EFFECTIVE MARKETING OF QUALITY SERVICES IN A PUBLIC UTILITY COMPANY: A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY (NEPA) PLC.

BY

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DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF ADMINISTRATION
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ZARIA, NIGERIA

DECEMBER, 1999

DECLARATION

I hereby declare that this thesis has been written by me, and that it is a record of my own primary research work. It has not been presented in any previous application for a higher degree. All quotations and sources of information as seen in this thesis are specifically acknowledged by means of given references.

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CERTIFICATION

This thesis titled "EFFECTIVE MARKETING OF QUALITY SERVICES IN PUBLIC UTILITY COMPANY; A CASE STUDY OF NATIONAL ELECTRIC POWER AUTHORITY (NEPA) PLC by ABUBAKAR, MAKKI YELLEMAN, meets the regulations governing the award of the degree of Masters in Business Administration (MBA) of the Ahmadu Bello University, Zaria and is approved for its contribution to knowledge and literacy presentation.

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DEDICATION

This work is dedicated to: MY PARENTS.

ACKNOWLEDGEMENT

I first of all thank Allah who afforded me the opportunity and good health, for successful completion of this MBA programme.

A number of individual have contributed to the success of this research work. It is pertinent, to therefore acknowledge the assistance and scholarly guidance of my supervisor, Dr. A. B. Akpan, in the course of writting this project.

I am also grateful to all my brothers, sisters and friends for all their support and assistance.

I thank you all.

ABSTRACT

The preoccupation of this project is to evaluate the marketing of services in a public utility company with faith particular reference to the National Electric Power Authority (NEPA).

In order to facilitate the study, data were collected from both the primary and secondary sources. Personal interviews were also used as a major source of collecting primary data.

The research work was carried out in five chapters. Chapter one deals with introduction covering such areas as the background information, statement of problem, the research question, purpose of study, hypothesis of the study, delimitation and limitation of study as well as the methodology and operational definition of the study.

Chapter two succruictly reviewed the related literature to the study covering such areas as the nature and scope of marketing, the concept of quality, total quality management, the marketing of services, effective management of quality customer service, and the corporate nature of (NEPA).

Chapter three shows the methodology of the study. Under this chapter, the research design, population of the study, the sampling, description of instruments used, and the analysis of statistical technique used were treated.

Chapter four of the study basically showed the presentation and analysis of data while chapter five summarized and concluded the study after which recommendation were given based on research findings.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

National Electric Power Authority (NEPA) is a government owned business organization set up by decree with the main aim of maximizing public welfare. Services usually provided by NEPA are essential services. To ensure even distribution of facilities and social services, the government established NEPA. The National Electric Power Authority NEPA has helped to control private monopoly of power and has helped to combat the unhealthy rural-urban drift of the population.

In every highly industrialized society, the degree of competition between one manufacturer and another is often such that only the most economic methods of production will ensure survival. To achieve this required economy of production, high volume output is essential. To maintain high volume output, one obviously needs high volume sales. This constant demand for sales can only be met if the selling side of the organization is able to continue to obtain repeat orders from its existing customers and can gain new customers to replace those who, for a variety of reasons, may cease to use the product of the firm.

To achieve a high volume of sales, it is necessary to find a customer. It therefore follows that the creation of customers, rather than the creation of product, it is the point from which the manufacturer must set out his quest for a profit. This is where effective marketing comes in to play.

In marketing, service firms lay behind manufacturing firms in their use of marketing. However, marketing of service has become one of the most complex, competitive, and yet an important aspect of our economy. Customers no longer battles for just services but services with built in quality and consistency. The above, therefore, calls for a unique dense of marketing that is grounded in customer orientation. Since the world economy is growing rapidly into a service economy, it is a vital importance to emphasize effective marketing of quality services.

In Nigeria, NEPA is public service that objective is not based on profit maximization principles. Government parastatals such as NEPA are after guilty of poor treatment of their customers. The general attitude of the employees towards their customers is usually that if a laissez-faire attitude. This is due largely to the erroneous belief that government business is a no man's business, couple with the fact that remuneration in the public service does not commensurate with the services rendered.

Whether in the private sector in the public service, the customer is the king in any business transaction. For an organization to enjoy an increase in the demand for its product on service, the customers sovereiguly must be recognized. Image enhancement, therefore attempt to ensure the sovereignty of the consumers and contributes to organizational growth. It follows them that business organizations can benefit from a company of friendly, courteous, and helpful customers relations.

Many customers consider the attitude of the employees as the best guide to the personality of the business. This, if an organization is guilty of poor treatment to its customers, general laissez-faire attitude by the employees, and rendering poor quality services, such an organization is bound to fail.

1.2 STATEMENT OF THE PROBLEM

The basic problem of the business sector (and, in fact, every organization) is the human component of the business resources. Like every other organization where human factor plays a significant role in the organization through the creation of bad image, poor quality services, internal management crisis, etc, the National Electric power Authority NEPA may not ;be an exception.

Marketing as a discipline developed initially in connection with selling physical products. The physical product focus has caused people to overlook the many other types of entities that are marketed. Such entities, places, and ideas. The National Electric Power Authority (NEPA) being basically in service outfit may not see or think of itself as producers or sellers of goods but may see itself as producer of services and

thus may argue that marketing is not necessary in rendering its services to its customers since it is not dealing with physical or tangible products. This may pose a problem in creating customer satisfaction.

1.3 THE RESEARCH QUESTION

In order to facilitate data collection so as to arrive at the correct conclusion, attention shall be focused on the following areas:

1. Does the marketing of quality customer services have any effect on customer satisfaction?
2. Is there any conversation between good quality customer's services and customers satisfaction?

Does effective marketing of quality services in public utility enhance high sales volume and increased productivity?

It is hoped that the collection and analysis of data will help us to find appropriate solutions to the problems as well as answer to the question.

1.4. PURPOSE OF THE STUDY

This research work intends to:

Examine thoroughly the nature and impact of effective marketing of quality services in public utility, particularly in the National Electric Power Authority (NEPA);

Determine whether effective marketing of good quality services can enhance customer satisfaction and increased patronage of NEPA services; and

Finally, the study will attempt to prefer possible strategies for effective marketing of good quality customer's services by NEPA.

1.5 SIGNIFICANCE OF THE STUDY

The issue of effective marketing of quality services is of vital importance to any organization since it determines to a great extent the customers satisfaction and

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patronage. As the study is set out to verify the effect of effective marketing of quality services on the customers, the study is, therefore, significant since it will make a lot of discoveries and revelations that will be of immense benefits not only to NEPA, plc but also to the entire public utility companies in Nigeria as a whole.

The research findings is expected to enhance better quality services in order to achieve customers satisfaction, increased patronage, and high turnover for the organization.

Finally, this work will be of significance to the general public as a source of enlisting information since it will enlarge existing literature on the area of marketing of quality customers services.

1.6 HYPOTHESIS OF THE STUDY

The following hypothesis wills guides this study:

Poor marketing of services reduces customers satisfaction and patronage;

There is no correlation between effective marketing of quality services and customers satisfaction and patronage.

Customers who obtain good quality services feel more satisfied and patronage the organization more than those who obtain poor quality services from the organization.

It is hoped that the testing of these hypothesis will help us to find appropriate solution to the problem.

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1.7 DELIMITATION OF THE STUDY

The purpose of this study is to research into the effective marketing of good quality services in a public utility company. The research work will however be limited to the National Electric Power Authority (NEPA) plc and does not intend to cover other public utility companies in Nigeria.

1.8 LIMITATIONS OF THE STUDY

In spite of the important of this study, the area of coverage will be very limited. The reason for this is due largely to the present economic predicament in the country. With the high cost of travelling coupled with the distance involved in carrying out the research, the area of coverage will be limited.

Besides, finding of this project is basically a private affair. This makes it difficult to expand the scope. Time factor is and the cons-terrain . The time allowed for the completion of this research work is short for data collection, analysis of data and writing the final report.

This work focuses on containporary dissipation . As such, with the passage of time, some of the details or facts given in this work will no longer be valid.

It deserves mentioning that there are several other facts that would have been included in this work but it has not been possible since it is not a standard textbook.

The last limitation is intellectual in nature since no work can be above the intellectual ability of its writer.

1.9 METHODOLOGY

The study is essentially descriptive in nature. It does not hope to subject its data to rigorous statistical data analysis since it is not though that such treatment is essential in view of the fact that human behavior s are very difficult to predict on the basis of past behaviours.

In order to facilitate the research work, data will be collected both through the primary and secondary sources. Questionnaire will be designed and administered to illicit relevance information from the employees and the management of the National Electric Power Authority (NEPA) plc. Personal interviews will also ;be conducted on both the management and staff of the organization. Play a no small role in making the research work a success.

1.10 OPERATIONAL DEFINITION OF TERMS AND ABBREVIATIONS

1.	NEPA	-	National Electric Power Authority.
2.	TQM	-	Total Quality Management
3.	E.C.N.	-	Electric Corporation of Nigeria.
4.	N D A	-	Nigeria Dam Authority
5.	M W	-	Megawatts.
6.	NIGERLEC	-	Niger Electric Company.
7.	C E B	-	Communante Electric Du Benin
8.	QUALITY	-	Relating to the features or attributes of the product or service.
9.	SERVICE	-	Non-price devices use to help the retailer differentiate his offerings in order to achieve high sales and thereby maintain a certain segment of the market.
10.	IMAGE	-	The impression, personality or mental picture generally called to mind when the firm's name is mentioned.
11.	CONSUMER	-	The final uses of goods and services or those who make the actual buying decision.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The research work is concerned with the effective marketing of quality services in a public utility company with reference to the National Electric Power Authority (NEPA). This chapter, therefore, reviews succuitly the related literature and will be conducted under the following headings:

The nature and scope of marketing

The concept of quality

Total quality Management (TQM)

The marketing of services

Effective management of quality customer services .

The corporate Nature of the National Electric Power Authority (NEPA).

2.2 THE NATURE AND SCOPE OF MARKETING

It is automatic that marketing is central to any business organization. The ultimate goal of any business organization it so identify and satisfy customers. This goal can only be accomplished it the organization embarks on effective marketing activities.

Marketing is not merely selling goods or services, what is more, marketing should not also be narrowly restricted to a particular division or department of an organization, rather, it is an attitude of mind and a business philosophy that must be adopted by the entire organization's personnel.

In marketing literature, there is no simple, universally accepted definition of marketing but a whole spectrum which shows the diversity of perspective adopted by different writers. Different academic backgrounds or areas of employment of the authors giving views points on marketing. Some of the definitions of marketing are given below.

According to BARTELS (1968), marketing is the process whereby society, to supply its consumption needs, evolves distributive systems composed of participants, who, interacting under constraints technical (economic) and ethical (social) create the transaction or flows which resolve market separation and results in exchange and consumption.

As noted by STANTON (1981) In a societal sense, marketing is any exchange activity intended to satisfy human wants. In a business sense, marketing is a system of business action designed to plan, price, promote and distribute wants-satisfying goods and services to the market.

According to MAZUR (1947), marketing ;is the delivery of a standard of living to the society.

HOLLOWAY and HONCOCK (1973) see marketing as a set of activities necessary and incidental to buying about exchange relationship's in our economic system.

In the opinion of ENIS (1977), marketing encompasses exchange activities conducted by individuals and organization for the purpose of satisfying human wants.

SCHEWE and SMITH (1983) define marketing as managing human and organizational exchange activities directed at satisfying wants and needs.

The American Marketing Association (1960) defines marketing thus: Marketing is the performance of business activities that direct the flow of goods and services from producer to consumer or user.

STEWARD (1995) opines that marketing is the vehicle through which a company can achieve its short-term goals and strategic aims in terms of long-term survival in the face of change, particularly competitive change.

BATER (1985) cites Crosier (1975) as reviewing ever 50 definitions of marketing and categorizing them into three major groups, V.z.,

Definitions which conceives of marketing as a process

Definitions which portray marketing as a concept or philosophy of business

Definition which emphasize marketing as an orientation.

LANCASTER AND MASSINGHAM (1988) Institute the following key point in an attempt to explain the meaning of marketing based on its plethora of definitions. Marketing focuses the firm's or individual's attention toward the needs and wants of the market place.

Marketing is concerned with satisfying the genera needs and wants of specifically defined target market by creating product or services that satisfy custom requirement. Marketing Indus analysis, planning and control.

The principle of marketing states that all business decisions should be made with careful and systematic consideration of the user.

The distinguishing feature of marketing oriented organization is the way in which it strives to provide customer satisfaction as a way of achieving its own business objectives.

Marketing is dynamic and operational, requiring action as well as planning. Marketing requires an improved form of business organization in order for marketing to be able to lead and catalyzed the application of the marketing approach .
Marketing is both an important functional area of management and an overall business philosophy which recognizes that the identification, satisfaction and retention of customers is the key to prosperity.

It is quite obvious that the marketing literature is replete with divergent views on the true meaning of marketing, this controversy will however continue so long as authors continue to exist. Hence, the following definition of marketing is adopted in this write up.

Market consists of all activities aimed at identifying and satisfying customer needs through beneficial exchanges with target markets. From the foregoing definition, marketing requires:

Finding out what customers needs.

Developing a product or service to satisfy customers' needs.

Position the product or service to satisfy customers' needs.

Determining appropriate marketing mix decision to price, promotion and distribute the product or service.

Furthermore, these marketing requirement merit some, elaboration. Firstly, identification of customers' and the development of marketing strategies that will be based on customers' require the research capabilities of companies. Some companies have their own survey research staff who conduct interview with samples of their consumers, such interviews might be aimed at obtaining feeblest on their product offerings. Marketing has to do with developing new products that satisfy customers' needs as well as maintaining existing products. The products must be positioned to meet the needs of specific target markets. Lastly, companies must decide on appropriate marketing mix decisions to influence consumers to buy their products. The marketing mix is a program of marketing elements designed for a specific product or service in response to the marketing forces that effect it. The major marketing mix elements are product, price, place, and promotion among other: The marketing forces include consumer buying behaviour, competitor's position and behaviour and government behaviour. Implicitly, the definition recognises that problem of competition and other environmental problems as key strive to satisfy customers needs.

2.2 THE CONCEPT OF QUALITY

According to SHAW, "there are only two qualities in the world. These are EFFICIENCY and INEFFICIENCY. Also, there are only two sorts of people. These are THE EFFICENT ands THE INEFFICIENT." From this, we could see that quality in its raw form implies subjective judgement. This means that quality per service is viewed by the people in different form and given different remarks. But within the framework under consideration "Total Quality management" or Total quality Assurance has a unique definition. This is the totality of features and characters of a product or services that bears on its ability to satisfy stated or implied needs.

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In addition to the above definition as given by the international organization for standardization in Genera, many other automatics in the quality theory have given several definitions. JURAN (1992), for instance, defines quality as "fitness for purpose of use". CROSBY (1988) defines quality to mean conformance while in ROBINSON'S FIRM, "The journey to excellence", quality is defined as "meeting the agaced requirement of the customers now and in the future," BADIRU and AYENI (1989) in their book Practitioner's Guide to Quality and Process Improvement" gave the systems – oriented definition of quality as follows: "Quality refers to an equilibrium level of functionality possessed by a product as service based on the produce capability and the customer needs.

FEIGENBAUM is know to be best advocate of total systems approach to quality. According to him, a total quality system is defined as "The agreed company wide and plant wide operation work structure documented in effective, integrated technical and management procedures for guiding the coordinated actions of the people, the machines and the information of the company and plant in the best and west practical ways to assure customer quality satisfaction and economical costs of quality."

From the above, quality has become an essential, element in modern management. In essence, it is a way of managing a typical organization to bring about the desired result in a more flexible and less conservative way .

In summary, quality definition can be summarized as follows:-

1. Conformance to specification – which implies the relative absence of defects.
2. Meeting customers requirements – which implies that quality is measured by the degree of customer satisfaction with a product or service characteristics and features.

BUZZEL and GALE (1987) distinguished the traditional thought of quality which is conformance from relative perceived quality. Relative perceived quality is not identical but different from conformance quality, and this demands an entirely new

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perspective which cells for external view of quality from the customers' perspective other than the internally, from quality assurance point of view. Confirming conformance quality and relative perceived quality is the essence and at the heart of the Total Quality Management (TOM).

The TOM movement started in the early 80s when fierce competition was raping between companies in Japan, North American and Europe. This was the period the Japanese started landing and selling quality products at prices lower than what it was costing the Americans and Europeans to produce them. There miraculous achievement forced the Americans and the Europeans to unravel the mystery of the Japanese, success story. They discovered that the secret lay in quality, since then, serious nations and organizations have joined the quality train. They come to discuss quality as the most potent defense against competition. In Nigeria, most serious minded organizations, especially banks have since joined them.

Total Quality management (TOM) is a concept that was developed to achieve a systems approach to quality management. It refers to a total commitment to quality. The totality here encompasses all the spheres of the organization, ie. The people or internal customers (labour), the working tools (materials) and work process, the organizations resources (capital) and interest of the state holders, suppliers and external customers. It involves an integrated management of all the functions that can impact and distinguish the quality of a product or service.

The goal of TOM is to achieve greater efficiency and effectiveness, lower operating costs, increased market share and increased profit. The most popular and care concept are:

Achieving quality in everything: people processes, products/services.

Doing the right things right, first time, every time.

Continuously striving for improvement

Having commitment to and obsession for customers who are both internal and external

Strengthening the suppliers – customers chain.

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Manage business through team building and team working.

Flatten hierarchies to encourage effective communication system and have stable structure.

Reduce cost of bad quality by investing reasonably in cost of good quality.

Pro-actively tackle business problems through the use of a structured process.

Use total quality tools to generate hard facts to manage business rather than depend on opinions and claims.

Provide quality leadership and motivation to enable all employee commit to the total quality process.

These care concept are given detailed consideration as shown below:

2.4.1 QUALITY IN EVERYTHING, PEOPLE, PROCESSES, PRODUCTS/SERVICES

Any organization that imbibes this coactive (quality organization) must be ready to achieve a corporate culture of quality in everything it has or does – its people, processes, products/services.

Achieving quality in people calls for quality in recruitment and selection, quality in orientation, quality in job description, quality in appraisals, quality in promotion and rewards and quality in human resources development and management.

Attaining quality in processes means all business processes of administration, strategic planning, information, finance, audit, reception, telephone, sales/marketing, etc. must be capable of delivering to the customers – the correct product and services correctly, the first time and every other time at the lowest overall costs.

At quality product or service (the outcome of any process is that which fully meets the customers' needs and expectations.

Hence, for an organization to be perceived and acknowledge as a quality organization, it must achieve quality in all three areas. It is not sufficient to achieve excellence in one or two areas.

2.4.2. DOING THE RIGHT THINGS RIGHT, FIRST TIME, EVERY TIME

When total quality management has become the culture of an organization, the employees in that organization are turned to striving to doing only the right things. The right things are judged strictly from the perspective of the customers. Thus, only activities that help to satisfy the requirement of the customers are considered acceptable.

Having identified the right thing to do, a structured process is used to ensure that all associated activities are correctly performed, that is, done right so that output (product or service) meet the customers' requirements first time, every time. The total quality management tools ensure that money, time and energy are not expended on correcting errors, shopping output or reworks .

2.4.3 CONTINUOUSLY STRIVING FOR IMPROVEMENT

Excellent organizations using total quality management tool continuously strive for improvement to achieve quality excellence in such organizations, compliance with current performance does not have room. The culture is regardless of how good present performance may be, it can be improved. They aim at perfection and accept as a credo the words of THOMAS J. WATSON, former MD/CEO of IBM "it is better to aim at perfection and miss them to aim at imperfection and hit."

To achieve , this quality improvement teams (QIT) must be entrenched in total quality management based organizations. These teams perpetually looking for the problem in processes and outputs (pro-active management) before the problems look for them (reactive management or fire fighting) which if eliminated raise the quality of their products or services to their customers admiration at the lowest cost.

2.4.4 HAVE COMMITMENT TO AND OBSESSION FOR CUSTOMERS WHO ARE BOTH INTERNAL AND EXTERNAL

The total quality management concept accepts that there is a causal relationship between the way the employees are treated, the growth in external customerships and

therefore the fortunes of their business. The total quality management tool for this reason recognizes the employee as the internal customers of management, and organization excellence can only be achieved if the internal customers are treated well. Because services, unlike products, are intangibles, higher values are attached to well, packaged and well presented (excellent) services because their impact is only imagined. The impact last longer in the minds of a customer (whether internal or external) if excellent services are provided and vice versa if services are poor.

In the words of American Society for Quality control "the frontline providers of services treat customers in much the same way that they, as employees, are treated by their employers." And even TOM PETERS agrees whole heatedly. "I can think of no company that has found a way to look after external customers while abusing internal customer"

Customers must be constantly listened to via the use of external customers and employee surveys, face to face discussions, focus groups, advisory panels and market research.

2.4.5. STRENTHENING THE SUPPLIER - CUSTOMER CHAIN

The total quality management tool define the customers as one who receives an input to be able to complete his job from agreed level or standard. The input may be information, data, resources, decision or pieces of advice. The supplier is the person or work group or department or unit which provides for information, resources, services, decision, advice or goods.

Establishing the requirements, everyone has suppliers and customers. In a quality organization, each work group determines who its internal customers are, tacks to them agree what their needs and expectations are and work to provide those requirements one hundred percent. Each work group ensures that everything they deliver as suppliers to their internal customers are of quality so that they in turn can deliver quality product or service to the end user - the external customers.

Organizations that take quality journey with seriousness often introduce very powerful quality partnership by bringing external suppliers into their organizations by jointly sowing problems to improve their business processes to quality processes.

In a quality organization, those at the sharp end, ie. Those who deliver to, or interact with the external customers – the marketing executives in insurance companies, the salesman, the treasury staff in the banks, the receptionists, etc, are supported, coached by senior management, middle management and supervisors to enable them deliver quality to the external customer.

In fact, using the total quality management tool, the traditional organizational model must be inverted so that these at the top and middle portions of the organization expand all their energy working towards satisfying, the work force that interfaces with the end customers who matter most to the business instead of the top boss.

Many people in an organization do not deal with external customers directly. Such employees must define their contributions on the basis of how well they are serving their internal customers so that external customers can be better served. So, the customer

Supplier chain is critical to the success of the quality process, critical to the success of the business, critical to suppliers operational employees senior management and everyone working within an organization.

Every effort must be made to nurture and sustain the quality chain so that the end customers receive prompt quality service first time all the time.

2.4.6 TEAM BUILDING AND TEAM WORKING

Research over many years has shown categorically that the quality of decisions made by team is generally better than that from one single individual. And the reason is that in team working, the skills, knowledge and ability of each member of the team are pulled together to develop a synergy in which "the sum of the whole is greater than the sum of its parts"

2.4.7 FLATTENING HIERARCHIES AND HAVING STABLE STRUCTURE

Many organization's have too many level of management. The more the level, the greater the communication difficulties and the slower the response time to customers' needs and expectations. The total quality management tool rejects the multiple layers and states that to achieve excellence, the organization must be "lean and fit". Four or five levels of management is considered ideal.

The two-dimension modes of communication, up and down, must be extended to include communication across the organization thus breaking down artificial boundaries. Requirements, plans, changes, goals and objectives, progress should all be considered with the scope of effective communication.

2.4.8. REDUCE COST OF BAD QUALITY BY INVESTING REASONABLY IN COST OF GOOD QUALLITY

Cost of quality (COQ) are the cost of activities additional to the basic work process used in business. They include:

1. The cost of activities which are designed to ensure conformance to agreed customer requirement, ie. Cost of good quality (or cost of conformance).
2. The cost of activities which result from failure to conform the agreed customer requirements, ie. Cost of bad or poor quality (cost of non-conformance).

Cost of lost opportunities – cost of loss sales in developing countries such as ours where there is so much waste, such cost could be as high as 60%.

Activities which qualify as cost of good quality include; Haphazard hiring practices, employee turnover, excess marketing costs, excess services or product features, lost customers and market shares, absenteeism, re-work, excess managerial and professional staff, excess overtime, law-suits re-design, unproductive meetings and lateness.

Training is the heaviest good COQ investment that drives out bad COQ. Mediocre or poor service/quality providers do not save anything by not training extensively.

2.4.9 PRO-ACTIVITY TACKLING BUSINESS PROBLEMS THROUGH STRUCTURED PROCESS

Excellent TOQ companies adopt a six step structured process to analyze and identify the route causes of problems and proffer solutions so that they are eliminated once and for all.

The structure process in the TQM arsenal include:

Brain storming

Amplifier – filter model

Juran's project approach of "Journey from symptom to cause and from cause toremedy."

2.4.10 GENERATING HARD FACTS TO MANAGE BUSINESS

It is crucial for cause (s) of problems identified to be substantiated with facts, and a causal relationship established between cause (s) and effect before solutions are implemented by teams.

Management by facts remains the corned store of TQM initiatives rather than personal fancy, feel, opinion or whim .

The TQM tools generally used to generate hard facts to justify a problem, cause or solution are flow charts, setter diagram, (to establish correlation), histograms, pareto Analysis (to identify the most significant cause (s) of a business problem), prioritization by criteria, and impact diagram (for sorting out solutions that are winners from losers). That is, TQM relies an statistics for problem solving.

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2.4.11 QUALITY LEADERSHIP AND MOTIVATION

Traditionally, managers have been figures of authority who wielded with the big stick and perhaps encourage compliance through fear. In a TQM environment, that style of leadership is in appropriate. Employees cannot be coerced to be innovative or think of improvement.

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Besides, the customer/supplier chain has inverted the traditional organizational pyramid and has imposed on senior management, middle management and supervisors the more powerful roles of crash , enabler and facilitator.

These and new management roles obviously are for new leadership approach called situational leadership – a concept which was pioneered by KENNETH BLANCHARD, an American management guru. Four styles of leadership are recognized under this concept.

1. The directing style which is blend of high directive and low supportive behaviour:
2. The coaching style which is a blend of high directive and high supportive behaviour.
3. The supporting style which is a blend of high supportive and low directing behaviour; and
4. The delegating style, which is a blend of, low supportive and low directing behaviour.

There is, however, no one best leadership style out of the four styles listed above. It is difficult to define leadership. But BENNIS (1981) sold, "like beauty, it is easy to recognize good leadership when you see one." BENNIS (1981) after futile attempt to define leadership settled for the following:

The leader is the original, the manager is the copy.

The leader develops, the manager maintains;

The leader originates, the manager imitates;

The leader focuses on people, the manager focuses on systems;

The leader challenges status and, manager accepts it;

The leader does the right things, the manager does things right.

COVEY et at (1989, 1994) observed that leadership is the first creation while management is the second creation. It is the leader's duty to create shared vision, strengthen, coach and mentor to help develop capacities of individuals and teams. It is

the leaders duty to build relationships of trust, do long-range planning, seem horizon, look at stockholders' needs and study the trends of the market. The leadership is the organ that spends time doing important things that makes the significant difference.

Both PETERS and WATERMAN agreed that the leader has three key responsibilities.

Creating and empowering shared vision;

Articulating the business mission; and

Cultivating shared values.

According to COVEY ET AT (1995), vision is the ability to see beyond our present reality, to create, to invent what does not exist, to become what we not yet are. Vision affects the choice that we make, it is fuelled by the realization of the unique contribution we have the capacity to make the legacy we can leave. It classifies purpose, given direction and empowers us to perform beyond our resources. Shared vision becomes the constitution.

Strong leadership is a sine Ave non-for successful implementation of TQM. KEBBIN (1990) in his manual "THE SEARCH FOR QUALITY) identifies the following steps for quality leadership action.

Be a role model

Live quality

Communicate

Remain flexible

Facilitate employee involvement responsibilities, then step aside;

Reward competence with increased authority encourage decision making at all levels by informed competent individuals and teams.

Find errors in the system. Don't blame others if something goes wrong;

Coach, don't boss

Show that you care.

Since service quality to the external customers depends on how well the front live teams that deliver the services are coached, supported, led and encouraged by their immediate superior and managers, care must be taken to motivate them to continue to improve on their quality services day- in- day out- This is the only way they can enthusiastically move the total quality process forward.

Employees have been known to be motivated for quality (apart from financial motivation and bonuses through effective communication, team meetings, and special recognition and reward schemes for excellent performance and empowerment to shorten response time to external customer complaints, internal bottlenecks.

2.5 THE MARKETING OF SERVICES

The term "SERVICE", according to KOTLER (1988) is defines as act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

Although, a service is essentially referred to as an intangible product, yet, it is quite obvious that there is both a tangible product component and a service component in the sale of most goods. Indeed, many service companies (such as consultants, airlines, insures and low firms) do not consider themselves as producers or sellers of goods. Rather, they regard themselves as providers of services.

Theoretically, service marketing and product marketing are the same. In both cases, marketing programme are designed around the elements of the marketing mix such as product (service), price, distribution system and promotion, among others. However, there are substantial similarities in practice, furthermore, there are significant differences between service marketing and product marketing

2.5.1. CLASSIFICATIONS OF SERVICE BUSINESS

Service marketing, according to THOMAS (1978), can be classified into two broad categories, v.z.

Whether they are equipment- based; or

Whether they are people-based.

Equipment – based services may be automated or monitored by unskilled operators or operated by skilled workers. People – based services can be provided by unskilled, skilled or professional workers.

Thomas observed that:

as service businesses evolves, they often move along the spectrum from people – based to equipment – based or vice versa, and many companies are in more than one type of service business. For example, banks operate multiple-service business. Some of these are equipment –based, as in the transfer and storage of funds. Others are people-based, as in the financing of a home, car or business. The different types of service businesses is shown in the figure below:

LOVELUCK and YOUNG (1979) classify services units the following two broad categories: these that do something for themselves such as transporting them to distant locations, cutting their hair and healing them their bodies; and those that do something for customers possessions, such as transporting their mails, cutting their grass and repairing their cars. The farmer, according to LOVELUCK and YOUNG (1979), involve a higher level of personal contact than the later, but consumer behaviour is important in both instances.

It must be noted, however, that there is no universally accepted classification of services in the marketing literature.

2.5.2. SERVICE CHARACTERISTICS AND STRATEGIC

According to KOTLER (1988), basically, services have four characteristics that must be considered when developing service – marketing strategies. These characteristics are intangibility, variability, and inseparability portability .

2.5.2.1 INTANGIBILITY

Services are intangible. Indeed, when a service such as entertainment or travel is purchased, the buyer has nothing to show for it. In this regards GEORGE (1977) contends that after a day of buying services, the customers still has an empty market basket. Therefore, it can be conclude that the customer is only buying a performance offered .by the seller.

The intangibility of services makes promotion more difficult than for tangible products since the marketer must communicate a concept or an idea rather than a tangible object. Marketers can employ two strategies to communicate the benefits of a service:

1. Making a tangible representation of the services as well as focusing promotional efforts on the services provider rather than on the service.

Service companies can take three steps towards quality control. The first step is to invest in good personnel recruitment, selection and training. Bank, hotels and airlines spend considerable amounts of money to train their employees in providing good service. Automobile manufacturers do organize clinic and training programmes for service personnel.

The second step is to evaluate customer satisfaction through customer survey as well as suggestion and complaint systems in order to detect and correct fool service. To this end, many service organizations now make use of information supplied through their suggestion boxes to control services quality.

The third step is to provide services through machines rather than people. For example, there has been a growing use of automatic taller machines in the United States of America.

Hence, banks have successfully transformed the delivery of certain services from humans to machines, and reduced variability of their services in the USA.

2.5.2.3. INSEPERABILITY

Services often cannot be separated from their providers. Moreover, some physical products are generally manufactured, then sold, and then used, on the contrary, services are normally sold first, then simultaneously produced and consumed. In air transportation business, a consumer purchases the flight ticket first. The services are produced as the aircraft takes off, and consumption occurs because the consumer is on board. In the same vein, services for hotels, entertainment and education are received in advance and then consumed as they are provided. Since services are simultaneously produced and consumed, as well as being inseparable from their providers, it follows that

1. Distribution of services should be simple
2. Services should be provides close to the customer, and
3. The image of the service provider is quite important

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2.5.3.3.1. DIRECT DISTRIBUTION

From a marketing standpoint, inseparability means that direct sale is the only possible channel of distribution (STANTON, 1981). However there is an exception to the inseparability feature, the service may be sold by person who is representing the producer – seller. A real estate broker, travel agent or insurance broker can represent and promote the service that will be sold by the company producing it.

2.5.2.3.2 IMPORTANCE OF SEVERAL LOCATIONS

Since services are produced and consumed simultaneously, usually, they cannot be stored or transported, consequently, the service marketers job is easier because most middlemen can be eliminated. However, the services must be provided in several locations. A time, consumers are willing to travel a distance to purchase certain services (advocacy, air travel, health care) but service companies such as restaurants and banks should be located close to the consumers. Hence, the services are produced in many locations.

2.5.2.3.3. SELER'S IMAGE

Since services cannot often be separated from their providers, the impression of every provider of service is an essential determinant of repeat purchases. Consumers do prefer a particular law firm, airline, or health care hospital because of the way the service provider renders the service.

2.5.2.4. PERISHABILITY

Services cannot be stored, hence, they are highly perishable. If services are not utilized where produced, they go to waste. An empty aircraft, empty seats in a theatre and idle barbers in a shop all constitute because that is lost forever. Needless to say that the demand for services fluctuates greatly by season, and hour of the day. The use of commercial buses fluctuates considerably during the day.

There are some exception to perishability feature as well as storage of service. For example, in life insurance, the service is purchased, then it is held by the seller

(insurance company) until needed by the beneficiary or the buyer. The holding represents a type of storage (STANTON, 1981)

The service provider can try to surmount the problems of perishability by attempting to match supply and demand. SASSER (1976) identifies two strategies of doing this:

Varying supply in accordance with demand, and keeping supply fairly constant while trying to sustain demand to avoid excess capacity. The service marketer has various ways of marching supply and demand. He might look for new user for idle plant capacity in off-seasons. He can also embark on advertising campaign with a view to showing consumers the advantages of using facilities during non peak periods. The marketer can also perform only essential tasks during peak house of the day and unessential tasks during slack periods, in the U.S. telephone companies offer lower rates at might's and employ more operators during peak periods.

2.5.3. MAJOR DECISIONS IN DEVELOPING A PROGRAMME FOR MARKETING OF SERVICES

Given that the characteristics of services are intangibility, variability, inseparability and perishability, the task of designing a marketing programme in a service company is quite challenging. The following will be considered.

2.5.3.1 MARKET ANALYSIS

Service companies must understand the elements of population and income as they affect the market for their services. Furthermore, they must carefully examine the factors that determine the behaviours of their customers (personal, psychological and environmental influence), and determined the buying patterns of their services. For example, increase in disposable income as well as discretionary buying power imply a growing market for insurance, health care, and transportation services. Enhanced income and more leisure time mean increased market for entertainment services.

2.5.3.2 NEW PRODUCT PLANNING AND DEVELOPMENT

Power planing and development has its counterpart in the marketing programme of a service company. Management can use a systematic procedure to determine

1. What services will be offered,
2. What will be the length and breadth of the service mix offered, and
3. What, if anything needs to be done in the way service attributes such as branding or providing guarantees (STANTON, 1981). Some service companies have expanded their mix by working in close collaboration with firms selling related services. For example, automobile hotels do that when people fly to their destinations, are and hotel rooms are reserved and waiting.

To a very large extent, "product" planning is easier for services than for physical products. Labeling, packaging, colour and style are almost non-existence in service marketing. Nevertheless, some service companies do encounter problems with other areas of product planning such as branding and standardization of quality branding constitute a problem because consistency of quality is very difficult to maintain and because the brand cannot be physically linked with a service.

In service marketing, standardization of quality is an important goal but is somehow difficult to achieve. Some service companies do not make any attempt to mass-produce their services as required by each customer. Examples are medical care, beauty care and recreation companies.

2.5.3.3 PRICING

In service marketing, the basic process of price determination composes five steps, namely, pricing objectives, pricing determinations, pricing methods evaluating consumer responses to price and controlling pricing strategy. As regards pricing methods, cost – plus pricing is used for regulated services companies. It is also used for repair services where the major component is direct labour and the customer is charged on an hourly basis. Concerning other services such as entertainment, legal

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counseling and management consulting, prices are determined by competition and market demand.

In the opinion of THOMAS (1978), pricing of services is often based on value rather than an cost. Value is generally determined by the customers and to some extent by competition. Consumers will pay whatever they think the service in worth; thus, pricing in many service business is based on whatever the market will bear. According to THOMAS (1978), the general manager of a service business must use marketing methods that will enhance the perceived value of the service.

2.5.3.4 CHANNERS OF DISTRIBUTION

Granted that most service are produced and consumed simultaneously and that services are inseparable from their providers, hence such services are sold directly to consumers. It means that direct sales is the only possible channel of distribution. For example, medical care, public utilities and repair services are normally sold without intermediaries. Since such service sellers do not use intermediaries it enables them (sellers) to personalize their services and get quick, detailed customer feedback.

However, the only channel frequently used is one agent middleman. Some type of agent or broker is frequently used in the marketing of entertainment's, securities, travel arrangement, housing rentals and insurance policies.

Many service producers do not encounter physical distribution problems because of the intangible nature of such services. For example, apart from supportive suppliers, accountants have no physical inventory to store. Nevertheless, some services providers do contend with physical distribution problems. Hotels do have surplus rooms (inventories) and can go bankrupt if such problems are not quickly solved.

2.5.3.5. PROMOTION

An uphill task facing the management of a service company is to build the promotional programme around intangible service benefits. Marketers can employ two strategies to communicate the benefits of a service.

1. Making a tangible representation of the service and

2. Focusing promotional efforts on the service. Service marketer do embark on promotional activities such as advertising, personal selling, sales promotion and public relations in order to sell their service.

Many service companies, particularly in the recreation -entertainment field, normally derive considerable benefits from free publicity. Courage of sporting events by radio television and newspapers helps in this regards, as do newspapers reviews of plays, concerts and other major events.

2.6. EFFECTIVE MANAGEMENT OF QUALITY CUSTOMER SERVICES

A service is often an intangible solution that is provided to a client. KOTLER (1988) defines services as any act or performance that one party can offer to another that is essentially intangible and whose product may or may not be lied to a physical product. Companies' offer to the market place range from pure tangible goods to pure services. A pure service offer consists primarily of a service. Services differ as to whether they are people-based or equipment based and as to whether they meet a personal need (personal services) or a business need (business services)

As a consequence of the varying goods - to - service mix, it is difficult to generalize about services unless some further distinctions are made. Here are some commonly hold perceptions of what makes a service different from a product:
sales Production and consumption of a service take place almost simultaneously.
A service cannot be contrary produced, inspected, stockpiled or warehoused. It is usually delivered to wherever the customer is by people who are beyond the immediate influence of management.

If service cannot be demonstrated, nor can a sample to sent for customers approval or trail in advance of purchase. The provider can explain promise and tell how the service has benefited others but the service doesn't exist for the prospective customers.

The person receiving the service generally owns nothing tangible once the services has been delivered. The value is frequently internal to the customer.
A service is frequently an experience, that cannot be share, passed around or given away to someone else once it is delivered.

The more people there are involved in the delivery of the service, the less likely it is the receiver will be satisfied

The receiver of the service frequently has a criteria role to perform in the actualization of the service. The customers then have to know their role in the delivery process.

Delivery of the service usually requires some form of human contact. The receiver and deliver frequently come into contact in some relatively person way. The receivers expectations are criteria to their satisfaction with the service. What they get compared to or contracted with what they expect to get determines satisfaction.
Exerting quality control lover a service requires monitoring of process and attitudes.

From the foregoing, we note that services differ from tangible products in four key characteristics namely:

1. INTANGIBILITY: Unlike the physical products, they cannot be seen, tasted, felt, head, held or smelled before they are bough.
2. INSEPERABILITY: Unlike physical goods that are manufactured, stored and sold later, services are typical produced and consumed at the same time. It is difficult to separate the service provider from the service. If a person renders the service, then the person is part of the service. Since the chair is also present as the service is being produced, both the provider and the client affect the service.
3. VARIABILITY: services are highly variable as they depend on who provided them and when, where and how they are provided.
4. PERSHABILITY; services cannot be stored

To some extend, managing service quality is more difficult because some

elements are intangible and difficult to measure. A survey of service employee by a company (INSET SYSTEMS COMPANY OF BROOKFIELD, CONNECTICUT , U. S. A, THE INSERTER, 1992) concerning what "quality" means in terms of job performance yielding the following responses.

- Providing extremely polite, prompt and accurate service
- Viewing the customers as having done us a favour by buying our product
- Knowing as much as possible about product in order to support them better
- Researching problems to come up with good, solid solutions
- Maintaining good relationships with distributors and dealers to make customers feel comfortable
- Giving your all and going all out to die for customers
- Providing the customers with simple solutions that enable them to do their own work more efficiently.

Despite the difficulty of defining service and measuring some service elements, one advantage of managing service quality can be that greater percentage of a company employees are in contact with external customers.

Therefore, customer orientation can be easier to achieve. This increase contact has been described as "movements of truth" by JAN CARLSON, the then president of the Scandinavian Airlines systems (SAS). He said that each time is customers came into contact with an organization, they form an impression; each time is moment of truth. The sum of the moments of truth form the overall company quality rating.

To be successful, companies need to manage the moments of truth so that a good quality impression is formed and the customers will come back.

PARASURAMAN et al (1985) have developed a list of major determinants of service quality. They found that customers use basically similar oratorio regardless of the type of services. The oratorio are described below.

ACCESS: This refers to the receptiveness of the service provider to the customer's

request: The services is easy to access in convenient locations at convenient time with little waiting.

COURTESY: The employees are friendly, respectful, polite, considerate, empathetic.

COMPOTENCE: This refers to the adequacy of skills and knowledge required delivering service by employees.

COMMUNICATION: This refers to the ability to listen to the customers. Keep the customer informed, described the service accurately in the customers language and accept customer feedback

CREDIBILITY: The company and employees are honest, truth worthy and have the customers best interest at least

RELIABILITY: This deals with the consistency, accuracy, and dependability of service.

RESPONSIVENESS: The employees respond quickly, willingly promptly and creatively to customer's requests and problems. Responsiveness encompasses timeless.

UNDERSTANDING (COMPREHENSION): The readiness of the service provider and all employees to know the customer, understand the customers needs and provide individual attention.

SESCURITY: The service is free from danger, risk or doubt.

TANGIBLES (Tools): This deals with the appearance of physical facilities, equipment, personnel and communication materials.

LISWOOED (1991) Adds the following customers' wants.

1. PERSONAL TREATMENT: Not becoming a statistic.
2. PRICE/VALUE LEFITIMACY: Getting what you pay for.

2.7.0 THE CORPORATE NATURE OF THE NATIONAL ELECTRIC POWER AUTHORITY (NEPA) PLC.

2.7.1 CORPORATE BACKGROUND

The National Electric Power Authority (NEPA) was established by the Decree NO 24 of 1st April, 1972 with the amalgamation of Electric Corporation of Nigeria (ECN) and Niger Dan Authority (NDA) NEPA was empowered to maintain an efficient, coordinated and economic system of electricity supply to all the works and life of the nation.

It started with a humble but steady beginning with only four major power stations, namely, Ijora, Delta, and Afan Thermal Power Stations and Kainji Hydro Power Station serving more that two million customer's nation wide. This propelled the nation's technological and industrial growth. NEPA has become the fastest and the biggest growing electricity industry in Africa and indeed the developing world with a consumer population of about five million.

The table blow is a comparative status of the electricity supply system from the inception of NEPA IN 1972 AND 1997.

2.7.2. ELECTRICITY SUPPLY SYSTEM	1972	1997
Total Installed generating capacity	530.6mw	5,958mw
Nation's peak demand	300 mw	2,446mw
Length of 330Kv lines	1,262Km	5,000Km
Length of 132Kv lines	1,012Km	6,000Km
415 Volts Net-work	15,000Km	55,143Km

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With intending conditions like ever – rising consumers debts, vandalization of NEPA's installations, high cost of maintenance, inadequate gas supply, low water level at the hydropower stations, high cost of foreign exchange and the abnormally low tariff require, NEPA has always striven to meet its distribution and marketing of stable electricity to its numerous residential, commercial and industrial customers against all

odds. In spite of some of its familiar operational short comings, NEPA has made giant standees in the production and marketing of electricity to the nation and beyond. A principal beneficiary of NEPA's extended electricity programme is the republic of Niger under agreement with NIGERLEC (NIGER Electricity Company), that country's electricity monopoly.

Similarly, in September, 1996, and undertaking was signed between National Electric Power Authority (NEPA) and Comminute Electric Due Ben n (CEB) which is responsible for the production and transportation of electric energy in the republic of Benin and Togo.

2.7.3. KAINJI HYDRO POWER STATION

The genesis of the Kainji Hydro Power station dates back to 1951 when the demand for electricity was at the time rising faster than supply due to the growth of industries and rapid urbanization. In order to meet the increasing demand for electricity and consequence upon the realization that bulk supply of electricity could be cheaper through the utilization of hydro power technology; the erstwhile electricity corporation of Nigeria (E C N) began the exploitation of the water resources of River Niger, upstream of Jebba. It series of meetings and resolution between 1955 and 1961 and their subsequent recceptance and approval by the federal government in 1962 led to the commencement of construction work of Kainji, Niger state, the first hydro power station in Nigeria. Physical construction of structure and installation of machines in Kainji began in 1964 and was concluded on schedule in December, 1968. The construction of the Kainji Hydro Electric Power Station in Kainji, Niger State, marked the turning point in the deliberate and sustained effort of the Federal Government to exploit the benefit of resources of the River Niger to the advantage of the whole country.

At the commencement of operations in 1968, only four generating units of 80 negawatts (Mw) each was installed. So, it had a total installed capacity of 320 Mw. However in 1970, two generating units of 100Mw each were installed and

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commissioned. Two additional generating units of 120Mw each were in 1978 installed and commissioned. In the whole, the total installed capacity of Kainji Hydro Electric Power is 760 mw. The Kainji Hydro Electric Power Station cost approximately N175 million to construct.

2.7.4 JEBBA HYDRO ELECTRIC POWER STATION

In order to fully exploit the potentials of River Niger, the Electric corporation of Nigeria (ECN) in 1951 embarked on an indepth tour and examination of possible sites for the development of hydrolective power. In 1958, BALFOUR BEATLY 3 co Ltd and a constrain of Engineering consultant from the Netherlands intensified their operational study of the dam sites. The acceptance of their recommendations later formed the basis for the construction of Jebba Hydro Electric Power Station.

Monaco of Canada, a consulting engineering firm, was largely responsible of the overall design and supervision of the power station. MARUBENT OF JAPAN FOUGEROLE NIGERIA LIMITED and ESCHER WYSS of Switzerland also played, important roles through the construction of the power station.

Jebba Hydro Electric Power Station is made up of six turbines of 90 Mw each. At full firing, the station can produce 578.4 mw of electricity. The power station was build at the cost of over N600 million. The power station at Jebba was commissioned in April, 1985.

2.7.5 SHIRORO HYDRO ELECTRIC POWER STATION

The shiroro Hydro Electric Power Station is one of the newly commissioned Power station owned by the National Electric Power Authority (NEPA). It is the only Hydro Power Station not on River Niger, for lit is strategically located on high point of shiroro Gorge on the Kaduna River, some sixty kilometers from Mina, Niger State.

The shiroro Hydro Electric Power Station is capable of generating 600 mw of electricity at full utilization. The power station is equipped with switchyard facilities, which enhance the necessary step-down, and subsequent exportation of generated electricity into the national grid. Shiroro Power Station is built with specifications to match the current trend of technological development in the electricity industry worldwide. It has modern control room where the operations of the power station are maintain and regulated on daily basis.

Following its strategic importance, a supplementary National control centre (next only to NCC, Oshogbo) is being established at the station.

When construction work started in the early 80s, the cost of building the station was a little over N300 million. However, on completion and commissioning in may, 1990, the cost had gone up to over N800 million. The astronomical rise in the cost necessitating the review was due to the galloping global inflationary trend. The Power Station was commission in May 20, 1990. The 600Mw of electricity being generated by the station boost the national grid and contribute in no small measure in stabilizing the supply of electricity to the whole nation.

2.7.6. AFAM THERMAL POWER STATION

Afam Thermal Station located in Afam outskirts of Port Harcourt, Rivers State is one of the earliest power stations built and managed by the national Electric Power Authority. It was built in 1963 and it uses national gas. Afam, the location of the Thermal power station was chosen because of the relatively cheap and available national gas in the region. National gas is a major input to the Thermally generated electricity.

In 1963 when the power station was built, it had capacity of only 210 Mw. Today, the installed capacity has review to 696 Mw following three extensive expansions of the power station to Afam 11, Afam111, and AFAM IV.

2.7.7 LAGOS THERMAL POWER STATION, EGRIN

The Lagos Thermal Power Station was built at a time of unprecedented demand for electricity by consumers nationwide. The desire to meet the appreciated increase in demand for electricity by residential, commercial and industrial consumers informed the conception and construction of this power station, which later turned out to be an enviable and significant achievement for the Authority. MANACO, a sister company of SHAWRNOUNT Limited of Mantreal, Canada, served as the construction engineers of the station. MITSUBISHI of Japan and other contractors from the United Kingdom contributed immensely to the construction work. The Lagos Power Station has a generating capacity of 1320 Mw. It consists of six fuel reheat station electric units with normal rating of 220 Mw each.

The Lagos Thermal Power is equipped with a central room, which has both manual and the automatic devices for regulating the operational activities of the various units. There is also a switch yard control pand located in the centre of the power station. Protection devices have been specially builds into the plant so that the plant and its switchyard are isolated from the rest of the system in case of severe disturbances in the national grid. The plant is also fortified with sprinklers and hydrant systems supplied from the nearly lagoon to ensure adequate protection against fire. Lagos Thermal Power station is not only one of the most modern Powers stations, it is also the biggest in the West African sub-region.

2.7.7. DELTA IV THERMAL POWER STATION

The power station is located in UGHELI, Delta Start. After a detailed feasibility study, the construction contract was awarded to the contrive of General Electric of United States and MARUBENT of Japan in December, 1985, to update and beef-up the already existing power station of DELTA 1, DELTA 11 and DELTA 111 built in the early 70s.

The main construction started in 1988 and it took them 24 months to deliver the turn key project. The resolve to construct the power station in ugheli was to meet the rising demand for electricity in and around Warren where heavy industries like the Aladja steel complex and the Nigeria National Petroleum corporation (NNPC) is located. It was also to reduce the demand on the national grid. Another factor that enhanced the choice of ugheli was the availability of cheap national gas, which the thermal power station is fired on. The power station consists of 6 x 100 Mw gas turbo generators. The station cost the authority approximately N2.2. billion to construct.

The DELTA iv power Station was commissioned on March 12, 1991. The Station is one of the most modern power stations in the country. With its commissioning, NEPA has continued to demonstrate its local continents towards regular supply of electricity to all consumers.

2.7.8. SAPELE THERMAL POWER STATION

The conception and construction of sapless Thermal Power station, Ogorode, Delta State, was the outcome of services of study is conducted in the 80s. The necessity to construct the power plant was to enable Nigeria meet as much as possible the rising demand for electricity a peculiar characteristics of growing and developing nations. SHAWMANT LIMITED, a firm of constructing engineers was responsible for the overall design and management of the power station. Preliminary construction work of site clearance and initial power supply were executed in 1976.

The power station consists of 6 z 120 Mw steam turbines capable of producing 720 Mw at full frilling . The power station utilized fuel gas as supplied by Nigerian gas company, ogorode. Also, in 1984, 4 x 75 Mw gas fired turbines with capacity of 300 Mw were installed to utilize in full the potential of the natural gas that is available in the area. The commissioning of these units boosted the installed capacity of sapless Power Station from 720 Mw in 1980 to 1020 Mw in 1985.

2.7.10 SIGNIFICANCE OF NEPA

National Electric Power Authority (NEPA), one of the most important sectors of economic activity is believed to be a keystone of civilization. It is a widely accepted fact that the development process of any society depends to a large extent on the efficiency of the power generating network in existence in that society.

The success of our daily economic activities depends on electricity supply. Every manufactured product must have used power for its production. Again, because NEPA facilitates industrial process, it is a basic foundation of economic development. This is due to the spread of production, trade and ideas. (communication) and the economic, ascendancy of man depended upon the ability to use light (electricity) during the right and other functions it provides

Specifically, power generator system enable inter-country (Nigeria – Niger) contacts and as such promotes social and political unity of a society for purposes of development. Therefore, it is rational for developing countries to devote a substantial production of their total public expenditures for investment in power generation.

Large – seal production is very necessary for economic development. This cannot be possible without efficient and relatively cheap power supply. Thus the significance of electricity is manifested in the provision of foundation upon which economic growth of a nation develops since electricity is an important absorber of scarce resources, ill-timed, mi directed or misplaced investment in this sector can have a serious impact upon the whole economy. Most of the investment in power generation is large, invisible long lasting hence it can tie up vast amount of resources for long period of time.

2.7.11 MOTIVES FOR INVESTMENT IN NEPA

Naturally, one expects that money (or resources) is ventured into a capital project only when there is a possibility of earning a prospective yield, in the future, from that project, ie when profit is expected to be earned on the project.

Theoretically, according to KEYNES (1936), the inducement to invest depends partly on the investment demand schedule and partly on the rate of interest, and the scale of investment , on the other hand, depends on the relation between the rate of interest and the schedule of marginal efficiency of capital assets and its prospective yield. To this extent, therefore, we can say that investment depends on rate of returns expected to be obtained on money if it were invested Arguing from the cost benefit point of view, usually investment must take into account present cost future needs. Thus power generation or electricity development is economically justifiable if total benefit exceed costs. What is worth knowing is that investment on the power system in Nigeria is not profit oriented rather it is intended to support the growth and development of important sector of the economy such as agriculture, commerce and industry, from which prospective yields are expected to be earned.

2.7.12 SALE OF ELECTRICITY

Sale of electricity is the activity whereby customers are appropriately billed for electricity used. NEPA expects the customers to reports promptly any power interruption. Accordingly, all the cases of vandalization and theft of NEPA installations and /or equipment should be reported to the nearest NEPA office or any law enforcement agent. Again, cases of illegal connections and over loading of NEPA power system should be reported to the nearest NEPA offices.

NEPA extends it services to its customers through zones, Districts, under-taking and services centers nationwide. A services centre is the smallest services unit set up to enable NEPA reach its grassroots customers. The distribution and marketing sector at corporate headquarters looks after this NEPA has three main categories of customers. There are:- Residential, commercial and industrial customers.

RESIDENTIAL customers are domestic customers who use their premises and electricity strictly for residential purposes.

COMMERCIAL customers are customers who use their premises for purposes other than residential e.g. as a small factory for manufacturing goods while the

INDUSTRIAL customers are those who use their premises for purely heavy industrial purposes.

There are basically three types of metres used by NEPA. There are: single phase, three phase, and maximum demand metres.

The single-phase metre is the most popular and it is mainly used by the residential customers. Three-phase metre is used mainly by commercial and small -scale industrialist. The maximum demand metre is used mainly by the big time industrialist and commercialists.

2.7.13 POWER FAILURE

The following are some of major causes of power failure in Nigeria:-

Bad or poor wiring of houses

Overloading of local electrical system by customers,

Careless and reckless motorist running into NEPA installations.

Road construction workers damaging NEPA underground cables

Theft and vandalization of NEPA equipment by unscrupulous persons

Indiscriminate bush burning.

Lack of gas and low water level,

Illegal connections; and

Planned outage

Heavy rainstorm or any similar act of God

The miscellaneous offences Decree No 22 of 1986, section 9 provided that "any person who unlawfully disconnects, removes damages, temper meddle with or in any way whatever interferes with any plan, works cables, wires or assembly of designed or uses for transforming of converting shall be quilty of an offence and liable on convention to be sentenced to life imprisonment." Section 10 of the same decree provides that any person, who unlawfully disconnects, removes, damages, temper, meddles with or any way whatever interfere with any electric fittings, metres or other

applicants, used for generating transforming, converting, supplying or selling electricity, shall be quilty of an offence and liable on conviction to an imprisonment for a term not exceeding 21 years.

CHAPTER THREE

METHODOLOGY

3.1. INTRODUCTION

The preoccupation of this research work is to investigate into the role of effective marketing of quality services in a public utility company with reference to the national Electric Power Authority (NEPA) Plc.

This study are aimed at finding out

Whether NEPA, Plc adopts any strategy for marketing of quality services in its marketing efforts;

The nature and procedure of marketing strategy applied by NEPA, Plc in the process of providing services to its customers;

Whether or not the provision of quality services has any impact on the satisfaction and patronage of its consumers;

The extent to which the marketing of quality service by NEPA, Plc has affected the satisfaction of their customers.

For the above reason, necessary data was collected through questionnaires. Personal (oral) interviews were also carried out as supplementary sources. Secondary data were also used requiring the review of available and relevant literature, textbooks, journals manuals, etc. This chapter, therefore, highlights the method and procedures used in carrying out the research.

3.2. THE REASEARCH DESIGN

Generally, the research design is intended to specify the methods and procedures for acquiring the relevant information needed to structure the project work and also states the sources of such information. There are three broad classes of designs. These are exploratory, descriptive and experimental.

EXPLORATION research are designed to assist in identifying problems, locating relevant variables and produce new hypothesis. There is the need for such studies to

be flexible since the researcher is still uncertain about the true nature of the problem. The research provides a relatively low-cost, low-risk form of research that may pay very high dividends. The benefit is, however, the much clearer picture of the problem. It is historical in nature and a scholarly desire of the scientists to arrive at an accurate account of the past. This may involve nothing more than a scholarly interest in tenth – that is the desire to know what happened in the past.

DESCRIPTIVE research method is concerned with the collection of data for the purpose of describing, interpreting and analysing existing conditions. But the central purpose of descriptive research is the discovering of meanings. Descriptive research gives a time picture of a situation. Any consideration of a phenomenon generally begins with a full understanding of the phenomena. Accurate descriptions are imperative for making a wide range of power decisions. The ultimate goal of the scientific research is the deduction of generalizations that provide the basis for making prediction while generalizations are beyond the province of descriptive research. This type of research assumes a key role in the intermediate process encountered to find generalizations.

EXPERIMENTAL RESEARCH method is a systematic and logical procedure in identifying and evaluating the relationship between variables that create a particular state of affairs under controlled conditions e.g. H20 represents two molecules of hydrogen and one molecule of oxygen, explaining a relationship which creates a particular state of affairs under controlled conditions.

At this juncture, therefore, it would suffice it to state that the presentation of this research work has been limited to only the exploratory and descriptive methods of research.

3.3. THE RESEARCH POPULATION

The study examined the effective marketing of quality services in a public utility company with a keen interest in the Nation Electric Power Authority (NEPA), Plc. The population of this study therefore, embraces all the customers, management and staff NEPA, Plc.

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3.4 THE SAMPLING

Considering the largeness of the population involved in this study, the researcher had selected a sample from the population upon which the study was conducted and generalizations made based on the assumption that the sample is the representative of the whole population.

Since a good sample must be as nearly as representative of the entire population as possible, care was taken in this research to make sample size relatively large in order to convey a measure of credibility to the outcome of the study. Care was also taken to choose members of the sample randomly because when the choice of the subject is left to chance, the possibility of bias entering the selection of sample is reduced.

To facilitate easy administration and collection of questionnaires, the management and staff were used. The questionnaires were administered on a simple randomly selected members of each department. Based on this procedure, a total of 300 respondents were used for the study.

3.5. DESCRIPTION OF INSTRUMENTS USED

In order to facilitate the research work, data was collected through primary and secondary sources. Data from questionnaires formed the primary data while secondary data were drawn from marketing textbooks, NEPA branches, journals, magazines, Handbooks, and other related literatures. The questionnaires were framed on the basis of the research questions. The major set of questionnaires were for the management and staff of the National Electric Power Authority (NEPA).

A total of 300 questionnaires were designed for response and administered, out of which 250 were retrieved. Both open and close-ended questionnaires were designed to facilitate easy responses and allow for a considerable degree of free expression on the respondents.

The research also used a non-structured from of interview as an additional instrument for collecting data. The major purpose of this instrument was to have

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personal touch with the respondents to investigate more into the role of effective marketing of quality services in their organization. S free discussion was hold with the workers and customers about the quality customer's services in their business. The respondents were allowed to express their opinion freely, without any hindrance. As the discussions were going on, the responses were being recorded by the researcher. Even though the interview was non-structured, the discussions centered typically on the central problem being investigated.

3.6 STATISTICAL ANALYSIS USED

The simple variable analysis was used in analysis the data collected from the primary source. This methods of data analysis was used to allow for a descriptive explanation of data collected in relation of the study.

Also, to analyse the data, percentages method was adopted through the circulation of frequency distribution of subjects opinion on the issues raised. These presented in contingency tables.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1. INTRODUCTION

This chapter is concerned with the presentation and analysis of data collected through the administration of questionnaires and personal interview. The data collected is presented in tabular form and the analyses of data carried out through the use of percentages.

The data presented here below is based on the questionnaires retrieved. A set of questionnaires retrieved. A set of questionnaires were administered to 300 respondents, however 250 were retrieved.

4.2. ANALYSIS OF DATA

In accepting or rejecting the research hypothesis, a critical look was taken on the responses of the respondent to questionnaire questions as follows:-

4.3. QUESTIONNAIRE QUESTION TWO.

TABLE 4.1 GENDER OF RESPONDENTS

SEX	RESPONDENT	PERCENTAGE
MALE	150	60%
FEMALE	100	40%
TOTAL	250	100%

Source: QUESTIONNAIRE

Out of 250 questionnaires retrieved, 150 were males representing 60%; and 100 were females, representing 40% of the total respondents.

4.4. QUESTIONNAIRE QUESTION THREE

IN YOUR OPINION, DO YOU CONSIDER THE MARKETING OF SERVICES IN A PUBLIC UTILILTY COMPANY AS APPROPRIATE

TABLE 4.2

RESPONSE	RESPONDENT	PERCENT
YES	250	100%
NO	-	-
TOTAL	250	100%

Sources: QUESTIONNAIRE

The information from the above table shows that marketing of services in a public utility company, such as NEPA, Plc, is appropriate. This is as attested to by 250 respondents out of 250 questionnaires retrieved, representing 100% of the total number of respondents.

4.5. QUESTIONNAIRE QUESTION FOUR

DO YOU NORMALLY ADVERTISE YOUR BUSINESS?

TABLES 4.3

PESPONSE	RESPONDENTS	PERCENT
YES	250	100%
NO	-	-
TOTAL	250	100%

Sources: QUESTIONNAIRE

From the above table, out of 250 questionnaires retrieved, 250 respondents representing 100% of the total respondents agree that they always advertise their services.

4.6. QUESTIONNAIRE QUESTION FIVE

IF YOUR ANSWER TO QUESTION FOUR (4) ABOVE IS "YES", WHICH OF THESE MEDIA DO YOU NORMALLY USE TO ADVERTISE YOUR BUSINESS.

TABLE 4.4

MEDIA SOURCE	RESPONDENT	PERCENT
RADIO	50	20%
TELEVISION	30	12%
NEWS PAPER	20	8%
ALL OF THE ABOVE	150	60%
TOTAL	25	100%

Source: QUESTIONNAIRE

From the above table, it is revealed that out of 250 respondent, 50, representing 20% of the total respondents testified that radio is used as the media source of advertising the firms television; 30 respondents representing 12% favor Television; 20, representing only 8% testified in respect of Newspaper; while 150, representing 60% favoured a combination of all the sources.

4.7: QUESTIONNAIRE QUESTION SIX

HOW OFTEN DO YOU NORMALLY ADVERTISE YOUR BUSINESS

TABLE 4.5

ADVERTISEMENT PERIOD	RESPONDENT	PERCENT
DAILY	200	80%
WEEKLY	50	20
FORTNIGHTLY	-	-
MONTHLY	-	-
YEARLY	-	-
TOTAL	250	100%

Sources: QUESTIONNAIRE

Table 4.5 above gives information about the frequency of the period of advertisement adopted by the firms. Out of 250 respondents the table revealed that 80% of the firms advertisement is done on daily basis. This is as attested to by 200 respondents. Only 50 respondents affirmed that the advertisement period is weekly, represented 20% of the total respondents. No respondent agreed on any advertisement period of fortnightly, monthly, and yearly basis.

4.7. QUESTIONNAIRE QUESTION SEVEN

WHAT ARE THE VARIOUS PROMOTIONAL TOOLS USED BY YOUR COMPANY TO ADVERTISE ITS SERVICES?

TABLE 4:6

PROMOTIONAL STRATEGY	RESPONDENT	PERCENT
PERSONAL SELLING	30	12%
ADVERTISING	120	48%
PUBLICITY	80	32%
SALES PROMOTION	20	8%
TOTAL	120	100%

Source: QUESTIONNAIRE

In the above table, out of 250 respondents, 30 respondents gave personal selling as a promotional tool used by organizations to market their services, this represented 12% of the total respondent, 120 identified Advertising; 80 identified publicity; while 20 respondents identified sales promotion. These figures represent 48%, 32% and 8% of the total respondents, respectively.

4.9 QUESTIONNAIRE QUESTION EIGHT

IN YOUR OWN OPINION , DO YOU CONSIDER THE MARKETINGACTIVITIES OF YOUR COMPANY ADEQUATE?

TABLE 4.7

PESPONSE	RESPONDENTS	PERCENT
YES	80	32%
NO	170	68%
TOTAL	250	100%

Source: QUESTIONNAIRE

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From the above table, out of a total respondents of 250, 80 respondents, attested that they considered the marketing activities of their companies adequate. This represents 32% of the total respondent. However, 170 respondents considered the marketing activities of their companies inadequate, representing 68% of the total respondents.

4.10: QUESTIONNAIRE QUESTION NINE

HOW DO YOU MARKET YOUR SERVICES?

TABLE 4.8

Response	Respondent	Percent
Appointment of Marketing Committee	50	20%
Through Tast Force	20	8%
Through Advertisement Agency	100	40%
Through a Marketing Consultant	80	32%
By Appointing a Marketing Director	-	-
TOTAl	250	100%

Source: QUESTIONNAIRE

The above table, table 4.8, gives information on the various methods used by the companies to market their services. From the table, out of 250 respondents, 50 market their services by appointing a marketing Committee, 20 though task force; 100 through advertising agency and 80 through a marketing consultant. These figures represent 20%, 8%, 40% and 32% of the total respondents, respectively.

4.11. QUESTIONNAIRE QUESTION TEN

DO YOU HAVE A MARKETING DEPARTMENT IN YOUR ORGANIZATION?

TABLE 4.9

ANY MARKETING DEPARTMENT	RESPONDENTS	PERCENT
YES	250	100%
NO	-	-
TOTAL	250	100%

Source: Questionnaire

Here, 200 respondent confined that the organization have marketing departments. This represents a total of 100% of the respondents.

4.1.2 QUESTIONNAIRE QUESTION ELEVEN

How would you RATE our MARKETING STRATEGY?

TOTAL 4.10

MARKETING STRATEGY	RESPONDENT	PERCENT
VERY EFFECTIVE	70	28%
EFFECTIVE	110	44%
VERY UNEFECTIVE	20	8%
INEFFECTIVE	50	20%
TOTAL	250	100%

SOURCE: QUESTIONNAIRE

From the above table, 70 respondents rated the marketing strategy of the companies as "very effective", 110 respondents rated as "Effective", 20 rated as "very ineffective", representing 28%, 44%, 8% and 20% of the total respondents, respectively.

4.12. QUESTIONNAIRE QUESTION TWELVE

How would you RATE THE ATTITUDE of YOUR STAFF TOWARDS Your customers?

TABLE 4.11

PESPONSE	RESPONDENTS	PERCENT
FRIENDLY	200	80%
UNFRIENLY	25	10%
LUKEWARM	10	4%
LACKADAIZICAL	15	6%
TOTAL	250	100%

SOURCE: QUESTIONNAIRE

The table above reveals the attitude of the employees towards their customers. From the table, we rote that have a "friendly" attitude towards the customers. This is as attested to by 200 respondents out of 250, respondent 80% of the total respondents. However, 25 of the respondents testify that the attitude of the staff to their customers is unfriendly " while 10 attest to "Lukewarm ness" and 15 indicate that their attitudes is " lackadaisical " towards their customers. These represent 10%, 4% and 6% of the total respondents, respectively.

4.13. QUESTIONNAIRE QUESTION THIRTEEN

How would you RATE your SERVICES TO THE PUBLIC?

TABLE 4.12

RATING OF SERVICES TO THE PUBLIC	RESPONDENT	PERCENT
VERY HIGH	50	20%
HIGH	160	64%
AVERAGE	20	8%
VERY LOW	5	2%
LOW	15	6%
TOTAL	250	100%

SOURCE: QUESTIONNAIRE

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Table 4.12 above shows the analysis of the rating of the companies services to the public. From the table, it is noted that out of 250 respondents, 50 state that the services are "very high" 160 indirect that the services are "high". While 20 offline the service to be "average", only 5 state that the services are "very low" and 15 agree that they are just "low". These figures represented 20%, 64%, 8%, 2% and 6% the total respondents, respectively.

4.15 QUESTIONTIONNAIRE QUESTION FOURTEEN

MARKETING OF QUALITY SERVICES IN A PUBLIC UTILITY COMPANY WILL ENHANCE CUSTOMER SATISFACTION AND PATRONAGE

TABLE 4.13

RESPONSE	RESPONDENTS	PERCENT
AGEEED	250	100%
DISAGREED	-	-
TOTAL	250	100%

SOURCE: QUESTIONNAIRE

Form the above table, out of 250 respondents, 250 agreed that marketing of services in a public company will enhance customer satisfaction and pasting , representing 100% of the respondents.

4.16 QUESTIONNAIRE QUESTION FIFTEEN

IN YOUR OPINION, WHAT DO YOU THINK CAN CAUSE LACK OF CONFIDENCE AND UNACCEPTABILITY OF YOUR SERVICES BY THE PUBLIC?

TABLE 4.14

RESPONSE	RESPONDENTS	PERCENT
LACK OF MARKETING EFFORTS	-	-
POOR QUALITY SERVICES	-	-
LACK OF ADVERTISING EFFORT	-	-
ALL OF THE ABOVE	250	100%
TOTAL	250	100%

SOURCE: QUESTIONNAIRE

Table 4.14 above reveal that lack of marketing efforts, poor quality services, and lack of advertising efforts, among others can cause lack of confidence and unacceptability of a company's services by the public. This is confirmed by 250 out of a that of 250 respondents representing 100%.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The basic aim of this study was to investigate the role of effective marketing of quality services in a public utility company with particular reference to the National Electric Power Authority (NEPA).

The study covered the customers, management and staff of NEPA, Plc out of which the population and sample were identified. Anonymous questionnaire was the instrument used for data collection. In all, a total population of 500 were designated out of which 300 respondents were selected for the use through random sampling.

A total of 15 research questions were used for the study while a total of 300 questionnaire were administered. Of this number, 250 were retrieved, representing 83. 33% of the respondents.

Data derived from the exercise were also analysed based on frequency distribution of respondents opinions. This was shown in contingency tables and ranked in percentages as shown in table 4.2 – 4.

As a supplement, to questionnaires, personal interviews were also used to illicit some additional information not covered in the questionnaire. Related literatures were also reviewed extensively, covering such areas as the nature and scope of marketing, the concept of quality, total quality management (TOM), marketing of services, effective management of quality customer services, and the corporate nature of the National Electric Power Authority (NEPA) Plc.

This chapter, therefore, gives a summary of the study, and based on the research findings, conclusions were drawn and recommendations givens

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5.2 SUMMARY

National Electric Power Authority (NEPA) is a government owned business organization. It was set up by Decree with the main arm of maximizing public welfare. Services usually provides by (NEPA) is essential and to ensure a more even distribution of facilities and social services, the government steps in to given NEPA legal monopoly to supply electric city in the economy.

Total quality management (t2m) started in the early 80s when fierce competition was raping between companies in Japan, with America and Europe. It is a concept that was developed to achieve a system approach to quality management. The goal TQM is to achieve greater efficiency and effectiveness, lower operating costs, increased market share and increased profit.

Service marketing can be classified into two broad categories. These are whether they are equipment – based on whether they are people-based. It could also be classified into those that do something for consumers themselves and those that do something for customers possessions.

There are four main characteristics of a service. These are in tangibility, variability, inseparability and perishability. All these features have a significant effect on the marketing of services.

5.3 CONCLUSION

In this write up, it has been noted that marketing quality services and high quality service delivery has become the solution to the survival of public utility companies such as NEPA since customers look out for effective and efficient services to establish their confidence in any organization. It has also been noted that total quality management (TQM) will bring about the desired quality service offered to potential and existing customers to the advantage of the organization.

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5.4 RECOMMENDATIONS

Based on the research findings, the following recommendations are made:

1. All public utility companies should imbibe the marketing concept and install, without delay, the concept of total Quality management (TQM) in their organizations.
2. The management and staff of public utility companies should constantly be discouraged about their general ideas of full contention with their current performance and be encouraged to imbibe a strong individual desire to continuously strive for improvement.
3. Public Utility companies must recognize their customers as the king.
4. There is the need to constant training and development of staff in the public utility companies to motivate them.
5. Public utility companies should be able to monitor their business environments to enable them to adopt to changes in the environment.

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APPENDIX A

DEPARMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY

ZARIA, NIGERIA

October, 1999

Dear Respondents,

A LETTER OF INSTRODUCTION

I am conducting a research into "Effective Marketing of Quality services in a public company: A case study; of NEPA, plc." This questionnaire is, therefore, designed in order to illicit information from you for the purpose of the study.

In view of the above, it would be very highly appreciated if you could complete the attached questionnaire as appropriate. I guarantee that all information supplied will be treated with the strictest confidence and used only for the academic purpose for which it is intended.

It may not, however, be necessary that you disclose your name to the researcher if you so wish to remain anonymous. Thanking you for your cooperation and valuable contribution towards the success of this research.

Yours faithfully,

Abubakar, Makki Yellemam

APPENDIX B: QUESTIONNAIRE

Please kindly head through the following statements carefully and as sincerely as possible complete the blank spaces by putting a tick (2) on the spaces provided as the case my be.

Name .....

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

In your opinion, do you consider the marketing of services in a public utility company as appropriate?

Yes ( )

No ( )

Do you normally advertise your business

(a) Yes ( )

(b) No ( )

If you answer to question four (4) above is "yes", which

Of these media do you normally use to advertise your business?

(a) Radio ( )

(b) Television ( )

(c) Newspapers ( )

(d) All of the above ( )

How often do you normally advertise your business?

(a) Daily ( )

(b) Weekly ( )

(c) Fortinshitly ( )

(d) Monthly ( )

(e) Yearly ( )

What are the various promotional tools used by your company to advertise its services?

(a) Personal selling ( )

(b) Advertising ( )

(c) Publicity ( )

(d) Sales Promotion ( )

In your opinion, do you consider the marketing activities of your company adequate?

(a) Yes ( )

(b) No ( )

How do you market your services?

(a) By appointing a market committee ( )

(b) Through task force ( )

(c) Through advertising agency ( )

(d) Through a marketing consultant ( )

(e) By appointing a marketing Director ( )

Do you have a marketing department in your organization?

(a) Yes ( )

(b) No ( )

How would you rate market strategy?

(a) Very effective ( )

(b) Effective ( )

(c) Very ineffective ( )

(d) Ineffective ( )

12 How would you rate your services to the public.

(a) Very high ( )

(b) High ( )

(c) Average ( )

(d) Very low ( )

(e) Low ( )

Marketing of quality services in a public utility company will enhance Customer satisfaction and patronage.

(a) Agreed ( )

(b) Disagreed ( )

In your own opinion, what do you think can cause, lack of confidence And unacceptability of your services by the public?

(a) Lack of marketing effort ( )

(b) Poor quality services ( )

(c) Lack of advertising effort ( )

(d) All of the above ( )

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