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THE APPLICATION OF MARKETING CONCEPT IN THE TEXTILE INDUSTRY A CASE STUDY OF KADUNA TEXTILES LTD, KADUNA.

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BY:

MUSA ABUBAKAR ALHAJI

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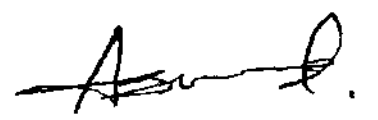
PROJECT SUPERVISOR:

M. AKANET (MRS)

DECEMBER, 1993.

DECLARATION

I, Abubakar Alh. Musa hereby declared that I am the original writer of this thesis as a partial fulfilment for an MBA award.



MUSA ALH. ABUBAKAR

APPROVAL PAGE

This project entitled "the application of marketing concept in Textile Industry in Nigeria a case study of Kaduna Textile Ltd Kaduna", as a partial fulfilment meets the laid down rules and regulations governing the award of the Degree of Masters in Business Administration (MBA) of Ahmadu Bello University Zaria, and is approved for contribution to knowledge and literary presentation.

29/5/95

SUPERVISOR

A. .... (MRS)

18/6/2002

HEAD OF DEPARTMENT

Head
Dept. of Business Administration
Ahmadu Bello University, Zaria

29/5/95

MUSA A.A.
AUTHOR.

21/5/95

DR. A. D. SHEHU

EXTERNAL EXAMINER

Dean Postgraduate School

DEDICATION

This work is dedicated to my mother (Hajiya Fatima Musa).

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I am most grateful to Almighty Allah for giving me the life, spirit and courage to have successfully accomplished my undertaking so far.

My sincere appreciation goes to my Supervisor, Mrs. M. Akanet whose easy disposition, patience, understanding and guidance saw me through this study. Much appreciation is also due to my dear friends notably Alh. Ibrahim Idris of PAN Ltd Kaduna, Alh. Nasiru Ahmed Azare, Alh. Sani Aminu Sultan, Ahmed Turaki, Alh. Abubakar Suleiman (senior), Ibrahim Haruna (Rector) etc whose both financial and moral support cannot be over emphasised.

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ABSTRACT

This study is a modest attempt to appraise the understanding of the marketing concept, the application, the degree and of course the general marketing activities in the textile industry with particular references to Kaduna Textile. It is aimed at assessing the extent to which the company has embraced and its implementation of the modern marketing concept with a view to finding solution to the various marketing problems millitating against its sudden down-turn in fortune and profitable operation. In view of this it is considered that the industry must formulate and implement strategies that will help it survive now and in future.

The Textile industry is one of the major sectors of the Nigerian economy, therefore its level of performance is definately of great interest to all Nigerians. Also considering the trend of economic eventsin tnis country, it clearly shows that there are higher economic pressure anticipated.

CHAPTER ONE

1.0 GENERAL INTRODUCTION

In the early seventies, following the Arab Israel crises, crude oil becomes a money spinner for a lot of oil producing Nations- Nigeria inclusive. Infact far more than two decades through a civil war, military crops, and economic and political crises, oil remained the heart of Nigerian life. According to former Minister of Petroleum Resources Tam David West Petroleum, it is the heart of the Nation.

This petroleum induced wealth was carely and of course reflected in the Nation's development plan. All industrial sectors saw unprecedented boam. The increase in disposable income and purchasing power that acrued to the populace led to a massive urban drift. Major cities like Lagos, Ibadan, Kano, Kaduna, Enugu e.t.c. recorded population explotion as a result of drift (inflow) both from within and outside Nigeria.

Consequently, the demand for goods and services siey-rocketted, situation as we know it.

This situation in a production orientated economy such as ours is a situation where everything moves. In other words such a situation could be defined as situation where demand exceeds supply but a situation where goods and services which the customer needs (as of desire) is not just available when, where and how he wants it.

The attendant consequencies of this situation is that the customer is left at the mercy of unmarketable practice of the suppliers. A true neglection of this unmarketable practice in the Nigerian Scene could be summed-up in the words of prof. Uche in expressing his disappointment at the poor quality of locally manufactured products in Nigeria. It is a country where locally manufactured candles burn out in few minutes, where locally manufactured electronic are replaced every other day, where locally assembled vehicles as that of PAN Ltd and VON Ltd are but shadows of their parents stocks and where of course locally manufactured fabrics do not stand the first wash and the poor consumer is treated like and orphan before he is born.

This situation appears to be an appropriation of what Alatise described as unseribulous business practice.

The pictures appears worsen by Ajayi experience; when he wrote "Hoping to have a tea party for a group of friend, I brought a Tin of Bournvita at one of the retail store in Lagos. But to his disappointment, the tin that was supposed to contain Bournvita was pacled full of sand perticles.

Infact the list of unmarketable practice in Nigeria appears endless and the situation has made virtually every product in the Nigerian market a success story.

Business in Nigeria have thus prospered in the past because of the benerolentice of the environment (the "Sellers market" situation) rather than on deliberate management planning and control. However, the situation is being reversed by the same environment when the boom of the seventies event burst, there was a turn around in the former environmental trend (sellers market) to the buyers market situation thereby elevating the status of the consumer to that

of a king as the producers of goods and services now have to compete to satisfy him or convince him to buy or spend his limited resources on their product.

Most organisation at this stage that could not adopt to this and other changes in the environment were forced out of business or were operating at minimal profits.

The dynamic nature of business environment is leading to changes in the basic concepts of business especially with recent research findings and business must now learn to appreciate the essence of deliberate management planning and control in the light of the charging environmental conditions (i.e. learn to adopt) if they are to survive.

One of the most significant of these concept has been the New marketing concept.

MARKETING CONCEPT

Philip Kotler defines it as a customer orientation baceed by integrated marketing aimed at generating customer satisfaction as the key to satisfying organisational goal.

The new marketing concept has been fully accepted and practiced in the developed world and scholars and experts have continued to preach and emphasis the need for business organisations in the developing world to enhance and practice this new concept as a long term survival strategy.

1.2 THE NEW MARKETING CONCEPT

A good starting point in the defination of the marketing concept is to look at what marketing itself is all about. Although, there is no generally excepted definition of marketing, William J. Stanton views marketing as "a system of integrating activities designed to develop price, promote and distribute goods and services to group of customers".

This activities operates within an environment bounded by the resources of the town, law of the land, the prevailing economy, the social and political conscience of the business community. In most cases marketing attempts to generate profit from the sale of goods and services created to satisfy customers need. Thus the job of the

marketing Manager is to select and implement a set of marketing activities that will help in achieving the goals of the firm. These marketing activities are what has been described as the "marketing mix". The basic function included in the mix are product development, packaging, pricing, promoting, advertising, selection of channels, physical handling and personal selling. All these variables are manipulated in various elements of the mix so that they function as an effective marketing programme. Firms may develop separate product, price, promotion or distribution strategy or combine several of these variables into an overall strategic marketing plan.

Although the critical marketing function and competitive strategies are fairly easy to list. The firms still needs a unifying force to tie and co-ordinate the factors together and provide leadership for the marketing programme.

These organisational theme or philosophy has been known as the "new marketing concept". The basic philosophy of this marketing concept is that the customer needs and wants should be the relying point for all activities of the firm. It is used

in practical term to designate the finary objective of business as the identification and satisfaction of customers needs and wants at a profit.

Thus its applicability will entails

a) determing customers need.

b) designing the products and services to meet those needs.

c) selecting an appropriate target market sequent for it and

d) determing a method for marketing the product or services at a profit.

The first of these can be determined and accomplished through market research of a formal nature. The second and the third depend on an effective co-ordination of marketing, research and development, production efforts to encourage customers to use a product or service and mark the product or service available to them. Thus under the marketing concept, research, engineering, finance, personnel and other business functions all concentrate on satisfying customers needs.

Although this customers orientation is constrained by profit and growth objective, the concept is appealing because it can increase sales by creating product that are easy to buy and easy to repair. The application of marketing concepts seems to offer great potentials to firm that are not presently organised or operate with satisfication as a guiding principles. According to James L. Hashet a customer oriented philosophy holds that, in a business, marketing and edherence to the marketing concept makes everything possible. It is against this background that on wishing from. K.T.L in this industry will be researched into to out how far the concept has been applied to improve the programme in the light of the economic recessive and the competitive nature in this particular industry in the contemporary Nigeria.

1.3 THE COMPANY'S BRIEF HISTORY

The Kaduna Textile Limited (KTL) was incorporated in November 1955 and started production as the oldest manufacturing Company in 1957 February. The formation was as a result of a joint venture

between the defunct Northern Nigeria Government and a British Company called David Whitehead and Sons Ltd (DWS). The then Northern Government shares were shared between the Northern Region Marketing Board and the Northern Region Development Corporation, the British Company share by its subsidiary David Whitehead & Sons. In 1966 the shares of the Northern Region Marketing Board and the Northern Region Development Corporation were transferred to the then constituted New Nig. Dev. Company.

The structure of the shares thus become as follows:-

WNDC	-	62.6%
DWS	-	31.3%
JNI	-	6.1%

Apart from the joint venture agreement KTL also entered into a management agreement with DWS from its inception for initial period of 12 yrs. DWS being the sole and exclusive managing agent was to receive in addition to a management fee, a commission of 2½% of the cost of any plant expansion and buying equipment and supplies.

K.T.L. main product was bafta and the target for the product was the rural population. Beached Shirting was later introduced to the line. About two years later there was consideration for a second mill to meet the demand created by the product and the second mill was able to satisfy about 50% of bafta and shirting demand. The management did not rush or make any serious effort to capture a larger share to this market apperently because of a market report which predicted a down turn in demand for the Company goods. Also having competitive initially, the Company excused a treat deal of freedom in setting trading term and formulating marketing strategies for its products. For example its products were solely sold to only to appointed agreements to purchase specified quantities of cloth. All sales were made in cash basis. Inspite of these stringent trading terms, the Company had little difficulty in finding new customers. During the first 10 yrs of the Company's operation a number of Companies had been established, some particularly to process TKL products into printed cloth. There was enphoria during this period which led to an expansion of capacity of establishing a third mills in 1970. Failure to deversify at this

level, especially as there were signs of declines of their product did not in any small way reduced the Company's annual turnover. Even then the firm opted for equiping the new plant to increase production of basically the same product by over 12 million metres. Unfortunately, this came too late because by the time the decision to import machinery for the products was taken, KTL stock of other products had become high enough to make nonsense of any further expansion.

After 20 years of production, KTL had capacity of well over 100 million metres of its product. This can not however be translated into increase of production or sales as competition become stiff.

As from 1976, the Company witnessed a rapid decline from its relative profitable position. By 1979 DWS had relinquished direct management of the Company and a Nigerian Chief was appointed for the first line, while DWS remained as technical partners.

The new management attempted to change the downward course of the Company. Mirth attempt were frustrated for different reasons. This level a lot of expenditure were incurred through loans and overdraft while their market share declines constintly with over 1000 staff retrenched.

In 1994 DWS indicated their intention to relinquish their ownership stake in the Company. This has been accepted by their share holders but the security exchange valuation of shares were not accepted.

The Company which reached its era of profitability operation up to the 1975 and thereafter going into spirally decline and which to date is still in dire strains accentuated by the current economic measure will no doubt make a good case study for testing the applicability of the marketing concept with a view to bringing it out of the woods.

1.4 STATEMENT OF THE PROBLEM

Recent events show that the rate at which Nigerian Textile Mills are folding up and laying off their workers is very allarming.

Between 1980 to date statutics shows that over 15,000 workers were laid off in the textile, industry, Kaduna Textile Ltd alone laid off 7,500 workers from 1980 to date.

The textile industry has often cried out that smuggling and lack of good quality lint were responsible for this downward trench. It is however difficult to totally accept these factors as the not cause of the present predicament in the industry. It is felt that business organisation which is made up of social-economic - technical subsystem interacting has given rise to business problems from the day to day interaction with the environment but mainly, as a result of inadequencies in managerial capacity i.e. inadequency of management to perceive the environment and plan ahead. Marketing in Nigeria has been neglected by most business organisations especially as market possess conditions that equate to the ones found in the "Seller market".

However, with the recent dwindling resources and low level of business activity, consumers are now becoming more conscious, enlightened and have a choice and the entire business environment have

started changing in the very most unexpected manner to business organisations to the extent that their survival is questioned. Specifically thus, the problem of KTL like others arises or of:-

1. The inherent problem of the conflict of ideas in the marketing concept itself and the peculiar problem of the nature and state of our economy which is characterised by scarcity, ignorance, profiterring and other vices.

2. The means through which the marketing concept is being applied is ambiguous. Should it be through customer services such as pre or post sales services or through the implementation of traditional marketing functions such as advertising, distribution, segmentation etc.

3. The lack of both financial and human resources necessary for implementing the marketing concept. Consumer orientation can only be achieved with some cost. The KTL has been experiencing escalating costs

due to inflation and dwindling Naira value vis-a-vis the dollar which is needed for the procurement of chemicals and spare parts. This increasing cost has left the firm with very little resources to pursue a sound marketing/consumer programme.

1.5 OBJECTIVES OF THE STUDY

This study is conducted with a view to contribute to the frontier of knowledge on the concept of consumer orientation through the marketing concept. It hopes to take an indept study of marketing concept through which it will expose its meaning, implications and how it can be applied by industries, especially the textile industry in Nigeria.

The research work is particularly aimed at digging into the peculiar problems faced by textile industry in application of the concept and to find solution to these impediments. It is also aimed at meeting up one of the requirements for the award of a Masters of Business Administration (MBA) of the Ahmadu Bello University, Zaria. And finally, it aims at serving as a basis for further research into this topic in the future

and to expand the knowledge of the researcher as well.

1.6 SCOPE OF THE STUDY

This study is on the application of the marketing concept in textiles industry in Nigeria. A case study of KTL Ltd Kaduna.

It is therefore limited to the area of consumer satisfaction within the context of the industrial sector in general and the textile industry in particular.

However, for the limitation of time and other constraints such as financial and dearth of information about operations of industries in Nigeria, the research is further scaled down to the KTL Ltd, Kaduna. That is to say that the researcher will use KTL as a wicocosm of the textile industry.

So any findings or conclusion drawn from the case of KTL based on data collected shall apply to the textile industry in Nigeria.

1.7 HYPOTHESIS

The following hypothesis shall be used for the purpose of this writeup.

H0, The application of the marketing concept has created greater sales for the KTL, Kaduna.

H1, The application of the marketing concept has not created greater sales for the KTL, Kaduna.

1.8 SIGNIFICANCE OF THE STUDY

The consumer as the main focus of the organisation serves as the central purpose of production. Without a market for products of an organisation there will be no need for production. And production as a business function is motivated through the desire to meet the needs of the consumer with various goods and services. This research work therefore on this chosen topic is of significance to society as a whole because it will help to simplify and give understanding to the complex philosophy of the marketing concept. It will help to find out the problems encountered in the

application of the concept and give appropriate solutions which will be of use and help to the industries concerned by such problems. Also, it is expected that marketers and students of marketing alike will find this work useful in terms of its contribution to their knowledge on the topic. Lastly- and most importantly, it is hoped that this work will help to bring to an end the conflict in the conceptual understanding of the marketing concept and its practical application.

1.9 DEFINITION OF TERMS

TEXTILE:- It is a firm involved in producing a range of woven and machine united fabrics e.g. cotton lints, baft, bleached shirting etc.

INDUSTRY:- Industry is refer to as a collection of firms and companies producing similar products or services e.g. Insurance & Finance firms constitutes the financial industry.

MARKETING CONCEPT:- It is a customer orientation backed with integrated marketing aimed at generating customer satisfaction as the key to satisfying organisational goals.

APPLICATION:- Applying one thing to another with the aim of achieving a particular objective or objectives e.g. applying marketing concept in an organisation.

PROFIT:- Profit has several definition to the business and non business sectors, this however depends on the individual or firm concerned. To the business sector profit is defined as the excess of revenue realised over the cost of production.

CONSUMER:- A consumer could be defined as a person/ firm who uses goods or services which directly or indirectly satisfy needs and desires e.g. clothing.

TECHNIQUE:- Technique is defined as the method of doing something. It could therefore be said that the method of applying marketing concept in an organisation is a technique.

PRODUCT:- This is defined as anything that can be offered to a market for attention acquisition use or consumption. This includes physical objects, services, places, organisations and idea.

TARGET:- This is said to be the point aimed of in realising one's goal. e.g. a Company's target of sales could be aimed at ₦1,000,000 quarterly.

SALES:- This is the actual act of selling. It is the exchange of goods or services for money.

CHAPTER TWO

2.0 LITERATURE REVIEW

The marketing concept is a philosophy that emphasises the importance of the customer/consumer in the business world. It is relatively a new philosophy that aims at re-orientating marketing thought through the concept of customer-orientation. Although the concept sounds ideal in theoritical terms, its application has continued to create difficulties in practical terms. This difficulty emanates from the very basic thrust of the concept itself. To say the list, the concept is self contradictory both in theory and application.

Nevertheless marketers and producers have over the years tried to implement it through various marketing functions that focus particularly on consumer satisfaction and profitable sales. The implementation of the marketing functions peruse is not the same as the philosophy but is a way forward towards its achievement.

This chapter of this project work shall therefore attempt to review existing literature on the various marketing philosophies, their effects on marketing

planning and strategy vis-a-vis implementation and unravel the difficulty in the practical implementation of the concept. In the researcher's attempt to achieve this, the following topics will be further discussed; the paradox of the marketing concept, implementation of the marketing concept by Nigerian business etc.

2.1 MARKETING PHILOSOPHIES

These philosophies as discussed by Kotler (1979:26-35), could be likened to stages in the development of marketing and the exchange process in general. Wr shall realize that each of the five concepts/stages to be discussed reveal the level of economic and exchange sophistication vis-a-avis efforts made by marketers based on these per ceptions to meet the needs of the society and customer in particular.

The five philosophies are - the production concept, the product concept, the selling concept, the marketing concept, and the societal marketing concept.

For a thorough understanding of these and efforts made by marketers, I will choose to consider them one after the other.

The production concept

This is one of the oldest concepts guiding sellers. It assumes that consumers will favour those products which are available and affordable, and that therefore the major task of management is to pursue improved production and distribution efficiency. By this understanding, it implies that:-

a) Consumers are primarily interested in product availability and low price.

b) Consumers know the prices of the competing brands.

c) Consumers do not see or attach much importance to non price differences within the product class.

d) The organisation's task is to keep improving production and distribution efficiency and lowering costs as the key to attracting and holding customers.

This philosophy was very relevant at the time it was held because the main problem of the marketer was how to raise supply and improve distribution to meet demand and reach the market respectively. Today this

philosophy can only be used for a reference in most developed societies and firms but it should be noted that technologically beckward societies may still find its relevance especially in the aspect of improving production and distribution efficiency.

Kotler opines that this philosophy is an appropriate management approach in two conditions:

1. Where demand for a product exceeds supply and
2. Where the product's costs are high and have to be brought down to expand the market.

The product concept

The product concept is a management orientation that assumes that consumers will favour those products that offer the most quality for the price, and therefore the organisation should devote its energy to improving product quality. This concept implies five things:

1. Consumers buy products rather than solutions to needs.
2. Consumers are primarily interested in product quality.
3. Consumers know the quality and feature differences of the competing brands.

4. Consumers choose among competing brands on the basis of obtaining the most quality for their money.

5. The organisation's task is to keep improving product quality as the key to attracting and holding customers.

A lot of firms are still being overwhelmed by this philosophy as such go for the best quality products with the hope that customers will be maximally satisfied with such offerings. There is a need to realize that good quality products are good but consumers may see them as being too expensive. They may not even serve the peculiar needs of customers, therefore it is important for marketers to realize this fact. What is demanded here is that marketers should pursue quality hand-in-hand with other product benefits.

The selling concept

This is another "hallowed way in which producers have sought to guide their exchange activity". It is a management orientation that assumes that consumers will either not buy or not buy enough of the organisation's products unless the organisation makes a substantial

effort to stimulate their interest in its products.

Philip Kotler says this philosophy is hinged on the following premises:

a) Consumers have a normal tendency to resist buying most things that are not essential.

b) Consumers can be induced to buy more through various sales - stimulating devices.

c) The organisation's task is to organize a strong sales - oriented department as the key to attracting and holding customers.

The selling concept in my view is a negation of marketing, because it favours pushing the products to the customers instead of producing to meet customer taste. Companies practising the selling concept typically assume their goods are "sold, not bought". Obviously, there are great risks in practicing the selling concept, especially in its hard-driving form where customer satisfaction is considered secondary to getting the sale. This practice will spoil the market for this seller in that eventually there will be no customers who trust him.

The marketing concept

This is a more recent idea in the history of exchange relations. It is a management orientation that holds that the key task of the organisation is to determine the needs and wants of target market and to adopt the organisation to delivering the desired satisfactions more effectively and efficiently than its competitors.

In short, the marketing concept says "find wants and fill them" rather than "create products and sell them". The undelying premises of the marketing concept are:

a) Consumers can be grouped into different market segments depending on their needs and wants.

b) The consumers in any market segment will favour the offer of that organisation which comes closest to satisfying their particular needs and wants.

c) The organisation's task is to research and choose target markets and develop effective offers and marketing programmes as the key to attracting and holding customers.

Against this background one can understand that the marketing concept is a more indepth attempt to meet the needs of customers maximally. This research work shall attempt to see how and

whether the tenets of this philosophy have been observed in Nigeria. But before I do that, let me briefly discuss the next philosophy.

The societal marketing concept

In recent years people have begun to raise a number of questions about the marketing concept. There has been complaints that Nigerian business do not apply the concept. They only pay lip service to it. These complaints necessitate the development of the societal marketing concept which is a management orientation that holds that the key task of the organisation is to determine the needs and wants of target markets and to adapt the organisation to delivering the desired satisfactions more effectively and efficiently than its competitors in a way that preserves or enhances the consumers' and society's well being.

The underlying premises of the societal marketing concept are:

a) Consumer's wants do not always coincide with their long-run interests or society's long-run interests.

b) Consumers will increasingly favour organisations which show a concern with meeting their wants, long-run interests, and society's long-run interests.

c) The organisation's task is to serve target markets in a way that produces not only want satisfaction but long-run individual and social benefit as the key to attracting and holding customers.

Having reviewed the five marketing philosophies, this research at this juncture finds its expedient to address the question of the application of the marketing concept in Nigeria in general and the Textile industry in particular. As a prelude to the discussion, I will like to consider the paradox of the marketing concept.

The paradox of the marketing concept

It is said that the marketing concept is a myth and not a reality because of the practical difficulty of implementation. This difficulty is hinged on the fact that its basic tenets are contradictory. For example, the tenet of profit-making and customer satisfaction.

Customers are many and vary in need and taste. This leads to the need for market segment needs of each segment of the market. But there is a limit to which a market can be segmented if profit is to be achieved through the exercise.

Firstly, the segments must be big enough to allow for enough sales volume that will help achieve the profit objective of the firm second, there is a technical limit to which production processes can be broken down or variety of products can be produced, as such the firm is constrained in providing the assortment needed by consumers.

In explaining the impracticability of the marketing concept, Stanton said that producers and consumers are ever having conflicting interests. He said that the consumer is ever looking for products that will give him the greatest utility at the cheapest cost, whereas, the marketer will want to meet the needs of customers only when it is profitable to do so. He (Stanton) - 1982: 10 - spelt out three basic principles of the marketing concept as follows:-

1. All Company planning and operations should be customer-oriented.

2. Profitable sales volume should be the goal of the firm and not just volume for the sake of volume alone.

3. All marketing activities in a firm should be organisationally co-ordinated.

If we take each of these fundamental beliefs and examine them critically, we will realise that one and two cannot be pursued successfully simultaneously. It is either that we emphasize one and pursue the other. Three has also faced serious problems in application because most organisations have problems of integrating all the marketing activities of their firms. There is rivalry between Managers as a result, the marketing Manager faces difficulties in co-ordinating marketing activities in other departments.

Suggesting a way out of this imbroglio, Philip Kotler (1979: 23), said that there must occur some changes in organisations. He said that there must be

re-organisation of the organisational structure and power relationships among Managers, there must be integration of all Company efforts and commitment to the cause of consumer satisfaction.

Shapiro (1980), said that to achieve the marketing concept, there must be a revolution or re-orientation of management style. That is, there must be a change in attitude from the product-oriented concept to consumer-oriented concept.

Nigerian businesses and the textile firms in particular have not escaped this problem of the seeming impracticability of the marketing concept. This is so because our management systems or styles are not different from those of Britain and America, due to trade ties and colonial linkages. It can be rightly said that our system is a mere extension of their with all inherent problems.

2.2 THE APPLICATION OF THE MARKETING CONCEPT

As earlier on mentioned in this chapter, the execution of marketing functions, though not necessarily the same as the application of

marketing concept, is one way by which firms are forging ahead towards actualizing this philosophy. For instance, activities such as product design packaging, market segmentation, structuring of marketing department and salesmen organisation, product testing etc can be noted in this respect.

Product design packaging

The consumer demands convenience and protection for products during usage and handling as well as storage. Protective packaging is designed to serve the purpose of protection of products from pilferages and environmental hazards such as water, sunlight, dust etc.

Convenience is provided to the consumer in terms of economic power as well as handling when you have several sizes and quality for all income groups and reduction of bulkiness in transit respectively. Or in the other hand you design large packets for industrial and heavy users and small packets for light users. A lot has been achieved in this regard by marketers as can be seen in electronics, automobiles, textiles, soaps and even furniture products.

MARKET SEGMENTATION

Market segmentation is a conspicuous area of the application of the marketing concept. It is principally done to each segment of the consumer group by designing peculiar products and marketing appeals appropriate to them - Stanton (1982:66). He went further to say that segmentation allows a company to design products that really match the market demands.

Segmentation notes Kotler (1979:205) must be carried out only under the following conditions:-

1. Measurability, the degree to which the size and purchasing power of the resulting segments can be measured.

2. Substantiality, the degree to which the resulting segments are large/or profitable enough to be worth considering for separate marketing attention.

3. Accessibility, the degree to which the resulting segments can be effectively reached and served.

ORGANISATION OF MARKETING DEPARTMENTS

Most modern firms today organise their marketing departments using either a combination of structures or single structures as they deem appropriate and desired by consumers. They also use these structures as a means of administrative convenience, cost reduction and profit generation.

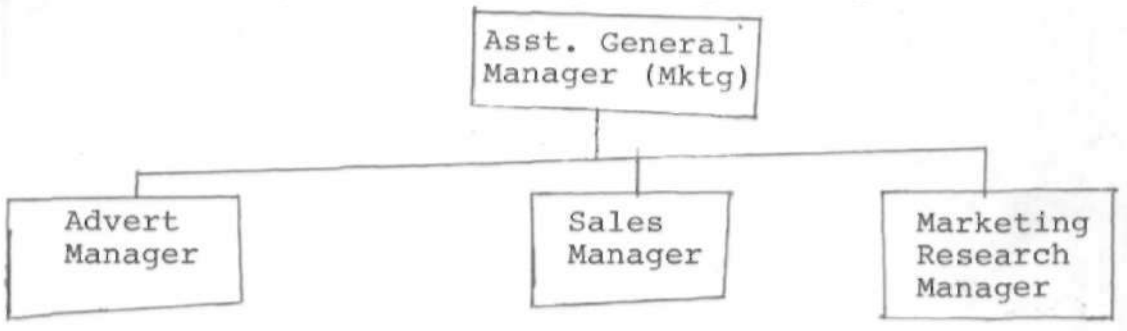
Philip Kotler (1979-582-591) suggested 6 types of structure based on needs of the organisation. They include: Functional organisation, geographical organisation, product management organisation, market management organisation, corporate divisional organisation and product management/market management organisation. Firms in different industries have found convenience in one of a modification of the listed structures.

PRODUCT TESTING

Product planning, development and production in modern industry is done with due consideration of the consumer want-satisfaction. To ensure that the product is accepted in the market, it must undergo some tests, notable are engineering - for structural fitness, customer - for market.

Let us have a detailed study of just three of the above structures and see how they help to serve the firm and the consumer as observed by Kotler.

1. Functional organisation - The earliest and still most common form of marketing organisation. It has various functional marketing specialists reporting to a marketing assistant general manager, who is in charge of co-ordinating all of their activities. The chart below shows three such specialists - Advertising Manager, Sales Manager and Marketing Research Manager respectively.



Source: Adapted from Kotler's marketing management.

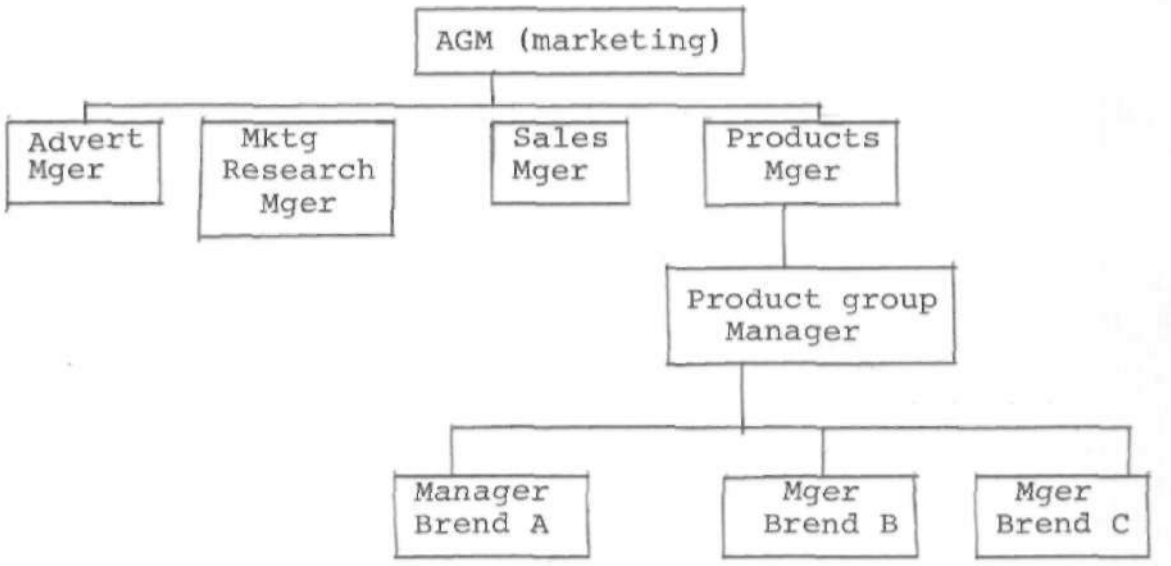
There may be additional functional specialises in the marketing department reporting to the Manager such as merchandizing, sales promotion, new products, customer service, sales analysis, market planning, and administration.

2. Geographical organisation:- A company selling in a national market is likely to set up a vertically structured organisation consisting of assistant general manager (sales) /AGM), regional sales managers, zone sales managers, district sales managers, and finally sales persons. The span of control increases as we move from the sales AGM, who supervises about four regional sales managers to a district sales manager, who might supervise between six and fourteen sales people. The shorter span allows the manager to give more time to sub-ordinates and is warranted when the sales task is complex, the sales-persons are highly paid, and the salespersons' impact on profit is high.

3. Product Management Organisation - Companies producing a variety of products and/or trends often establish a product management system (also called a brand management system). The product management system does not replace the functional management system but serves as another layer of management. The functional managers are essentially resource managers, and the product managers are essentially programme managers.

The decision of establish a product management system is influenced by the extent of product interogenity and the sheer number of products. If the company product lives can benefit from specialized marketing programme, or if the sheer number of products is beyond the capacity of a functional marketing organisation to handle, a product management organisation is a natural recourse.

The chart below explains a typical product management organisation.



Source: Adapted from Kotler's marketing mgt.

This structure creates a focal point of planning and responsibility for individual products. The product manager's role is to create product strategies and take corrective action.

Some of the advantages of the system include:-

a) The product manager is in a position to react quickly to problems in the market place without involving several different people in lengthy meetings.

b) Smaller brends, because they have a product champion, are not as neglected in this system as they tend to be in functional marketing organisation.

Some of its disadvantages are that:-

a) It introduces many sources of conflict and frustration to 'small' managers who are given responsibilities without commensurate authority.

b) Product managers become experts to their products but are barely versatile with marketing functions.

Also assortments are provided to allow for choice and in recognition of peculiarity in needs and usage.

2.3 APPLICATION OF THE MARKETING CONCEPT IN NIGERIA

It need not be mentioned that the marketing concept has received more abuse in application in Nigeria then hitherto discussed. A lot is responsible to this abuse as the existing literature will reveal. But let us first of all bear the following facts in mind - lack of proper grasping of the concept by Nigerian businessmen, collaboration by foreign businesses (Multinational Corporations) with local businessmen, the concept of the Seller's market and illiteracy and ignorance of the consumer.

IGNORANCE OF SELLERS

Where the seller does not know or appreciate the potentials of the marketing concept, it becomes very difficult for him to make any efforts at applying it. The Nigerian businessman is faced with this on the part of the Nigerian if we consider the fact that even in the so called industrial pioneer nations most or a good number of managements do not seem to understand the concept. The following statement by a marketing executive at the General Electric Company, one of the first Companies formally to recognize and implement the marketing concept quoted by John Wilmshurst (1985:2&3) goes to confirm this statement. 'We feel that marketing is a fundamental business

philosophy. This definition recognises marketing's functions and methods of organisational structuring as only the implementation of the philosophy. These things are not, in themselves, the philosophy.'

But the best writer on the subject is Professor Theodore Levitt of Havard also quoted by Wilmshurst when he said: Every major industry was once a growth industry. But some that are not riding a wave of growth enthusiazm are very much in the shadow of decline. Others which are thought of as seasoned growth industries have actually stopped growing. In every case the reason growth is threatened, showed, or stopped is not because the market is saturated. It is because there has been a failure of management.

The failure is at the top. The executive responsible for it in the last analysis are those who deal with broad aims and policies.

Thus, the railroads did not stop growing because the need for passenger and freight transportation declined. That grew. The railroads are in trouble today not because the need was filled by others (cars, trucks, airplanes, even telephones), but because it was not filled by the railroads themselves. They let others take customers away from them because they assumed themselves to be in

the railroads business rather than in the transportation business, The reason they defined their industry wrong was because they were product-oriented instead of customer-oriented.'

The failure of textiles today in Nigeria is not because Nigerian don't need their products but because they have failed to meet the taste of consumers hence the preference for foreign textiles. If the importance of the customer is realised and respected all will be well as it is beginning to show in some of our local fabrics. The United Textiles Ltd Kaduna, Kaduna Textiles and others have shown remarketable improvement in the quality of their fabrics in recent times hence their increased sales.

Peter Drucleer has this to say with regard to the customer: 'It is the customer who determines what a business is. It is the customer alone whose willingness to pay for a good or service concerts economic resources into wealth, things into goods. What the business thinks it produces is not of first importance - especially not to the future of the business and to its success - what the customer thinks he is buying, what he considers value, is decisive - it determines what a business is, what it produces and whether it will prosper. And what the customer buys and considers value is never a product. It is always utility, that is, what a product or service does for him - because its purpose is to

create a customer, the business enterprise has two - and only these two - basic functions: marketing and innovation. Marketing and innovation produce results; all the rests are costs.

SELLERS MARKET CONCEPT

In any situation where the seller cannot adequately meet the demand for a product in the market, the buyer tends to loose his sovereignity. This leads to less attention being paid to his needs. For virtually all types of manufactured goods are scarce in the Nigerian market textiles inclusive. As a result, little attention is paid to the customer because anything offered to the market will go. Thank God today that there is influx of foreign textiles and fairly used clothes in the market which serve as a threat to the local manufacturers. They now have to produce to compete with these foreign products hence greater attention is now paid to quality.

ILLITERACY

Ignorance as a result of illiteracy by consumer has not helped matters. Unlike in societies like America and Britain where there is high level of awareness and recognition of consumer rights, our case is different. There, there are consumer movements or pressure groups that seek to ensure protection for consumer in terms of product safety and reliability. There is consumer pressure which is popularly referred to as consumerism.

According to Stanton, consumerism is not only addressing the issue of rights to safe products but corporate social responsibility to both the consumer and the society at large. That is the right to clean and safe environments free from pollution. These movements have made great progress in the developed world. The researcher is optimistic of progress in this direction in Nigeria in the not too distant future because of increasing literacy rate in the country.

Government on its part is also making serious efforts to enforce control of pollution and ensure nigh product quality through the Federal Environmental Protection Agency (FEPA) and Nigeria Standard Organisation (NSO) respectively. The researcher wants to assure us that not only the textile industry is affected by this developement but the industrial sector as a whole.

On the whole, the application of the marketing concept is showed in difficulty arising from both conceptual and practical dimensions. There is however some understanding of these difficulties and attempts to surmount them in both developed and developing countries, and across industries.

Chapter four of this thesis shall attempt to present and analyse imperical data on this issue with a view to coming out with solutions therein.

REFERENCES TO CHAPTER TWO

1. John Wilmshurt - The fundamentals and practice of marketing - (Heinemann, 1985).

2. Peter Drucker - Management: Tasks, Responsibilities, practices.

3. Philip Kotler - Marketing management, Analusis, planning and control - (Prentice/Hall, 1980).

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CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter will seek to explain the method and means of data collection and the tools for the analysis of such data.

Two types of data are principally used in this research: the primary data and the secondary data.

PRIMARY DATA

These are data generated through interviewing of people and observation. They are for the first time being sought and primarily for the purpose of this research work. The main advantage of this type of data is that they are reliable due to the fact that they are current and first hand.

SECONDARY DATA

These are data generated from already existing documents, textbooks and company records. They might have been generated for a different purpose other than the one in focus now, but are of relevant to the present research.

The advantage of this type of data is that they are readily available and cheap to source. But a serious disadvantage is that they may not be appro-

priate for the current work because they might have been skewed towards a particular direction. They may also be outdated and misleading.

3.1 DOCUMENTARY SOURCE

In the course of this research, documentary sources were used as a means of generating data. Here text-books and company records were consulted. The bulk of writeup in chapter was obtained through these sources.

As earlier mentioned, this method was used because it is less costly. And it gives the background to the main research work by providing in hand other people's opinions and findings.

3.2 INTERVIEW

The interview serves as the principal source of primary data. This source was chosen by the researcher because of its inherent advantages over the questionnaire method. It allows the interviewer to probe the respondent for further answers. It allows for refraining of questions and reading of facial expression and voice tone which give the 'real' meaning to what is being said by the respondent.

Some of its disadvantages are that the interviewer may not be able to keep pace in recording answers provided by the respondent. It could be very time consuming if the sample population is large etc.

3.3 OBSERVATION/EXPERIENCE

The data here is also primary in nature. It is generated through the personal experiences of the Researcher as a result of interaction and careful observation of the marketing system in Nigeria in general and in the textile industry in particular. Being a close associate with people in the textile industry and having a strong interest in the marketing concept and its application by marketers, the Researcher has been able to accumulate some relevant data in this regard.

This method of data collected is reputed to be the most reliable and by implication the most acurate provided the researcher is able to remove personal bias and prejudices, and uses a scientific method in his observation. It is also very reliable because there is no stage managing of activities or concealment of information as can happen when

one is being interviewed. Here everything is observed at its natural setting or course.

3.4 QUESTIONNAIRE

The data sourced here is generally primary in nature and is principally used as a supplement to data collected through oral interview.

3.5 TOOLS OF DATA ANALYSIS

For analysis and interpretation of data collected from this research, simple percentages will be used because of the non complexity of the data and the simplicity of the method.

Where there is need to digress from this method it will be clearly stated.

3.6 SAMPLING

For the purpose of this research work systematic/ random approaches will be used. By this in this content, I mean that a specific department, that is the marketing department will be the focus. And within the marketing department specific people will have to be interviewed such as the marketing manager and his assistant.

But for other staff of the marketing department, the random sampling technique will apply. That is, any person that is met will be interviewed.

The researcher has chosen a mixture of techniques for obvious reasons. Like in the case of the marketing manager and his assistant, being the key officers in the department, their opinions are very important and therefore cannot be wished away.

CHAPTER FOUR

4.0 PRESENTATION OF DATA

As earlier mentioned, the major methods of data collection used in this research are: documentary, observation, oral interview and questionnaire. An assortment of data was generated covering areas such as the meaning of the marketing concept, its application world wide, and its application in Nigeria. Data was also collected on the conceptual/ practical ambignity of the concept. The researcher will at this point subject these data to test, analysis and interpretation. But before then the researcher wants to state that the interview was conducted mainly with staff of the marketing department such as the marketing manager, his assistant and other principal officers. On the whole ten people were interviewed, while the questionnaire was administered to all cadle of staff and across departments.

4.1 ANALYSIS AND INTERPRETATION OF DATA FROM ORAL INTERVIEW

In an attempt to find out the efforts and means of applying the marketing concept in Kaduna Textile Ltd (KTL), the researcher put across several questions bordering on consumer-oriented activities as shown below:

SEGMENTATION

When asked whether KTL embarks on market segmentation the response was as tabulated below.

TABLE I

Opinion	No. of Respondent	%
Yes	10	100
No	0	0
Total	10	100

Source: Computed from Primary Data.

The above table shows that all ten respondents confirm that market segmentation is one means used in consumer satisfaction representing 100% of the total population.

On how KTL segments its market. The respondents said the principal basis is social class segmentation. That is, the market is served with products based on what the customer can afford. There are fabrics for various strata of the society including the rich and the poor or the high placed and the lowly placed. But they said KTL produces mainly for the mass market, having its priority on providing materials for school uniforms and

other uniformed services such as security guards, messengers etc.

On why the company engages in market segmentation. The following responses were received.

TABLE II

OPTION	NO. OF RESPONDENT	%
Larger market coverage	3	30
Give greater satisfaction	5	50
Allow freedom of choice	1	10
Create more sales	1	10
Total	10	100

Source: Computed from Primary Data.

The above response shows that segmentation is carried out mainly to meet customer needs through greater satisfaction. Fifty percent of the respondents attest to this fact, 30 percent are of the view that segmentation is carried out to

expand the scope of the market, while 1% each are of the view that it is done to allow for freedom of choice and create more sales. The researcher is of the belief that segmentation is carried out to achieve all of these views and even more. The fact that 50% of respondents ascribe to the view that it is done to give more satisfaction to customers only shows a matter of priority or emphasis in KTL.

Question four (4) sought to know whether segmentation helps to increase sales and the following answers were obtained from the ten staff interviewed.

TABLE III

OPTION	No. of Respondents	%
Yes	8	80
No	2	20
Total	10	100

Source: Primary Data.

Out of the 10 respondents, only 2 representing 20% are of the view that segmentation does not increase sales, the remaining 80% are of the view that it increases sales. If segmentation increases sales, it then goes to show that it helps in meeting more efficiently the desires of the customer.

In response to the successive question which asked why or why not, the responses were as follows: For those who said yes, their reasons were that sales increased because more people are attracted as the firm strived to meet their peculiar needs in terms of marketing strategy and product type. Those who answered no said segmentation did not increase sales to any significant level.

From observation and company records however, the researcher confirmed the fact that sales could increase and had increased with every successive customer-oriented marketing programme.

PACKAGING

Another customer oriented activity or function is product packaging. When asked whether KTL engages in product packaging, all respondents said no. The reason advanced is that due to the nature of their products there is little need for packaging. The only thing they do is to tie them in bales or wrap them in polythene covers.

DISTRIBUTION

Distribution is a very important function of marketing, without distribution, products will be useless to many a potential customers. Imagine what will be of a suit hanging in a designer's shop in Lagos to a customer in Maiduguri who

is not willing to travel to Lagos. Infact such a suit will possess no utility to the said customer.

It was in considering the importance of the distribution function and its contribution to the application of the marketing concept that Stanton outlined two types of utilities created thus:

1. time utility and
2. place utility.

In KTL distribution is done through the use of middlemen, that is, indirect distribution. The reason given for the choice of this method is that it helds the firm to reach a larger market at little cost.

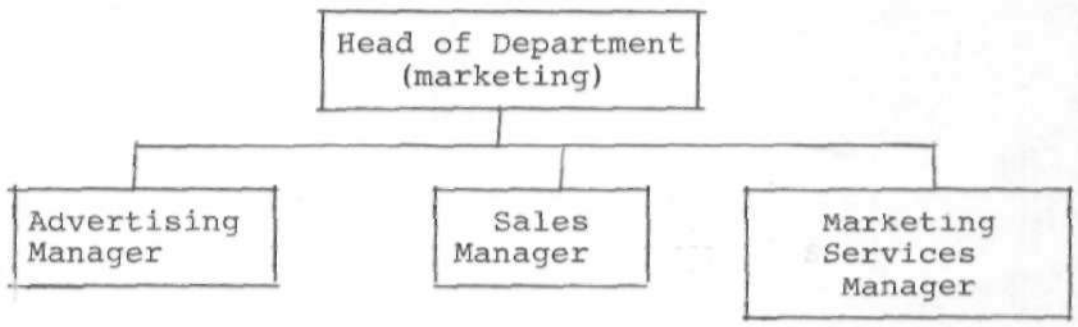
MARKETING ORGANISATION

In order to give maximum attention to the consumer and promote sales, the marketing department can be structured in several ways as deem appropriate by the organisation. The KTL makes use of functional organisational structure as explained by the Head of Marketing Department. According to him, the nature of their products is considered in the choice of this structure. Their products are intermediary, they have to be converted to different kind of clothes and designs before usage. Because of this, it may not be appropriate to use a product management structure

that is, creating departments based on brands.

Aside this reason, the functional structure has some advantages which are enjoyed by KTL.

Their structure is organised thus:



Source: Primary Data.

The head of marketing is responsible for general administration of marketing functions. Under him, there are specialists in various marketing activities like advertising, sales and services. These specialists perform the various functions of marketing.

According to the marketing manager, the advert manager, sales manager, and marketing services manager perform strictly specialist functions and others incidental to their offices. He said that the advantages of this arrangement include the following:

a) It encourages specialisation which leads to efficient performance.

b) It creates administrative simplicity and

c) reduces cost.

On the other hand he said it does not permit desired attention to be paid to less successful products, and it could lead to each functional department developing its own subgoals which may not help the organisation as a whole. He said for example, financial and administration department always gets into conflict with the other departments when it comes to expenditure control. Marketing department needs money to carry out marketing programmes which will lead to more sales and consequently more money to the organisation. But finance and administration would want to reduce expenses to the barest minimum. These two goals are conflicting and serve as a source of disagreement between the two departments.

GENERAL ADMINISTRATION

The marketing concept calls for an integrated effort at consumer satisfaction. It is in view of this that the researcher asked of the general administrative structure of the organisation. The respondents said that there are five (5) principal departments including:

1. Dying & Weaving
2. Production
3. Engineering
4. Marketing
5. Finance & Administration.

These departments are mained by Departmental Heads who are responsible to the General Manager or Co-ordinating Manager. According to them, this arrangement allows for consumer-oriented policies to be introduced at the top level which are then passed down the lierachy of the organisation and vice-versa.

On whether this arrangement gives room for consumer satisfaction, the following responses were given:

TABLE IV - showing response on consumer satisfaction.

Option	No. of Respondents	&
Yes	7	70
No	3	30
Total	10	100

Source: Primary Data.

Seven respondents representing 70% of the sample size say that the present structure allows the firm to serve its customers satisfactorily, while 30% say no. It is only natural to say that the present structure helps to serve the needs of consumers satisfactorily.

On which factor is principally applied towards the attainment of the marketing concept in KTL, the following response were received.

TABLE V -showing responses to which factor is mostly used in application of marketing concept.

Option	No. of Respondents	%
Segmentation	6	60
Pricing	0	0
Product diversification	1	10
Effective distribution	3	30
Others (specify)	0	0
Total	10	100

Source: Primary Data

The above table shows a 60% answer in favour of segmentation and 10 & 30 percent for product diversification and effective distribution respectively. This means that market segmentation is the most popular means of achieving the marketing concept.

Question number 9 sought to know whether the marketing concept has been embraced fully by the K.T.L. The response was as follows:

TABLE VI - showing acceptance of the marketing concept.

Option	No. of Respondents	%
Yes	6	60
No	4	40
Total	10	100

Source: Primary Data.

The above response shows that the marketing concept has been accepted by the K.T.L. For those who said no, representing 40% of the sample size. They gave their reasons as follows:

a) Lack of proper understanding of the concept.

b) Neglet of consumer needs by providing only a limited assortment of products.

c) Prohibitive prices among others from the above analysis it is understood that the KTL as an organisation has made deliberate efforts at consumer satisfaction although more is still desired. The next chapter will attempt to summarise the findings herein and proper solutions as appropriate.

On how the application of the marketing concept has affected sales, the following opinions were aired.

TABLE VII - showing the effect of the application of marketing concept on sales.

Opinions	Respondents	Percentage
Increase in sales	6	60
No change in sales	3	30
Decline in sales	1	10
Total	10	100

Source: Primary Data

It is very clear from the above table that the application of the marketing concept helps the sales of the organisation. 60% of the respondents attest to this fact, while 30% says it has no effect and 1% says sales rather decline. It should be noted that the decline may not be as a result of application of the marketing concept but could be due to the present hard times in the country.

4.2 PRESENTATION OF DATA FROM QUESTIONNAIRE

A number of 260 questionnaires were issued to all cadre of staff in the organisation comprising of 70 senior level staff and 190 junior staff.

A total of 230 questionnaires were finally filled and returned to the researcher. This response rate can be considered as high. The table below shows the level of response to the questionnaire by both senior and junior staff.

TABLE VIII

Respondents	No. of Questionnaire issued	No. filled and returned	percentage Returned
Junior	190	164	71.30
Senior	70	66	28.70
Total	260	230	100.00

Source: Primary Data.

The above table shows a very high response rate. Out of the 190 copies given to junior staff, 164 were filled and returned representing ....., while 66 senior staff representing ..... of the 70 questionnaires given to them. This high response rate is commendable in view of the shift system in operation which meant might visits by the researcher to get those on might shifts.

It is also a pointer to the fact that any assumptions made based on this data shall be a near true representation of the general opinion in the organisation.

.3 ANALYSIS OF DATA FROM QUESTIONNAIRE

Question 3 asked of the duration of employment in the organisation. The following responses were received as shown on table IX.

Duration in Employment

Options	Respondents		Total Resp.	Percentage
	Junior staff	Senior staff		
0-1year	3	-	3	1.30
1-2years	17	1	18	7.83
2-3years	20	4	24	10.43
3-4years	72	15	87	37.83
4yrs & above	52	46	98	42.61
Total	164	66	230	100

Source: Primary Data.

It can be deduced trom the above table that both for the senior and junior staff in KTL, a good number has spent more than two years in the organisation. They are therefore expected to be fairly aquainted with the marketing strategies of the organisation. The only impediment is the low level of education on the side of the junior staff. Most of them barely literate, therefore do not understand the marketing jargon used in the questionnaire.

MEANS OF PRODUCT MARKETING

On how KTL markets its products, the following responses were derived as a response to the question number 4.

TABLE X

Options	Respondents			
	Junior staff	Senior staff	Total	Percentage
Advert.	43	6	49	21.30
Sales promotion				
Pers. selling	67	50	117	50.87
Others	54	10	64	27.83
Total	164	6b	230	100

Source: Primary Data.

The above responses shows that most selling efforts are done through personal selling. This is because KTL does not engage in direct sales to the public. Most sales are to distributors who can be reached through personal selling. Other means as mentioned by respondents are through publicity and public relations. Advertising plays little role here while sales promotion is not even used.

Effectiveness ot Marketing Concept

Question asked whether the application of marketing concept is effective. The following responses were received.

TABLE XI

Options	Respondents Junior staff	Senior staff	Total	Percentage
Yes	110	61	171	74.35
No	54	5	59	25.65
Total	164	66	230	100

Source: Primary Data.

By the response above it shows that the application of the marketing concept has been effective because out of 164 junior staff sampled, 110 say it is effective while 61 out of 66 senior staff say it is effective. This adds up to 171 respondents representing 74.35% saying it is effective while 59 representing 25.65% say it is not effective.

Question 11 asked of how the application of the marketing concept effect sales. The following responses were received.

TABLE XII

Options	Respondents Junior staff	Senior staff	Total	%
Increase sales	105	47	152	66.09
No change in sales	53	19	72	31.30
Decrease in sales	6	-	6	2.61
Total	164	66	230	100

Source: Primary Data

There is no doubt from the above responses that the application of the marketing concept has helped to increase sales. Out of the 230 staff both junior and senior 152, representing 66.09% agree that it increase sales. This

figure agrees with the 60% who hold the same view during the oral interview as shown in table VII.

2.61% constituting of purely junior staff says it decreases sales. This view is held because of some misconception of the marketing concept by some section of the junior staff.

In answer to question number 14 which sought to know the reasons for market segmentation, it produces the following results which is similar to the results of question 11.

Most respondents listed the following reasons for engaging in segmentation:

a. It brings about high consumer satisfaction.

b. It leads to increase in sales.

c. It leads to increase in profits.

d. It brings about new brands developments.

If these reasons are critically examined, it will be noted that they only go to confirm my findings in question eleven.

Question seventeen. Are there any other viable ways for segmenting the market? The following responses were recorded as shown in table XIII.

TABLE XIII

Options	Respondents		Total	%
	Junior staff	Senior staff		
Yes	60	60	120	52.17
No	08	-	008	03.48
Don't know	96	06	102	44.35
Total	164	66	230	100

Source: Primary Data.

A good number (120), representing 52.17% is of the opinion that there are more ways by which the market can be segmented. Only 3.48% is of the opinion that there are no other ways while 44.35% says they don't know. The bulk of those who say that they don't know come from junior staff. This could be due to low level of education and especially lack of marketing knowledge.

On which suggestions they will make in regard to new ways of segmenting the market those who say yes suggested various ways which principally sum up to the following:

a. Segmentation by climatic conditions.

b. Segmentation by income group and

c. Segmentation by sex.

They claim that the present posture of segmentation by benefits, and geographical location although profitable still have room for improvement.

Apart from these major ways of attaining the marketing concept that is, through market segmentation, sales promotion, advertising etc, distribution is effectively used. Here the services of distributors are substantially used to reach the nooks and corners of target market as confirmed by respondents to question number 18 which sought to know how products are distributed to the market.

4.4 TEST OF HYPOTHESIS

To round up this analysis the researcher will like to subject this hypothesis to test:

HO, The application of the marketing concept has created greater sales for the KTL, Kaduna.

H1, The application of the marketing concept has not created greater sales for the KTL, Kaduna.

To begin, the researcher will like to recall question number 1U in the oral interview and the various responses, and question number 11 in the questionnaire

and the responses. These two questions are asking for the same thing: What is the effect of the application of marketing concept on sales?

In the oral interview, the table looked thus:

Opinion	Respondents	%
Increase sales	6	60
No change	3	30
Decline	1	10
Total	10	100

While the table computed from questionnaire looked thus:

Options	Respondents Junior staff	Senior staff	Total	%
Increase sales	105	47	152	66.09
No change	53	19	72	31.30
Decline	6	-	6	2.61
Total	164	66	230	100

The responses from both tables show a favourable outcome from application of marketing concept. With 6 people

representing 60% agreeing that it increases sales from oral interview and 152 people representing 66.09% from questionnaire implying that it increases sales. Only 30 and 31.30% respectively claim it does not affct sales.

To proceed, the researcher will like to merge the two tables into one by adding the respondents from oral interview to the list of senior staff (which they really are), and use the chi-square statistical technique to test the hypothesis to prove whether it should be accepted or rejected. When the table is merged, we have the following:

TABLE XIV

Options	Respondents		Total	%
	Junior staff	Senior staff		
Increase sales	105	53	158	65.83
No change in sales	53	22	75	31.25
Decline	6	1	7	2.92
Total	164	76	240	100

From these observed frequencies the next thing to do is to derive the expected frequency. We shall use the following letters to denote some terms:

Fo = observed frequency

Fe = expected frequency

To get Fe we compute thus:

$$Fe = \frac{\text{row total x column total}}{\text{grand total}}$$

$$\therefore \text{ Fe for senior staff } = \frac{158 \times 76}{240}$$

1. $= \frac{12008}{240} = \underline{\underline{50.03}}$

2. $\frac{75 \times 76}{240} = \frac{5700}{240} = \underline{\underline{23.75}}$

3. $\frac{7 \times 76}{240} = \frac{532}{240} = \underline{\underline{2.22}}$

:. Fe for junior staff

1. $\frac{158 \times 164}{240} = \frac{25912}{240} = \underline{\underline{107.97}}$

2. $\frac{75 \times 164}{240} = \frac{12300}{240} = \underline{\underline{51.25}}$

3. $\frac{7 \times 164}{240} = \frac{1148}{240} = \underline{\underline{4.78}}$

These computed Fe will be put into the expected frequency table as shown in table XV.

TABLE XV

Opinion	Respondents Junior staff	Senior staff	Total
Increase sales	107.97	50.03	158.00
No change	51.25	23.75	75.00
Decrease	4.78	2.22	7.00
Total	164.00	76.00	240.00

Source: Primary Data.

From the Fo in table XIV and Fe in table XV, the chi-square is calculated.

$$\text{Chi-square} = \frac{(Fo-Fe)^2}{Fe}$$

$$= \frac{(105-107.97)^2}{107.97} + \frac{(53-50.03)^2}{50.03} + \frac{(53-51.25)^2}{51.25}$$

$$+ \frac{(22-23.75)^2}{23.75} + \frac{(6-4.78)^2}{4.78} + \frac{(1-2.22)^2}{2.22}$$

$$= \frac{(2.97)^2}{107.97} + \frac{(2.97)^2}{50.03} + \frac{(1.75)^2}{51.25} + \frac{(1.75)^2}{23.75} + \frac{(1.22)^2}{4.78} + \frac{(1.22)^2}{2.22}$$

$$= \frac{8.82}{107.95} + \frac{8.82}{50.03} + \frac{3.06}{51.25} + \frac{3.06}{23.75} + \frac{1.49}{4.78} + \frac{1.49}{2.22}$$

$$= 0.08+0.18+0.06+0.13+0.31+0.67 = \underline{1.43}$$

i) Determination of degree of freedom:

(column - 1) x (row - 1)

= (C - 1) x (R - 1)

= (2 - 1) x (3 - 1)

= 1 x 2 = 2

ii) Alpha level at 5% level of significance = 5.991

iii) Compare 1.43, computed with the 5.991.

iv) Decision rule - if the computed chi-square (1.43) is smaller than the given (5.991), the hypothesis is accepted, otherwise we reject it. For this case given X^2 = 5.991 while computer X^2 = 1.43.

v) Conclusion - since the given chi-square is higher than the computed chi-square we accept the hypothesis, that is,

H0, The application of the marketing concept has created greater sales for KTL.

We therefore reject the alternative hypothesis.

H1, The application of the marketing concept has not created greater sales for KTL.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION & RECOMMENDATION

This research has made deliberate efforts to unravel the myths and complexity of the phrase and philosophy - the marketing concept - In pursuance of this objective data were collected using both interview and documentaries, and analysis and interpretation of the data was carried out. In consequence, this research work will now summarise the findings of the analysis done in chapter four (4).

5.1 SUMMARY OF FINDINGS

As we all know, all research works are attempt to answer questions or find solutions to existing problems. This one is no exception. The problem at hand was whether the marketing concept as a philosophy of business is being applied by the textile industry? If it is being applied what are the possible handles in its application and what are the means through it is applied?

Finally, the research wanted to know whether there are better ways of being consumer oriented.

It is in pursuance of this goal that analysis and interpretation of data was done and the following findings were made:

1. It was understood that the term marketing concept is yet to be understood and embraced by many businesses in Nigeria and even in the so called developed economics of the world.

2. That the application of the marketing concept can be a hilarious task because of the conflicting interest of consumer and business. For example, the desire to satisfy customer at all time conflicts with the profit objective of the firm. What is obtained in real life is providing minimum comfort to consumer at maximum profit.

3. That as a result of non availability of goods in the market including textiles, the producer tends to neglect the consumer because he knows that whatever is offered in the market will be bought.

That although the application of the marketing concept is not the same as carrying out basic marketing functions, it is one way forward at achieving it.

That the textile industry in Nigeria and KTL in particular has made some concerted efforts at customer satisfaction in the following areas:

a) Through marKet segmentation, the KTL intends to provide maximum satisfaction to their customers. They segment their market through social class basis. That is, they provide in the market fabrics for both the rich and the poor.

b) Through effective distribution they are able to reach their customers at every look and corner of their target market. This they achieve through the use of middlemen.

Through their marketing organisation, that is making use of specialists in the execution of marketing functions, sucn as, advertising, sales etc.

5.2 CONCLUSION

On the whole, this research has been able to make some inroad into the meaning of the term - marketing concept - and of course bring into line light the difficulties encountered by the textile industry in application of the marketing concept.

The researcher however wants to say that a lot has been done in this regard through customer oriented programmes such as quality improvements, product diversification, effective distribution etc.

This is however not to say that all is well, a lot need to done to achieve the goal of the philosophy by way of the new marketing concept which intends the philosophy to not only consumers but to all that are effected or affect the activities of the firm. That is, the community, the workers and even the government.

This researcher is of the view that more inroads will be made in this regards as the consumer and society at large becomes sensitised and enlightened.

5.3 There is need to profer some solution or likely solutions to the problems discovered as militating against the application of the marketing concept. The following recommendations are therefore made for the aforementioned problems.

1. In respect of the lack of understanding and acceptance of the marketing concept, it is suggested that marketers should be given orientation and training in consumer psychology to enable them understand the consumer and how to serve him best. If this is done, it is not only the consumer that will benefit but the company and society at large.

2. Scarcity of products should be checked through increased output or importation to bridge the gap between demand and supply. If this is done, the idea of the seller's market will be wiped out and hence more attention will be paid to the consumer.

3. The conflicting interest between the consumer and the marketer which emanates from the profit motive can be removed by making the marketer to embrace the concept of corporate social responsibility. Let the marketer know that his business is not only an economic entity but it is also a social entity.

This researcher is of the belief that these few recommendations will help in solving some of the problems encountered in the application of the marketing concept if not all provided they are implemented by the industries in Nigeria and the textile industry in particular.

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QUESTIONNAIRE

Please fill as applicable.

1. Rank/position ----------

2. Year of employment in the organisation ----------

3. Duration of employment in the organisation

   a. 0-1 year

   b. 1-2 years

   c. 2-3 years

   d. 4 years & above.

4. How does your organisation market its products?

   a. advertising

   b. personal selling

   c. sales promotion

   d. others (specify).

5. Do you consider these means effective?

   Yes ☐ No ☐

6. If no suggest better means

---

7. Have you heard of the marketing philosophy "marketing concept"?

Yes ☐ No ☐

8. If yes, what does it mean?

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9. Will you say your firm has been applying this concept?

Yes ☐ No ☐

10. If yes to question 9 how?

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11. Do you think the application of this philosophy has any effect on the sales of the KTL.

Yes ☐ No ☐

12. If yes to questtion number 11 how?

a. Increase sales

b. No change in sales

c. Decrease in sales.

13. If yes to question number 11 how?

a. Increase profits

b. No change in profits

c. Decline in profits.

14. Do you engage in market segmentation?

Yes ☐ No ☐

15. If yes to question number 14 why?

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16. If no to question number 14 why?

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17. How do you segment your market?

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18. Are there any other viable ways you can segment your market?

Yes ☐ No ☐ Don't know ☐

19. If yes to question 18 name them

---

20. How do you distribute your products?

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21. Is this way effective?

Yes ☐ No ☐

22. If No to question number 21 suggest another way.

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23. Comment freely on the general marketing organisation of your firm.

ORAL INTERVIEW QUESTIONS

1. Does your organisation engage in market segmentation?

   Yes ☐ No ☐

2. Why does your organisation engage in market segmentation?

   a. It creates larger market share

   b. It gives greater customer satisfaction

   c. Allows freedom of choice

   d. Creates more sales.

3. Do you recommend that market segmentation should continue?

   Yes ☐ No ☐

4. Does segmentation increase sales

   Yes ☐ No ☐

5. Does KTL engage in product packaging

   Yes ☐ No ☐

6. How is your organisation organised for smooth operations?

7. Does this organisation give room for better customer service and satisfaction?

   Yes ☐ NO ☐

8. Which of the following factors is principally applied by KTL towards attainment of the ideals of the marketing concept.

   a. Segmentation

   b. pricing

   c. product diversification

   d. effective distribution

   e. Others (specify)

9. Has the marketing concept been fully accepted by KTL?

   Yes ☐ No ☐

10. How would you describe the effect of the application of the marketing concept on your sales?

    a. Increase sales

    b. No change in sales

    c. Decline in sales.