TITLE PAGE

THE APPLICATION OF MARKETING STRATEGY

IN

MANAGEMENT CONSULTING SERVICES

A STUDY OF

NEW IDEA MANAGEMENT CONSULTANTS COMPANY LTD.

BY

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

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DATE: **JULY 1997.**

DECLARATION

Having fully acknowledged the work of other Authors where appropriate and certify the results of my study as an absolute independent and original work that has not been previously submitted elsewhere.

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CERTIFICATION

This project report entitled **"The Application of Marketing Strategy In Management Consulting Services".** A study of *New Idea Management Consultants Company Ltd., Kaduna* by **AbdulSalam Akande Ozigi** meets the regulations governing the award of the degree of ***Master of Business Administration*** of Ahmadu Bello University, Zaria – Nigeria, and it is approved for its contribution to knowledge and literary presentation.

NAME AND SIGNATURE	DATE
SUPERVISOR	7/9/2000
HEAD OF DEPARTMENT	7/9/00
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DEDICATION

This work is dedicated to the memory of my parent.

Late Alhaji Nasir Akande Ozigi for the prompting of yesteryears.

And;

Late Madam Hadizatu Akande Ozigi for the right guidance in my early childhood.

May their souls be raised to an exalted position with the Almighty Allah. (Amen).

ACKNOWLEDGMENT

This very family that I hold in high esteem but without mentioning name, I must say the members of this family have indeed remain a steady God sent beacon of support in my good and trying period. To them is my sincere thanks and prayers; I am eternally grateful to them.

For the intellectual mortivation and re-enforced confidence, very many thanks to my lead supervisor – **Alhaji M.Y. Abubakar** and also, my profound gratitude goes to **Mr. A.B. Akpan, Dr. (Mrs) V. Nwasike** and **Mallam Ibrahim Fari Okeji** (MIFO) for their academic advice during the pursuit of this course.

To **Mrs Judith E. Ofori** of Cooter-Ofor Partnership – Corporate Consultants in London; **Professor David K. Smith, Jr.**, Chairperson, Department of Marketing, South Missouri State University, Cape-Girardeau, U.S.A. and Our own **Proffessor David Iornem** with my good friend **Joseph Nashakyaa** both of New Idea Management Consultants Company Limited in Kaduna – Nigeria, is my endless appreciation for sharing their wealth of expertise and the impact of their energised professional guidiance.

I say thank you all – my genuine friends and well wishers who contributed in one way or the other to make this a successful endeavour. But above all is to the Creator of all things for the sole motivation, thank you God – Almighty for everything and glory be to thy holy name.

ABSTRACT

This study has been aptly entitled **"The Application of Marketing Strategy in Management Consulting Services"** The setting for the purpose of this study is based on the case of *New Idea Management Consultants Company Limited* Kaduna, Nigeria.

The role of management in marketing is to employ an assortment of marketing variable to craft an effective marketing strategy to actualize the objectives of the firm. The aim of all business enterprise's strategy is to evolve a path finder that deals with the opportunities in both real (actual) and assumed (probable) situations; hence for an efficient resource converting enterprise organization, the marketing functions must of necessity be guided and operated base on the millieu of marketing strategy.

The global challenge faced in management consulting are basically two fold. It is about the development of professional competence and the marketing of the management consulting services. More often than not, the latter problem is either not given consideration or the former is given an overwhelming consideration at the expense of the later. Thus the challenge faced by management consultants in the effective and efficient marketing of their services become an obvious interest as a research problem.

Data collection for the study was centre around exploratory and descriptive research. The instrument/material for data collection include management questionnaire and interview, documentary and observation. The results from the analysis of collected data indicated that the firm believe in the imperative of marketing philosophy and the specific way and manner by which the firm apply marketing strategy in its management consulting services is pervasive and

integrated marketing process has been put in place by the firm as a carrier form for the effective management of the marketing mix elements.

Future study will undoubtedly have to focus on the marketing strategy audit system operation; And advertisement which remain the only promotional tool that has not been fully explored by management consulting firms and comparative studies of firm's application of marketing strategy to management consulting services.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Markets, Marketing and Marketing strategy seldom experience static conditions, especially today, that technological change and planned innovation have accelerated the pace of competition. Even successful product(s) or service(s) have a shorter expectancy of life than a few years ago. The cost of new service and product grow remorsely each year while the risk of failure hunts the dreams of entrepreneurs. Lack of success with a new product or service may involve a company in substantial financial loss, apart from the social cost resulting from short time working or closure of shop[1]. All firms over the whole spectrum of industry and commerce should develop their marketing skill through the application of marketing strategy to their operation so as to be on the safe side of business operation because it is no longer safe to assume that certain traditional markets will always remain the preserve of old established or well known services or products offeror(s) or manufacturer(s).

Vastly improved technological methods as faster transportation means and telecommunication facilities as telex, telefax, telephone, internet server and E-mail have brought competitors nearer to each other as well as to consumers; And access to markets has likewise, become easier. Technologies are now widely dispersed globally, thus no single firm can remain the workshop of the world with unique services or products without an effective and efficient application of marketing strategy to business endeavour.

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Marketing management has the sole responsibility of identifying customers, of evaluating the present needs and also of predicting their likely future requirements. Drucker (1961)[2] stress this last point: Management has to live in both the present and the future. Future opportunities must be examined realistically, and critically surveyed in the light of the present state of the organisation. The enterprise must be kept healthy to ensure that it will live to enjoy the future successes which are planned. Marketing management should aim, therefore to retain the initiative in their product/service markets by careful planning innovative services/products in collaboration with technical experts.

More than ever before, it is management consulting that need a strong infussion of marketing strategy and Anderson Consulting – a worldwide management consulting firm appears to ascribed to this postulation in recent years by the strategic marketing orientation as manifested in the promotion activities for the firm services through mass media advertisement on Cable Network News International. Indeed this was a tremendous landmark as opposed to previous orientation, there is the emergence of a good thinking for a good product/service with the realization that times are fast changing and the dynamics of time, must be countered appropriately with strategic marketing management in the field of management consulting for a vantage position in the competitive strategy war despite the fact that there has been a tremendous rate of acquisition of expertise knowledge by practitioners into management consulting.

Functional strategies of marketing management operates within the context of an environmental framework that is classified into two broad categories of INTERNAL CONTROLABLE ENVIRONMENT and EXTERNAL UNCONTROLABLE ENVIRONMENT. The former is composed of PRODUCT, PRICE, PROMOTION, PLACEMENT (DISTRIBUTION), NATURE OF THE ORGANIZATION AND OTHER INTRINSIC but SALIENT ELEMENTS that are amenable to the manipulation of marketing executives and managers. The later which could aptly be referred to as the greater societal environment is however outside the direct control of the firm. It is extensive and dynamic in nature with a profound effect on the survival of the firm. It is composed of SOCIO – CULTURAL, POLITICAL, ECONOMICAL, LEGAL, TECHNOLOGICAL, AND OTHER INCIPENT ELEMENTS that are not within the manipulation of the firm. Many initiated marketers including Majaro (1977:31) emphasis that marketers must take full cognizance of the existence of all these uncontrollable factors so as to assuage a favourable position because in his view any attempt by marketers to disregard these dimension will result into failure to the firm.[3]

It is a statement of fact that there is a dual environment for any particular firm's activities. The first environment forms the internal or content operating entities through which the organisation is in constant controllable interaction with the creditors, suppliers, vendors, dealers/distributors and other facilitating agencies. Superordinate to this operating internal environment is the greater external societal environment which is an open system of economic, socio – cultural, political, technological forces that exercise definite impact on each internal content of operating entities. This superordinate environment shapes the nature and characteristics of current, emerging and future opportunities, strength,

weakness and threat is the pattern of customer behaviour and the rules of competitive strategy. Indeed the marketing strategies of a firm should seek by internal control mechanism to potentiate the desirable and counter the undesirable effects that arise from the impact of the uncontrollable super ordinate and greater societal environmental influence.

Busch and Houston[4] have defined the marketing environment as 'a set of diverse, dynamic and uncontrollable forces that impurge on an organization's marketing operations and opportunities. This marketing environment either constrains or provide opportunities for the firm." An environmental constrain is any environmental change that in the absence of any action by the firm, will ultimately have detrimental consequences on performance; An opportunity however is a challenge to purposeful marketing actions that is characterized by a general favourable set of environmental circumstances and acceptable probability of success.[5] Three types of opportunities has been identified by Drucker[6], Namely – Addictive, Complementary and Breakthrough.

Type one opportunity is referred to as ADDICTIVE OPPORTUNITY which involve the use of an existing resources for an expanded operation of the firm through an enhanced exploitation programme. Type two opportunity is referred to as the COMPLEMENTARY OPPORTUNITY and it is basically a synergistic relationship between an emerging opportunity that re-restructure the character and performance of the firm and combine with the existing business objective of the firm so as to potentiate the business to greater level. Type three opportunity is known as BREAKTHROUGH OPPORTUNITY which involves the changing of the fundamental economic

characteristics and capacity of the business to a totally different but greater and desirable business level.

The way a single enterprise decide and choose its objective(s) is a very complex process of resources conversion as observed by Newman and Logan[7] ; that the enterprise becomes concerned with the engineering of a favourable interaction between the enterprise and the contributors and also with the designing of an internal system for the effectively utilization of the resources received. Thus a successful corporate management is the ultimate result of a timely and a superb matching of organisational resources to the demands of those levels of environmental forces. The implication of the foregoing observation is that the precise task of management is to establish and maintain a good fit between the organisation and its environment. This wholesome and ultimate long term fit is referred to as the enterprise corporate strategy. Such strategy are wide in perspective with specific design in the functional areas of management as Marketing, Finance, Human resource development, Production and Research. All these areas have a developed functional strategy that combine to define the general character of the firm's overall corporate strategy.

Marketing analysts like Abel and Hammond[8] view marketing strategy as the most vital in the functional strategies and marketing strategy has been defined as "a plan of all aspect of the organization strategy in the market plan", meaning that it represent the best opinion as to who it can profitably apply its skills for an efficient resource conversion in the market arena. In Drunker's view any firm in which marketing is either absent or incidental is not a business entity and should never be seen as if it is one[9]. Bechaman and Czespiel[10]

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conclude succinctly that the importance of marketing strategy is based on the fact that it is an integral part of corporate strategy; In the opinion of professor Theodore Levitt, there is no corporate strategy that is not in fundamental fashion a marketing strategy, no such purpose that does not respond somehow to what people are willing to buy for price[11].

Newman and Mergan[7] explain the importance of Marketing strategy as been underlined by the fact that its positioning provides an essential framework for guiding corporate decisions. To be sound and successful, corporate strategy whether or not motivated by cost, technology/innovation or other competitive advantages, must as a matter of necessity be consistent with customer needs, perception and preferences. The term service/product domain often used to denote the entry on which marketing strategy and ultimate corporate strategy are based, constitutes the organization's basic instrument, this is because the organization's income stream is derived from marrying specific service/product to specific markets.[5] The investment yield from each of the product market entry is a basic functionality of the fit between the product and the needs or wants of target markets; the size and growth of the very market and the firm's competitive positioning.[12] It is marketing strategy that serve as the prime motive of the firm's activities and it is actually the link between the firm as an entity and the business environment. Indeed marketing strategy form the imput for strategic generated idea that will guarantee a profitable, effective and efficient performance by the firm based upon the strategic recognition of opportunity and threats that are easily predicted, analyzed and monitored with a view for capitalizing on new opportunities while avoiding potential problems.[13]

Change as a phenomenon remain the only permanent feature of the marketing arena. It is the realization of this fact that informed the conclusion of Bobbitt et al[14] that when the time rate of change is rapid, we speak of the relevant environment as being dynamic, if slow, it is relatively static; the hetrogenicity of the elements and the time rate of change of the relevant environment contribute to uncertainty and to heterogenecity by a lesser degree. Since every major change could result in a different consumer response to the business market and hence a different competitive strategic situation; for a business market to be successful, a manager must design the marketing strategy in a way as to anticipate and prepare for change and not just respond to it. Therefore the more rapidly changes occur, the more vital the need for quick and accurate anticipation and adoption.

Eppick[15] recognize three types of changes that can be identified to cause the disruption of the fit between the very requirements of the marketing and the particular competencies of the firm.

a. Operational changes are the familiar types and do not cause noticeable shifts in the relationship between the organization and environment but only cause a temporary shift in the level of activities of the firm.

b. Competitive changes are the types that lead to a major transformation in the market positioning of a firm or industry spectrum.

c. Strategic changes are however characterized by a high degree of novelty. They occur very quickly and require to be dealt with urgently in order to prevent the organization from being adversely affected.

The effect of any of these changes could be pervasive or remote when it affect all participants or a particular sector or industry in the operating environment. Environmental

changes may not necessarily affect all organizations with equal forces as the type and magnitude of the opportunity or threat that faces each organization differ. As a result of this foregoing, the strategic responses to be used in order to take advantage of the opportunities and to avoid threats, will depend on the resources, foresight, available skills and vulnerability of the firm to high temperature (depicted herein as a scale of activity) that can arise from environmental turbulence.

Obviously, when environmental changes are momental as in the case of operational change, firms may successfully adapt themselves to the new situation by mere modification or adjustment of the existing marketing strategies.[16] If the changes are competitive, firms may make dramatic reallocation and expansion or contraction of their budgets as well as modification in product, target market or technology.[17] The time and effort needed to respond to competitive changes may actually be more demanding but organization will have their fair share of such changes before they occur and so there should be a contingent plans in place to deal with such emerging problems. When changes are strategic in nature, no prior plan will suffice, thus an extra time and resource will be required for a new information planning and strategy development of a first time experience that may as a matter of necessity shift the strategic thrust or strategic action potential of the organization in a most pervasive pattern.

In categorizing firm based on approach to strategic responses, Ansoff[17] made three grouping i.e the reactors, planners and the entrepreneurs. The reactor firm wait for problems to occur before any attempt is made for solutions; on the other hand the planners firm have in place, the functional marketing strategies that enable the firm to anticipate and

plan viable solutions for the problems. However the entrepreneurs firm not only anticipate problems but also anticipate opportunities because the problem of strategic analysis, forecasting and planning is an on - going effect and practice.

For a long range plan for growth and profit in the business environment, four forces are vital for the systematic planning of marketing strategies.[13] The forces are:

a. The increasing size and complexity of business organization.

b. The increasing rapid rate of change in both technology and marketing environment.

c. The sharp and upwardly steep force of competition.

d. The rise in consumerism and the increasing pressure for new products/services and reduction in the price of services and goods.

There are three strategies available to management in dealing with the business environment. The first strategic option is ADAPTATION, which involve the changing of the organization to suit the environment. The second option referred to as TRANSFORMATION involve the changing of the environment to suit the organization while the third option is a hybrid or combination of ADAPTATION AND TRANSFORMATION strategies at same or different times.

Objectivity is the penaceae for the understanding of the emanating perception rather than the environment itself, for an effective and efficient manager's response to business environmental changes. The objectivity is precisely so, because of the heterogenicity of responses of managers to a single subjectivity. There has been many environmental changes within the last two decades in Nigeria. Starting from Green Revolution and

Austerity Measure, through Structural Adjustment Programme, to the Fiscal and Financial Reforms of 1990 to date. The role of a strategic management to this ensuing environmental changes is to develop appropriate functional marketing strategies by an indept analysis of the current and future positions so as to be a step ahead in term of preparedness to take advantage of arising opportunities created by newly emerging environmental changes while at the same time minimizing the adverse effect on the business activities.

The following questions become pertinent in the process of finding out how a management consulting firm have been discharging their varying responsibilities:

a. What marketing strategies do management consulting managers apply in their services.

b. How does management consulting manager adjust or modify these marketing strategies for an effective and efficient business operation in a dynamic environment.

c. For a management consulting firm to succeed in a dynamic business environment, does the firm needs to put in-place in the form of an on-going orientation an effective and efficient total marketing strategy.

1.2 STATEMENT OF THE PROBLEM

Over the years, management consulting has remain a dynamic multifacet services and an exciting growth industry. Despite the initial limited phenomena on it's orientation, management consulting has for the past three decades developed into a multidisciplinary

field of endeavour where individual, corporate enterprises and public agencies turned increasingly to consultants for competence advice due to the followings:

- Increasing demand for expert advice
- Increase in revenue generation
- Emergence of variety of service (service proliferation)
- Growth in professional staff
- Entrance of new practitioners
- Poor performance by many business concern
- Independent nature of the management consulting
- Advisory nature of management consulting.

While many more graduates from business school, older top executives and academicians are taken into consulting as a career so as to potentiate their worth, management consulting has not sit still for a clear definition. This is due to the fact that Management Consulting is by all obvious reasons an immature and neophytic industry.

In Nigeria, management consulting is at it's nascent stage but the global influence on the increasing need for the use of consultants is also a noticeable trend, thus the prospects and challenges in management consulting obviously abound in Nigeria just as in the experience of other countries where management consulting has become deeply rooted.

The global challenge faced in management consulting are basically two fold:

a. It is about developing professional competence; and

b. The marketing of management consulting services.

A good number of times, the second challenge is either not given consideration or the first is given an over whelming consideration at the expense of the second challenge. As a result of the foregoing, the challenge faced in management consulting become an obvious interest as a research problem. The need for the study is established on the fact that these are definite difference in career enhancement as well as in the pattern of practice by management consultants that apply marketing strategy to their management consulting services as compared to those that do not but depend solely on competence development.

1.3 OBJECTIVE(S) AND PURPOSE OF THE STUDY

The title of this study is formulated based on the content and context of the introductory note, because fundamental stagnation, ineffectiveness and inefficiency in the practice of management consulting are the consequences of the failure in marketing by the practicing individual or the corporate consulting firms.

- How exactly can marketing strategy be applied to management consulting.
- How does New Idea Management Consultants applies marketing strategy in the firm's consulting management services.
- What are the problems associated with the application of marketing strategies to management consulting by the firm.

These are the questions that constitute the research objective(s) that the study sought to attain and these questions form the framework of the purpose of the study which is to show how marketing problems are been solved effectively and efficiently by the application of marketing strategy in management consulting. The setting for the purpose

of this study is based on the case of New Ideal |Management Consultants – a management consulting firm based in Kaduna, Nigeria.

1.4 SIGNIFICANCE OF THE STUDY

The value of this research is depended on the fact that information need exists as of necessity for both new and existing problems in management consulting. The basic thrust of the value of information from the study is to be easily related to the improvement it will lead to in actual (real) decision making or it's subsequent application. Those to benefit from the study include:

a. Those who have continuously show disdain for the application of marketing strategy in management consulting.

b. New entrants into management consulting

c. Researchers and students alike

d. Old and potential clients

1.5 SCOPE AND LIMITATION OF THE STUDY

The study is delimited by the case of only one management consulting firm and the limitation is on the inherent pitfall of the mode of the research which are confined to documentation, questionnaire and interview methods of research.

1.6 RESEARCH METHODOLOGY

This study is basically an applied form of research and the methodology involve both exploratory and descriptive research pattern that have been designed in the form of an

open and closed questions; management interview and observation through research student internship in the firm.

1.7 CHAPTER LAYOUT

This study is a Master of Business Administration research project and it is structured into six chapters layout according to the guidelines for post graduate project/thesis of the Ahmadu Bello University, Zaria, Nigeria.

FOOTNOTES

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CHAPTER TWO

LITERATURE REVIEW

2.1 *MARKERTING DEFINED.*

Marketing have been variously defined depending on the analyst. These definitions are based on either the marketing functions or on a macro – system orientation. Critics have a tenacious believe that marketing is just what business organization do to elicit desired response(s) from individual or organization(s), but the pragmatic scholars believe that marketing pervade the total cultural and social complex of man and as such have accordingly advocate for a social system function for marketing. The American Marketing Association defined Marketing as:

> *"The performance of business activities that direct the flow of goods and services to the customers or users."*

The limitation of this definition is two fold. In the first instance, it assure that the marketing phenomenum only begin when products and services has been produced, in order words, it does not take cognizance of the marketing concept or philosophy. The second limitation is the fact that the definition concentrate on only "business activities", but it is a known fact that many non-business entities as charitable organizations, political parties and religious groups uses marketing techniques in their functions.

In defining marketing from economic process view point; Bustch and Houston[2] have defined marketing as:

"The economic and social and process by which society's needs are served through exchange(s) with the constraint(s) of available and affordable resources".

This definition view participants as seeking monetary gains at definite role in the social interaction strata. The limitation of this definition is that marketing is solely defined based on availability and cost of resources.

For the purpose of this study and for a while, it shall be adopted that it is the social system perspective of marketing definition which indeed identifies the basic environmental forces as the foundation for marketing and also form the rationale for the marketing process that is upheld. Based on this contextual background, marketing has been viewed as a fundamental societal process which necessarily and inherently evolves with a society to facilitate the market process which is considered as a process of the exchange(s) taking place in a society. Based on the above, marketing can be defined[3] as:

"A process that, within the societal goals and aspiration attempts to establish mutually satisfying exchange relationship(s) between people or organization(s) that seek to satisfy these requirement."

The nature and domain of marketing has been variously observed in the conceptualization of this definition. The first observation made succinct is that marketing is an integral and inherent component of society and must therefore function consistently with the goals, conviction and aspiration of the society as a whole. The second observation is that marketing focus can now been seen to rest on the determinant structure and performance of the process which evolves to facilitate the exchanges required by the independent producing and consuming units in a societal system. The third observation is the

establishment of continuing relationship between parties to the exchange and finally made it easy to infer from the last point that mutual satisfaction is central to marketing. For any exchange activity to qualify as marketing exchange, it must be concluded on the basis of mutual benefits of both parties to the exchange. Exchange(s) that fall short of mutual satisfaction are not marketing exchange no matter how many marketing techniques have been used to consummate the exchange(s).

In any organization, the understanding of the management's view on the task of the organization is essential to the understanding of modern marketing technique. Over the years, many marketing orientation have evolved on which management depend upon for the definition of their organization task. These orientation include Production concept, Product concept, Sales concept and the Marketing concept.

-PRODUCTION CONCEPT:

The main focus of production concept is on the factors that are necessary for manufacturing or production of a product or service. The primary emphasis is on the creation of supplies through identifiable resources based on the economic principle that "*Supply creates it's own demand*". The production concept is an easy application by management when demand outstrip supply and producers are in position to sell all that they can possibly create. The improvement of production methods is the sole attention of management in this concept.

-PRODUCT CONCEPT:

The core building force of product concept is on product(s) with technically sophisticated characteristics predicated on the assumption that consumer's choice

will invariably be toward such technically sophisticated products, this orientation, of course redefine the task of management towards the creation of products of this nature. The glaring pitfall of this concept is that such technically sophisticated products narrow the target market to the barest minimum in a vast potential market in an overall sense.

-SALES CONCEPT

The main focus of this concept is on the techniques that stimulate consumer's decision to buy. Such marketing strategies as personal selling and advertising are greatly employed to persuade buyers to make a buying decision in favour of the firm's product. The underlying assumption is that consumer(s)/customer(s) will naturally not decide to buy enough of a typical product(s) unless otherwise persuade to a buying decision in favour of the typical firm(s) product(s). This concept is easily applied by management when there is an excess supply over demand. The basic thrust of competition is brought into bearing in a way that management must of necessity become more aggressive due to increasing influence of buyer(s) decision over competing product(s) from two or more firm. Part of the overall strategy in personal selling is directed at the marketing channels or placement that gain greater recognition than in the previous concepts. Obviously, it is true that the sales concept depend greatly on the HARD SELL technique that applies emotional appeals and indirect pressure tactic(s) on the buyer or consumer(s)/customer(s).

2.2 THE MARKETING PHILOSOPHY PERSPECTIVE.

With a more ardent competition and a concurrent varied customer's wants and needs, organization(s) must adopt to a new philosophy to survive the dynamic market environment. The philosophy consistent environment. The philosophy consistent with modern marketing management approach is the marketing concept that has been defined[4] as:

> *"The managerial philosophy that maintain that an organization must integrate and co-ordinate it's programs and resources to satisfy it's customers in order to achieve it's objectives"*

The marketing concept has as it's objectives the satisfaction of the following:

a. Consumer orientation

b. Consumer satisfaction

c. Integrated marketing.

The marketing concept is a managerial philosophy aimed at demobilizing, utilization and control of total corporate effort for the purpose of consumer satisfaction in such a way as to enhance the profit position of the organization .

Organization of all kind(s) require the skill of professional management, but successful management is not achieved haphazardly, indeed it is depended on a framework of an evolved corporate strategy that is characterized by the development and application of an analytical approach to the process of decision making as related to an effective and efficient deployment of resources. Based on the foregoing – "Analysis, Planning and Control" are vital to the realization of the central objective(s) and mission of an organization.

In the specialized activities related to the marketing of goods and services, the disciplined technique of modern management are of particular importance. Marketing as an activity is not, of course, new; it has been practiced in rudimentary fashion for thousands of years. But in advance industrial economies, where specialization has been adopted, marketing has significance as a unique area of management activity and responsibility. Marketing has thus assumed the responsibility of the entrepreneur in identifying market opportunities and relating these to the skills, productive capacity and other resources of a company. This has further include the assessing of the nature and degree of risk involved in entering specific product market(s), the intimate knowledge of their customer's needs which craftmen and small local manufacturers processed at one time, suffered when large scale production plants generally supersed the products that were no longer designed and made to suit individual requirement; mass production techniques demanded for uniformity and at the same time, more distinct markets had to be developed to make up the vastly increased volume of production. The gap between producer and consumer widened as a result of their industrial and commercial metamorphosis.

Marketing as a separate, identifiable function of management has evolved from the business philosophy which recognizes the importance of the customer to the success of the business. This orientation of supplier's attitude and behaviour toward their customer first become evident in post-war Britain when the artificial restrictions were placed by the government of the day in 1951 so as to liberate industry and expose it once again to the brisk business of competition.[5] Consumer products were the first to experience the decline of sellers market, for the strong development of a 'buyer' market when customer

were able to once more exercise their personal preferences at free will. This condition become worldwide and increasing from 1950(s) firms become aware of the need to know more about the preferences, prejudices and buying habits of those buying their products and services. No firm could expect to survive in future if customers' need were not adequately met. This challenge has long been addressed by the manufacturers of consumer products.

But, until recently, the "marketing revolution" appeared to have by-passed the industrial and constitutional areas of activity. To a considerable decree, reluctance and non-challant attitude toward the technique of modern marketing appears to rest on false premise. Marketing is very suitable, no doubt, for soap, chocolates, and cosmetics, but our products and services are vastly different, they don't need all fancy strategies and method in marketing. This bold assertions should be considered against the funding of the Machine Tools Economic Development Committee of Britain[6] which in October 1970, published the result of the marketing methods of successful firms in British machine tool industry. Their report, based on a two years intensive study of manufacturers, merchants and agents by the P.E Consulting group, states it was vitally important for many companies to employ marketing strategy so as to improve their marketing techniques. The strategic marketing practices indicates the decision making process in a marketing oriented firm and it is therefore intricately linked to human factors which are fundamental to organization behaviour.

Complacency therefore is ill found in services and industrial markets. The strategy of modern marketing can surely be applied to all types of services/products wherever they

may be offered for customer's utilization. The fact that the basic concepts and practices of marketing remain the same despite the varying techniques used in strategic marketing between services and industrial or consumer products. The essence of marketing is that a firm will make what it can sell rather than what it can make. Marketing therefore required an assessment of consumer's need through market research and the orientation of all the firm's activities through marketing strategy application toward the satisfaction of those needs so as to achieve the objectives of the organization.

The marketing concept has four dimensions[7] explained as follows:

a. Profit remain the underlying objectives and pre-requisite for being in business and it is also the major incentive for the entrepreneur to assume a degree of risk.

b. Customer satisfaction through the provision of goods and services is the economic justification for the existence of a business.

c. The satisfaction of customer's desire is the means to attaining their patronage and attaining a profit for the firm. In essence both society and the firm are always to benefit in so far as management identifies customer's needs and desires with a view to effectively and efficiently design, produce and market a product or service.

d. The profitable satisfaction of customer require an integration and coordination of all business activities. This is a primary condition for efficient operations coordination that is both internal and external in nature. Internal coordination is directed at services/product – "planning, pricing, promotion and distribution" which are highly interdependent. In

addition to this, the marketing programme should be well integrated with the other operations of the firm which is only achievable through the acceptance of the marketing concept by all departments.

Therefore, the marketing concept is a total business philosophy which provide a common focus for all elements of the enterprise. In so doing it bring business and the larger society into a meaningful and mutually beneficial relationship.

Marketing concept has since been adopted by numerous organizations that cut across a single sector of the society. Jolson[8] observe the pervasiveness and unbiquituous nature of marketing concept, with the marketing scholar's increasing attitude to believe that organization(s) which fail to employ this philosophy are business criminals.

Business – and in particular, marketers – are restricted by the legal and social environment in which they must operate. A number of laws now exist to foster competition and to protect consumer rights. In addition many critics and friends of business alike – claim that business has a social responsibility that goes beyond its economic and legal ones. Thus social responsibility begins where the law ends. Social responsibility has been extended severally from this original principle in business policy. But the most important dimension of social responsibility from marketing point of view is the relationship between a firm and it's customer and this is the exact concern of the marketing concept as framed in it's four dimension. And now, it is also no more uncommon to all and sundry that there is an explosive growth of customer's dissatisfaction since the early 1960(s) – a decade after the

marketing concept become widely accepted. The sudden emergent of customer dissatisfaction after marketing concept development could be attributed to the followings:

A. An increasingly affluent society

B. Products had increased in number and complexity and making choice uneasy.

C. The general environment reinforced consumer frustrations.

D. Writers and activists dramatized wrongs due to businesses.

Consumerism developed from the above listed attributes. Consumerism is "the action of individual and organization – consumer, government and business – responsibility to consumer dissatisfaction in exchange relationship. Consumerism is in fact a social movement to increase the powers and rights of buyers and actually arose at a time of general social ferment. Consumers voiced complaints and dissatisfaction that bothered on:

a- Deficiency in product quality

b- Lack of market information

c- *Unfair pricing practices*

d- Environmental pollution.

Critics believe that consumerism is the shame of marketing but be that as it may, this conclusion hardly could give any advance advice for countering discontent and dissatisfaction among consumers. From the above, it become pertinent that the application of marketing strategy is the panacea to businesses survival in a consumerism societal environment.

2.3 STRATEGY DEFINED

The word strategy emanate from a latin word "strategies" used in military parlance as the "art of a general" in planning and directing campaigns. But in business – it is the action by management to offset actual or potential action(s) of competitive forces. Specifically in marketing the term is used to describe how objectives are to be accomplished. The term is described in a strategy statement which usually communicate the principles to be used in selecting and utilizing various marketing strategy – media, product, copy strategies etc. The article of Henry L. Hansen in 1959 appear to be the first on the adaptation of the concept of strategy application to marketing[9].

Andrea, K.R[10] has developed a comprehensive definition that has brought out both the concept of strategy and the process that are involve in the marketing of marketing strategy. He defined strategy as:

> *"The pattern of major objectives, purpose or goals, stated in such a way as to define what business it is in or it is to be; In a changing word it is a way of expressing a persistent concept of the business so as to exclude some possible new activities and suggest entries into others."*

However, Glueck and Joach[11] defined strategy as:

> *"A unified, comprehensive and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that strategy is designed to ensure that the basic objective of the enterprise are achieved."*

Probably, the concept of strategy should be defined as a basic organization's conceptualization of an objective that is expressed or implied by the leaders on the following factors:

- The long term objective or purpose.
- The broad constraints and policies that have been jointly imposed by the leader or accepted from superiors that currently shape the scope of the organization activities.
- The current set of plans and near term goals that has been adopted in expectation of contributing to the achievement of the organization objectives.

In a varied definition, Hofer and Schendel[12] have defined strategy as:

> *"The fundamental pattern of present and planned resource deployment and the environmental interactions that indicate how the organization will achieve its objective"*

This definition sees strategy as the basic characteristics of the match an organization achieves in fitness with its environments.

Accordingly, strategy formulation process[13] has the following steps:

A. STRATEGY IDENTIFICATION – An assessment of current strategy and it's strategic components.

B. ENVIRONMENTAL ANALYSIS – The assessment of the organization's specific competitive and more general environment to identify the major opportunities and threats facing the organization.

C. RESOURCE ANALYSIS – The assessment of the principal skills and resources available to close the strategic gaps identified in step 4.

D. GAP ANALYSIS – A comparison of the organizations objective strategy and resources against the opportunities and threats in the environment to determine the extent of change required in the current strategy.

E. STRATEGIC ALTERNATIVES – The identification of the strategic options upon which a new strategy may be built.

F. STRATEGY EVALUATION – An evaluation of the strategic options in terms of value and the objectives of stakeholders, resources available, the environmental opportunities and threats that exist, in order to identify those strategies that best satisfy all these demand.

G. STRATEGIC CHOICE – The selection of one or more of the strategic options for implementation.

It can be concluded that a strategy is concerned with the long term survival and growth of an organization. It essentially involves the choice of objectives, the search for opportunities and the identification of the most feasible opportunities given the existing resources[14]. The importance of strategy underscore the conclusion by Rose and Kani[15] when they succinctly stated that *"Without a strategy, the organization is like a ship without a rudder, going around in circles; It is like a tramp, it has no place to go"*

2.4 MARKETING STRATEGIES

In order to cope with the increasing risk and uncertainty present in the business environment, management of majority of companies are turning to strategic marketing as their instrument for combined growth, profitability and viability of their firms. The adoption of marketing strategy has become increasingly important because environmental surveillance has become the result of the rapid changes in the firms external environment[16]. *Marketing strategy has been seen by Kotler*[17] *as:*

"A consistent, appropriate and feasible set of principles through which a particular company hopes to achieve its long run customer and profit objectives in a particular competitive environment".

Kelly[18] also defined marketing strategy as:

"The fundamental marketing logic by which the business unit intends to achieve its marketing objectives"

and this logic consist of a coordinated decision in:

a- Definition of target markets, including the types of customers the firm

b- wishes to reach.

c- The composition of the marketing mix.

The effectiveness of a company's marketing strategy is contingent on the presence of a market opportunity and the company's ability to take advantage of this opportunity. The successful identification of opportunities and risk in the environment become more significant if one consider that it can significantly alter the operating results for business. Given that the objectives to be attained, the market, available resources and the environment have been analyzed, the marketer will have to make at least three strategic decisions namely:

a- Should we use a total market or market segmentation – service/product position approach?

b- Should we attempt to differentiate our service/products in the minds of our existing and potential customers and how do we view our position in the market?

c- What marketing mix strategy should we use.?

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The first question addresses the issue of the delineation of target markets and the determination of opportunities in them. Since every marketer recognizes that it is not possible to satisfy the specific needs and requirements of every customer, there is the need to establish some criteria for grouping customers into homogenous subjects that could be approached with distinct common marketing efforts. It is necessary to deal with clusters of individuals who manifest similarities in consumption habits, social behaviour, economic characteristics or other distinguishing characteristics. Such a sub group or market is approached with a uniform marketing program. Broadly speaking, a marketer who chooses to segment market will select as a basis for segmenting his market any of the following criterion:

- The marketer may decide to use geography as the basis for segmenting his market. In which case the market is subdivided into smaller identifiable sub-units like country, region, states etc.
- On the other hand, the marketer may decide to use such demographic variables like education, income, religion, sex, nationality, to segment his market.
- Segmentation could also be done by the marketer based on psychographic variables like the life – style and personality of individuals. The grouping is done essentially through psychographic profiles.
- Behaviouristic variable approach could also be used in segmentation as in location of buyer, buying motives, timing of when they buy, how they buy (mode of purchase) or the benefit which the consumer wishes to obtain from the use of the product.

The second question addresses the issue of competitive marketing strategies and their effectiveness. A company's marketing strategy, if it is to be successful will have to take cognizance of a number of factors namely:

- The company's competitive size and position in the market.
- The company's resources, objectives and policies.
- The competitor's strategies.
- The stage of the product life cycle.

Four basic positions emerges from the above for a company to fall into the market:

a- MARKET LEADER – Firm with the largest share in the relevant product or service market.

b- MARKET CHALLENGER – These are firms that occupy the second, third and fourth position in the industry and are usually smaller than the leader firm.

c- MARKET FOLLOWER – Smaller firms that cannot compete head on with the leaders and who have settle for following the leader firm.

d- MARKET NICHER – Smaller firms that identify one segment and focus their entire marketing effort in that segment through specialization.

The third and final question addresses the issue of the marketing mix strategy which is a combination of the manpower, other resources and inputs needed in the marketing program to fulfil objectives and plans in the market place. This study is having as its

central theme, the application of marketing strategy in the context of management consulting

2.5 MARKETING MIX STRATEGIES

Marketing describes a business function, like production, finance, research, - or marketing. These functions are the key organizational components of any company and marketing essential responsibility is to create customers - just as production creates products. The role of management is to employ an assortment of marketing variables to craft an effective marketing strategy by relying solely on the management's defined policy that are stipulated to actualize the marketing objective of an enterprise. These selectable marketing variable are known as "The marketing mix" - the manager's blue print for action to successful results. The specifics of the mix can be combined in dozens of ways to stress, for example, product differentiation, market segmentation or personal selling by depending solely on the principal marketing policy[19]. The aim of all business enterprise's policy is to evolve a pathfinder that deals with opportunity in both real (actual) and assumed (probable) situation; for an efficient resource(s) converting enterprise organization. The marketing functions that have been guidely define by the marketing policy must of necessity be carried out in action(s) by the marketing mix strategies which revolve round the marketing mix elements.

The phrase 'marketing mix' was first suggested by Neil H. Borden[20] after an inspirational paragraph in a research bulletin on the management of marketing costs by Professor James Culliton[21], but the basic marketing mix variables remain a differing list(s) between analyst(s). McCathney[21] has postulated a four - elements classification that is popularly

referred to as the marketing 4Ps (Product, Price, Placement/Distribution and Promotion). Roberts T. Davis[22] however, advance a five - elements classification of the basic marketing mix elements that include - The product, Segments, Delivery System, Communication Strategy and Price. The segments is the difference between the two classifications, no matter what criteria is used, no real difference exist between one list of mix ingredient - elements and the other as found in the literature or in practice.

The mix, we can appreciate, is the raw material for assembling a marketing strategy. The role of management in marketing strategizing is to pick and choose from the various mix elements until he has a collection or strategy which they consider appropriate. This selection is by no means a casual exercise because marketing strategy must take into account the environmental pressures (both positive and negative), take advantage of the firm's strengths while avoiding its weaknesses, be responsive to the competitive scene, recognize the meaningful consumer values, and include channel of distribution alternatives. The purpose of a strategy is to build a sustainable competitive advantage - a so-called competitive edge. In strict language the test of a marketing strategy is whether or not it allows its user to obtain "more than his fair share". Unfortunately, in this strategic creation process, the world rarely holds still. The manager must struggle, adapt, modify and remodel until one will wonder if anyone who can make sense of this morass, but managers have been dealing with these elusive competitive issue for many years. The key is to develop a basic action philosophy, remain flexible, listen and learn. In both theory and practice, managers have pretty well agreed that a marketing strategy is the agglomeration of fix mix elements - The irreducible minimum into which all the remaining marketing variables can be fitted[24]. After a while, the adaptable marketing strategy in

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terms of the marketing mix variables will be reviewed as a follow up to the discussion on management consulting as a contextual background.

2.6 OVERVIEW OF MANAGEMENT CONSULTING

Management consulting is a complex, elusive industry and occupation, which unfortunately has raced ahead of an established body of knowledge and a codification of standards for excellence; despite this qualification, there has not been an end to popular stereotypes for management consultants by both admirers and critics in their so - called positive or negative connotations that hardly does much justice to the role of a consultant, except that the connotations are of course, based on some fragment of real experience[25]. The following definitions suffices for Management Consulting.

Management Consulting has been defined in Management Consulting: A Guide to the Profession[26], as:

> *"A professional service that helps managers to analyze and solve practical problems and transfer successful management practices from one enterprise to another"*

The Association of Consulting Management Engineers[27] defined Management Consulting as:

> *"The professional service performed by specially trained and experienced persons in helping managers identify and solve managerial and operating problems of the various institutions of our society; in recommending practical solutions to these problems; and helping to implement them when necessary. This*

professional service focuses on improving the managerial, operating and economic performance of these institutions."

The definition from Management Advisory Services Division, American Institute of Certified Public Accountants is that Management Consultant are:

"The professionals with broad and specific expertise who use their skills to help solve management problems, to assist in the planning process, and to provide objectivity and perspective"

Management Consulting has also been defined by the Institute of Management Consultants in United Kingdom[29] as:

"The service provided by an independent and qualified person or persons in identifying and investigating problems concerned with policy, organization, procedures and methods; recommending appropriate action and helping to implement these recommendations"

Greiner and Mertzger[30] agreed to all of the criteria for the definitions above, in so far as the expatiated common features of management consulting that include - independent orientation, special training and qualifications, an advisory service, problem identification and analysis, problem solving and implementation but yet they still find these definitions lacking in defining more precisely the nature of the consultant - client relationship. All of these definitions in their opinion, are either too ambiguous or too narrow in defining client which is omitted by some of these definitions outrightly. Instead of "managers" and "management", their own preference is to use the term "organization" to refer to the client

which they now view as a contractual party just as the consultant. It is on this basis that they have now attempt a new definition of what management consulting is and is not:

> *Management consulting is an advisory service contracted for and provided to organizations by specially trained and qualified persons who assist in an objective and independent manner, the client organization to identify management problems, and help, when requested, in the implementation of solutions.*

This last definition spell out what is not management consulting. It is a common knowledge that too many individuals and firms these days have identified themselves as management consultants, yet their actions seem far removed from the reality of the above definition. The precise examples of non-management consulting are:

⇒ Technical engineering on new products or machinery as an Engineer

⇒ The continuous performance of actual management or employee duties as an executive

⇒ The conduct of clerical functions as a secretary

⇒ The conduct of training programs

⇒ The installation of computer systems

⇒ The performance of outside activities such as accounting or library research studies

⇒ The giving of informal advice to managers; and

⇒ The "head - hunting" activities of executive searchers.

Greiner and Metzger prefer not to view these activities as management consulting, important as they may be, unless they have resulted from a broader analysis and plan prepared by a management consultant. Otherwise, such efforts accepts the problem and

facts as given by the client and are merely ancillary services for decisions already taken or predetermined by the actions of management[30]. Indeed, consultants only has the opportunity to bring their intellect to the systematic unraveling of the clients problem and then to apply creative thinking and initiative to the formulation of a sound solution(s) in an open - ended activity in which the management problems and solutions are usually ill defined[31].

The various definitions of management consulting is not merely a matter of semantics but of a more underlying fact that precisely because of the involving contractual parties, definition of management consulting must necessarily be from the individual views of consultants and the clients as well. Clients reason(s) for hiring consultants are numerous and these will be discussed under buyer behaviour in management consulting.

The universality of management has been reflected in the definition of management consulting by the Association of Consulting Management Firms[32], as:

> *"the service(s) performed by an independent and objective professional or group of consultants organized as a firm or similar legal entity who help managers analyze management and operating problems associated with goals, objectives, policies, strategies, administration, organization and the principal function or operating areas of the various institutions of the society; who recommend practical solutions to these problem, and help to implement them when necessary"*

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From this definition, the scope of management consulting is all encompassing and it is applicable to all institutions of society. For the purpose of this study and for a while, management consulting can be defined as:

> *"A systematic unraveling of a client organization(s) problem(s) with a simultaneous offer of sound and dependable formulated solution(s) that may be implemented by the management consultant on behalf of the client organization for a mutual satisfaction"*

This working definition in this study bring into focus the question of who is a management consultant? In answering this question, the view of the Council of Consulting Organizations (CCO) will be adopted. The CCO[33] define a Management Consultant as:

> *"An individual who provide independent advice and assistance about the process of management to clients with management responsibilities"*

The Institute of Management Consultant (Nigeria)[34] define a management consultant as:

> *"An Independent and qualified person who provides a professional service to business, public and other undertakings by:-*
>
> a. *Identifying and investigating problems concerned with strategy, policy, markets, organization, procedure and methods;*
> b. *Providing diagnosis, guidance, training and education, and research concerning management;*
> c. *Formulating recommendations for appropriate action by factual investigation and analysis with due regard for broader management and business implications;*

d. *Discussing and agreeing with the client the most appropriate course of action;*

e. *Providing assistance where required by the client to implement his recommendations"*

The personal qualities[35] required of a person to effectively and efficiently be into management consulting apart from the state of sanity are:

⇒ Objectivity, impartiality and independence;

⇒ Knowledge of management, organization and techniques;

⇒ Practical experience;

⇒ Technical expertise; and

⇒ Consulting skill.

Other required skills include:

⇒ Marketing skill; and

⇒ Communication skill.

It is true that management consulting was once a limited phenomenon in the emergent period of 1900s but it has become pervasive in all field of endeavour apart from the initial engineering focus. The millieu for management consulting as a growth industry was established in the nascent days of post world war II when war oriented firms return to consumer product(s) at a period that management science and computer technology application to sophisticated equipment become of age. Since then, the quest for professionalism by management consultant has remain in high credence and now, the seeds

for management consulting as an established body of knowledge with educational requirement, testing procedure, accepted accreditation body and regulatory rules for governing conduct - has been sown and bearing fruit with the formation of the Institute of Management Consultant as at 1968 in the U.S.A and in 1982 in Nigeria to recommend Certified Management Consultants (CMC) status to those who:

a- Spend at least half time in the Management Consulting and work on a fee basis.

b- Have five years of Management Consulting experience including one year of project responsibility.

c- Possess a college degree or equivalent

d- Submit outlines of work performed.

e- Pass oral examination.

f- pass other relevant professional certification requirement.

CMC is an individual who is a professional management consultant that meets relevant requirements of character, education, experience, competence and independence. The International Council of Management Consulting Institutes grant CMC as an International Status based on Total Quality Management (TQM) and ISO 9000 Quality Management System Series. Some work has been going on to determine quality elements relevant to services. The ISO 9004 - 2 is a major contribution in this direction[36, 37, 38]

Research on important quality considerations in management consulting has revealed the following quality dimension:[39]

- Reliability
- Responsiveness
- Competence
- Access
- Communication
- Credibility
- Security
- Knowing/understanding the customer

- Courtesy
- Tangible elements (equipment, personal appearance, etc.)

The work of the European Federation of Management Consultancy Association (FEACO) in the development of a Quality System for Management Consulting Firms (QSMCF) must have been documented. It is this efforts of FEACO that provide the clue to the identification of key quality elements in two broad areas on the part of consultants which FEACO feels should be taken into account in ISO 9000 Certification for quality in relating to intellectual services.[40]

The first and second quality elements identified by FEACO has been explained,[41] with the earlier element been related to the Management Consulting Firm and covers quality dimensions such as *leadership, policy, recruitment practices, coaching, training, the secretary, requirements, norms, values and systems.* The later element concern the Management Consultant as an individual and the quality dimensions cited under this element include *knowledge and experience, products or service concepts, satisfaction, participation/involvement, norms and values.* Other studies[42, 43, 44] have identified other important quality elements associated with offering intellectual services *including problem solving, creativity, initiative, efficiency, fast response, open – mindedness, expertise, commitment, orderly work approach, verbal skills, quality of written reports among others.* The ISO 9000 and CMC certifications easily become the most useful vehicle for harmonizing standards at global level[45].

As professionals, Management Consultants distinguish themselves from other consultants and from managers generally, by the emphasis placed on three key areas of knowledge and competence, namely:

- The practice of management consulting
- The practice of management
- The practice of a consulting specialty.

The Uniform Body of Knowledge (UBK) developed by the International Council of Management Consulting Institutes (ICMCI) documents the scope of understanding a management consultant is expected to attain in first two key areas in order to practice at a professional level. Beginners in management consulting regard the UBK as an outline to measure their current capability and development. Senior and experienced management consultants may view the UBK as a useful checklist when reviewing and refreshing their own competencies and the competencies of those who work for or under them.[46]

2.6.1 TYPES AND ROLES OF MANAGEMENT CONSULTANTS

Many types and roles of management consultants have been identified[47] and they include:

- GENERALIST VERSUS SPECIALIST CONSULTING: The generalist are the diagnosticians of the profession and operates on the overall basic management fundamental principles and functions. The specialists on the other hand limit themselves to specialized area only.

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- PROCESS VERSUS CONTENT CONSULTING: The process consultant are the psychiatrists of the consulting trade with a freudian approach that poses a lot of question with the believe that far greater knowledge of the problem and it's solutions resides within the client, not the consultant. The content consultant operates from the General George Patton approach of telling clients what is wrong and advises on a strategic move.

- DIAGNOSTIC VERSUS IMPLEMENTATION CONSULTING: The diagnostic uses analytical approach to X-ray problems that penetrate beneath the surface symptoms, identify causes and recommend a course of action and never implement. The implementation consultant are change – oriented and they are usually "hand – on" with specialist technician background.

- CUSTOM VERSUS PACKAGED SOLUTIONS CONSULTING: The custom consultant uses the approach of "one-of-a-kind" product/service to most client need(s) while packaged consultants uses the approach of packaged and standardized solutions for solving generic problems common to many clients.

- INTERNAL VERSUS EXTERNAL CONSULTING: Internal consultants are hired by consulting organization(s) due to their complex and diversified services that generate more problems as Murphy's law would predict. The issue of internal or external consultant is not a mere question of a corporate size of a consulting firm but also of profitability, objectivity to privilege information and independence in matter of

concern to both consultant(s) and client organization(s). This external consultants do not ascribe to internal engagement.

- LARGE VERSUS SMALL CONSULTING FIRMS: The large consulting firms have every thing large – reviving ailing firms, providing executive blood to tired corporation, big pay, loaded talents, elitism, wide range of services and high professional standards. But the small consulting firm provide close personal attention and continuous long lasting engagement services to clients for smaller fees.

2.6.2 THE MARKETING IMPERATIVE IN MANAGEMENT CONSULTING.

Marketing has been defined[48] in specific term in relation to management consulting as:

> *"An all embracing function which assesses needs of client organization(s) and co-ordinates all the resources of the consulting firm or individual consultant for the provision of the services at a fee, giving maximum satisfaction to the client and profitability to the consulting firm or individual consultant".*

Marketing is so important that it has been referred to as the distinguish and unique function of the business[49] and marketing with its functions are becoming increasingly more central to the firm such that the relationship of the firm to technology and the increased competition is making the marketing role increasingly critical in the service industries[50] just as marketing has become a pervasive and influential force throughout the other professions.[51] The devotion to marketing by reputable world management consulting firm underscore the importance of marketing in the consulting business as depicted in the remarks made by the President of Towers Perrin Management Consultants[52] that:

"Marketing play a role today in any consulting firm's success. Our clients, no matter what discipline(s) we practice, are more sophisticated, more demanding, more result oriented than ever before. They expect their consultant(s) to have specialized state-of-the-art knowledge – whether by discipline, by industry or by issue.

And they want value added from each consulting recommendation. They are not looking for broad generalization but for practical solutions to practical problems. Client these days have much the same knowledge base and much the same access to data that we have. Consulting is no mystery to them. The result is an experienced client who feels extremely confident in selecting, guiding, and getting results from consultants.

As a consequence, we at TOWERS PERRIN .... As I am sure many of you do – spend a great deal more time on marketing and the planning component than we have ever done before."

The Marketing concept is a philosophy founded on the belief that profitable sales and satisfactory returns on investment can only be achieved by identifying, anticipating and satisfying customer's needs and desire[53] and this also applies to management consulting services.

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The past tendencies in services marketing has been of a disdain attitude and total ban on marketing activities by professionals because of the perception that it cheapen the

profession and critiques argue further that professionals should limit themselves to just doing a good job, but it could be argued that doing a good job by the professionals also include the way and manner by which the professional services are carried out (marketed) by the professionals.

The past worldwide scenario appear to be fast changing in favour of the advocates for the marketing of the professional services as against the background of changing codes of many professional bodies across the globe. Some of the identified reasons[54] for the change of heart as in the revised legal and ethical climate are to be due to oversupply of professionals, dissatisfaction with professionals (discontent by clients) and rapidly changing technologies.

An increasing number of professionals that have joined the bandwagon of advocates for the marketing of professional services are now into discovering and applying marketing strategy(ies) to their services. But, it is also true that there are several strikes against the consultant as a marketer because such individual or firm into consulting must now deliberately introduce marketing function and grapple with problems of time allocation, learning some basic training in marketing mix elements as public relations and advertisement so as to generate client awareness.

In the marketing of management consulting services, the unique nature of the services must be taken into consideration because it constitute a series of problem that require the appropriate matching and a fitting strategy for a successful activity. These problems are discussed as follows:

- Unlike most commercial products which take tangible form, consulting is based on a whole range of abstract trust and credibility that borders on the ethereal[55] because service is largely intangible.
- Price in management consulting is often based on value rather than on cost; but value is easily determined by client and just a little determined by competitive force[56].
- Marketing has been initially been ill understood by most professionals due to lack of training and the code of practice that ban advertisement as unethical, thus many professional concluded that the ban extend to all form of marketing.[57]
- The general disdain for commercialization with attendant strident rules against commercial behaviours by association code of ethics. The notion of equating marketing with selling by practitioners have been identified as barrier to marketing of management consulting services[58]. In identifying the roles of marketing in management consulting it become evident that –

  "The marketing of management consulting services consists of organized activities and strategic programs by a consultant or a consulting firm that are designed to retain present clients and attracting new clients by sensing/anticipating, serving and satisfying their needs through delivery of appropriate services in a manner consistent with credible professional goals and norms".

Professionals have recognized that marketing is the lifeblood of the consulting industry thus a management consultant must combine effective consulting skill with a highly crafted marketing strategy for a total practice.

- Finally the imperative of marketing in management consulting become glaring from the basic existence of reluctant market place[59] for the services. Prospective client organizations are often reluctant to approach consultant who should realize that they are among many that offer intangible service and must develop appropriate marketing strategy and apply same efficiently and effectively in the marketing of their services.

2.6.3 BUYER BEHAVIOUR IN MANAGEMENT CONSULTING.

One good way of understanding client is through the client organization(s) buying or consuming behaviour. Clients typically hire consultants when they cannot do the job themselves or when it is not in their interest to do it themselves and the common reason why consultants are hired have been identified [60, 61] to include:

- To augment staff in the provision of independent and unbiased judgment.
- To provide expertise, new ideas, a fresh approach and initiative.
- To provide objective diagnosis and profound dependable and realistic solutions.
- To act as a catalytic agent of change.
- To instruct and impact skill infrequently needed.
- To act as political hatchetmen.
- To oversee multi – business operation in a diversified interest.
- As influences of client own activities.

Apart from the foregoing, client organizations also hire consultants as a necessary facilitator, arbitrator and reconciliator in the crisis from the game people play – Transactional Analysis at work place.

2.6.4 BUYING DECISION PROCESS IN MANAGEMENT CONSULTING.

In management consulting, the service(s) are the product(s) and services are basically an industrial product which make industrial decision to be the prevailing situation. Three types of buying decisions[62] have been identified.

a. STRAIGHT REBUY: Is the buying decision situation of a repeat buying of identical or somewhat similar services that have been bought by the organization in earlier time. Decisions in this case would not involve many individuals of the buying centre or buying target participants. The client executive or chief executive could individually take such decisions alone.

b. MODIFIED REBUY: Refer to the buying decision situation where the client organization is to buy a somewhat different service(s) from what it has been buying. More number of people in the buying centre are usually involved in this kind of decision than in the straight rebuy.

c. NEW – TASK BUY: Is the buying decision situation where client organization is to buy a completely new service that require a very careful and elaborate procedure, with the involvement of a lot of people in the buying centre.

The strategy to be applied by a consultant to secure the engagement of a client organization, require the knowledge of the applicable buying decision behaviour as well as the decision buying process as depicted in fiqure 1.

The buying decision process is influenced by three separate factors, namely:

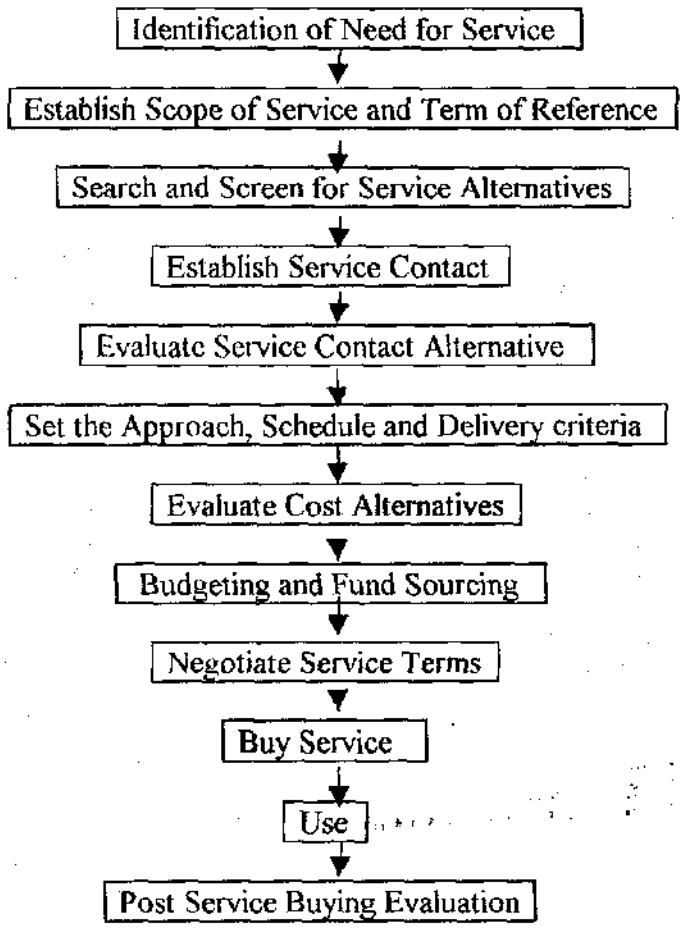
a- The nature of the buying decision

b- The decision making unit (D.M.U) in the clients organization's buying centre.

c- The type of service(s) under consideration.

These three units of the buying centre are responsible for surmounting or clearing the market uncertainties on a particular service. These uncertainties include:-

FIQURE 2.1: MODEL OF CLIENT ORGANISATION'S BUYING DECISION PROCESS IN MANAGEMENT CONSULTING SERVICES.



The buying centre or what could be aptly be referred to as the target buying participants of a client organization is made up of deciders, facilitators, influencers, buyers users and gate-keepers. These constituents of the buying centre or target buying participants is structured into three components:

a. The Information Processing Unit (I.P.U)

b. The Decision Marketing Unit (D.M.U)

c. The Control Unit (C.U)

These three units of the buying centre are responsible for summounting or clearing the market uncertainties on a particular service. These uncertainties include:

a- SERVICE NEED UNCERTAINTY: This uncertainty exist when the client organization do not even recognize its need and when they do. They may be lacking in the stirring force to certify this need.

b- TECHNICAL UNCERTAINTY: Arises out of service(s) complexity and the capability of existing internal expertise to operate with the new service(s) without failure on a continuous basis after buying.

c- ACCEPTANCE UNCERTAINTY: In the absence of need and technical uncertainties, a client organization can also be faced with acceptance uncertainty within it's Decision Making Unit of the buying centre. Acceptance uncertainty arises from unresolved conflict between the actors in Decision Making Unit as regard a particular service been consider for buying.

d- TRANSACTIONAL UNCERTAINTY: After the need, technical and acceptance uncertainties are resolved, the transaction uncertainty over a service emerged and this has to do with the doubt on the ability of the service's seller to deliver according to the terms of negotiation.

Transactional uncertainty is most evident in all new task and modified rebuy situation of a client organization.

e- COMMERCIAL UNCERTAINTY: This exist when the vital factor(s) that are intended for desired return on investment or other satisfaction criteria have not been decided upon by the buying centre of client organization.

In management consulting services, marketing strategy must be developed and applied directly or indirectly to deal with these various adverse situations so as to create a vantage position for success in the marketing of the services of a consultant. In this regard both the client organization and the consultant must work within the frame work of three concepts.

- Understanding problem(s) and the applicable realistic solutions.
- Minimizing uncertainty
- Buying the professional service(s).

2.7 APPLYING MARKETING STRATEGY TO MANAGEMENT CONSULTING.

The process involved in Marketing is concerned with the approach to identifying, anticipating and satisfying customer needs profitably. The process would normally comprehensively cover the following strategic factors.[63]

i. **TARKET MARKET**: The firm has to analysis and select the target market that the firm particularly want to serve through its differentiated services that would give an edge over competitors. It is possible to develop service that is made to appeal to the entire market but the firm

more usually selects a particular segment of the market with a direct appeal.

ii. **MARKET OBJECTIVES**: The firm has to set specific measurable objectives to be attained with a measurable period of time. i.e An objective of 20% minimum gain of the market share chosen for penetration.

iii. **SWOT OR SOFT ANALYSIS**: The firm should be evaluated based on the Swot analysis (Strength, Weakness, Opportunity and Threats) or on the basis of soft analysis (Strength, Opportunity, Faults and Threats). The strength and opportunity are naturally considered as favourable which if creatively adopted, would result in an advantage over competitors. Weakness and threats, on the other hand are the factors that put firm at a disadvantage position and require some action that are design to correct the situation if the marketer of such service is to remain competitive.

iv. **CUSTOMER VARIABLE**: The firm has to analyze the stock of clients in the market, their service need motive and attitudes/behaviour in the buying of services.

v. **ENVIRONMENTAL VARIABLES**: The firm has to analyze the economic activities, social trend, legal requirement and government policies.

vi. **MARKETING DECISION VARIABLES**: To be considered here, include factors such as the mix of services the consulting firm may be offering and the promotional mix that is under the control of the firm which may be used to stimulate the firms sale of services.

vii. **MARKET RESPONSE VARIABLE**: This involve the analysis of the behaviour of business performance in response to alternative levels, allocations and mixes of marketing efforts.

viii. **MARKET ALLOCATION VARIABLE**: This involve the analysis of the decision involving the allocation of the firms marketing efforts among its services, clients, market segments or territorial areas.

ix. **RESOURCES VARIABLE**: The availability of resources such as personnel, money, equipment and facilities to implement the overall marketing strategy.

2.7.1 MARKETING PLAN FOR A SERVICE FIRM.

This is the basic document that defined the objectives, the strategies and the necessary activities to be undertaken to ensure that the services of the firm are sold to its clients. As a blueprint, it may be developed to address the entire service portfolio or could be a distinct marketing plan for each services been offered; the basic components of a

marketing plan for a consulting firm may be prepared under the following strategic heading.[64]

I. INTRODUCTION

* Description of the services offered by the firm
* Plan period
* Relationship of marketing plan to corporate or business plan.
* Identifying of a draft or final document
* Confirming the commitment of top management and other departments.

II. BACKGROUND

* Detail trends in the market
* Retail of services growth
* Seasonal or regional factors
* Service requirements
* Major clients
* Analysis of competitive position and activities by comparison with competitors.

III. STRATEGIES

* Marketing
* Advertising
* Sales promotion
* Personal selling
* Public relation
* Setting the fee

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* Product/services planning

IV. OBJECTIVES

Must be specific, actionable, measurable and attainable in terms of:

* Overall objectives
* Targets for service types.

V. ACTIONABLE ACTIVITIES

* Business or Market development
* Service portfolio development activities
* Distribution of the service
* Personal selling
* Advertising
* Sales promotion
* Public relations
* Research
* Targets
* Budgets
* Time frame for each activity.

VI. PROBLEMS AND OPPORTUNITIES

* Problems, weakness and threat identification
* Opportunities and strength identification for maximum exploitation

VII. LONG TERM IMPLICATION

* Brief description of the effect of the blue print for the services.
* Forecast for the effect of the blue print on the future of the firm.

2.7.2 MARKETING STRATEGY IN MANAGEMENT CONSULTING.

In Management Consulting, strategic market planning i.e planning a Market "is part of an overall marketing plan in management of marketing. Strategic Market Plan is precisely a planning method that concern the business unit and the long term objectives of the business as opposed to a service(s) with a service portfolio of the firm. The process involve in strategic market planning have been identified[65] as follows:

i. Identifying the needs of the clients that are also opportunities for management consultants.
ii. Deciding which of these opportunities the firm can and should pursue.
iii. Developing the knowledge systems and other resources needed to pursue these opportunities.
iv. Organizing to market the firms services in the targeted consulting areas.

Market planning is demonstrated when consultants establish a network of former classmates and associates who can help business of the firm to grow; Accepting to deliver speech at a conference of executive(s) who are in position to help the growth of firms'

services is also market planning and learning new skills and technology or recruiting new consultant(s) with such skills is a common strategy in marketing planning. Other applicable but non isolated marketing mix strategy in management consulting are discussed as follows:

A. PRODUCT PLANNING STRATEGY

A product is anything that is seen as being able to satisfy a need or want and also capable of rendering a service. Consequently, persons, places, organization, activities and ideas can be said to be product(s) that could be of tangible or intangible attributes including product perception by clients, colour of packages, presentation, price and prestige which clients may accept as offering satisfaction. Product have been defined[66] as:

"A bundle of potential satisfaction produced by nature or industry"

Product include but not limited to physical qualities[67] as in services.

Product policy decisions form an important basis for the firms competitive advantage and are therefore central to all marketing strategies. Product decisions demand a top management conscious effort towards marketing the product with the firms resources capabilities and the expectation of client organization. In Management Consulting, service(s) are the product(s) and they may include - training package, employee motivation, job evaluation, market research, feasibility study, loan syndication, negotiation strategy, image building, project design and supervision.

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The client's view on the services of a management consulting firm is that the firm, all resident and external consultants of the firm, their behaviour, personality and qualification of the consultants are not separate from the services being offered by the firm.

The services planning strategy applied in Management Consulting is discussed in the following sub-strategies:

I. THREE DIMENTIONAL SERVICE STRATEGIES.

These include strategies that are explicit, implicit and external in characteristics.

EXPLICIT STRATEGIES

Are easy to observe objectively and they are all actions taken intentionally by the firm so as to:

* Attract prime customers
* render services all year round
* Have a few slow mover clients
* Carry out related services.

IMPLICIT STRATEGIES

Are subjective actions that are directed at client orientation so as to increase the quality of the services. These actions are created in the forms as:

* Symbolism
* Communication
* Perception on style, self concept and group influences.
* Evaluation
* Societal dimension

EXTERNAL STRATEGIES

Are those actions deliberately taken to position the services in a vantage position in relationship to:

* Impact on environment, society and client welfare.
* Claim on local content for resources
* Safety to users
* Services related information
* Government regulation.

II. SERVICE IDEA GENERATION STRATEGIES

Are all actions taken to design in line with the product policy so as to generate competitive advantage of new services offer through the following ways:

* Internal Research and Development
* Adoption of foreign service types
* Long range studies
* Market gap analysis
* Client activity analysis
* Client dissatisfies/dissatisfaction intelligence gathering.

III. INDIRECT STRATEGIES FOR SERVICES PLANNING

These are the domain of the bigger consulting firms and demand a great deal of skill and ingenuity that brings market to the firm by the following ways:

* Concentrate on image building
* Full range of consulting services
* Creating real or imagine perception of high quality service
* Low key and subtle actions that are deliberate.
* Real or imagine favourable reputation
* Long time must be devoted to building indirect services strategy.
* High cost in expenditure
* Only few persons are utilized.

IV. DIRECT STRATEGIES FOR SERVICES PLANNING.

These are the domain of the smaller consulting firm and by this indirect nature, the perceived services is taken to the client in the market through the following ways:

* Contracting of large number of people
* Straight forward skills, stamina perseverance and sincerity are all needed practice
* Low cost budget
* Short period of activities

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V. SERVICES LINE STRATEGIES

Most services enterprises face an ever high problem in formulating a service line strategies because of the intangible nature but strategies but strategies must be from those marketing actions that are designed to:

* Diversify or narrow the range of services being offered by the firm.
* Differentiate these services from competitor's offer.
* Define as appropriate the quality yardstick that should be pronounced significantly to the recognition of the client.

VI. SERVICES MARKET SEGMENTATION STRATEGIES

Are developed on the segmentation basis of service offer to:

* International, Regional, States or local government council areas.
* Public, Private sector or individual or combination.

VII. SERVICES EXPERTISE GATHERING STRATEGIES

Are build through:

* Training in new trends in management consulting and continuous education
* Utilization of expertise knowledge from other consultants.

B. PRICING STRATEGY

Price or fee is the expressed value of a service in Naira and Kobo. The art of translating into Naira and Kobo of the value of a service to client organization at a point in time is

known as pricing. Value is determined by flexible and objective criteria as perceived by the client organization. Price and pricing is a reflection of the objectives of the firm. The objective could be for profit orientation or status quo. In general, internal and external forces combine to shape price and pricing. The internal pricing consideration include such forces as *pricing objectives, service characteristics and costs*, all of which can be controlled by the firm. However, external forces that *include prevailing economic conditions, competitors, legal and ethical constraints* are not within the control of the firm. Buyers of services consider price as what is exchanged for satisfaction or utility, but the sellers of services consider price as the amount asked for a service that will result in fair profit.

Billing rate or fee level has been defined[67] as the "Amount that a client pays for a specific time period". The time period is based either on an hour or a day basis and this later base is referred to as "per diem" rates. Many factors need to be considered in fee - setting include:

* The level of salary the consultant ought to be paid as a consideration for personal worth.
* The consultant's or firm's employee benefits
* Overhead expenses
* Envisaged profit margin
* The level of consultant or firm in the market competition
* The economic trend
* Bad debts absorption arrangement in client organization account
* Arrangement for delayed or deferred in-kind payment.
* Fairness to client organization.

An essential element of any consulting agreement with a client organization, whether written or oral, is a statement of the fee to be charged or a formula or other means of determining the remuneration of the consultants[68].

In planning strategic pricing, some six steps are vital and must be followed in the order as listed below:

* Selection of target client organizations
* Studying of client organization's behaviour
* Identification of competition
* Assigning price with a role in marketing mix
* Relating cost and client's demand
* Determining strategic price in line with the firm pricing objectives.

The basic pricing strategies in management consulting are discussed as follows:

I. COST PLUS PRICING STRATEGY

This is the price or fee for a service that is calculated based on the actual cost of offering the service with an added fixed percentage of actual cost to provide for overhead and other expenses while leaving a profit margin. This is a production oriented pricing strategy because the client organization have little or no choice in deciding for a service that is not commonly provided by many consultants. This strategy for pricing services is at the convenience of the consultant(s) but not the client organization.

II. MARKET SENSITIVE PRICING STRTEGY

This type of pricing is more client organization oriented such that price or fee is set by considering the willingness of the client organization to pay for the services. A great deal of understanding of the client organization's buying behaviour is needed to be able to apply market sensitive pricing strategy in fixing price/fee for a service.

III. PRICE/FEE SETTING STRATEGY

Three levels of fees/prices can be considered as strategies in price/fee fixing for services, these include:

* The Upper Limit which represents the clients budget.
* The Going Market Rate which is the most probable average of all the prices/fees charged by most consultants or consulting firms for similar services.
* The Lower Limit which represents the actual costs of services below which no other price could be set.

IV. THE PAYROLL COST BASED PRICING STRATEGY

This strategy is either a spot charge for a specific job or a flat fee for continuing services which usually includes payroll charges plus an equal or sometimes smaller amount for principals' salaries and profits. Time allotted to a flat fee account will be adjusted in accordance with this method.[69]

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V. PRICE/FEE PAYMENT ARRANGEMENT STRATEGY

There are many strategies of price/fee payment arrangement and the following have been identified[70] from various scholars and practicing consultants:

* Fixed Fee Contract
* Fixed Fee Plus Costs
* Per Diem Rates (PDR)

$$PDR = \frac{FC + EP}{WD}$$

Where:

FC = Estimated Cost for the year

EP = Expected profit for the year

WD = Working Days per year i.e 200 days.

* Hourly Rates
* Cost reimbursement plus fee
* Contingency Fees
* Bracket Fees
* Percentage Fees
* Value at Assignment Fees
* Bonus and Penalty Fees
* Retainer Fees
* Equity Fees
* Deferred Fees
* In-Kind Fees payment.

III. PLACE COMMUNICATION STRATEGY.

- The firm should preferably be linked to wire for Telephone, Fax messages, Telex messages, Computer network, E-mail and Internet facilities.
- Information Management System and Information Gathering System should be put in place and practiced in the placement of the offices of the consultants or the consulting firms.

D. PROMOTION STRATEGY

Promotional strategy of an organization cover all marketing strategy designed to communicate to the market place usually through a set of activities that are depended on the nature of the organization and the overall marketing efforts.[71] Indeed promotion is a salient communication from a service offeror to an offeree in the target market that sought to inform, persuade and remind potential buyers of the services existence.[72] The objective of promotional activities include – creating awareness, stimulating interest and reinforcing the behaviour of clients organization through cognitive dissonance evaluation and application of the Maslow[73] motivational theory on the human elements of the client organization.

The following has been described as the well developed aspects of promotion in management consulting.[74]

- Brochure, Catalogues, Calendars and Dairies
- Gift items
- Press releases on new staff, new engagement or new client

- Paid newspaper advertisement
- Contribution to charity
- Meeting with prospective clients organization to convince them to buy services.

Promotional strategy in management consulting is developed around the framework of the WHAT TO PROMOTE QUESTION and the PROMOTIONAL MIX ELEMENTS of advertisement, publicity, public relation and personal selling and sales promotion. Fiqure 2.0 provide the alternative promotion strategies applicable to the consulting profession.

FIQURE 2.2 APPLICABLE ALTERNATIVE PROMOTION STRATEGIES IN MANAGEMENT CONSULTING.

Applicable Promotion Strategies

WHAT TO PROMOTE QUESTION	PROMOTIONAL MIX ELEMENTS
• The Individual Management Consultant	• Public Relations and Publicity
• The pensional qualities of the consultant	• Advertisement
• The Professional Standards of the consultant	• Personal Selling Process
• The Consulting Firm	• Proposal Writing
• The Individual Service offerings	• Sale Revenue Promotion.

I. THE "WHAT TO PROMOTE" STRATEGY

Prior to the development of further strategies of promotion, there must be an operationalized answer that serve as the strategy of a service organization in respect of what to promote. What to promote in management consulting[74] that engage the attention of the marketer include:

A. The Individual Management Consultant being accepted as a qualified professional in line with the definition of a management consultant.

B. The personal qualities of the consultant that are compulsively in line with the IMC definition of a management consultant.

C. The professional standards of the consultant as either IMC or CMC member and stepping stone qualification as membership of the Institute of Chartered Accountants of Nigeria (ICAN), the Council of Registered Engineers in Nigeria (COREN), the Institute of Public Analysts of Nigeria (IPAN), Institute of Marketers of Nigeria(IMN), Nigeria Institute of Management (NIM) and Institute of Food Science and Technology (NIFST)

D. The consulting firm could be the strategic focus of promotional activities whereby the firm is projected as responsible organization that can be trusted as a consultant, a good business partner, a good friend and active corporate citizen.

E. The individual service offerings could be a strategic promotional focus depicting the areas of specialization and competence. There are many

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service areas in management consulting. It is a statement of fact that it is hard to see a consultant or a consulting firm that claim competence in every specific service area because of the complexity of the business world that demand many specialists in solving any business problem. The following are principal areas of competence in management consulting.[74]

- General Management
- Finance and Accounting
- International Operations
- Manufacturing
- Marketing
- Administrative services
- Personnel
- Information Systems.

II. ADVERTISEMENT STRATEGY

Advertising is any paid form of non personal message by an identified consulting individual or firm. This form of message presentation do not enhance dialogue. Advertising promotes the consultant's services or image and has as its focus – The mass audience. The firm that initiate and finances the preparation and placement of advertisements in the media is known as the sponsor.

In the field of management consulting, it is no longer the question of whether or not to advertise but it is more a question of how to advertise in such a manner as

to maintain the dignity of the profession in the eyes of the public, clients and fellow professional colleagues.[73]

A. ADVERTISEMENT OBJECTIVE(S) STRATEGIES

All advertisement must be defined by a measurable objectives that would enhance the measurement of advertising effectiveness. Advertising objectives could cover the following strategic criteria:[76]

- **AWARENESS:** Creating awareness among existing clients in the target market about the services of the consultant or the consulting firm. A survey measurement before and after the advertisement could help to establish the level of achievement.
- **DIRECT RESPONSE** In specific service advertisement, the level of direct response as a request for the service compare to expected minimum number of client organization's response that have been defined in the service planning package is a measure of the level of achievement.
- **PENETRATION** The objective could based on penetrating 50% of the target market within 3 months (quarter of a year).
- **SERVICE ACCEPTANCE INCREASE** The objective may be defined on the basis of achievement of 25% or so over the previous year.
- **RECALL OF ADVERTISEMENT MESSAGE** Client organizations may be asked about how much of the consultants or

firms message is remembered and by what percentage of those who are exposed to it.

B. ADVERTISING COPY STRATEGIES

Advert copy is the word message of the advertisement whether for print, radio, or television and consists basically of words except perhaps, for those words forming part of the registered trade mark or regulatory requirement. The following copy strategies are applicable in management consulting:

- **COPY ATTRIBUTES**

  Important copy attributes are by nature *BRIEF, CLEAR, APT, PERSONAL RATHER THAN GROUP APPEAL, DISCRIPTION BY – EFFECT, DETAIL, ANALOGY, SUGGESTION, LOGIC AND NARATIVE IN THE STORY FORM OF PREDICAMENT, DISCOVERY OF SOLUTION, HAPPY ENDING, TRANSACTION AND DIRECT SUGGESTION.*[77]

An effective copy must answer the following salient questions:

- What is the service been advertised? i.e the service that is position or reposition to appeal to client organization as a way of solution to problems.
- To whom is the advert meant for? i.e The target client organization.

- ❖ How best to convey the advert copy to target clients organization i.e reachability via media types as radio, trade journals, television, print media and professional book of proceedings.
- ❖ Where and how is the service offer been made available? i.e is it through the channels of placement (Pulled) or through to the ultimate consumer (Pushed) sub-strategies
- ❖ When will the services been required for use? i.e is the service seasonal or all year round; prototype or customized.

- ❑ **AIDA FORMULAR STRATEGIES**

Advert copy should be as to fulfil AIDA formula of:

- ❖ Generating ATTENTION
- ❖ Demonstration of INTEREST
- ❖ Showing of DESIRE; and
- ❖ Acting in ACTION.

C. ADVERTISING BUDGET STRATEGIES

Advertising budget are predicated on advertisement objectives that could be as follows:

- ❖ **TASK AND OBJECTIVE STRATEGY** This involve the building of budget only after objective have been clearly stated in measurable terms.
- ❖ **PERCENTAGE OF SERVICES REVENUE STRATEGY** By a pre-determined percentage of the firms past or projected services revenue.

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- **COMPETITIVE STRATEGY** This is by budgeting equivalent percentage or amount of what competitors are spending on advertisement.
- **ALL-YOU-CAN-AFFORD STRATEGY** The firm spend whatever is available arbitrary for promotion. This strategy could be detrimental because of excessive or too little spending.

D. MEDIA SELECTION STRATEGY

The target clients organization determine the media selection strategy. Services meant for the professionals are better channeled through trade journals, technical book of proceedings and newsletters. But services meant for ultimate client organization are usually based on the most cost – effective communication channel to pre-determined target audiences.[78]

III. PUBLICITY AND PUBLIC RELATIONS STRATEGIES

Publicity is a non personal stimulation of demand for a service by planting commercially significant favourable news item about the service in a media that is not paid for by the sponsor. Publicity and Public relations strategy are developed by following these steps:

- Identification of target publics. This publics may be clients organization, fellow consultants or consulting firms, the press, government officials, educational institutions and communities.
- Set public relation or publicity objectives

- ❖ Create the desire image or perception base on the objective(s) so as to be able to access performance level.

The following strategies can be utilized in publicity and public relations:

A. **NEWS RELEASES:** Well written press releases to already cultivated editors and reporter friends in each media on relevant topical issues, new engagement and other activities by the Consultant or the Consulting firm.

B. **OFFICES**: Should be decently located, furnished and decorated to create a befitting image of the consultants or the firm.

C. **VEHICLE**: Adequate maintenance for the office vehicle with identification logo.

D. **RECEPTION**: Receptionist must be courteous and presentable in person and on phone, be conscious of the image of the consultants or the firm by being humane, demonstration of high sense of interaction and interpersonal relationship.

E. **STATIONERY**: All stationery for the consultants or the firm should convey the image of high standard professional firm.

F. **APPEARNCE:** Consultants and consulting firms cannot be separated from their services so it is desirable that dressing should be formal in local or foreign outfit that are smart, neat and dignify enough to the image of a serious expert and professional person. These attributes applies to associates and staffs.

G. **INTELLECTUAL DISPOSITION**: Engagement in the presentation of speeches, topical papers on professional issues, writing of books and

articles if possible. Finally, presenting of public and private memoranda to relevant person of authority advancing solutions to existing and emerging problems. This endeavour is to help create referral for the consultant.

IV. PERSONAL SELLING PROCESS STRATEGY

In management consulting context, personal selling embraces all actions in the direct selling efforts of the consultant(s) to a prospective client organization. Apart from been a direct, face to face interaction, personal selling is characterized by a considerable persuasive impact with a possible instant feed back that create opportunity for the selling consultant to vary the service(s) presentation in both verbal and non-verbal form so as to improve the effectiveness of overall service(s) communication to the prospect. The selling process in management consulting include the prospecting, pre-approach, approach, and presentation stages.[79]

A. PROSPECTING

This is the process of locating services sale prospects. Prospecting strategies include:

- Cold calls or canvassing by dropping proposals and profile with a follow up discussion with the chief executive of the prospective client organization.
- Sourcing contact information about possible other user(s) of a service from current/existing client organization(s).
- Sourcing contact information from trade professional and telephone directories and journals.

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- ❖ Sourcing contact information from the press, friends, associates and other network of well wishers.

B. PRE - APPROACH

The strategy of pre-approach involve the gathering of vital and detail information about the prospects. Understanding the needs, service(s) buying motives and buying behaviour of the clients organization help in a desirable sales presentation planning for the sales call to a prospect.

C. APPROACH

The main goal of the approach strategy is to gain entry and obtain the opportunity to be received and interviewed by the appropriate representative of the clients organization that will be receiving sales presentation. Approach strategy demand a pragmatic maneuvering attitude on the part of consultant in an effort to enlist the willingness of the prospect to hear more about the services uncertainties that the consultant or his firm is offering.

Such attitudes as manner in interpersonal relation that manifest during introduction, the poise, enthusiasm, business orientation and mood of consultant count very much in his or her favour or otherwise by level of understanding and dealing capability of the consultants on the Decision Making Unit of the clients organization.

The presentation strategy emerges for use after a successful approach to the prospect and the AIDA principles are utilized to:

- ❖ Catch the ATTENTION of the prospect by explaining how the service(s) will serve as solutions to problems.
- ❖ Generate a tremendous INTEREST in the prospect for your service(s) presentation and offer with all forms of communication aids.
- ❖ Arouse in the prospect, the DESIRE for the offer of service(s) by emphasizing the benefits in a deliberate, relevant and skillful manner.
- ❖ Sustain the prospect's attention, interest and desire as to act for a buy ACTION for the service(s) by getting a commitment for an order.

Sometimes the presentation might not result into a spontaneous order but more often than not result into request for proposal and service(s) conference(s) or meetings before the actual engagement. The level of build up trust from the perceived performance of the consultant by the clients organization usually results in retained relationship.

V. PROPOSAL WRITING STRATEGY

Proposal could be based on speculation or base on invitation from the clients organization for a report oriented long term or short term engagements. A request for proposal (RFP) precisely demand that the consultant should prepare and submit service(s) and financial proposal as a sale document that is a necessary pre-condition for negotiation before being commissioned. The proposal states

what will be done and how it will be done and at what time and at what cost.[80] In management consulting, the proposal and the progress or final reports are link in so many ways that virtually become one, because, they form the initial and final product(s) of the consultant. Indeed, the success or failure of a consulting assignment often times hinges on the initial proposal and the final report.[81]

Proposal writing strategy is evolved around the minimum framework that form the cardinal elements *of the consultant's understanding of the issues, the consultants proposal, the methodology for execution of work, the timing and responsibility of both parties concerned with the issue*. Be that as it may, the constituent of the consultants proposal include the following:

A.	Table of content	K	Other available resources at the
B	Introduction with background outline of factors that influence the proposal and the need for professional services.	L	Disposal of the consultant(s)
C	Project purpose and goals in clients organization own word so as to create identification point for the goals.	M	Defining requirement for subcontractor.
D	Terms of reference in summary for the confirmation of the project purpose, definition and formal basis for assessing success.	N	Defining the requirement for use of clients organization's personnel.
E	Project benefits in realistic terms without statement of unguaranteed results.	O	Statement on requirement for clients organization's management and staff support
F	Approach, scope, plan, limits and definitions	P	Statement on the need or otherwise for committee
G	Project schedule	Q	Reference of clients organization
H	Progress report	R	List of Referees
I	Costing summary with the type of fee	S	Summary and conclusion
J	Personnel and Qualifications		

VI. SALES (SERVICES REVENUE) PROMOTION STRATEGY

The scope of services revenue or sales promotion strategy is rather limited in management consulting as compared to consumer products. However, the million of creative initiatives make room for a myriad of adaptations that are dependable strategies for services revenue promotion in management consulting. Some of the usual sales (services revenue) promotion strategy are enumerated below:

A. Gift items to clients organization, network of associates, friend and other prospects.

B. Direct academic sponsorship and recruitment from institutions so as to potentiate excellence identification.

C. Writing off the cost of special events that are link to prospective clients organization and the community so as to create the image of a socially responsible corporate citizen.

D. Packaging all forms of communication with extra attributes even at a little extra cost to the management consultant.

E. Participating or organizing exhibitions at prime – professional gathering. Providing free services at such gathering is one powerful but salient strategy for sales (services revenue) promotion in the field of management consulting.

F. Offer of premium for every service that is rendered to a client organization, the premium should be targeted at sustaining the core areas

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of operation that solution(s) has been advanced to solve the clients organization problems.

G. Sponsorship of healthy contest in intellectual and sporting arena to be in a vantage position to claim of same in the society.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 SOURCES OF DATA

The data for the study was collected from the following sources that are either from within or outside the firm.

A. Documentary

This source provide the existing information about the topic under investigation and it is in the form of secondary data from

- Brochure
- Handbooks and bills
- Reports
- Books and Journals.

B. OBSERVATION

This source involve the presence of the researcher an 'intern' in the firm during the period of the study so as to be conversant with the firm's normative processes in marketing strategy application to its management consulting services.

3.2 METHOD OF DATA COLLECTION

There is a general belief among scholars in the paradigm that "In creative thought, common sense is a bad master, its sole criterion for judgement is that new idea will look like the old ones". While it is true that common sense could easily be manipulated for evaluation of knowledge, it should however not be used as the only criterion for evaluation of knowledge. Thus the beginning of research is the end of common sense

because where research is done, it is also interesting and occasionally surprising to the uninitiated.

Understanding the role of this research demand an insight into some conceptual framework of systems design and mode of operation in which basic principles form a foundation for the application of same in a particular business practice; This study can therefore be classified as an applied form of research. The research design for this study follows a pattern of exploratory and descriptive method so as to help in identifying the real nature of the problem, the way and manner by which the problem is/are solved through the application of normative strategic processes.

A. EXPLORATORY RESEARCH

Follow the pattern of an indept interview with the firms management to saliently discover the underlying principles behind the various strategic actions of the firm in its service(s) offering. 'Projective technique' become of great value with the uses of strategically associated words, sentence initiation/completion and role playing.

B. DESCRIPTIVE RESEARCH

This concern the collection of data for the purpose of describing and interpreting normative practice(s) in addition to the discovery of meaning in the real term of research problem so as to help in the specification of the nature of a given phenomena.

3.2.1 MANAGEMENT QUESTIONAIRE

This was administered in order to collect on first hand basis, the information on the way and manner that marketing strategy is been applied to management consulting practice by the management of the firm. The questionnaire is design to include both open and closed questions which were validated together with their responses for reliability through a management interview. Since this research is a case study, the questionnaire was administered to the management of the firm.

3.2.2 MANAGEMENT INTERVIEW

A number of management interview was conducted to ensure the success of the research. The responsibility and experience of management was made to focus on the needed answer to problem of the research in the most succinct way possible throughout the period of study.

3.3 PROBLEMS ASSOCIATED WITH DATA COLLECTION

Data collection from the firm poses no problem in assume or real terms of the study. However the design of the management questionnaire was an isolated problem because the research was basically exploratory and descriptive in nature. Thus historical precedence from earlier work was absent and could not be drawn upon.

3.4 RESEARCH SITE AND SAMPLE

The research site was chosen based on the pre-testing of the questionnaire on post graduate students who work in management consulting outfits as well as on workers from Afri-Projects Consortium – a multidisciplinary consulting firm, and Cooter Ofori and Partners – Corporate Consultants based in Britain.

Subsequently, the final draft was administered as management questionnaire to a single firm – The New Idea Management Consultants Limited based in Kaduna, Nigeria.

3.5 QUESTIONNAIRE RESPONSE CHARACTERISTIC

All but one question (2.78%) was returned unanswered presumably done as a deliberate action in protecting the firm's operating secret that boarder on internal research strategy. 35 out of 36 questions were answered and this represent 97.22% answer rate.

The firm has been in the business of management consulting for more than 10 years (since 1981 – 16years to be precisely) and the firm totally believe in the imperative f marketing philosophy to management consulting.

3.6 METHOD OF ANALYSIS

Data was first analysed using tabulations to help facilitate the quantification of applicable marketing strategy options in the firm under study. The quantified strategic options were later analysed in detail with the vital commentaries to present the precise normative practice at New Idea Management Consultants Ltd., Kaduna – Nigeria, in terms of the

firm's application of marketing strategy in management consulting services via the product/service, price, placement and promotion strategies.

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CHAPTER FOUR

HISTORICAL BACKGROUND OF THE CASE FIRM

4.1 HISTORY OF NEW IDEA MANAGEMENT CONSULTANTS CO. LTD.

The story began in January, 1981 when the firm was incorporated in Nigeria as a multi-disciplinary management outfit with their Head Office located in Kaduna, Kaduna State of Nigeria. Over the period the firm has provided consultancy services to private as well as semi-governmental and governmental organizations. The operators are proud of the reputation they have built for themselves during this time as a highly efficient and client – oriented consultancy firm.

The key persons in the firm have extensive management experience. The combine experience of the firms personnel is used to contribute vital views, experience and expertise in solving a wide range of management and planning problems. This provides the firm with a unique comprehensive capability of solving contemporary management and other behavioural science problems.

The firms list of client grows day-by-day and it now include the high ranking private and government organization. The firm has served in the past or currently providing services to the following organization:

- UNTL Kaduna
- Arewa Textile
- Benue State Government

- National Assembly, Abuja
- Nitel
- Nigeria Ports Authority
- APCON
- Abubakar Tafawa Balewa University
- Nigerian Breweries Plc.
- NNPC
- Hamdala Hotels
- Federal Ministry of Agriculture
- Federal Ministry of Mines, Power and Steel
- International Brewery and Beverage
- Dantata and Sons, Kano
- Plateau Hotels, Jos
- Northern Capital Investment Ltd.

4.2 ORGANIZATION FRAMEWORK

The firm is backed by a strong team of expertly qualified professionals with skills, ambition and a patriotic commitment to the development of Nigeria. For its activity the firm is supported by an experienced management experts at home and abroad some of who have over 30 years experience with field of management. In demonstrating that they are more than just consultants, the firm bring together those experts with the skills and experience needed to guide the management of business, industry and government organizations from concept to the actual operation with emphasis on a complete range of management consulting services.

Over the years, the firm has built a strong team of experts through a special scheme known as ASSOCIATESHIP by which an expert declares himself available when a management problem requiring his expertise is confronted. Through this scheme, the firms clients have a clear advantage of having access to expertise, experience and skills at home and abroad by taking one small step of contacting the firm.

The firms select group of experts are leading international consultants that are actively engaged in managing organization(s). This make them absolutely current and particularly relevant to the problems that face our organizations today whether they are economical, technical, marketing, personnel, political or cultural.

The relationship of New Idea Management Consultants Ltd. With various reknown research and extension facilities in local universities, foreign universities, professional institutes around the world enables the firm to meet the needs of a given client in the most demanding study project situations. The firm is affiliated to the following professional institutes:

- Nigerian Institute of Management
- British Institute of Management
- CAM Foundation (U.K) and APCON (Nigeria)
- Chattered Institute of Marketers (U.K)
- Institute of Management Consultant (Nigeria)
- British Psychological Association
- Marketing Society U.K

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- Society of Professional Management Consultants (SPMC)
- Nigerian Marketing Association
- International Council of Management Consulting Institutes (ICMCI)
- Austrialian Tertiary Education Services
- St. Clements University.

4.3 SERVICES

New Idea Management Consultants[4] is a multidisciplinary management consulting firm that offer services in the following areas:

- Total Quality Management
- Manpower Development
- Feasibility studies
- Business Process Re-engineering
- Management Audit
- Project Financing
- Marketing Research
- Advertising
- Public Relations
- Political Campaign Management
- International Trade
- ISO 9000 Status Preparation
- Visioning
- Privatization and Commercialization.

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.1 DATA PRESENTATION

This study has been largely predicated on normative strategic processes that are involve in the application of marketing strategy to Management Consulting practice at New Idea Management Consultant Company Limited. The presentation of the data is made to cover the actual applicable marketing strategy in the following core areas:

- The applicable framework of the firm's functional strategies for marketing management.
- The firm's target market segmentation
- The applicable marketing strategies and plan(s) of the firm in term of service, price, placement and promotion.

Related questions from the management questionnaire (appendix B) have been grouped together on same table for ease of the subsequent analysis.

QUESTION 3: What is the applicable framework of the firm's functional strategies for marketing management?

TABLE 5.01 FUNCTIONAL STRATEGIES FRAMEWORK.

FRAMEWORK	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Internal Controllable	6	6	100
External Controllable	6	5	83.3

SOURCE: Management questionnaire (appendix B)

QUESTIONS 4, 6 AND 7

TABLE 5.02 TARGET MARKET AND SEGMENTS

QUESTIONS	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Q.4: Which of the market segments does the Firm target most?	4	3	75
Q.6: What is/are the factor(s) considered and Applied by the firm in determining its Strategic segments?	6	6	100
Q.7: What component of the buying centre in target segment does the firm utilise most to create a fit between the firm's services and the strategic buying process of a client's organisation for a favourable deal?	3	1	33.3

SOURCE: **Management questionnaire (appendix B)**

QUESTIONS 16 – 22

TABLE 5.03: PRODUCT STRATEGY

QUESTIONS	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Q.16 What is/are the applicable service(s) arrangement?	2	2	100
Q.17: Which of the following explicit Strategies does the firm apply to its service(s) planning?	5	5	100
Q.18: Which of the following implicit Strategies does the firm apply to its service(s) planning?	4	4	100
Q.19: Which external factor(s) does the firm Consider most in its service planning?	4	1	25
Q.20: Which is/are the service idea generation Strategy applied by the firm to generate and sustain competitive advantage?	5	3	60
Q.22: What is/are the applicable service(s) Expertise gathering strategy utilised by the firm?	3	3	100

SOURCE: Management questionnaire (appendix B)

QUESTIONS 23 – 25

TABLE 5.04: PRICE STRATEGY

QUESTIONS	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Q.23: Which fee/billing rate does the firm Apply in pricing its services?	4	1	25
Q.24: What mode of fee(s) setting does the Firm apply?	3	2	66.67
Q.25: What is/are the fee(s) payment Arrangement apply by the firm?	1	4	28.88

SOURCE: Management questionnaire (appendix B)

QUESTIONS 26 – 28

TABLE 5.05: PLACE STRATEGY

QUESTIONS	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Q.26: Which strategic placement does the firm apply?	3	3	100
Q.27: What is/are the length of channel(s) Apply by the firm for its services?	4	1	25
Q.28: The place communication facilities Utilise by the firm include?	5	3	60

SOURCE: Management questionnaire (appendix B)

QUESTIONS 29 – 36

TABLE 5.06: PROMOTION STRATEGY

QUESTIONS	NO. OF APPLICABLE OPTION(S)	NO. OF APPLIED OPTION(S)	% OF APPLIED OPTION(S)
Q.29: What promotion strategy does the firm Apply in answering the question of "what to promote"?	5	5	100
Q.30: If the firm apply the individual Service(s) offer as a strategy to the question of "what to promote", Do specify the specialization area?	7	6	85.7
Q.31: What convincing technique does your Firm apply in its promotional activities?	5	4	80
Q.32: Which is/are the media channel(s) Utilised by the firm in its promotional activities?	6	2	33.33
Q.33: What is/are the applicable technique in The firm's publicity and public relation?	4	4	100
Q.34: What convincing personal selling Strategy does the firm apply?	3	1	33.33
Q.35: On what precept does the firm unite Proposals	2	2	100
Q.36: What is/are the means for the firm's Sales promotion?	8	3	37.5

SOURCE: Management questionnaire (appendix B)

5.2 DATA ANALYSIS

The information from the data as presented in the study has been analysed based on the objective(s) of the study in chapter one and the earlier literature review in chapter two. It is against the backdrop of this foregoing that the management questionnaire has been designed for a structured and unstructured question(s) and answer(s) as provided in appendix B.

For the past sixteen years that the firm has been in the business of management consulting, the firm has at all time held on to the believe in the imperative of marketing philosophy to Management Consulting in a stoic manner without wavering and regret.

The management of New Idea Management Consultant Company believe that professional management consultants are distinguished from other consultants because the firm consider the scope of knowledge and competence that are important in management consulting to include a good graduate or post graduate degree in the social science, particularly in management science, knowledge as well as skill in consulting process and specialty are an added advantage. The firm also develop the skill of the staff through on the job exposure.

The firm subscribe to the Uniform Body of Knowledge (U.B.K) developed for management consultants by the International Council of Management Consulting Institute (.C.M.C.I) and view its services and the management consultants in its fold as same hence the individual management consultant must have the following qualities – Honesty,

Objectivity, practicability, Effective Communication Skill, Hardworking, Courageous, Readiness to learn, Keeping to ethics and regulations. The professional qualification(s) that the firm consider to be important for a management consultant are membership of the Institute of Management Consultants and Certified Management Consultant status.

At New Idea Management Consultant Company, the strategic marketing plan and co-ordination of the firm's services are in the form of short term plan of a year as in the firm's annual calendar of activities; And long term plans for five years duration in the form of the firm's In – Plant Programs. The measure undertaken by the firm to ensure the success of such plan(s) include:

- The documentation of plant(s) into brochure and profiles
- Distribution of same to prospective client(s)
- Follow up by contacting the Decision Making Unit (D. M.U) of prospective client's buying centre.
- Participation, Organizing of lectures and seminars that are of relevant to the prospective(s) and the public in general.

5.2.1 FUNCTIONAL STRATEGIES FOR MARKETING MANAGEMENT

From the study, it is found that the framework for functional strategies in marketing management are considered vital and applied by the firm under this study for its service(s) offering. Out of the 6 (six) applicable options 5 (83.3%) and 5 (83.3%) internal and external controllable framework are respectively applied (fiqure 5.01). The observed short fall in the external controllable framework is due to the limited utilisation of socio – cultural factor because it is almost beyond the sphere of control of the company as

compared to political, economic, legal, technology and ethical factors. The internal controllables applied by the firm include service(s) planning, price, promotion, place and people while the nature of the firm is not utilised by the firm because it is appropriately addressed in the market segmentation strategy of the company.

5.2.2 TARGET MARKET AND SEGMENTS

Government establishment, companies and individuals constitute the 3 i.e 75% target markets out of the 4 market segments. Non profit organisation is not considered as a target market because it is utilise by the firm for improving network and expansion of contacts only.

In determining its strategic segments, the firm consider the following factors that constitute 100% of the applicable options

- The size, growth rate and expected profit margin of the segment
- The capability of the firm through SWORT or SOFT analysis
- The firm's marketing objective(s) and available resource(s).

The Decision Making Unit (D.M.U) is the component (33.3%) of the buying centre in target market segments (fiqure 2) that the firm utilise most to create a fit between the firm's services and the strategic buying process of a client's organisation for a favourable deal. The finding from this analysis is quite in order because the D.M.U is the decider part of the buying centre of a prospective client for any service.

5.2.3 SERVICE(S) STRATEGY

100% of the applicable service(s) offering arrangement are utilised by the firm through the use of resident and/or Associate Consultants (figure 3). This arrangement serve to create an added value to the firm's service(s) and it is been applied worldwide by reputable management consulting firms for timely, effective and efficient services from global thinking in localised actions.

100% of the applicable explicit services planning strategies are applied by the firm and these include the attraction of prime client(s), render of services all seasons, implant/house service, outplant/station services and carrying out of related services. 100% of the applicable implicit services planning strategies are applied by the firm and these include symbol, communication material, feedback on service evaluation, perception on style, self concept and group influence. All of these explicit and implicit strategies are meant to establish and enhance the goodwill status of the firm in eye of clients.

For the services planning, the firm takes cognizance of external factors that include client welfare, government regulation and services related information. However, only the later (25%) is considered most because of the firm's understanding that service related information must be made pragmatic enough to include the earlier three factors.

60% of the applicable service idea generation strategy are applied by the firm to generate and sustain competitive advantage and they include internal research development, client activity analysis and dissatisfaction intelligence gathering. Long range studies and market

gap analysis are not applied by the firm because of poorly coordinated information on public and private corporate entities of Nigerian economy.

The firm applies 100% of the applicable services expertise gathering strategy and these include the training of resident consultants on new trends in management consulting, continuous education for employers and utilisation of expertise knowledge from other professionals in different types of specialization. Those finding from this study conform with the process involve in strategic market planning as identified by W.J. Winstons[65] in the earlier literature review.

5.2.4 PRICE STRATEGY

Price setting is a marketing problem in all productive endeavour and it is even more so in service oriented enterprise. From this study, the finding indicated that the firm apply 1 i.e (25%) fiqure 4, out of 4 applicable options. Market sensitive, payroll cost base and derivative of cost plus pricing are not utilised by the firm not for the fact that they are not good enough but for the simple reason of the firm's experience and deliberate culture on residence consideration towards clients, the cost plus fee/billing rate strategy is used on continuous basis in pricing it's services.

66.67% of the applicable mode of fee(s) setting is applied by the firm and these include upper limit and going market rate. Lower rate is never used by the firm so as not to jeopadise the profit objective as well as not to compromise the quality of the firm's services.

Per-diem rate, Saamco formular (developed by the firm), contigency fee and retainer fee constitute 28.86% of the applicable fee(s) payment arrangement that are found in this study to be applied by the firm. Despite the fact that 9 other applicable fee(s) payment arrangement are not applied by the firm, the finding from this study is in consonant with those identified by S. E. Fitzgerald[70] in the literature review.

5.2.5 PLACE STRATEGY

From the study, the firm apply 3 i.e 100% of the applicable strategic placement which include office accessibility location, nationwide branches and international network. Only 1 i.e 25% (fiqure 5) of the applicable length of channel(s) is utilised by the firm for its services (Consultant to Client organisation), this is because the firm strongly believe in direct dealing with client organisation due to its vantage position in understanding the client" buying centre by virtue of the fact that firm utilises the D.M.U and the buying process to create a fit between it" services and the client" need or requirement. For now, the firm utilises telephone, fax messages and E-Mail messages which all together constitute 60% of the applicable place communication facilities. Internet link and page maker which are not in use by the firm currently are been programmed for installation in the nearest future when connectivity gateway facilities are widen in Nigeria.

5.2.6 PROMOTION STRATEGY

The finding from this study shows that the firm apply 100% of the promotion strategy options in answering the question of "What to promote". These re-affirm the importance

of the individual consultant, the firm, the personal qualities of the consultant, the professional stand of the consultant and the individual service(s) offer of the firm as been vital tools in the application of marketing strategy to management consulting services as revealed by D. Iornem[71], P.S. Busch and M.J. Houston[72, 73].

With regards to the individual service(s) offered as a strategy to the question of what to promote, the finding shows that the firm operates a wide (85.7%) area of specialisation that cover general management, finance and accounting, personnel, administrative service, information system and international operations. Manufacturing is not an area of operation of the firm probably due to lack of engagement of process consultants.

4 i.e 80% of applicable convincing technique are applied by the firm and these include publicity, public relations, personal selling and sales promotion. Advertisement which is not applied by the firm is an emerging promotional strategy in management consulting services and it is envisaged that with the new orientation in ethical consideration, the firm will in future follow the path of Anderson Consulting in the advertisement of it's services.

The media channels utilised by the firm include professional conference proceeding and brochure/pamphlet which constitute 33.33% of the applicable channels. This finding clearly indicate that the firm is comfortable; However, there might be the need to expand these channels to include trade journals, book of abstract/News letters, Scientific journals, television and radio if possible.

4 i.e 100% of the applicable technique in the firms publicity and public relation activities are applied in promotional activities. These techniques include news release, intellectual and professional contributions, office furnishing and front office interpersonal relationship, vehicle and other facility identification symbol. 2 i.e 100% of the applicable personal selling strategy are applied by the firm and these include referral and personal selling process. This later finding is not surprising because Hart[79] view selling process in management consulting to include the total action(s) of prospecting, pre-approach, approach, and presentation stages.

The precept that are applied by the firm in proposal writing include speculative and request for proposal which represent 100% of the applicable options. 3 out of 8 i.e (37.5%) of the means for the firm's sales promotion are utilised. These include gift items, seasons greetings, and academic sponsorship. Since the firm's services are intangible, exhibition has not been a means for the firm's sales promotion while premium off cost of services and cost write off are never considered whereas the interns from National Youth Service Corps serve as replacement for the direct recruitment from the Universities.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 SUMMARY

This research project report is structured into six chapters in the layout and the summary of the work is presented in same format. Chapter one entail an overview discussion of the entire project and it is divided into the following sub-heading – Introduction, Statement of the problem, Objectives and purpose of the study, Significance of the study, Scope and limitation of the study, Research methodology and Chapter layout.

Chapter two contain the review of relevant literatures on the research topic. The diversify views of various scholars in marketing strategy and management consulting were discussed from global perspective while establishing the specific way and manner that marketing strategy are suppose to be applied to management consulting services by way of marketing plan for a service firm and the specific marketing strategy in terms of service, price, promotion and placement elements.

Chapter three contain the detailed research methodology that is enumerated in sources of data, problem associated with data collection, research site and sample, questionnaire response characteristic and method of analysis.

Chapter four dealt with the detailed historical background of New Idea Management Consulting Co. Ltd., the firm's organisation framework and services.

Chapter five present the data generated from the research and the resulting analysis in respect of the firm's applied strategy options in the target market and segments, service, price, place and promotion activities.

Chapter six is the summary, conclusion and recommendation section of the study. The finding clearly indicate that the firm is a marketing strategy oriented firm.

6.2 CONCLUSION.

This study like any other strategic research is about the description of a phenomena – a process that unravel the extent of an efficient and effective resource(s) conversion process of a firm in an ever dynamic business environment. In precise term, the study attempt to explain the way and manner that marketing strategy has been applied in management consulting service(s) at New Idea Management Consultants Company Limited which serve as the setting for the study of an internalized and localized action(s) from the scenario of global thinking.

The analysis from the study shows that the firm believe in the imperative of marketing philosophy. The specific application of marketing strategy to the firm's service(s) were also highlighted and observed to be pervasive. It was also observed that the firm apply marketing strategy to its service(s) through integrated marketing process that involve the effective management of the firm's marketing mix ingredients as Service/Product, Price, Placement and Promotion.

Apart from been able to create a fit state between the firm's service(s) and the need of clients organization, the application of Marketing Strategy has created in the firm a high internal value added millieu for sustenance, reputation and uniqueness.

The organization framework of the firm involve the use of Resident and Associate Consultants who are readily available when ever required. This confer a vantage position to the firm in the positioning of its service(s) as against that of the competitors.

The combination of improved technology, technical and management skill will be the needed matching cost for the competitors that are ever getting closer as the turn of the millennium approach and all firms into Management Consulting must apply Marketing Strategy to their service(s) so as to be on the safe side of business in the ever changing environment.

6.3 RECOMMENDATION

In applying marketing strategy to Management Consulting Service, the first endeavour to be undertaken is the development of integrated marketing for the effective management of the mix elements. However beyond this level, there is a further measure that must be taken for a wholesome and an articulated marketing strategy operation over a period of time.

It is on the basis of the above that it suffice to recommend that New Idea Management Consultants Company Limited should put in place – MARKETING STRATEGY AUDIT SYSTEM for the purpose of determining if the firm's objectives are well matched to the

environmental factors because a lot of the time, the objective and strategies might remain clearly stated and defined but changes in the environment could render them ill matched, thus the need for overhaul of the marketing strategy through marketing strategy audit system become strategically relevant.

Advertisement as a promotional tool remain the only convincing technique not yet applied by the firm. It is worthwhile to recommend that the firm consider blazing the new trail in the local environment by using this tool just as Anderson Consulting has been able to do at International level without disregard of ethical consideration.

Finally, future study will undoubtedly have to focus on comparative studies of different firms in respect of the level of application of marketing strategy in their management consulting services.

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APPENDIX A

ABDULSALAM A. OZIGI *MIMC*

MBA-RESEARCH STUDENT, AHMADU BELLO UNIVERSITY ZARIA, NIGERIA.

MANAGEMENT INTERVIEW AND QUESTIONAIRE

IN

THE APPLICATION OF MARKETING STRATEGY TO MANAGEMENT CONSULTING

A STUDY OF

NEW IDEA MANAGEMENT CONSULTANTS COMPANY, KADUNA NIGERIA.

The Managing Consultant/Director,
New Idea Management Consultants Co. Ltd.,
Kaduna – Nigeria.

Dear Sir,

The above study is in partial fulfillment of the requirements for the award of Masters Degree in Business Administration (MBA) of the Ahmadu Bello University, Zaria, Nigeria.

Appreciated if you can assist by writing out the responses to the management interview and questionaire. Your responses will help indicate the way and manner for the application of

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marketing strategy to management consulting from global thinking into the action(s) or practice of management consultants in Nigeria.

All information provided by you will be used solely for academic purposes and will by no means imply any liability on you or your firm.

Thank you sir for the usual cooperation.

Yours sincerely,

A.A OZIGIS MIMC
(Research Student).

MANAGEMENT INTERVIEW:

1. Historical Background of New Idea Management Consultants.
2. Corporate philosophies, objectives and mission.
3. Scope of Services.
4. Organization Strategy
5. Profile of the Managing Consultant

APPENDIX B.

MANAGEMENT QUESTIONAIRE

1. How long has the firm been in the business of management consulting?
   a. Less than 5 years [ ]
   b. 5 – 10 years [ ]
   c. More than 10 years [ ]

2. Does the firm believe in the imperative of Marketing philosophy to management consulting?
   a. Yes [ ]
   b. No [ ]

3. If response to question 2 is Yes, what is the applicable framework of the firm's functional strategies for Marketing Management in terms of:

   I. *Internal Controllable*
   a. Service/Product Planning [ ]
   b. Price [ ]
   c. Promotion [ ]
   d. Place [ ]
   e. Nature of the firm [ ]
   f. Others [ ]

   II. External Controllable
   a. Socio-Cultural [ ]
   b. Political [ ]
   c. Economic [ ]
   d. Legal [ ]
   e. Technology [ ]
   f. Ethics [ ]

4. Which of the Market segments does the firm target most?
   a. Government Establishment [ ]
   b. Companies [ ]
   c. Individuals [ ]
   d. Non-Profit Organization [ ]

5. Please comment on the response to the preferred target segment(s).
   .....
   .....
   .....

6. What is/are the factor(s) considered and applied by the firm in determining its strategic segments.
   .....
   .....
   .....

7. What component of the buying centre in target segment does the firm utilize most to create a fit between the firm's services and the strategic buying process of a client's organization for a favourable deal?

a. Information Processing Unit - I.P.U [ ]
b. Decision Making Unit - D.M.U [ ]
c. Control Unit - C.U [ ]

8. Does the firm believe that professional management consultants are distinguished from other consultants.

a. Yes [ ]
b. No. [ ]

9. If response to question 8 is Yes, please specify the scope of knowledge and competence that the firm consider to be important in management consulting?

.....
.....
.....
.....

10. Does the firm subscribe to the Uniform Body of Knowledge (UBK) developed for management consultants by the International Council of Management Consulting Institutes (ICMCI)?

a. Yes [ ]
b. No [ ]

11. How does the firm view it's services and the Management Consultant(s) in it's operation?

a. As same
b. As different and Independent

12. What qualities of the individual management consultant does the firm consider necessary?

.....
.....
.....
.....

13. What professional qualification(s) does the firm consider to be important for a management consultant?

.....
.....
.....

14. Does the firm apply Marketing plan to it's services
    a. Yes [ ]
    b. No [ ]

15. If response to question 14 is Yes, do please state the plan(s) and measures to ensure the success of such plan(s)

    .....
    .....
    .....

16. What is/are the applicable service offering(s) arrangement?
    a. Use of Resident Consultants [ ]
    b. Use of Associate Consultants [ ]
    c. Use of External Consultants [ ]

17. Which of the following explicit strategies does the firm apply to its service(s) planning?
    a. Attracting prime client(s) [ ]
    b. Render services all season [ ]
    c. In-plant/House services [ ]
    d. Out-plant/Station services [ ]
    e. Carrying out related services [ ]

18. Which of the following implicit strategies does the firm apply to its service(s)?
    a. Symbol [ ]
    b. Communication Material [ ]
    c. Feedback on services evaluation [ ]
    d. Perception on style, self concept and group influence [ ]

19. Which external factor(s) does the firm consider most in its service planning?
    a. Client Welfare [ ]
    b. Government Regulation [ ]
    c. Service related information [ ]
    d. All of A, B and C [ ]

20. What is/are the service idea generation strategy applied by the firm to generate and sustain competitive advantage.
    a. Internal Research Development [ ]
    b. Client Actively Analysis [ ]
    c. Dissatisfaction Intelligence Gathering [ ]
    d. Long Range Studies [ ]
    e. Market Gap Analysis [ ]

21. How does the firm carry out it's internal research development?

    .....
    .....
    .....

22. What is/are the applicable service(s) expertise gathering strategy utilized by the firm?
    a. Training of resident consultant(s) on new trends in management consulting [ ]
    b. Continuous education for employees [ ]
    c. Utilization of expertise knowledge from other professionals [ ]

23. Which fee/billing rate does the firm apply in pricing it's services?
    a. Cost Plus [ ]
    b. Market Sensitive [ ]
    c. Payroll Cost Base [ ]
    d. A Derivative of Cost Plus Pricing [ ]

24. What mode of fee(s) setting does the firm apply?
    a. Upper Limit [ ]
    b. Going Market Rate [ ]
    c. Lower rate [ ]

25. What is/are the fee(s) payment arrangement applied by the firm?
    a. Per-diem Rate [ ]
    b. Fixed Fee [ ]
    c. Fix Fee plus cost [ ]
    d. Hourly rate [ ]
    e. Cost reimbursement fee [ ]
    f. Contingency fee [ ]
    g. Bracket Fee [ ]
    h. Value of Assignment [ ]
    i. Bonus plus penalty [ ]
    j. Retainer Fee [ ]
    k. Equity Fee [ ]
    l. Deferred fee [ ]
    m. In-Kind fee [ ]

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26. Which strategic placement foes the firm apply?
    a. Office accessibility location [ ]
    b. Nation wide branches [ ]
    c. International network [ ]

27. What is/are the length of channel(s) applied by the firm in its service(s)
    a. Consultant - Client organization. [ ]
    b. Consultant - Consultant - Client organization [ ]
    c. Consultant - Services beneficiary - Client organization [ ]
    d. Consultant – Consultant – Services beneficiary – Client Organization [ ]

28. The place communication facilities utilize by the firm include?
    a. Telephone [ ]
    b. Fax messages [ ]
    c. E-mail messages [ ]
    d. Internet Link [ ]
    e. Page Maker [ ]

29. What promotion strategy does the firm apply in answering the question of "what to promote"?

a. The individual Consultant [ ]
b. The firm [ ]
c. The personal qualities of the consultant [ ]
d. The professional stand of the consultant [ ]
e. The individual service(s) offered by the firm [ ]

30. If the firm apply the individual service(s) offered as a strategy to the question of "what to promote", do specify the specialization area?

a. General Management [ ]
b. Finance and Accounting [ ]
c. Personnel [ ]
d. Administrative Service [ ]
e. Information System [ ]
f. Manufacturing [ ]
g. International Operations [ ]

31. What convincing techniques does your firm apply in its promotional activities?

a. Publicity [ ]
b. Advertisement [ ]
c. Public Relations [ ]
d. Personal Selling [ ]
e. Sales Promotion [ ]

32. Which is/are the media channel(s) utilized by the firm in its promotional activities?

a. Professional conference proceeding [ ]
b. Book of Abstract/News Letters [ ]
c. Trade Journals [ ]
d. Television and/or Radio [ ]
e. Brochure and Pamphlet [ ]
f. Scientific and management Journals [ ]

33. What is/are the applicable technique in the firms publicity and public relation activities?

a. News Release [ ]
b. Intellectual and professional contributions [ ]
c. Office furnishing and front office interpersonal relationship [ ]
d. Vehicle and other firm's facility identification symbol [ ]

34. What convincing personal selling strategy does the firm apply?

a. Referral [ ]
b. Personal selling process [ ]
c. Both A and B [ ]

35. On what precept does the firm write proposals?

a. Speculative [ ]
b. Request for proposal [ ]
c. Both A and B [ ]

36. What is/are the means for the firm's service(s) sales promotion?

a.	Gift items	[ ]
b.	Exhibition	[ ]
c.	Premium – off from cost of service(s)	[ ]
d.	Cost write-off	[ ]
e.	Academic sponsorship	[ ]
f.	Direct recruitment from Universities	[ ]
g.	Season's greetings	[ ]
h.	Healthy intellectual and sporting contest	[ ]

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