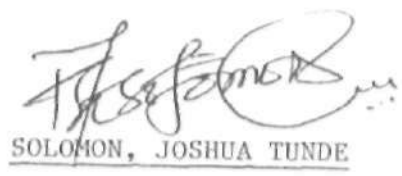
DECLARATION

I, ***Solomon T. Joshua*** hereby declare that this project work has been composed and written by me. It has not been previously presented in any publication for a higher degree. All sources of information are duly acknowledged.



SOLOMON, JOSHUA TUNDE

CERTIFICATION

THIS IS TO CERTIFY THAT THIS PROJECT WORK TITLED:

THE APPLICATION AND EFFETS OF MARKETING CONCEPT ON ORGANISATIONAL PERFORMANCE (A CASE STUDY OF SELECTED BREWERIES IN NIGERIA) IS WORTHY OF ACCEPTANCE IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

MR. A.B. AKPAN
PROJECT SUPERVISOR — SIGNATURE/DATE

DR. S A ABDULLAHI
HEAD OF DEPARTMENT — SIGNATURE/DATE

EXTERNAL SUPERVISOR
SIGNATURE/DATE

DEAN, POST GRADUATE SCHOOL
SIGNATURE/DATE

DEDICATION

TO

GOD ALMIGHTY AND MY PRECIOUS MOTHER
MADAM DEBORAH AYOADE OWOLABI

ACKNOWLEDGEMENT

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My sincere gratitude goes to my Father, Senior brother and all the members of the family who have in one way or the other contributed to the success of the work. I say God bless you all.

Also to be remembered and acknowledged is the managing director/ Chief executive of xcel international computers Warri, Engr. David Oladejo Olaniyan; Mr. Layi Onifade; Mr. Amos Onifade; Squadron leader A. Toyese of the Nigerian air force Kaduna and a host of others whose names are not mentioned. I thank you all.

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Worthy of mention is my most beloved one miss Onimisi, Oyarazi Catherine. Thank you for your courage and support.

SOLOMON, JOSHUA TUNDE

ABSTRACT

This project work is intended to investigate the marketing concept in Nigeria with particular reference to some selected Breweries in Nigeria.

This study was carried out with the intention of uncovering the extend to which Breweries in Nigeria understand the marketing concept. Marketing concept will Critically be examined to see how it influences business organisations and the society at large.

Breweries are important in Nigeria. They constitute one of the major sectors of the Nigerian economy, therefore, her level of performance is of great interest to all Nigerians. With continuos depreciation of the naira, the trend of economic events in this country is doom and it indicates future tougher pressures. In an attempt to avoid this, the industry must formulate and implement strategies that will help it survive now and in future. To achieve this, the marketing function offers various strategic moves that organisations will need apply.

The study focussed on the general assessment of the industry, it established that the industry has the facilities and the personnel in the area of marketing. The project revealed further how the industry adopted most of the marketing principles to a certain extent that helps in achieving the level of performance that it is currently known of.

The Brewery industry need to do a lot of marketing than what it has been doing, having in mind the level of competition and the

resources available to it as revealed by the research work.

From the data gathered, it showed that the industry could have a greater level of performance in terms of profit making than what is currently obtainable.

Breweries generally needs improvement in the marketing functions. The personnel in the marketing department must be trained and reoriented to be consumer conscious in the production, distribution and promotion of their products to current and future consumers.

Distinct marketing strategies must be developed that will help expand the brewery products market in Nigeria.

Finally, the research work offers meaningful suggestions in the area of marketing that will help improve breweries performance as well as the national economic development.

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CHAPTER ONE

1.0 INTRODUCTION

The essence of any organisational existence is to produce and what is produced is meant to be consumed by ultimate consumers. Therefore, if for any reason(s), goods and or services are not consumed, then the essence of production is defeated and the existence of such an organisation is meaningless. This underlies the importance of the consumption end of the production cycle (ie the consumers). The meaning is that if consumers feel dissatisfied and refuses to consume, it means that they have not been given what they desired. The firm therefore, must certainly fail. The consumers anywhere are the life - blood of the organisation who preside over the survival or demise of the organisation.

Since this is the case, it means the success of the firm is highly dependent upon the degree to which it is able to satisfy the consumers. One fundamental way to ensure this is to see that the consumer is introduced at the beginning of the production process. This way, whatever materializes from production efforts becomes what he asked for.

In the early part of the 20th century, business managers tended to concentrate on production, problems relating to the market place were generally considered by managers to be of secondary importance. The impetus for business change often was internal, being instituted for reasons relating to the production process. This approach was in a market place characterized by shortages and/or lack of discretionary purchasing power, but it was not adequate to deal with a rapidly changing environment

distinguished by innovations and increasing discretionary purchasing power.

The approaches to business therefore, are such things as:

0.01 Producing enmasse to go round, under the assumption that the demands is always there.

B) Produce in good quality and the product will speak for itself.

C) Hire as many sales men as possible and promote extensively, then the problems are solved.

Many companies now felt growing pressure from the changing environment, and turn their emphasis away from production problems to seek a unifying approach aimed at gathering and interpreting information about the market place. The focal point was changed from production to satisfying the needs of the consumers, and the marketing concept approach to management was formulated as philosophy to guide management in a society characterized by affluence.

This however, necessitated advent of this consumer-oriented philosophy which has being variously expressed in colourful ways such as "find wants and fill them."

"Make what you can sell instead of trying to sell what you can make." " Love the customer and not the product". This is a new business thinking spreading round the world. Nigeria is not left out. When compared to other western developed nations, we are much behind in the understanding and adoption of this marketing revolution. I shall try to reflect the solution of Nigeria represented by breweries in this research work.

In agrarian economy, the people are largely self- sufficient They grow

their own food, make their own clothes and build their own houses and tools. There is no marketing because there is no exchange. As time passes however, the concept of division of labour begins to evolve, people concentrate on producing the items in which they excel. This result in their producing more than they need of some items and less and less than they need of others.

1.1 HISTORICAL BACKGROUND OF BREWERY INDUSTRY IN NIGERIA

The "ADVANCED LEARNERS DICTIONARY OF MODERN ENGLISH" by HORNBY et al derived brewery from the word " Brew." Brew is defined as prepare (Beer etc.) by soaking or boiling grain, leaves and so on. The Dictionary says a Brewery is a "building in which brewing of beer is carried on".

The Brewery industry is therefore the combination of all those firms involved in the brands of beer. Presently, we have forty (40) Breweries in Nigeria including such popular ones as Nigeria Breweries Plc, Diamond Breweries, Premier Breweries and life Breweries just to mention a few.

However, Brewery must be differentiated from the bottling Company since the bottling company does not produce alcoholic beverages. On the same line, it is not all producers of alcoholic beverages that are termed breweries or brewers. Hence distilleries are differentiated since they are involved in hot drinks.

In modern history, alcoholic beverages, generally in Nigeria dates back to the 4th decade of this century. It all started via importation and thanks

to the united African company that went in to this market in order to protect its merchant interests in the alcoholic beverage trade.

Full production could not commence until in 1949, Courtesy of the then Lagos Breweries/bottling lines from where, on the 2nd June 1949, the first bottle of ***STAR*** LAGER brand /beer was rolled out. That day marked the advent of the brewery industry in Nigeria.

Because of the smallness of the industry, Star predictably faced a lot of problems in the market, most notable of which was stiff competition from existing imported brands. There was the problem of convincing the Nigerian public that STAR was as good as others.

After sometime it gained acceptance and popularity. Thereafter, other prospective investors cultivated the courage to enter the market.

Presently the brewery industry can boast of about 40 brands of beer with about 30 breweries spread across the length and breadth of the Nation.

1.2 STATEMENT THE PROBLEM.

The marketing concept is a philosophy which states that the emphasis on all business activities should be focussed or geared towards the satisfaction of the consumers.

Looking at the national context, there is disparity between the advanced economies and ours in times of the degree of understanding, acceptance and adoption of the "marketing concept" to business. To an overwhelming degree, our firms are yet to come to terms with the realities of the "new marketing"

One among the industries operating in the Nigerian environment of

business is the brewery industry which is the case study of this research.

The problem are as follows:-

a) It is clear at this point that the symptom of the problem in the brewery industry is its low performance level which is indicating that there is a high level of inefficiency and ineffectiveness in the sector. What could then be responsible for this low performance.

b) Inadequate marketing practitioners and expert to handle and co-ordinate systematically marketing jobs and efforts.

c) The economy of scarcity and hoarding of commodities which have not allow for proper planning of marketing activities.

d) Inadequate information system that does not allow companies to learn about customers needs.

e) Shoddy and undefined organisational system that do not allow for proper planning.

f) Inability to include in products' features that satisfy many needs of the customers

g) Inability to determine accurately what customers' products needs are.

h) Inadequate infrastructural facilities and ignorance or neglect of marketing concept among others.

1.3 OBJECTIVE OF THE STUDY

The main objective of this study is to emphasize the need for marketing to be regarded as essential concept in realizing the aim of maximising profit through production. Other objectives of this study are as follows:-

a) To find out if the brewery industry in Nigeria has the organisational set up, structure or conditions necessary for applying the marketing concept.

b) To find out (even if certain conditions exist) whether there is adherence to the concept.

c) To find if there is corresponding relationship between the application (or other wise) and corporate performance

d) To find out (if it is not being adopted) what factors are responsible for this.

e) To proffer, where and if necessary, suggestions for a better corporate tomorrow in terms of how application of the concept could be improved.

f) To acquire knowledge and marketing skills for accomplishing the main goal of every business organization which is the maximization of profit.

g) To study customers preferences and motivations for the preference with aim of capitalizing on these for the benefit of the producer.

As highlighted in the few points above, one can deduce that this study aims at knowing what the needs and wants of consumers are and all organisational activities will be directed towards realising customer satisfaction.

1.4 SIGNIFICANCE OF THE STUDY

The marketing concept is based on two fundamental beliefs.

First, all company planning, policies and operations are oriented

towards the customers to receive maximum satisfaction.

Secondly, profitable sales volume will be the goal of the firm. Suffice it to say that at this point in the history and development of marketing thought and business studies, one finds it difficult to think of any other marketing subject or issue that could be said to be more relevant than the "marketing concept". It is important to various bodies and groups. The importance to various bodies can be outlined as follows:-

A) **TO ECONOMY**

An economic system exists for production and consumption. Since products move only if they satisfy consumers specification, therefore, this study is aimed at how breweries can achieve a consumer orientation. The satisfaction of consumer needs and wants will go a long way to improve the profit level of brewery industry as well as the economy as a whole.

B) **TO THE STUDENTS**

On a scale of importance, this subject should rank high among marketing topics, yet we have not come across a book devoted largely to " marketing concept." All we see are fractions of chapters devoted to it which do not achieve enough hence it has been greatly abandoned.

C) **TO THE AUTHOR**

It is purely a marketing topic and for this reasons it falls within the researchers area of discipline (Business Administration) which is highly relevant.

D) **TO THE BREWERIES**

Business and Breweries world over are today supported to have a consumer orientation. Unfortunately, after so many years of the advent of this philosophy, firms are yet to adopt it commendably

All the same, the brewery therefore is an opportunity to relieve themselves of ignorance (If it is the case) relating the concept, to avail themselves of the power and realities of the concept and to be convinced of its workability.

In conclusion therefore, a major significance of marketing concept to products and service organisations is that it prevents profit-less ventures. An organization is fully aware of what the needs and wants of consumers are, the next step is to try and satisfy these wants and needs. However, while trying to do this, the organisation must aim at satisfying their goals and objectives a profitably through coordinated marketing efforts.

1.5 SCOPE OF THE STUDY

This study is restricted to Nigeria only. Because of the problems of time and others, a scope beyond this might be unsatisfactory. In Nigeria, the study is further restricted to only ***BREWERIES,***

The study also tried to look at the degree to which they take into account the interest of the consumer in the discharge of business responsibilities. Areas relevant to study of marketing was also looked at to buttress the researchers view points.

1.6 RESEARCH METHODOLOGY

This project work is in form of a case study. Data will b e collected

from the companies relating to marketing activities. The use of verbal interviews and structured questionnaires will be important.

This will enable the research to make some detailed observations, and make some useful recommendations. The choice of some selected breweries in Nigeria is for convenience on the part of the researcher and because of accuracy, time and financial constraints.

1.7 LIMITATION

The limitation of the study includes the following:

A) Time constraints constitute a major limitation to the study due to the study is to be carried out. Despite the fact that the researcher's topic is of a living nature, there was the problem of doing it in a short period, a topic of everlasting nature. The researchers efforts however ,was further constrained with the fact that the research was combined with academic work.

B) Financial constraints constitute the greater limitation due to the economic hardship in the country and the transportation difficulties, libraries to be visited for research purposes were been ignored and questionnaires could not be given to every body.

C) Finally, is the difficulty in getting useful information for the purpose of the study from other respondents. The producers were a bit difficult, especially with the reluctance of revealing official, corporate secrets or classified materials. Further more, the problem of administrative bottleneck set in. On the part of the consumers the researcher

persuaded before some of them could returned the questionnaires.

1.8 HYPOTHESIS

1- Whether Breweries in Nigeria have the appropriate marketing or organisational set-up necessary for the application of the "marketing concept".

2- Whether Breweries in Nigeria do not adhere to the marketing concept.

3- Whether non-adoption of the concept had any corresponding negative effect on organisational performance

CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE

2.1 MARKETING AND MARKETING CONCEPT DEFINED

2.11 DEFINITION OF MARKETING

In defining a concept as broad as marketing, we must remember that any definition is just an abstract of what the concept is. In fact, no perfect definition describes best the concept . The description of marketing could best linked to the study of a Russian Psychologist on three blind men and their various observations of an elephant. Each blind man deferred significantly in his definition and assessment.

Marketing has been described in too many ways - some too narrow to justify an all encompassing definition and some omitting the fact that marketing can occur in non business organisations. In fact, marketing definitions vary as the number of authors and texts we have on the subject.

Marketing is defined by ***PETER DRUCKER (1973)*** as "human activities directed at satisfying needs and wants through exchange processes."

PHILIP KOTLER defines marketing as "the analysis, planning, implementation and control of programmes designed to create and build and maintain mutually beneficial exchanges and relationships in target market for achieving organisational objectives. The American Marketing Association (1960) defined marketing as "*the performance of business activities to direct the flow of goods and services from the producer to consumer or user*".

WROE ALDERSON (1976 defined marketing as "individual and

organisational activities aimed at facilitating and expediting exchanges within a set of dynamic environmental forces". This last definition recognises the fact that:

a) Marketing consist of activities, some of these activities are market research, product development, pricing, distribution and promotion activities are among others.

b) Marketing activities are performed by individuals and organisations. Individuals consist of the owners suppliers, middlemen and customers. Organisations include both profit and non-profit organisations such as churches, Universities, Charity homes and political organisations.

c) Marketing facilitates exchanges between buyers and sellers. Buyers receives something of value (goods, services and ideas) from sellers and give something back in form of money, labour and credit in exchange.

d) Marketing occurs in a dynamic environment. This dynamic environment consist of the legal, social, economic, cultural, technological and competitive environment.

e) This definition also recognises the fact that customers needs, wants and demands need be satisfied.

Marketing activities however, are those most directly concerned with the demand stimulating and demand- fulfilling efforts of the enterprise. These activities interlock and interact with one another as component of the total system by which a company develops and makes its products available, distributes through marketing channels, promote them and price them. In

totality and specifically therefore, we define " marketing as the managerial process by which products are matched with markets and through which transfers of ownership are effected.

It also the creation and delivery of a standard of living. Marketing generally involves the following:-

i) Finding out what the consumers want.

ii) Planning and developing a product or service that will satisfy those wants.

iii) Determining the best way to price, promote and distribute that product or service.

Formally put, it is a total system of business activities designed to plan, price, promote and distribute want- satisfying goods and services to present and potential customers.

2.1.2 DEFINITION OF MARKETING CONCEPT

It is defined as a complete managerial philosophy aimed at mobilisation and control of total corporate efforts with the aim of providing consumers satisfaction in such away as to enhance the profit position of the firm.

KOTLER, P. (1980) Says " *The marketing concept is a management orientation that holds that the key to achieving organisational goals consists of the organisation's determining the needs and wants of the of target markets and adopting itself to delivering the satisfaction more effectively and efficiently than its competitors".*

Another definition says that marketing concept is " a company wide

orientation with objective of achieving long- run profit".

A number of determination could be offered, but the fact remains that there is a common focus. The key words are " Company- wide consumer orientation". All facets of the business must be involved ***(not marketing alone)*** in satisfying consumer needs and wants.

Finally, the words "with the objective of achieving long -run profits" are used in order to differentiate the marketing concept from policies of short run profit maximization.

Worthy of attention also is the best known statement that describes the concept or orientation.

The concept introduces the marketing man at the beginning rather than at the end of the production cycle and integrates marketing into each phase of the business. Thus, marketing, through its studies and research, will establish for the engineer, the design and manufacturing man, what the consumer wants in a given products, what price he is willing to pay and where and when it will be wanted.

Marketing will have authority in product planning, production scheduling and inventory control, as well as in sales distribution and servicing of the product.

The whole thing is a representation of a new way of business thinking which departs from earlier philosophies that emphasizes mass production, quality or just promotion. The table below will indicate this departure between the selling and marketing orientation.

	SELLING	MARKETING
FOCUS	***PRODUCTS***	***CONSUMER NEEDS***
MEANS	***SELLING AND PROMOTION***	***INTEGRATED MARKETING***
ENDS	***PROFIT THROUGH SALES VOLUME***	***PROFIT THROUGH CONSUMER SATISFACTION***

This marketing concept reverses and replaces the logic of the selling concept. The selling concept starts with firm's existing products and considers the task as one of using selling and promotion to stimulate the profitable volume of sales. The marketing concept starts with the firm's target consumers and their needs and wants while deriving profit via satisfaction created for customers.

The marketing concept looks at the consumer as the **KING**. The determination of what is to be produced should be in the hands of the consumer.

2.2 EVOLUTION OF THE MARKETING CONCEPT

Through out the world, marketers kept on imagining why there have been problems with profit maximization. It boils down to the point, that consumers are not actually satisfied. Organisations were then concerned with what they could produce and not what the consumer wants. It is as a result of this archaic managerial technique that the theory of marketing concept evolved. After all, was there not a time when marketers variously emphasized mass production to go round, quality products that were

expected to sell themselves or so many sales men and promotion to push the product through the market.

However, from time immemorial, certain organisational conditions existed and preceded management's change from a production to a marketing orientation/concept. These conditions existed in form of management stages.

2.21 PRODUCTION ORIENTATION STAGE

During this stage emphasis was completely on production, that is, attention was on production and nothing else. At about half the 19th century was the industrial revolution when electricity, rail transportation, division of labour, the assembly line and mass production made it possible to manufacture products more efficiently. As a result of new technology and new *ways* of using labour, products streamed out of factories into the market place, where consumer demand for manufactured goods was strong. Because of the situation of scarcity that preceded the revolution, corporate notion was that buyers were ready to accept virtually any goods that were produced and make do with them as best way they could. The thinking was that "production creates its own demand". The central notion was that products would sell themselves, so the major concern of business firms were production and manufacturing, not marketing.

As KOTLER P. (1980) puts it "The production concept is a management orientation that assumes that consumers will favour those products that are available and affordable, and therefore the major task of

management is to pursue improved production and distribution efficiency.

Generally, during this era, business leaders were only seen as innovators and engineers. To the management, the bottleneck was production. Marketers are simply called Salesmen.

2.22 THE PRODUCT ORIENTATION STAGE

Here emphasis shifted from production to product. The questions often asked are on what products to produce and what attributes or features they must possess. These features are in form of brand to make, quality, size, durability, guarantee, price among others.

There is the expectation of marketing to serve the seller's interest alone and not that of buyers. Focussing on ever-more efficient manufacturing, top management assigns marketing the task of selling increased quality outputs. There was this emphasis on product quality under the thinking that a product with good quality would definitely speak for itself and succeed.

The general idea behind the concept is summarized as "a management orientation that assumes that consumers will favour those products that offer the most quality for the price, and therefore the organisation should devote its energy to improving product quality". Marketers who are Salesmen therefore are expected to handle the products after certification.

2.23 SALES ORIENTATION STAGE (1930)

Around this time, the strong consumer demand subsided. Businesses

were compartmentalised. A marketing Manager saw himself as an independent body. So, also were other departments. In fact, during this period, all activities were highly uncoordinated.

2.26 **MARKETING CONCEPT ORIENTATION STAGE**

As more and more business organisations have come to view the measurement of customers' needs as the primary starting point and customers' satisfaction as the ultimate goal, we have moved into the marketing era, the era of customer orientation.

The whole set up unlike the structural stage, is now viewed from the angle of Managerial approach. Most activities are regarded as a subsystem of another function. By the early 1950s, some business people began to recognise that efficient production and extensive promotion of products did not guarantee that customers would buy them. These businesses and many others since they found that they must first determine what customers wants and then produce it, rather than simply make products and try to change customers' needs to fit what is produced. As more and more firms realised that the measurement of customers' needs is where everything begins, businesses moved into the marketing era, the era of Customer Orientation. All marketing efforts are therefore geared towards the satisfaction of the consumers. This is a partial fulfilment of a more advanced stage in marketing concept.

2.3 **ADOPTION OF THE MARKETING CONCEPT**

According to the marketing concept, an organisation should try to satisfy the needs of customers or clients through a coordinated set of

activities that also allows the organisation to achieve its goals. Customer satisfaction is the major aim of the marketing concept.

Firstly, a business organisation must find out what will satisfy customers. But, this is not enough, the business must then get these products into the hands of the consumers nor the process end there. The business must continue to alter, adapt and develop products to keep pace with customers' changing desires and preferences.

To satisfy consumers, business must consider not only short-run immediate needs but also broad, long term desires. To meet these short and long-run needs and desires, a firm must co-ordinate all its activities. All functions of production, finance, Accounting, personnel and marketing departments must work together. It is however, not enough that the marketing concept is a highly philanthropic philosophy aimed at helping customers at the expense of the business organisation. A firm that adopts the marketing concept must not only satisfy its customers objectives but also achieve its own goals, otherwise it will not stay in the business for long.

The marketing concept stresses that a business organisation can best achieve its goals by providing customer satisfaction. This fact hinges on the belief that the consumer is the social and economic justification for the existence of the firm. It also means that the consumer has the "right to know" and should be "consulted."

Notable companies such as Avon, IBM etc have succeeded on the basis of marketing concept.

"Macdonald's Corporation" has consistently practiced the marketing

concept. In its about twenty-five (25) years of existence, Macdonalds has served American citizens over 27 billion hamburgers, with over 4,200 outlets, far ahead of its closest rivals; Kenturky Fried Chicken and Burger King. Its current annual sales are running to 4.6 billion dollars. Credit for this leading position belongs to a thorough marketing orientation. Macdonalds knows how to serve people well and adapt to changing needs and wants.

Before the emergence of Macdonalds, Americans get Hamburgers but not without problems. In many places, the hamburgers were poor in quality, service-was slow, decor was poor, conditions were unclean and so on. As time goes on, so did Macdonalds. The sit-down sections were expanded in size, the decor improved, a very successful breakfast item called Egg Mcmuffin was added, and new outlets were opened in high traffic parts of the city. Macdonalds was clearly being managed to evolve with changing customer needs and profitable ventures.

The big questions to ask now are:

1) How many firms in Nigeria have been able to apply the marketing concept as effectively as Macdonalds?
2) How many have been fortunate enough to derive as much benefits as Macdonalds?
3) Is it a case of non-challance or simple refusal to apply.
4) Is it that there are no conducive conditions for application.

One fundamental issue however, remains that BREWERIES in Nigeria face impending factors that have prevented the smooth operation of the marketing concept. These factors will be looked at in the following sections.

2.4 EXISTENCE OF PRE-CONDITIONS

PETER F. DRUCKER captures the essentials of the marketing concept as follows:-

"True marketing starts with the customer, his demographics, his realities, his needs, his values. It does not ask "what do we want to sell?" It asks "what does the consumer want to buy?" It does not say "this is what our product or service does," it says "these are the satisfactions the customer looks for, values and needs."

The purpose of modern marketing is that the consumer is the King. Customers are sought out not only for their purchasing power but for their opinions about products. Businesses that ignore consumers do so at their own risk..

Furthermore, there is a question of whether it is practicable to adopt the marketing concept at all. Specifically, the question is: To what degree have ***BREWERIES*** in Nigeria had it feasible to practice it. A philosophy may look good on paper, sound reasonable and even noble, but that does not mean it can be put to practice easily. It is a good idea and it is agreed that it can be practised but then the road has proved rough for the ***BREWERY INDUSTRY***.

For an organisation of this nature to achieve this, it must focus on some general conditions. It must also be cognisant of several problems. It is of course because of these conditions and problems that the world has been slow at accepting the concept fully.

Very importantly, the top Management of organisations must adopt it

whole heartedly. High level Executives must incorporate the concept into their personal philosophies of business management so completely that it serves as the basis for all the goals and decisions they set for their firms. After this personal acceptance, the firm can then ensure the following general conditions.

1) The Management must establish an information system that enables it to discover customer's real needs and to use that information internally to create satisfying products. This looks expensive, so management must be willing to commit a substantial amount of money and time for development and maintenance. Without an adequate information system, an organisation cannot be customer-oriented. Of course, our breweries have information systems, but the question is whether they are performing.

2) The second major task of Management is to re-structure the organisation. If the head of marketing unit is not a member of the organisation's top-level Management, the situation should be rectified. Some departments may have to be abolished and new ones created. Implementing the concept demands the support of Managers and staff at all levels in the organisation. Breweries being involved in dissemination of goods should have marketing departments that are reliable. Efficient and effective distribution facilities should be embarked upon to ensure timely delivery and promptness as will be desired by the customers.

2.5 FUNCTIONS AND OBJECTIVES OF MARKETING ORGANISATION

2.51 FUNCTIONS OF MARKETING ORGANISATION

The marketing Manager in most organisations perform the following functions:-

a) Definition of market potential - This involves trying to know the capacity of a market, what the needs and demands of the customers in that market will be.

b) Evaluation of sales performance - The marketing Manager makes use of data provided by the Sales Manager to evaluate the sales performance whether it is high or low.

c) Determination of distribution pattern- The Marketing Manager after every production run, determines route to receive higher stock, may be from the information available from that route.

d) Examines the weaknesses and strengths of the organisation. This he does by relating the current performances of his organisation to that of competitors.

e) Selection of target market and the various strategies to be used in delivering the products to ultimate consumers.

The Sales Manager on the other hand performs the following functions:-

a) He maps out the territories to which their product would be taken to.

b) He sets quotas for each territory according to their capacity. This is essentially necessary to avoid a situation of supply being greater than the demand and vice versa.

c) He sets objectives for dealers, branches, distributors which has to be

successfully followed.

d) From the data obtained from his subordinates, he analyses the variation in sales of various territories and at specific time periods.

e) He tries to evaluate which of the route is performing best and efficiently.

When carefully compared, one will conclude that the Marketing Manager's functions are inter-related to that of the Sales Manager. However, in this area of study, the researcher discovered that the Sales Manager is responsible to the Marketing Manager and therefore their function relates to each other.

The Sales and Marketing Management functions provide a comprehensive and convenient information system for both consumer and industrial marketers. The comparison given above contain issues that facilitate the analysis and selection of local geographical markets as well as target customer markets, the development of appropriate sales strategies for reaching those markets and the comparison of the cost of selling in the geographical markets.

2.52 OBJECTIVES OF MARKETING ORGANISATION

The objectives of marketing organisation can be sub-divided into two major parts. The general objectives and those objectives that are assumed to be specific to marketing organisations.

(A) The general objectives are as follows:-

I) Sales objectives - This objective is to sell as many units as possible. Sales are measured in quantitative terms. Profitability is dependant on

the level of sales.

ii Stock objective - This is the maintenance of the adequate stock level. Too high or too low levels of stock are not too healthy for an organisation.

iii). Public Image - Firms want a good perception of their image before the public. Such image may be in terms of quality, low price and availability of choice.

iv). Employee Satisfaction - A happy worker is a hardworking worker. The worker is the driving force behind production and marketing. Organisations try to motivate their workers.

v). Owners Satisfaction - "He who plays the piper dictates the tune." As investors and risk bearers, they want greater control and returns on their capital.

vi). Innovative objective - Marketing organisations like any other organisations operate in a competitive market where taste, statues and life styles differ. A firm must be ready to meet these changes.

vii). Profit objective - The attainment of most other objectives depend on the achievement of this goal. A firm must try to optimise profit as blind pursuit of this goal is bad.

(B) The Specific Objectives however are as follows:-

i Maximisation of Consumption - The underlying societal assumption according to Kotler is that the more people buy and consume, the

happier they are. This is captioned in the phrase "more is better." Marketing is therefore charged with task of maximising the amount of goods and services that the public buys and consumes.

ii Maximise Consumer Satisfaction - Most marketers see the goal of marketing as purely that of maximising consumers' satisfaction and not consumption. For example, eat more nutritious food or owning more cars would be significant if it can bring about real increase in consumer satisfaction. This is however very difficult to evaluate.

iii Maximise Choice - The ideal marketing objective to some marketers is that of maximising choice. Marketing to them is all there to produce great variety of products and brands that will enable consumers to make a judicious choice based on their taste and preferences. If such occur, good life styles are enhanced and therefore, consumer satisfaction.

iv Maximize Life Quality - Without mincing words, the terminal goal of marketing organization is to maximize Life Quality. The quality of Life is a function of many variables such as the quantity, quality, range and cost of the product; the quality of the physical and cultural environment and other variables. Marketing importance therefore is judged by how far it has provided for these variables

2.6 SPECIFIC AND GENERAL PROBLEMS OF MARKETING CONCEPT IN NIGERIA.

2.61 SPECIFIC PROBLEMS OF MARKETING CONCEPT IN NIGERIA

In adapting the marketing concept in Nigeria, some specific problems

have stood between Nigerian companies and success. These problems are:-

A There is a limit on a firms ability to satisfy customers needs for a particular product. In a mass product economy like ours, the brewery industry cannot tailor product to fit the exact needs of each customer.

B Although the breweries may try to learn what customers wants, they may be unable to do so. Even when a firm correctly identifies customers needs, the firm's personnel often have a hard time actually developing a product to satisfy those needs.

C By satisfying one segment of society, the brewery sector contributes to dissatisfaction of other segments. Government and non- business organisation also have this problem.

D Dissension among staff and departments. A firm may have trouble maintaining employees' moral during any restructuring that may be required to coordinate the activities of various departments.

E As earlier mentioned, it is a very expensive exercise, which can be afforded by only a small percentage of firms. The question then is how many of our breweries are strong enough of financially in the face of the state of the economy.

2.62 GENERAL PROBLEMS OF MARKETING CONCEPT IN NIGERIA

Even in the advanced nations of the west, the concept is yet to be fully accepted. However, the degree of acceptance is quite overwhelming even now.

"Studies have shown that the marketing orientation is now wide spread in American business. Research conducted in the late 60's indicated that 94%

of business executives interviewed have adopted the marketing concept to some extent."

In general then, the American economy is marketing oriented. The same applies to a number of other advanced economies except the communist economies that are widely production oriented. But those ones are changing rapidly towards market economies.

However, in our brewery industry, the situation is not exactly the same. Acceptance is still at a very low ebb. This is because of differences in our economy and other environmental factors. Some of these general problems are as follows:-

i Finance - The finance required in implementing the concept is large. A substantial amount of money is therefore needed since the form must have to establish a good information system and embark on research to find out customer interest. The fact is that the money is even not there. An overwhelming percentage of breweries in Nigeria simply cannot afford it.

ii Disposable income - For the marketing concept to have a smooth sail, income must be such that purchasing power is high.

But in Nigeria today, both on National and individual levels, purchasing power is low. Income is the strength of the consumer and where income is low, the consumer has no voice. On the whole, our per-capita income few years back about fifty-sex (56) dollars, which makes Nigeria to be the 13th poorest nation of the world. It becomes

difficult for brewers to bother since consumers' purchasing power is not there.

iii Newness of the concept

All around the world, the concept is still relatively new. In our own case, it is even newer. Even when we talk of marketing as a whole, our economy is more distribution - oriented than marketing oriented. It is hoped that as time goes on, we will learn and adopt, but the fact remains that, this distribution orientation is more pronounced in industries.

iv Level of Education

An educated public is a public that knows her rights. Education affords consumers the ability to understand the concept. It makes one understand the right to seek redress when aggrieved by producers.

In the United States of America, where the concept appeared earlier, education provided the vision of a better state of affairs that could exist if the power relationship between buyers and sellers could be altered. It also provided the enlightenment to analyse the means to power and realize that buyers are not as helpless as has been believed. Even the leadership of the consumer movement which was out to shape business thinking came from the educated class who understood the working of the system..

Looking at our situation, illiteracy level is so high in absolute terms and in relation to other countries. The meaning is that consumers probably do not understand the project. A definite fact also is that, majority of

our business people do not even understand the concept, all these arising from illiteracy.

- The last problem is that of the state of the economy. Our economy is in shambles. The Breweries prefer to concentrate on making their profits than making consumer satisfaction a prime motive, Further more, the situation of scarcity is such that we have a seller's market and definitely, it is not in a seller's market that a consumer can be a "King." It is a market type where the consumer listens to the seller and not vice versa.

2.7 BENEFITS OF MARKETING CONCEPT

One of the benefits of marketing concept to manufacturing industries is that it increases the level pf profits. Because what the consumer wants is produced, he will be willing to buy, so also generating profits for the manufacturer.

Secondly, the market share is extended. More and more people will be interested in buying the product and that will inturn increase the market share.

Thirdly, there will be return on investment. Because customers get what they want, there will be high need which yield a high return on investment for the producers.

Finally, the producer is satisfying the consumers, therefore, they will always embark on repeat purchases.

While on the other hand, the customer's benefit is principally one. He is fully satisfied because he is able to get the taste, quality and variety of

goods or services he wishes to consume

2.8 CUSTOMER ANALYSIS, COMPETITIVE ANALYSIS AND MARKET CHARACTERISTICS.

2.81 CUSTOMER ANALYSIS

The consumer market consists of all the individuals and households who buy or acquire goods and services for personal consumption. Customers vary tremendously in their ages, incomes, educational levels, mobility patterns and tastes. Marketers have found it worthwhile to distinguish different groups and develop products and services tailored to their particular needs. If a market is large enough, some companies may set up special marketing programs to serve this market.

Profitable marketing requires observing not only who the consumers are but also where they live and what they will like to consume. Three categories of goods can be distinguished on the basis of their rate of consumption and tangibility:

1 a) Non-durable goods - Tangible goods which normally are consumed in one or a few uses (meat and Soap production). Since, these goods are consumed fast and purchased frequently, they are likely to be made available in many locations, command a small margin and develop strong brand loyalty.

b) Durable goods - Tangible goods which normally service many uses (refrigerators, clothing). Durable products are likely to

need more personal selling and service, command high margin and require more selling guarantees.

c) Services - Activities, benefits or satisfactions which are offered for sale (haircuts, repairs). Consumer services have the characteristics of being intangible, perishable, variable and personal. As a result, they are likely to require more quality control, supplier credibility and continuous availability.

Goods can also be classified into three groups on the basis of consumer shopping habits:

2. (a) Convenience goods - Those consumers' goods which the customer usually purchases frequently, immediately and with minimum effort in comparison and buying (Tobacco products, Soap, Newspapers).

Convenience goods can further be subdivided into impulse goods (for which consumer puts forth no search effort) and staple goods.

(b) Shopping goods - These are consumers goods which the customer, in the process of selection and purchase, characteristically compares on such bases as suitability, quality, price and style (furniture, dress goods, used automobile and major appliances).

The consumer is likely to shop in a number of retail outlets to learn about the available goods and find the right item.

c) Specialty goods - Those consumers goods with unique characteristics and/or brand identification for which a significant group of buyers are habitually willing to make a special purchasing effort (specific brands

and types of fancy goods, photographic equipment and men's suits). Specialty goods do not involve shopping effort (since the consumer knows what he or she wants) but only shopping time to reach the outlets that carry these goods.

The occasions for consumer buying can therefore be analysed along several dimensions. Whether consumers purchase a product frequently depends upon the rate of their consumption of the product. For example, households with young children consume milk at a much faster rate than childless households. Marketing strategy for such items is often based on segmenting the market into buyers with different consumption rates, that is heavy, light or medium users.

At times the purchase rate is often influenced by seasonal factors. Religious and secular holidays that entail entertaining and/or gift are eagerly anticipated by many industries as the time in which the highest percentage of the year's sales will be made. Seasonal fluctuations in the weather conditions affect the demand for swimsuits, snowmobiles, resort vacations and air conditioners. Strong seasonal fluctuations in consumer purchasing can make cash flow and inventory management very difficult for businesses, and many try to counteract their effects by offering off-season discounts or sales.

Consumers also vary as to the time during the day or week they are most likely to make their purchases, The recent influence of women into the labour force with the consequent increase in men's participation in shopping has meant that an increased amount of

shopping is done before or after the work hours or on weekends. Stores of all kinds have extended their regular hours. Public transportation, companies, restaurants and museums have fried to minimize the effects of daily and weekly fluctuations in demand by offering discounts to users in off-peak periods.

Also who participates in the actual buying decision is a key task that a company must determine. Some products and services are easily decided upon by consumers. For example, men are normally the decision - making unit for pipe tobacco, and women are the decision making unit for household utensils. On the other hand, the decision making unit for a family automobile or vacation is likely to consist of husband, wife and older children. In these cases, the marketer must identify the roles and respective influence of the various family members in order to design the right product features and appeals.

Different roles abound that persons can play in a buying decision. These are:

a) Initiator:- This is the person who first suggests or thinks of the idea of buying a particular product.

b) Influencer - A person who explicitly or implicitly carries some influence on the final decision.

c) Decider- This is a person who ultimately determines any part or the whole buying decision; whether to buy, what to buy, how to

buy, when to buy and where to buy.

d) Buyer - The person that makes the actual purchase.

e) User - The person who consumes or uses the final product or service.

For example, in the decision to buy a new automobile, the suggestion might have come from the oldest child. Each member of the family may exert some influence on the decision or some component part and even neighbours may have some influence. The husband and wife may take the final decision and act as the purchasing unit. The wife may be the prime user of the car.

The consumer wants products and services that will satisfy a variety of needs ranging from physiological, social, psychological and spiritual. In considering a particular good, the consumer will see it as a bundle of attributes. Thus, a toothpaste, for example, offers a combination of dental protection, taste and breath - freshening. Each brand of toothpaste will combine these attributes in different proportions. Also, the individual consumer will place different values on these various attributes reflecting what he or she wants. Thus, each brand offers the customer a certain total utility at a certain price.

We now come to a key task facing marketers, that of trying to understand how consumers buy. For example, Camera Manufacturers would like to know how consumers end up deciding to buy Cameras in the first place and particular brands of Camera in the second place.

The task of understanding consumer buying behaviour is enormously

Complex and whole books have been written on the topic.

2.82 COMPETITIVE ANALYSIS

In competitive analysis, marketers must strive to know what activities are embarked upon by its competitors. Marketers must be fully aware of the activities of their competitors otherwise they will push them completely out of the market. Efforts will also be made to know what strategies are embarked upon by your competitors? How well are they doing with their competitive strategy(ies)? However the following strategies abound for use by firms/industries:-

a) Market leadership

b) Market challengers.

c) Market followers.

d) Market Nichers.

Marketers must be able to capitalise on the type of strategy embarked upon by their competitors.

The market leader leads other firms in price changes, new product introductions, distribution coverage and promotional intensity. A number of ways is used by the leaders to expand their market coverage, This they do by:-

i) Getting new uses - Promote new uses for the product.

ii) Getting new users - Promote new users by adding more men.

iii) More usage - Convince people to use more of the product per occasion.

The market challenger may be large in their own right although smaller

than the leader. They can attack the leaders and others in a grab for further market share (i.e market challengers) or they can be content to play ball and not rock the boat (market followers). The market challenger tries to gain market share in all the available ways. These are:-

i) Direct attack strategy - Tries to do better than the market leader.

ii) Back door strategy - The challenger runs around dominant firm rather than into it.

iii) Guppy Strategy - This is attacking the smaller companies/competitors rather than the market leader.

In addition, the following strategies are available to the market challenger who is seeking an advantage via competition. They are as follows:-

a) Price discount strategy - A major strategy is to offer buyers a product of comparable quality to the leaders at a lower price.

b) Cheaper -goods strategy - Here, the challenger offers the buyer an average or low quality product at a much lower price.

c) Prestige-goods strategy - The challenger produces a higher quality product and a higher price also charged.

d) Product-proliferation strategy - This is done by launching a large number of product variants than the leader.

e) Product-innovation strategy - This is using the path of product innovation to attack the leaders position.

f) Improved-services strategy - This is done by finding ways to offer new services or better services.

g) Distribution-innovation strategy - A challenger can use this strategy by expanding its market share by developing a new channel of distribution.

h) Manufacturing-cost-reduction Strategy - One of the major ways is to achieve lower manufacturing than their competitors. The lower manufacturing costs can be achieved by more efficient purchase of materials, lower labour costs and more modern production equipment. A Company can use its lower costs to price aggressively to gain market share.

i) Intensive advertising promotion - Some challengers seek to gain on the leader by increasing the quantity and/or quality of their advertising and promotion.

A challenger hardly succeeds in improving its market share by relying on only one strategy element. Its success depends on designing a total strategy that will improve its position over time.

The third strategy is the market-follower strategy. A market follower must be clear on how it is going to hold on to current customers and win a fair share of new ones. Each follower must work a set of target markets to which it can bring distinctive advantages like location, services, financing. It must be ready to enter new markets that are opening up. The company must keep its manufacturing costs low and its product quality and services high. Followership is not the same as passivity or being a carbon copy of the leader. The follower has to define its own path to growth, but decides to do this in a way that does not create intense competitive retaliation.

Market followers, although they have lower market shares than the leader, may be as profitable or even more profitable. A recent study reported that numerous companies with less than half the market share of the leader had a five year average return on equity that surpassed the industry median. The keys to their success were conscious market segmentation and concentration, effective research and development, profit emphasis rather than market share emphasis and strong top Management.

The last strategy is the market nichers strategy. These are smaller firms that attempt to find and occupy market nichers that they can serve effectively through specialization and that the majors are likely to over look or ignore. These firms are variously called market nichers, market specialists, threshold firms or foothold firms. Market niching is of interest not only to small companies but also to smaller divisions of larger companies that are not able to achieve major standing in that industry.

The salvation of these firms is to find one or more market nichers that are safe and profitable. An ideal market nicher would have the following characteristics:-

a) The nicher is of sufficient size and purchasing power to be profitable.

b) The nicher has growth potential.

c) The nicher has been by-passed or neglected by major competitors.

d) The firm has superior competencies to serve the nicher effectively.

e) The firm can defend its position against an attacking major because of the goodwill it has built up.

The sole idea in nichermanship is specialization. The firm has to

identify a viable form of specialization along market, customer, product or marketing mix lines. At least ten specialist roles are opened to a market nicher. They are:-

1) End-use specialist - This firm decides to specialize in serving one type of end-use customer. For example, a law firm can decide to specialize in the criminal, civil or business law markets.

2) Vertical-level specialist - This firm specializes at some vertical level of the production-distribution cycle. For example, a copper firm may concentrate on the production of raw copper, copper components or finished copper products.

3) Customer-size specialist - This firm concentrates on selling to either small, medium, or large-size customers. Many nichers specialize in serving small customers because they are neglected by the majors.

4) Specific-customer specialist - This firm limits its selling to one or a few major customers. Many firms sell their entire output to a single company such as Sears or General Motors.

5) Geographic Specialist - These firm focuses on the needs of a certain locality, region, or area of the world.

6) Product or product line specialist - This firm produces only one product line or product. Within the laboratory equipment industry are firms that produce only microscopes, or even more narrowly, only lenses for microscopes.

7) Product-feature Specialist - This firm specializes in producing a certain type of product or product feature. Rent-a-junk, for example is

a California Car rental agency that rents only "beat-up" cars.

8) Job shop specialist - This firm stands ready to make customized products as ordered by the customer.

9) Quality/Price Specialist - This firm chooses to operate at the low or high end of the market.

10) Service Specialist - This firm offers or excels in one or more services not readily available from other firms. An example will be a Bank that takes loan requests on phone or dispatches an officer to deliver the money at the clients home or office.

2.83 **MARKET CHARACTERISTICS**

The term market has acquired many usages over the years. One of the earliest usages is that a market is a physical place where buyers and sellers gather to exchange goods and services. Medieval towns had market squares where sellers brought their goods and services and buyers shopped for the goods. Today, transactions occur all over the world in what are called shopping areas rather than markets.

To an Economist a market describes all the buyers and sellers involved in actual or potential transactions over some goods and services. The Economist is interested in describing and evaluating the structure, conduct and performance of the market. Market structure describes the number and size distribution of buyers and sellers, the degree of product differentiation and entry barriers. Market conduct describes how firms set their policies on product development, pricing, selling and advertising. While, market performance describes the level of efficiency and innovation of

a firm's operation and the major results achieved in sales and profits.

To a marketer however, a market is a set of all individuals and organisations who are actual or potential buyers of a product or service. Thus the marketer limits market to mean the buyer side of the Economist's definition of a market, the seller side is called industry or competition. The marketer wants to know several things about the market, such as its purchasing power, size, needs and preferences.

The job of a marketer is to know the market, one needs first a working knowledge of the operating characteristics of four generic types of markets: Consumer market, producer market, reseller market and government market. These markets are distinguished on the basis of the buyers' role and motives rather than the characteristics of the purchased product. Consumers are individuals and households buying for personal use; producers are individuals and organisations buying for the purpose of producing, resellers are individuals and organisations buying for the purpose of reselling; and governments are governmental units buying for the purpose of carrying out governmental functions.

The marketing concept aims to provide consumer satisfaction by offering wide range of products at low prices. This could lead to an increased standard of living for customers. The concept also makes it possible to integrate the operations of the firm in order to achieve desired results. In its attempt to satisfy the customers, an organisation must know adequately her customers, market and competitive characteristics without which satisfying the customers will be near impossible.

The marketing concept is not beneficial to organisations in terms or Corporate gaols, it is also a means of protecting consumers and ensuring social responsibility. There is a new realisation that the concept has come to stay and even governmental organisations are asking for professional marketers.

CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

3.1 SOURCES OF DATA

The procedure that was used to collect the bulk of the data used in this study was through survey by distributing questionnaires to producers and consumers in the selected companies used for this study.

This is a research work share result will be beneficial to both business and non-business organisation, marketers and non- marketers alike.
Since the topic is of the general application and a large part of the target audience is not knowledgeable in the mechanics of marketing theory, it is felt that methodology should be simple and statistical techniques should be limited to simple ones as percentage analysis, Bar charts, pie-chart and so on.

However, in the course of carrying out research for this project work, the following methods were used to collect data:

i **Primary Data -**

The primary data was gathered by the use of questionnaires, personal interview and observations. The questionnaire contain list of questions that are well structured and disguised. This is used because it is sequential in nature and straight forward.

ii **Secondary Data-**

Another method that was used by the researcher in gathering data is through the review of related literature of some authors of different textbooks.

And also more data was gathered through journals from the President Kennedy Library of the Ahmadu Bello University, Zaria.

The use of secondary data became necessary due to the fact that the data needed for this study were not readily available through primary survey and that calls for the use of the secondary method of gathering data.

3.2 RESEARCH INSTRUMENT.

Primary and secondary data were used for the purpose of this study. The various instruments that were used in gathering important information for the research are oral interviews and observation especially where detail information from management and consumers are required. Nontheless, the most widely used instrument for this study is the **questionnaire.**

3.3 QUESTIONNAIRE DESIGN

The questionnaire was designed in order to suit the purpose and objective of this project. The researcher designed the questionnaire mainly for the producers and consumers of products. The multiple choice system was included in the questionnaire. Also the questions were well structured and disguised.

3.4 POPULATION

The population consist of the whole workers of the selected breweries. Bot male and female, literate and illiterate. Also some consumers in the towns where these selected companies are situated were also served some

questionnaires. The questionnaires were also given to them on the basis of those that are found first.

3.5 SAMPLE SIZE

As highlighted in the limitation of study, the researcher could not reach out to all consumers and producers in the selected cities. The sample frame was based on the literate producers/workers and consumers. The sample size was not all that large because of the possibility of returning the questionnaires. Nevertheless, the size taken was used to represent the population and sample frame accurately in order to get or accomplish the objective of study.

The total of fifty (50) questionnaires were distributed to the producers/workers, out of which only thirty nine (39) of them were duly filled and returned.

While a total of seventy (70) questionnaires were distributed to the consumers and out of which only sixty- two (62) of them were returned. The method the researcher used in selecting the sample was by probability sampling. Also, simple random sampling method of data collection data collection was used for the sample procedure.

The distribution and collection of questionnaires will be represented in a table below:-

GROUP	QUESTIONNAIRES ADMINISTERED	NUMBER RETURNED	PERCENTAGE RETURNED
PRODUCERS/ WORKERS	50	39	78%
CUSTOMERS	70	62	88.57%
TOTAL	120	101	84.17%

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION AND ANALYSIS

In the course of carrying out this research work, two sets of questionnaires were distributed. One to the producers/workers and the other to consumers.

About 50 questionnaires were distributed to the producers/workers out of which only about 39 of them were retuned. And to the consumers 70 questionnaires were distributed and only 62 were retuned.

This represents 78% and 88.57% for the producers/workers and consumers receptively.

It can therefore, be deduced that from the responses received, it is an additional advantage for the purpose of this research work.

4.11 ANALYSIS OF DATA FROM PRODUCERS/WORKERS

TABLE 1 (QUESTION 1)

RESPONDENTS AGE

AGE GROUP	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
25-35	*10*	*25.64*
36-45	*21*	*53.85*
46-65	*07*	*17.95*
65 AND ABOVE	*01*	*02.56*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

From the table above it can be said that 10 respondents representing 25.64% are between the ages of 25-35, 21 respondents representing 53.85%

are between the ages of 36-45, also 07 respondents representing 17.95% are between the ages of 46-65 while 07 respondents representing 2.56% above the age of 65 years.

This has made it evenly possible to gather information from different age groups.

TABLE 2 (QUESTION 2)

RESPONDENTS' STATUS

STATUS	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
LOWER MANAGEMENT	*40*	*10.26*
MIDDLE MANAGEMENT	*31*	*79.49*
TOP MANAGEMENT	*04*	*10.25*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

The table above shows that middle management ranks high in responding as 31 of them representing 17.49% respondents while 4 respondents each of the Top and Lower management representing 10.26% responded respectively.

TABLE 3 (QUESTION 4)

WHETHER A MARKETING DEPARTMENT EXIST AT ALL IN THEIR ORGANISATION.

VARIABLES	*NO OF RESPONDENTS*	*PERCENTAGE OF RESPONDENTS*
YES	*39*	*100*
NO.	*NIL*	-
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

In the table above all the respondents confirmed that there exist a marketing department in their organisation.

TABLE 4 (QUESTION 5)

WHETHER THEY MAINTAIN A RESEARCH DEPARTMENT IN THEIR ORGANISATION.

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
YES	*39*	*100*
NO.	*NIL*	-
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

As can be seem from the table above, the thirty - nine respondents agreed that they have a research department in their organisation.

TABLE 5 (QUESTION 6)

IF ANSWER TO Q5 ABOVE IS YES, HOW OFTEN DO YOU RESEARCH INTO COSTUMERS' WANTS?

VARIABLES	*NO. OF RESPONSES*	*% OF RESPONDENTS*
WHEN NEED ARISES	*31*	*79.49*
OFTEN	*08*	*20.51*
QUITE OFTEN	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

The table above indicates that thirty -one (31) respondents representing 79.49% said the organisation researches into customers' wants when need arises, Eight (8) of the respondents representing 20.51% said it is just often, while none of the respondents said they do not research quite often.

TABLE 6 (QUESTION 7)

WHETHER THE ORGANISATION HAS ADOPTED TO THE MARKETING CONCEPT THEORY.

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
YES	*39*	*100*
NO	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

From the above table the total number of respondents i.e thirty - nine (39) representing 100% agreed that their organisation has adopted to the marketing concept theory.

TABLE 7 (QUESTION 8)

WHETHER ADAPTING TO MARKETING CONCEPT WILL ENHANCE HIGHER PROFITABILITY AND ACHIEVEMENT OF ORGANIZATION GOALS AND OBJECTIVES

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
IT WILL GREATLY ENHANCE	*27*	*69.23*
IT WILL JUST ENHANCE	*10*	*25.64*
NO IMPACT	*02*	*05.13*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

As can be seen above, 27 respondents representing 69.23% agree that adapting to marketing concept will greatly enhance higher profitability and achievement of organisational goals and objectives, 10 respondents representing 25.64 % said it will just enhance it while 02 respondents representing 5.13 % said there is no impact.

TABLE 8 (QUESTION 10)

HOW OFTEN DO CUSTOMERS COMPLAIN ABOUT THEIR PRODUCTS..

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
QUITE OFTEN	*NIL*	*NIL*
OCCASIONALLY	*02*	*05.13*
NOT AT ALL	*37*	*94.87*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

The table above shows that 37 respondents representing 94.87% indicated that customers don't complain about their products at all. While 02 respondents representing 05.13 % said customers occasionally complained while no respondents confirm to often complaints regarding their products from customers.

TABLE 9(QUESTION 12)

HAVE YOU MODIFIED YOUR PRODUCTS?

VARIABLE	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
YES	*39*	*100*
NO	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

In response to modification of their products, 39 respondents representing 100% confirmed that they have modified their products to suit customers' needs, wants and desires[ii]

TABLE 10 (QUESTION 13)

WHAT HAS HAPPENED TO THE LEVEL OF SALES AFTER EMBARKING ON Q12 ABOVE

VARIABLES	*NO. OF RESPONDENTS*	*%OF RESPONDENTS*
RAPID INCREASE	*31*	*79.49*
GRADUAL INCREASE	*08*	*20.51*
ADAMANT	*NIL*	*NIL*
DECREASE	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

The above table indicates that sales level has increased after modification. This can be seen with 31 respondents representing 79.49 % agreeing to it, while 8 respondents representing 20.51 % said the increase is only gradual while none of the respondents said it is neither adamant nor decreased.

TABLE 11 (QUESTION 14)

THE POSITION OF CUSTOMERS

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
HIGHLY SATISFIED	*27*	*69.23*
JUST SATISFIED	*12*	*30.77*
DISSATISFIED	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

Finally, 27 respondents representing 69.23 said their customers are highly satisfied while 12 respondents representing 30.77% said they are just satisfied, none of them said they are dissatisfied.

4.12 ANALYSIS OF DATA FROM CONSUMERS

TABLE 1 (QUESTION 1)

RESPONDENTS AGE

AGE GROUP	NO. OF RESPONDENTS	%OF RESPONDENTS
18-25	05	08.06
26-35	36	58.06
36-59	20	32.26
60 and above	01	01.62
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

The interpretation of the table above is that 36 respondents representing 58.06 % are between the ages of 26-35, 20 respondents representing 32.26% are between the ages of 36-59 while respondents between the ages of 18-25 are just 05 representing 8.06 % and only 01 respondents representing 1.62 % is above the age 60.

TABLE 2 (QUESTION2)RESPONDENTS AGE

LEVEL OF EDUCATION	NO. OF RESPONDENTS	%OF RESPONDENTS
SECONDARY	17	27.42
OND/NCE	17	27.42
HND/B.SC	24	38.71
M..SC./MBA	04	06.45
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

The table above shows the level of education of respondents. 17 respondents representing 27.42 % are secondary school graduates, 17 respondents, representing 27.42% are OND/NCE holders. 24 respondents representing 38.71% are HND/B,SC holders while 04 respondents representing 6.45% are M.SC/MBA holders.

TABLE 3 (QUESTION 4)

WHAT BRAND OF BEER DO YOU DRINK?

VARIABLES	NO. OF RESPONDENTS	% OF RESPONDENTS
GULDER	40	64.52
STAR	10	16.13
HARP	04	06.45
GUINESS	08	12.90
OTHERS (SPECIFy)	NIL	NIL
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

From the table above, 40 respondents representing 64.52% drink Gulder, 10 of them representing 16.13% drink star, 08 respondents representing 12.90% drink Guiness while 4 respondents representing 6.45% drink Harp. None of the respondents indicated the consumption of other brands not mentioned above.

TABLE 4

(QUESTION 5)

DO YOU PREFER YOUR CHOSEN BRAND?

VARIABLES	NO. OF RESPONDENTS	% OF RESPONDENTS
GOOD TASTE	62	100
CHEAPER PRICE	NIL	NIL
QUANTITY	NIL	NIL
VERY STRONG	NIL	NIL
OTHERS	NIL	NIL
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

As can be seen from the table above, all the 62 respondents

representing 100% attested that good taste is the reason behind their choice of Brand.

TABLE 5 (QUESTION 6)

WHETHER ANY SATISFACTION IS DERIVED FROM THE CHOSEN BRAND?

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
YES	*62*	*100*
NO	*NIL*	*NIL*
TOTAL	*62*	*100%*

SOURCE: QUESTIONNAIRE

In response to the level of satisfaction derived, the 62 respondents representing 100% confirmed that they really derived satisfaction from the brand they are consuming.

TABLE 6 (QUESTION 11)

WHAT HAS HAPPENED TO YOUR LEVEL OF CONSUMPTION IN THE LAST FEW YEARS?

VARIABLES	*NO. OF RESPONDENTS*	*% OF RESPONDENTS*
INCREASED	*NIL*	*NIL*
DECREASED	*10*	*16.13*
CONSTANT	*52*	*83.87*
TOTAL	*62*	*100%*

SOURCE: QUESTIONNAIRE

The level of consumption in the table above has not increased. 52 respondents representing 83.87% maintain a constant position, while 10 respondents representing 16.13 said it has decreased.

TABLE 7 (QUESTION 12)

IF CONSUMPTION HAS NOT INCREASED (AS IN Q11), WHY?

VARIABLES	NO. OF RESPONDENTS	% OF RESPONDENTS
LIMITED INCOME	25	40.33
DWINDLING QUALITY OF THE PRODUCT	05	8.06
GRADUAL WITHDRAWAL FROM ALCOHOL	32	51.61
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

In the table above, 32 respondents representing 51.61% said they are gradually withdrawing from alcohol, 25 of them representing 40.33% said they have reduced due to limited income while 05 respondents representing 8.06% said they stoped due to dwindling quality of the product.

TABLE8 (QUESTION 13)

WOULD YOU PREFER TO MAINTAIN YOUR BRAND?

VARIABLES	NO. OF RESPONDENTS	% OF RESPONDENTS
YES	62	100%
NO	NIL	NIL
TOTAL	62	100%

SOURCE: QUESTIONNAIRE

The last table here shows that the 62 respondents representing 100% prefer to maintain their brand. They are brand loyal.

4.2 ANALYSIS / TEST OF HYPOTHESIS

Based on the analysis and data interpreted, it is now possible to test the various hypothesis upon which the research work was based with a view to validation / acceptance or rejection.

4.21 HYPOTHESIS 1

WHETHER BREWERIES IN NIGERIA HAVE THE APPROPRIATE MARKETING OR ORGANISATIONAL SET UP NECESSARY FOR THE APPLICATION OF THE MARKETING CONCEPT.

In testing this hypothesis, Question 4 in the producers' questionnaire will be used.

Question 4: It is about the availability of marketing department in the organisation.

The result is tabulated below:

VARIABLES	*NO OF RESPONDENTS*	*%OF RESPONDENTS*
YES	*39*	*100*
NO	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

The response as to whether they have a marketing department is absolute with 100% positive.

RESULT:

From the basic groundwork for applying the concept, the things required have been analysed above. All the selected breweries have marketing departments thereby satisfying a basic requirement.

Based on the analysis above and the fact that in all the cases, the breweries have marketing department, we accept the ***NULL*** hypothesis, and that heads of marketing are members of the management team.

HYPOTHESIS 2

ARE BREWERIES IN NIGERIA ADOPTING TO THE MARKETING CONCEPT.

Two questions will be used to test this. Questions 6 and 12 in the producer's questionnaire.

They are presented below.

QUESTION 6 - FREQUENCY OF RESEARCH

VARIABLES	*NO OF RESPONDENTS*	*%OF RESPONDENTS*
WHEN NEED ARISES	*31*	*79.49*
OFTEN	*08*	*20.51*
QUITE OFTEN	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

Q 12 - MODIFICATION OF PRODUCTS

VARIABLES	*NO OF RESPONDENTS*	*% OF RESPONDENTS*
YES	*39*	*100*
NO	*NIL*	*NIL*
TOTAL	*39*	*100%*

SOURCE: QUESTIONNAIRE

This first table shows that in 79.49% of the cases, firms carry out work only when the need arises.

In response to whether products are modified or not, 100% said the products have been modified in an attempt to satisfy the consumers.

RESULT:

Research is not a continuous thing and product modifications have been done by all the breweries but without finding out what the consumer wants. This is dissatisfying on the part of the consumers.

Based on the above, we are accepting the ***NULL*** hypothesis.

The marketing concept is not being adopted.

CHAPTER FIVE

5.0 SUMMARY CONCLUSION & RECOMMENDATION

5.1 SUMMARY

As earlier mentioned, the aim of this study is to find out how organisations have adopted or adapted to the marketing concept in Nigeria with specific reference to selected breweries.

The study has revealed that breweries in Nigeria do recognise the importance of and have marketing departments in their organisational set up. Marketers in the brewery industry are not ignorant of the new concept.

It showed also from the study that even as there are marketing practitioners responsible for research, such research is carried out not on a continuos basis but as the need arises. This is not unconnected with fund availability and the cost involved in embarking on a research.

Also confirmed from the study is that for most breweries, the sources of product ideas from the start have been consumers and other competitive products.

This study further revealed that all breweries have made modifications before, in their products and for this, there are more economic - related reasons than consumer-related reasons.

From the breweries point of view, the explanation for the sales trend in the last few years shows a decrease on the average, is economic - related. income or purchasing power, to be particular. Further information also revealed in the consumer questionnaire where consumers admitted a general decrease in their rate of consumption in the past few years and this, they tributed to lack of income.

Looking at the summary, therefore, the researcher can draw conclusions and then go a head to make necessary recommendations for better organisational performance in the Nigeria brewery sector.

5.2 CONCLUSION

From the overall study conducted, the general conclusion is that there is low degree or negligible degree of adoption of the marketing concept in Nigeria breweries.

A method which appears to be mostly used by Nigerian firms as a manifestation of their adoption of marketing concept involves the intensification of advertising and sales promotion efforts as well as domestic changes in the organisational structure. Most firms profess the adoption of the concept but try them and you will discover something different. This situation where the advertisement says something different from action is using marketing technology but not really marketing-oriented.

An unfortunate and excruciating fact is that, breweries in Nigeria have internal conditions, especially organisational setup, which should have helped the smooth adoption of the concept. These marketing practitioners are not novices in this area. Besides they have marketing department vested with the responsibility of research and the marketing big-wigs are members of the management team. Yet, the consumer has not been treated as a *"KING"*.

The concept itself is relatively new Nigeria as a result of which marketing practitioners have failed to realised the benefits that could possibly accrue from venture that are highly exorbitant as this.

Consumers are limited by economic related constraints, especially income and also scarcity. The consuming populace can only be strong and powerful if there is income and also availability. In the absence of thes

consumers remain at the mercy of producers.

Ordinarily, any organisation in Nigeria today should embrace the marketing concept philosophy.

The observed fall in sales in a study like this should be attributed to consumer rejection resulting from dissatisfaction (non-adoption of the marketing concept). Confidently, however, the researcher concludes this one by saying that this non-application is not affecting performance negatively, after all, neither the firms concerned nor the consumers especially have attributed this relative poor performance to dissatisfaction with products. This is not to say that the non-application of the concept does not usually have an effect on performance but in this peculiar case of ours, another force which is economic has over-shadowed the marketing concept in explaining dwindling performance.

To give a grand conclusion therefore, it is not as if these breweries have totally ignored the marketing concept. They are fully beginning to work towards positive marketing.

After all, they all have the organisational environment conducive for adoption. The major problem is the change in the personal orientation of marketers and with the increasing level of literacy there is light at the other end of the tunnel.

Finally, with current increase in the number of breweries in Nigeria, brewery companies have realised that with current competition they require effective marketing orientation and education if they are to remain.

5.3 RECOMMENDATIONS

My recommendations will be based on my summary of findings and

conclusion outlined in the earlier sub-chapter. The recommendations are as follows:-

(i) There should be changes in organisations and more so the change in people is more important i.e. change in personal orientation of personnel, cultivating a belief in the marketing concept. Also, embark on systematic mental and personal orientation of personnel towards the achievement of organisational goals and objectives. Employees should be exposed to what happens abroad. With this, what obtains abroad might rub off on them and rekindle the spirit of efficiency.

(ii The Government can also help by organising a forum for consumer plaints (Consumers complaints Commission). If producers know that consumers can effectively drive home their grievances by making them liable for dissatisfactions, they will be forced to avoid what could bring about such.

(iii). There should be constructive reorganisation of organisational set up of breweries. In the breweries and even other organisations in Nigeria, a common feature is marketing department with a marketing officer who has no intellectual knowledge of even the rudiments of marketing. This is what should be corrected because it takes a marketer by background to appreciate what is been said.

(iv). The Economic revival is also an area that could assist in adopting the marketing concept. An economy in shambles is not in situation that allows the consumer his rightful kingship. The economic situation boils down to real income. A consumer in this situation is one without choice and confidence. Even producers realise this and they exploit the situation.

(v) The government should try to improve the literacy level in the country. Though, this area is improving progressively. A literate public is a wise public that knows what is due to it from producers. Organisation should therefore, start thinking of producing what they can sell and not selling what they can produce.

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Department of Bus. Admin,

Ahmadu Bello University,

Zaria.

Kaduna State.

Dear Sir,

I am a final year student of the above institution and I am conducting an academic research on the *"APPLICATION AND EFFECTS OF MARKETING CONCEPT ON ORGANISATIONAL PERFORMANCE,"* which is in partial fulfilment of the requirement for the award of Masters degree in Business administration.

Please be kind enough to fill the attached questionnaire. I assure you that it is purely for academic purpose and your response will be treated in strict confidence.

Appendix

QUESTIONNAIRE FOR PRODUCERS/WORKERS.

INSTRUCTION

Please tick (✓) where applicable and you may tick more than one alternative where necessary. State appropriately where the question is open.

1 AGE OF RESPONDENTS

i) 25 - 35 YRS [ ]

ii) 36 - 45 YRS [ ]

iii) 46 - 65 YRS [ ]

iv) ABOVE.

2 **RESPONDENTS' STATUS**

A LOWER MANAGEMENT [ ]

B MIDDLE MANAGEMENT [ ]

C TOP MANAGEMENT [ ]

3 **LENGTH OF SERVICE**

i) LESS THAN 5 YRS [ ]

ii) 5 - 15 YRS [ ]

iii) 16 - 30 YRS [ ]

iv) ABOVE 30 YRS [ ]

4 **DO YOU HAVE A MARKETING DEPARTMENT IN YOUR ORGANISATION?**

1 YES [ ]

2 NO [ ]

5. **DO YOU MAINTAIN A RESEARCH DEPARTMENT IN YOUR ORGANISATION**

1 YES [ ]

2 NO [ ]

6. **IF YES TO QUESTION 5 ABOVE, HOW, OFTEN DO YOU RESEARCH INTO CONSUMERS' DESIRES, NEEDS AND WANTS**

a) QUITE OFTEN [ ]

b) OFTEN [ ]

c) NOT AT ALL [ ]

7. **HAS YOUR ORGANISATION ADAPTED TO THE MARKETING CONCEPT.**

i YES [ ]

ii NO [ ]

8. **DO YOU THINK THAT ADAPTING TO THE PHILOSOPHY OF MARKETING CONCEPT WILL ENHANCE HIGHER PROFITABILITY AND ACHIEVEMENT OF ORGANISATIONAL GOALS AND OBJECTIVES.**

A IT WILL GREATLY ENHANCE IT [ ]

B IT WILL JUST ENHANCE IT [ ]

C NO IMPACT [ ]

9. **IS THE HEAD OF MARKETING ALLOWED TO PARTAKE IN ORGANISATION DECISION MAKING**

A YES [ ]

B NO [ ]

10 **HOW OFTEN DO CUSTOMERS COMPLAIN ABOUT YOUR PRODUCTS**

A QUITE OFTEN [ ]

B OCCASIONALLY [ ]

C NOT AT ALL [ ]

11 **IF (A) IN QUESTION 9 IS APPLICABLE, THEN WITH REGARDS TO WHAT?**

A PRICE [ ]

B PRODUCT [ ]

C PLACE [ ]

D PROMOTION [ ]

E QUANTITY [ ]

ANY OTHER.....

12 **HAVE YOU MODIFIED YOUR PRODUCT(S) BEFORE?**

a YES [ ]

b NO [ ]

13 **WHAT HAS HAPPENED TO YOUR LEVEL OF SALES AFTER EMBARKING ON (11) ABOVE?**

A RAPID INCREASE [ ]

B GRADUAL INCREASE [ ]

C ADAMANT [ ]

D DECREASE [ ]

14 **WHAT IS THE POSITION OF YOUR CUSTOMERS ?**

A HIGHLY SATISFIED [ ]

B JUST SATISFIED [ ]

C DISSATISFIED [ ]

Department of Bus. Admin,

Ahmadu Bello University,

Zaria.

Kaduna State

Dear Respondent,

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Please be kind enough to fill the attached questionnaire. I assure you that it is purely for academic purpose and your responses will be treated in strict confidence.

QUESTIONNAIRE FOR CONSUMERS

INSTRUCTIONS

Please tick (✓) where applicable and you may tick more than one alternative where necessary. State appropriately where the question is open.

1 AGE OF RESPONDENTS

i)	18 - 25	[ ]
ii)	26 - 35	[ ]
iii)	36 - 59	[ ]
iv)	60 and above	[ ]

2 EDUCATIONAL QUALIFICATION

i	SECONDARY	[ ]
ii	OND/NCE	[ ]
iii	HND/B.SC	[ ]
iv	M.SC/MBA	[ ]

3 RESPONDENTS OCCUPATION

i	CIVIL SERVANT	[ ]
ii	STUDENT	[ ]
iii	FARMER	[ ]
iv	OTHERS (SPECIFY)	[ ]

4 **WHAT BRAND OF BEER DO YOU DRINK?**

i GULDER

ii STAR

iii HARP

iv GUINESS

v OTHERS (SPECIFY)

5 **WHY DO YOU PREFER THE CHOSEN BRAND?**

i GOOD TASTE { }

ii CHEAPER PRICE { }

iii QUANTITY { }

iv VERY STRONG { }

v OTHERS (SPECIFY).....

DO YOUR DERIVE ANY SATISFACTION FROM CONSUMING YOUR CHOSEN BRAND?

A YES

B NO

IF NO TO QUESTION 6 ABOVE. WHY?

i BAD TASTE

ii POOR PACKAGING

iii HIGH PRICE

iv LOW QUANTITY

v OTHERS (SPECIFY)

8 **ARE YOU CONSISTENT WITH YOUR BRAND?**

i YES

ii NO

9 **IF NO TO QUESTION 8 ABOVE. WHY?**

i BRAND SWITCHER { }

ii SEASONAL VARIATION { }

iii ECONOMIC SITUATION { }

iv ENVIRONMENTAL FACTOR(S) { }

OTHERS (SPECIFY).....

10 **IF YES TO QUESTION 8 ABOVE, WHY?**

i MAINTENANCE OF QUALITY { }

ii PRICE STABILITY { }

iii ADEQUATE PROMOTION ACTIVITIES { }

iv EFFECTIVE DISTRIBUTION FACILITIES { }

v OTHERS (SPECIFY).....

WHAT HAS HAPPENED TO YOUR LEVEL OF CONSUMPTION IN THE LAST THREE YEARS?

i INCREASED

ii CONSTANT

iii DECREASED

12 **WOULD YOU PREFER TO MAINTAIN YOUR BRAND?**

i YES

ii NO

13 **IF NO TO QUESTION 12 ABOVE, WHY?**

i LIMITED INCOME {]

ii DWINDLING QUALITY OF THE PRODUCT {]

iii GRADUAL WITHDRAWAL FROM ALCOHOL {]

iv OTHERS SPECIFY..... {]