MANAGEMENT OF PROMOTIONAL ACTIVITIES IN THE MANUFACTURING INDUSTRIES:

A CASE STUDY OF LEVER BROTHERS NIGERIA PLC, KADUNA.

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AHMADU BELLO UNIVERSITY

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BEING A PROJECT SUBMITTED TO THE POST GRADUATE SCHOOL, AHMADU BELLO UNIVERSITY,ZAR1A. IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF TF1E DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

DEPARTMENT OF BUSINESS ADMINISTRATION

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ZARIA.

OCTOBER, 1998.

DECLARATION

I hereby declare that this project is the product of my own efforts. it has not been presented in any previous application for a higher degree, the various sources of information not original to the study have been acknowledge in the references and bibliography. all errors in the work are entirely my responsibility.

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Name of Student.

21/6/23

Date

Signature

CERTIFICATION

This project entitled, " MANAGEMENT OF PROMOTIONAL ACTIVITIES IN THE MANUFACTURING INDUSTRIES " A case study of LEVER BROTHERS NIGERIA PLC, KADUNA, by AHMED A. ABDULMALIK.

Meet the regulations governing the award of Master of Business Administration (MBA)of Ahmadu Bello University, Zaria, and is approved for its contribution to knowledge and literacy presentation.

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ABSTRACT

Promotion involves the co-ordination of all seller-initiated efforts to set up channels of information and persuation to facilitate the sale of goods or services, or the acceptance of an idea, this concept is very important in our national business today because every consumer related industries are involved in the activity, therefore, this research work is interested in finding how Lever Brothers Nigeria Pic is managing its promotional activities in this current economic depression.

The information gathered through questionnaire, interview and personal observations shows that the company's refusal to countenance market forces on the supply sides, increasing competition within the industries and poor rewarding system for its sales representatives.

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CHAPTER ONE

1.1 INTRODUCTION

During the oil boom era of the seventies and early eighties, companies found themselves operating in on expanding market and so increasing sales performance was not too difficult. More so, when there was enough money to throw around. However, the situation has changed, the economy is on the recession, inflation is on the increase, the purchasing power of consumers has fallen and competition has become keen in every sector of the economy. Given this competitive marketing situation, each company's attention now is how to maintain of not increase its share of a declining market. And in this Regard, the elements of the marketing mix one being more sharply focused, old ones are being modified and promotional expenditure in an the increase. The key strategy in getting these products to the ultimate consumers is the use of promotion, which is the nucleus of our study. But promotion is an integral part of the marketing functions. It is therefore necessary to understanding the basic knowledge of marketing .

Essentially, marketing is a marketing process. It aims at satisfying human needs and wants through the exchange process. In other words, marketing matches products, services, ideas with consumers needs. This broad objective is achieved through the performance of a group of activities. These activities which include marketing research, products planning, pricing, distribution, advertising, personal selling, sales promotion etc. have been grouped into four broad areas called the "four p's of marketing. These four p's are products, price, place and promotion. When these activities are considered together, they make up what is known as the "marketing mix".

And the process of advertising these activities within an organisation is called marketing management.

The system approach to management must be performed effectively and goals obtained. The thrust of the systems approach is that the whole is made up of a number of parts and that these individuals parts must work together if maximum effectiveness is to be achieved. However, conceiving a marketing system, consideration must be given environmental factors, only then can the marketing objectives be successfully realised. The marketing environment is made up of economic, demographic, socio-cultural, Political/legal, ecological and technological factors. These environmental variable are dynamic and must therefore, be constantly monitored so that the marketing system could be adjusted as necessary. Infact, the major task of marketing management is to plan and implement the necessary changes in the marketing system in response to changes in the environment.

Promotion which is the focus of this study is just one element in the marketing system. It is basically a marketing communication. Marketing does not end with development of goods and services in response to consumers must be made aware of these goods and services, and persuaded to purchase them. this is done through promotion. The four major promotional tools are: Advertising, Personal selling, Sales promotion and publicity. These elements of promotional mix must be combined in a strategic manner to help in the achievement of marketing objectives which in turn must be derived from the central objectives of the organisation.

1.2 STATEMENT OF THE PROBLEM

One element of the marketing mix that has witnessed a flurry of attention of recent in the country is promotion Organisations have come to term with the poverty of the "better mouse trap" theory. But, it is one thing to realise the importance of promotion, knowing how to effectively use it as a competitive weapon is another. It is therefore, important to ask ,how well is this important element of the marketing mix being managed? This question become more partinent when one realises the saying in marketing "Nothing happens until somebody sells something". And to sell requires a well thought out promotion effort as part of the marketing strategy. Sadly enough, some firms still see promotion as something to be done when there is enough money " to spare" such firms, promotion are in the form of occasional burst which lack depth and focus.

1.3 PURPOSE OF THE STUDY

This research is intended to examines the following issues as they relate to the company under study:

- The objectives of the company's promotion.
- How its promotional budget is determined.
- The emphasis placed on each elements of the promotional mix.
- Assess the company's promotion strategy.
- Make recommendations on the basis of the funding toward enhancing and improving on the profitability during period of recession, as we are currently experiencing in our economy.

1.4 SCOPE OF THE STUDY

Although, the manufacturing industries are varied, this study is restricted to the Lever Brothers Nigeria plc, Kaduna which is involved in manufacturing and marketing of consumer goods. The emphasis of this study is on the promotional strategy of the company. No attempt is made to examine the totality of the marketing strategy of the company.

1.5 SIGNIFICANCE OF THE STUDY

In today's world, marketing strategists must be alert to their environment and ready to adopt resources in response to changing consumer needs. They must communicate information to the market regarding their offerings and obtain information from the market through a feedback mechanism concerning the consumers perceptions and acceptance of their offerings. The findings of this research will go along way in helping the company under study fine tune its promotional activities as a necessary step to achieving its objectives. On a broader level, other firms in this sector will be able to draw a lesson from this research.

1.4 THE RESEARCH METHODOLOGY

This research is a case study, primary and interview sources of data were used in this research. The primary sources was through the administration of structured questionnaires on the staff of the company. This was used to obtain relevant information on the historical back ground of the company and its promotional activities. In addition, personal interview was used to obtain more facts where response to some questions were not explicit enough. Also, more information came to light through the personal observation of the researcher during his visit to the company. Secondly date were collected from relevant journals and publications of the company.

1.7 LIMITATIONOF THE STUDY

Research of this nature are usually not devoid of certain limitations and problems. One of these was the limited time available for the completion and submission of this project. Added to this was the limited financial resources of the researcher which hindered a more extensive study of the subject matter.

Other problem encountered was the failure of the company to divulge some information vital to this research but which it considered sensitive and confidential.

1.8 DEFINITIONS OF TERMS

- Company sales forecast :- The expected level of the company sales based on a chosen marketing plan and assumed marketing environment.
- Dis-counters :- This unit operates on low margin high turnover basic. They attempt to secure differential advantage by offering prices that are lower than those of rivals.
- Pull strategy :- A promotion strategy that calls for spending a substantial amount of money on advertising and consumer promotion to build up demand for the product.
- Push strategy :- involves using the sales force (personal selling) and trade promotion to move (push) the product through the channels of distribution.
- Premium :- This is the offer of a merchandise item free or at a substantially reduced price to stimulate the purchase of the product being promoted.
- Speciality Advertising :- It describes the practice whereby organisations give away free to customers product bearing the firms name and probably, a brief advertising message.

- Sweepstakes :- These are games of chances, which offered participants equal chance of winning something.
- Copy :- This refers to the word message of the advertisement.

FOOTNOTES

- 1 Kolter p.(1980). Principles of Marketing.
- Prentice-hall,Inc.Engewood Cliffs, p(627)

CHAPTER TWO

LITERATURE REVIEW

2.1 MEANING OF PROMOTION

Promotion is a term used to describe all company's activities designed to communicate both with members of the target market and the middlemen to increase the chances that the planned pattern of sales take place smoothly and efficiently. Promotion is designed to change or reinforce behaviour and or idea through communications and as succinctly put by Hasty and will (1975), promotion is telling and selling.[1] According to Brink and Kelly (1963), promotion is the co-ordination of all seller-initiated efforts to set up channels of information and persuasion to facilitate the sale of goods or services, or the acceptance of an idea.[2]

Business organisations disseminate information to markets through promotion and receive information from them through feedback. A firm unleashes stimuli and provides the market place or segments of the marketing network with informative and persuasive messages through promotion in order to stimulate, re-inforce or modify behaviour. And through feedback, the market place and marketing network transmit information to a company. Information received through the feedback mechanism are useful for the evaluation, direction, and control of promotion and indicates necessary adjustments that may be made in media, form or message of the communication as well as in the other elements of the marketing mix.

2.1 THE COMMUNICATION PROCESSS

Promotion is essentially a marketing communication process and it can only be realized through an effective communication process. Marketing two or more people or groups, encompasses senders, messages, media and receivers.

The source of communicating according to Davis (1979) is the authority or creator of the message. The source may be a manufacturer, retailer, wholesaler, salesman etc. It may also be charitable institutions or government. Each of these institutions originates countless messages to appropriate targets about products, services and ideas it is attempting to promote. The source must have a message which is intended for a receiver. The message is the advertisement or sales presentation or idea to be communicated. Its content is suggested by circumstances that gave rise to it in the first place. However, the form of the message is determined by those conditions and forces that affect its perception and receptivity once it has been relayed. An important step in promotion is to determine the appropriate idea to communicate, whether or not communication takes place depends on the relevancy of the intended message. In most cases, people filter out messages that are not related to their interests and in such cases, communication does not occur. Thus, there must be careful analysis of the target audience to ensure that the message is right for the purpose and audience.

2.3 STRATEGIC PLANNING IN PROMOTION

2.3.1 SITUATION ANALYSIS

In this stage of promotional strategy, the nature of demand and the various factors, which impinge on it, are examined. Effect of environment has considerable influence on demand, yet they cannot be changed. They are the forces that act on the marketing system. It is therefore, imperative for a promotion strategist to have a thorough knowledge of the environment's actual and potential impact and make decisions accordingly. Such factors are culture, demography and nature of competition. Others are in the form of legal and socio-economic variables.

Through such an in-depth analysis, the problem areas within existing programme are located and the opportunities and constraints or threats that the organisation has to face are revealed and the promotional task are defined.

2.3.2 SETTING PROMOTIONAL OBJECTIVES

The next step is to set out clearly the objectives of the promotion. Objectives are particularly significant to organisations because they provide incentive for action, they stimulate integrated or co-ordinated effort, and they facilitate evaluation of result. But objectives as observed by Kincaid, Jr (1985) "are no good unless they are soundly conceived". He went objectives often have a more adverse effect on performance that no objectives at all, even to the point of being counter productive."[4]

Since organisations do have more than one objective, it is important that should be consistency or harmony among objectives. Apart from this, a good objective must

be stated in concrete and measurable terms, it must be reasonable and attainable, it must be written.

The ultimate goal of all promotional efforts is sales and to achieve this, the focus of promotion should be creating and increasing awareness, inducing trial and changing attitudes. Chisnall (1975) has identified other possible objectives of promotion to include the followings:

- to inform the market about the availability of a product or service.
- To develop primary demand for a type of product or service.
- To introduce special terms e.g. price concession
- To create brand awareness and build brand loyalty
- To increase frequency of use of a product or service.
- To encourage distributors to stock and actively sell the product.
- To promote new users for a product.
- To create the corporate image of a company
- To announce new servicing arrangement.[5]

It is important to emphasize here that the promotion objectives must be consistent with the objectives of the other elements of the marketing mix, which in turn must reflect the marketing objectives of the organisation.

2.3.3 THE PROMOTIONAL COMPAIGN CONCEPT

In planning the total promotional activities of an organisation, it is important that management has a campaign concept. A campaign consists of a number of promotional efforts built around a single theme or idea aimed at achieving specific goals. The theme or appeal of the promotional message (campaign) must be carefully selected to reflect the features and qualities of the target customers, and the motive that influence customers buying decisions of such product or service.

The promotional campaign could be organised on a national scale, alternatively it could be restricted to particular regions. Also, such campaign could be directed at the ultimate consumers or middlemen such as wholesalers and retailers.

Having a campaign concept is of a major benefit in that it allows marketers to treat all promotional efforts as part of a system, rather than as series of independent and possibly conflicting events. However, the success of any campaign is hinged on how well the various elements of the promotional mix are co-ordinated and integrated to reinforce each other.

2.3.4 DETERMINATION OF TOTAL PROMOTIONAL BUDGET

Having set the promotional objectives, the next issue to address is how much to spend on promotion. Setting the promotional appropriation is a difficult task due to the fact that management in most cases lacks reliable standards for determining the amount of money to spend on each element of the promotional mix. More importantly, it is difficult to evaluate with accuracy the results or promotional expenditures. John

Wenamakar, a successful merchant is reported to have said, "I know half the money I spend on advertising is wasted but I can never find out which half."[6]

One method companies use to decide on their total promotional budget is the percentage of sales approach. In using this approach, the promotional budget is set as a percentage of past or anticipated sales. This method is perhaps the most commonly used owing to its simplicity. But Staton (1978) has criticised this approach as "unsound and logically inconsistent" because by setting promotional expenditures for one year on the basis of sale in the preceding year, management is saying that promotion is a result of sales, when, infact, it is a cause of sales".[7] The same absurdity skill holds when the promotional budget is set as a percentage of Future sales. In essence, the percentage of sales approach actually reverses the intended relationship between promotion and sales.

Another method of setting the promotion appropriation is the objectives and task approach. Under this method, the budget becomes an offshoot of the specification of promotional objectives and tasks. The difficulty with this method lies in determining what promotional effort is required to achieve promotional objectives.

Promotional budget can also be based on competitive parity.The companies using this method base their promotional budget on what competitors are spending. Such companies determine what their competitors are spending and match it. The company may follow only one competitor, alternatively it may use the industry average where available.

Companies can also set their promotional budget on the basis of what is called "all-you-can afford". This approach is based on ploughing all possible available funds into the company's promotional activities. The major flaw with this approach is that, it

does not bear a direct relationship to what should actually be spent on promotion. Thus, management may end up under spending or over spending when this approach is used.

2.3.5 DETERMINATION OF PROMOTIONAL MIX

One other decision companies have to take regarding their promotional strategies is how to effectively combine the various elements of the promotional mix. In other words, companies must decide on how to divide their total promotional appropriation among the main promotional elements. The main elements of the promotional mix are, advertising, personal selling, sales promotion and publicity.

Among the factors influencing choice of promotional elements is the size of the promotional budget. A company with adequate funds is better placed to make more effective use of advertising than a firm with limited financial resources. Infact, financially weak companies may resort to less efficient promotional methods.

Decisions on the choice of promotional mix are also influenced by the nature of the product. For instance, consumer goods require different promotional strategies from industrial products. Thus, while marketers of consumer goods will rely more on advertising, marketers of industrial products will rely more on personal selling. Even within the group of consumer goods, the choice of promotional strategy depends on whether the product is a convenience, shopping or speciality item. Other product attributes that will influence strategy choice are product complexity and extent of brand differentiation.

Furthermore, the nature of the company's target market as determined by its geographic spread, concentration, type and characteristics of prospective customers will impinge on its choice of promotional strategy.

Also, a company predication for push or pull strategy will influence its choice of promotional mix. A company using the push strategy will use more of sales force and trade promotion to push the product through its channels of distribution. On the other hand, a company that relies on the pull strategy will have to spend a lot of money on advertising and consumer promotion to build up demand for the product.

Lastly, the stage of the product's life cycle will influence the promotional mix. As the product progresses from the introductory stage to the growth, maturity and decline stages, so must the promotional strategies change. For instance, advertising and publicity tend to be effective at the introduction and growth stages while sales promotion tends to increase relative to advertising at the maturity stage. At the decline stage, publicity is eliminated while advertising is reduced to a reminder level.

The effectiveness of a promotional programme depends largely on a co-ordinated and integrated approach to the management of the elements of the promotional mix.

The individual forms of promotional activities should complement and reinforce each other. Also, the promotional strategy must be set to complement other elements of the marketing mix.

2.3.6 EVALUATION AND CONTROL

The promotional activities of a company should incorporate a feedback mechanism to enable it assess the effectiveness of its strategy.

As earlier mentioned, the ultimate goal of promotion is sales, but it is difficult to separate the effects of promotion on sales since other elements of the marketing mix

(product, price and place) affect sales. Hence, to assess promotion effectiveness, the focus should be on communication effects such as exposure, recall and readership.
A post Mortem analysis of the promotional strategy will enable the company to determine the strengths and weakness of its programmes so that corrective action could be taken as appropriate.

2.4 SALES PROMOTION

Kelly and Brisco (1963), defined sales promotion to includes "everything intended to primarily stimulate profitable sales both immediately and in the future,

since profitable selling, based on consumer satisfaction is the goal of all retailing functions.[8] The creation of awareness and positive attitudes, however, is not a guarantee that the final steps of actual buying behaviour will ensure. The essence of sales promotion is to actually encourage customers to purchase the merchandise.

To buttress above definition, Peterson (1977) quoted the American Marketing Association as defining sales promotion as "those marketing activities other than personal selling, advertising and publicity, that stimulate consumer purchasing and dealer effectiveness such as displays, shows, expositions, demonstration and various non – recurrent selling efforts not in ordinary routine.[9] The major aim of sales promotion is to boost sales and further creates awareness of the product thereafter.

Sales promotion tools have two distinctive qualities as presented by Kotler (1980). These are insistence presence (as tools having an attention – getting, sometimes urgent quality that can break through habits of buyer inertia toward a particular product) and product demanding (tools suggesting that the seller is anxious for the sale.)[10]

Kotler (1980) went further to explain the internal and external factors responsible for the rapid growth of sales promotion particularly in consumer market"[11]. The internal factors are; promotion has become more acceptable to top management as an effective means to stimulate sales, more product managers are qualified to use sales promotion tools; pressure to obtain quick sales response. The external factors includes, the number of brands has promotion minded; inflation and recession have made consumer more deal oriented; trade pressure for none manufacturers' deal has grown; and where is the belief that advertising efficiency has declined due to costs, media cluster and government control.

Basic marketing communication objectives are derived from basic marketing objectives while sales promotion objectives emanates from target market to target market. Sales promotion objectives for retailers include inducing retailer stocking of new items or larger volume, encouraging off-decision buying entry into new retail outlets. In the words of Webster Jr. (1971) sales promotion must be carefully integrated and co-ordinated with other parts of the total communication programmes to achieve the desired objectives of increasing sales of the product.[12]

Sales promotion uses a wide range of tools and the selection decision depends on the type of market, sales promotion objectives, competitive conditions and cost effectiveness. The basic tools are samples, coupons, price packs, premium and trading stamps. Others include purchase displays and demonstrations, trade promotion, business inventions and trade shows, contest, sweepstakes and games.

Furthermore, additional decisions must be considered in defining the full promotion programme. These include size of incentives, conditions of participation, distribution vehicle, duration, timing and overall budget for promotion.

A company sales promotion pretests should be conducted to determine of the tools are appropriate, the size of the incentive is optimal, and the method of presentation is effective within limited geographical areas. Again, sales promotion programme should be effectively controlled and evaluated to determine how well objectives have been achieved and the measures necessary to correct deviations. The methods of evaluating sales promotion include sales performance movement, consumer panel data, consumer surveys and experimentation. Caution should, however, be exercised when using the results of sales promotion efforts because as Webster, Jr. (1971) rightly stated, Consumer response to sales promotion and deals can produce a "kinked" demand curve representing a short – term shift in demand without any real long – term change in consumer buying habits.[13]

2.5 ADVERTISING

Baker (1979) quoted the American Marketing Association as defining advertising as "any paid form of non-personal presentation and promotion of ideas, goods or services by an identified period.[14] Therefore, it is the presentation of a message, impersonally or through mass media, acknowledged and paid for by the advertiser.

Advertising has become an inescapable, vital and changing aspect of our life. Although, one can say that advertising as it is known today is relatively young, its principles can be traced to early civilization. Brewster et-al (1954) reported that in early Hebrew, Greeck and Roman civilization, public criers proclaimed news of articles for sale as well as news of current happenings"[15].

The development of modern advertising was boosted during the period of rapid social and economic change – the industrial revolution. The invention of printing has equally changed the face of advertising. Some other specific factors that contributed to the phenomenal growth of advertising as noted by Dunn (1969) are : growth in productivity, technological developments, increase in income, growth of middle class, growth of transportation, increase in education, growth in research, growth of large scale manufacturing and service, remoteness of manufacturers from consumers and growth of specialized advertising organisations.[16]

There are different ways of classifying advertising, and it is important for promotion strategies and marketers to understand the various classifications since the type of advertising to use will depend largely on the advertising objectives. Dirksen et al (1977) mentioned five classifications of advertising,[17] the first group is National and local or retail advertising. National describes the advertising done by a manufacturer on

a nation wide scale to stimulate ultimate consumers demand for his product while local advertising is the type done by retailers, the objective of which is to attract customers to their stores. The second classification is based on the audience to which advertising is directed and on this basis, we have consumer advertising, industrial advertising, trade advertising, and professional advertising. The third category of advertising is primary and selective demand advertising. Primary demand advertising is used to stimulate the demand for a class (generic) of product such as milk and beer while selective demand is used to stimulate the demand for a particular brand of a product.

Advertising can also be classified on the basis of whether they are direct action or indirect action. The direct action advertising urges the buyers to take action at once while the indirect action advertising is a form of long range promotion often intended to create wants in the minds of consumers. The last group of advertising is product and institutional advertising. Product advertising is designed to stimulate the market about goods and services while institutional advertising also called corporate advertising is designed to establish favourable attitudes and make friends for the company.

Advertising is different from other promotional activities in many ways. Wilm Shurst (1986) identified three such ways; advertising presents a total controllable message, it delivers messages to large number of people at low cost per "contact", and it is a fast method of communicating with many people at the same time.[18]

The real goal of advertising is to sell by modifying the attitudes and behaviour of the message receiver. Little field and Kirk Patrick (1970) indicated that manufacturers use advertising for three purposes which are; to create goodwill, the impact of which is upon sales, volume, and to reduce marketing costs, particularly product selling costs.[19] Additionally advertising could be used to support personal selling, reach people inaccessible to the sales force, improve dealer relations, and counter prejudice.

The overall aim of building sales can be achieved by using pioneering or educational advertising to build primary demand for the product or service through the conversion of non-users. Also, competitive advertising could be used to poach on competitors' customers by stimulating selective demand. And the purchases of present customers could be increased or expanded by using advertising to persuade them to increase frequency of use, variety of use, and quantity of average consumption.

Since advertising is a persuasive communication effort, it should move the consumer successfully through the buying stages. These stages are the awareness, interest, desire and action (AIDA). In other words, an advertisement must attract the attention of target audience, create interest in them, arouse their desire by convincing them that the product provides solution to their problem, and induce action by asking the target audience to do something (objective of the advertisement).

One vital decision area in advertising is the media, which describes the channels for carrying or transmitting the advertising messages to the intended audience. The channels of advertising should be selected carefully and correctly too; to ensure that they deliver appropriate message to the right audience as effectively as possible. In making media decisions, Norris (1984) indicated five questions that must be answered.[20]

These are:

- who are your customers
- how much money can you afford to spend ?
- how often should you advertise and how much? Is your product seasonal?
- what kinds of media are your competitors using?
- What kind of product or service do you have for sale?

In addition to the above, it is important to consider the circulation of the media, the time and location of buying decision, objective of the advertisement, and communication effectiveness of the media. These should be considered along with qualitative factors such as prestige.

Among the media through which advertising messages (advertisement) could be relayed are newspapers, magazines, television, radio, outdoor, direct mail and business papers.

Writing an advertisement that can move consumers to act in a desired manner requires innovation and creativity. To create an advertisement entails the duties of writing the copy and in doing this the copy writer should consider the special features of the product that will appeal to potential buyers, the target audience, reach ability of the target customers, the channel of distribution of the product and when the product will be purchased and used. The head line of the copy (advertisement) should attract attention, win the readers interest and lure readers into the next. Different types of headlines are used and they include; direct promise headline, news headline, command headline, curiosity headline and selective headline. The copy is basically an implication of the headline and for it to be effective, the words used must be suitable, concise, clear and

personal. The layout of the copy should systematically move the prospect towards the advertisement's ultimate goal.

One further activity that management must incorporate into any advertising strategy is evaluation or feedback. The purpose of such evaluation is to see how well advertising achieves the goals assigned to it. Advertising could be conducted before, during or after the advertising campaign. The pretests are conducted before exposing target customers to the advertisement in order to gather information on their probable success and some of the popular tools that are used are consumer opinion, direct mail, test, sales experiments, mechanical methods and psychological scoring. The concurrent tests are conducted while the advertising campaign is actually underway. The post tests are conducted after the consumers have been exposed to the advertisement. Methods for post testing include, readership (recognition) test, aided or unaided recall test, altitude modifications inquiry tests and sales movement test.

The above reviews centred on the practical aspects of advertising as they affect marketers. However, advertising has come under stringent criticism. Critics of advertisement base their arguments on ethical and economic factors. Ethically, it has been argued that advertising encourages the development of materialism by deliberately focusing on those motives that are of least value to the society and therefore, least desirable in man. The use of fear to play on the motion is seen as morally wrong and advertising messages are seen as half truths and exaggeration. Economically, it is argued that advertising is wasteful in promoting the sales of unnecessary products at the expense of economically desirable ones and that advertising adds to cost of goods and services.

The above criticisms notwithstanding, there is no denying the fact that advertising produces economic and social benefits. Intelligent use of advertising makes

goods and services cheaper by arousing mass demand, thereby encouraging the use of large scale production techniques, the economies of which are passed to consumers. Also, most heavily advertised goods and services are not harmful to health. In fact, manufacturers constantly try to improve their products to have competitive edge over other brands. Branding which ensures identification of the product with the manufacturer serves as a guarantee of quality which must be maintained if the manufacturer is to exist in the long run.

2.6 PUBLICITY

Black (1952) defined publicity as "securing editorial space, as divorced from paid space in all media read, viewed, or heard by a company's customers or prospects, for the specific purpose of assisting in the meeting of sales goals".[21] Publicity is a unique type of marketing communication in that it is information about the organisation and its product or services that is conveyed by the mass media as part of their editorial context. It is widely used in the promotion of products, ideas, places, services, persons, events, organisations etc.

Publicity has the main advantage of greater credibility because the source is perceived to be the medium carrying the message rather than the company selling the product or service. Also because the message is packaged in the form of news rather than as a sales – oriented communication, publicity can reach potential buyers who ordinarily are evasive to salesmen and advertisements.

The potential of publicity in the total promotional mix is enhanced when organisation has a newsworthy story on its product, service etc, when there is the need

to stimulate the enthusiasm of sales force and dealers, when there is need for credibility, e.g a new product, and when the promotional budget is small.

When using publicity as promotional tool, specific objectives must be set. Thereafter, the company generates favourable publicity for the company and its products or service by making a concerted and well planned effort to provide the press with newsworthy information about its activities, products or services. It is also possible to create newsworthy events through which the organisation can get a favourable mention in the media.

Publicity can be favourable or unfavourable. To ensure a favourable publicity, there is the need for a basic understanding of the requirements for being affective, the characteristics of the target audience, and the persons and procedures influencing the use of publicity. Also, many organisations try to develop favourable working relationships with the media, as means of minimising the appearance of negative publicity.

The effectiveness of publicity can be measured by the number of exposure created in the media, change in product or service awareness or attitude and sales and profit impact. Although, firms tend to give less attention to publicity relative to other promotional mix elements, when properly planned and implemented, it could be a vital marketing communication tool.

2.7 PERSONAL SELLING

Kotler (1980) defined personal selling as oral presentation in a conversation with one or more prospective purchasers for the purpose of making sales".[22]

Personal selling is a tool in the communications mix. It is an effective tool in building up buyers preference, conviction and action. Most part of retail activities is done through personal selling. In personal selling, each party is able to observe each others needs and characteristics at close hand and make immediate adjustments if the message is not having the intended effect/

Objectives must be clearly sat for the sales force in personal selling. According to kotler (1980), sales representatives are expected to perform six tasks.

- These are:
- prospecting for new customers;
- communicating with existing and potential customers;
- selling;
- servicing the customers (technical, finance etc);
- information gathering (market research and to supply sales report on their customers calls) and;
- allocating (advising the company on allocating scarce products to their customers in times of product shortages.[23]

The sales force strategy should be developed based on the understanding of the customer buying process and how the company can best position itself against competitors in the same business. The requires the clarification of the type of selling situation that the sales force must handle. After clarification, the company can use direct sales force or a contractual sale force.

The structure of the sales force strategy comes into mind. This is to enable the sales force have maximum impact on the market. The sales force could be structured on products, territorial or geographical and customer basis. The complex sales force structure will be used when a company sells a wide variety of products to many types of customers over a broad geographical area. To determine the optimum size of the sales force, the work load approach is used. This involves classifying customers into size classes according to their annual sales volume, their tasks and dividing these tasks by the amount of time as salesman can handle.

Furthermore, to attract and retain the desired number of sales representatives, the company must develop and maintain an attractive compensation plan. The level of compensation must bear some relation to the "going market rate" so as to get the right calibre of salesman. Features of a good compensation programme are incentive, simplicity, fairness, flexibility, control and competitiveness. The components of compensation are:

- fixed amount;
- variable amount; and
- expenses and fringe benefits.

Other motivators, the management can use are organisational climate and sales quotas to boost moral and ensure high productivity.

Training becomes imperative after recruitment and selection of new salesmen. Kotler (1980) identified training to create knowledge, skills and attitude in the sales force by:

- knowing the company and identify with is;
- knowing the company's products;
- knowing customers and competitors characteristics;

- learning how to make effective sales presentations; and
- being introduced to field procedures and responsibilities.[24]

There should be refresher courses and continuous training to acquaint those already on the job with new products, and new selling techniques just to mention a few.

The success of personal selling depends on the effectiveness of its supervision. Supervision is an expression of the employers natural and continuous interest in the activities of their agent. The essence is to enable sales representative use their time effectively and efficiently. Bell (1972) indicated that implementation of marketing plus must be brought about through what he called "the process of directive leadership" which involves checking organisational readiness to engage in the activity, using good instructions, explaining the strategic rational of the instructions, transmitting bench marks of performance, following upon instructions, engaging in consultative direction, providing tactical leadership and providing inspirational leadership.[25] It could be concluded that supervision is used to maintain effective and efficient utilization of the sales force.

It is also the duty of top management to evaluate salesmen periodically. This is usually done through a good feedback system. Management obtains information through periodic reports, personal observations, customers letters and complaints and conversations with other sales representatives. The popular methods of evaluating sales representatives are:

- salesperson to salesperson comparisons;
- current – to – past sales comparison; and
- qualitative method such as salesperson's customers competitors territory and responsibilities.

2.8 PUBLIC RELATIONS

The focus of public relations is to develop a favourable image of the organisation and its products or services in the eyes of the public. A corporate image is the identity and reputation of the company in the minds of the publics whose attitudes are important to the company. Such publics include customer, employees, suppliers, the community etc. Corporate image is formed in the main on the basis of subjective evaluations and impressions of facts relating to the company as they are received from the publics.

A strong and positive corporate image is beneficial to the company in that it can aid the promotion of its products and services. Also, it can improve the effectiveness of the company's selling and advertising efforts and can be an important source of strengths to middlemen. On the other hand poor and negative company image can hinder and even destroy the effectiveness of the other elements of the promotional mix.

Public relations activities include lobbying, counseling, corporate communications, sponsorship of sports and events and using promotion messages to persuade members of the public to take a desired position.

However, no serious image work can be done without a proper study to determine how the public perceive the organisation. Some of the techniques for measuring attitudes such as survey can be used to access corporate image. Such evaluations provide important information for the development of a public relations or image enhancement programme. It should also be noted that a poor image may not necessarily be a result of only inadequate communication effort. It can result from defects inherent in the product or service. In such situation, it is necessary to correct the enhanced through communication

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CHAPTER THREE

A BRIEF HISTORY OF LEVER BROTHERS NIGERIA PLC.

3.1 HISTORICAL BACKGROUND

Lever Brothers Nigeria PLC. First came into existence in Nigeria in 1923 under the name Lever Brothers West Africa Limited. In 1924 the name was changed to West Africa Limited, a delibrate attempt by its parent. Unilever (Common wealth Holding) Limited. It is to reflect the former major product and identify its name with the local. The name was again changed to Lever Brothers (Nigeria) Limited on 5th December 1955. The present name came into being on 31st May 1973. In compliance with the Company and allied matter act of 1990, the Company substituted the word Limited in it's name to PLC. To become Lever Brothers Nigeria PLC.

It is in the manufacturing industry to satisfy the requirement of the consumers with the best products by processing raw materials into products with long shelf life, adopted to the taste and habit of the consumer. In it's relation with all stockholders, the Company is guided by an unwavering devotion to the pursuit of high standards in the quality of it's products and high standards of integrity and efficiency.

The Company started with the business of producing bar soaps using palm oil in its Apapa factory which was commissioned in 1924. Ever since , expansion has taken place to include the production of international toilet brands like Lux, Astral and Asepso. In addition to soaps, Vim Scouring Powder as well as Pepsodent and Close-up tooth paste are also manufactured.

The Company's factory at Aba in Imo State which was commissioned in 1958 was producing Sunlight and Key laundry soaps initially, but in 1980 the production of RIN detergent bar was installed. The Agbara factory in Ogun State is the Company's third factory . the complex was commissioned in 1983 for the manufacture of edible products. The Factory produces Blue Band and Palnta Margarine, Industrial Oil and Fats as well as Orogo Oils. The Factory also refines Vegetables Oils for third parties. The Lipton tea factory, formally at Burma road, Apapa has been fully relocated in Agbara in order to consolidate the production of the Company's food products in one location. Chesebrough products division at Isolo, Lagos State is the forth factory of the company. It manufactures the popular vaseline petroleum jelly and pond range of skin and hair care products.

The Company's range of quality products are distributed and soled at uniform prices all over the country through an established and tested distribution network, using appointed distributors, supervised by it's trained sales force.

3.2 COMPANY'S OBJECTIVE

- Production of top quality products for consumers satisfaction.
- Contribute to National Economy.
- Create employment opportunities.
- Social responsibilities to the people in its host communities.
- Loyalty through workers performance and attitude.
- Financial- Profitability and return on capital employed.

3.3 ORGANISATIONAL STRUCTURE

The Company divides the Country into five sales zones for effective distribution of it's products. These sales area are:

- Lagos area;
- West/Mid west area;
- East area;
- North west area; and
- North east area.

Each of these sales force is supervised by a District Manager.

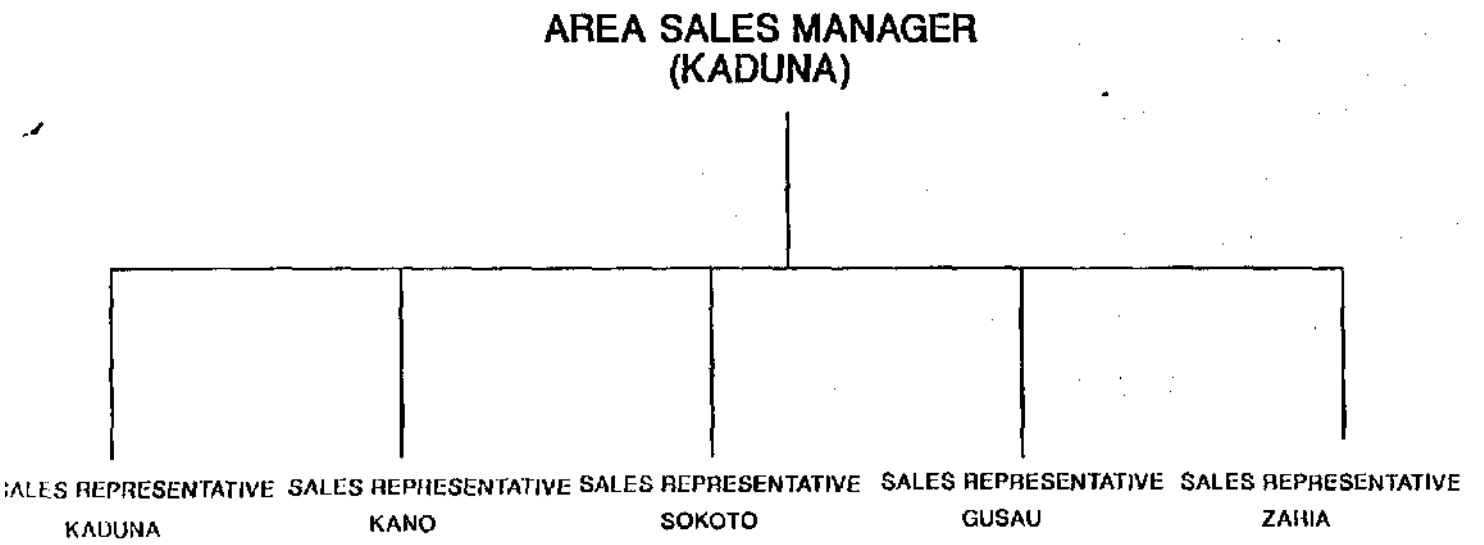


Fig. 1. *ORGANISATIONAL CHART OF KADUNA AREA OFFICE.*

The chart above represent the organisational structure of the LBN regional sales department at Kaduna. The organisational structure of the sales department is based on regional orientation and the sales function has been divided on a geographical basis. The overall boss of the sales department as shown in the chart is designated as Area Sales Manager. He is responsible for the smooth running of the Kaduna branch. It is his responsibility to ensure the Company's objectives as spelt out earlier.

CHAPTRE FOUR

ANALYSIS OF THE COMPANY,S PROMOTIONAL ACTIVITIES

4.1 PROMOTIONAL STRATEGIES OF THE COMPANY

The company does not have a particular or set out strategy to be used. a lot of factors have come to determine the kind of promotional strategy to be executed at a particular point in time. Such factors are the product file cycle, objective of the promotional and cost.

The product life stage determines the promotional strategy to be used. for a product at the introduction stage, the promotional strategies include Sampling, trade promotions, re-launching and consumer promotion.

The objective of the promotion also determines the promotional strategy to be used. hike in the use of sales promotion, the objective are to increase sales, increase market share, create awareness, finish the sale of the products, for instance for a product nearing expiring date. the strategies is to reduce the price or give discount and gifts.

4.2 DETERMINATION OF THE PROMOTIONAL BUDGET

The company seconds substantial amount of money per year on its promotional activities. The promotional appropriation is based on the objective and task method. however, what is actually spent is contigent upon the availability of fund.

4.3 SALES PROMOTION

The company realised the importance of sales promotion as a tactical tool to boast its market share. For instance the company make a serious effort to sustain its leadership of market. in the last kaduna international trade fair, the company re-launch most of its household product in the north, easpicially soaps, detergents, tooth paste, cooking cubes and hair cream. which have either been re-package or generally improved upon. this according to the public relation manager of the company, is to meet international standard. already ROYCO, the company brand of cooking cubes, has been re-launched recently.

The company's sales promotion covers a wide variety of short-term incentive tools, coupons, premiums, contests, buying allowances, designed to stimulate consumer markets, the trade, and the organisation owned sales force.

Presently, the company is involved in three types of sales promotional schemes.

These are :

- Distribution incentive scheme
- Sales force oriented scheme
- Consumer incentive scheme

In the distribution incentive scheme, the objectives is to assist in meeting the target of a particular quarter of the year. under these scheme, three or more brands are normally chosen in consultation with marketing for special focus in a cycle. the brands chosen will be designated " product of the cycle". Customers who achieve their set target on such nomiristed brands will receive cash prizes at the end of each cycle as spelt out in the format designed by the company.

In the sales force incentive scheme, an incentive scheme for the sales forces tagged " personal merit award scheme". recognised and reward individual (unit) effort. It is organised on individual unit basic i.e region, area, district, deport, development van, e.t.c. any unit that achieves its target qualifies for the cash award as per the format designed by each unit. the scheme also rewards over-achievement of targets.

In the consumer incentive scheme, sales promotion are carried out on a specific type of company's brand and instant redemtion and prizes are offered. For instance in the recent lipton tea goodies offer ,consumers that simply send four sides percels of lipton yellow label tea packs with February 1998 production dates or production dates after February,1998 written on them are rewarded. If equally qualifies them to enter for the zonal and national contest .see appendix 1,2&3 for sample of these special offers.

4.4 ADVERTISING

As the business is facing a rougher and tougher world, the role of advertising as a competative weapon is recognised by the company's management. Quite a lot of money is spent yearly in advertising the various brands of the company,

Infact, advertising gulps a greater chunck of its promotional budget (about 60%).it is used by the company to kept its name in the front of the customer and also to stay ahead of its competitors.

Among other objectives, advertising is used by the company to inform its target customer about its new improved products, to persuade them to patronise the company's range of products, to "soften the ground" for its sales staff and to build up its corporate image. the marketing department of the company handles its advertising in conjunction with its advertising agency which at present are insight communications limited and links communication.

Extensive advertisement is run by Lever Brothers Nigeria plc in some of the National Newspapers and Magazines which are selected based on readership profile and circulation. Other advertising media used by the company are television, radio and bill board which are erected in strategic areas.

Speciality advertising is another tool that is being used by the company. Hundreds T-shirts, ballpoint pen, stickers, calendars, etc. bearing their name, logo and some cases brief advertising message are given free to their customers.

4.5 PERSONAL SELLING

Personal selling is another element of the promotional mix that is extensively used by the company. Personal selling affords the opportunity of lively, immediate and interactive relationship between the company's sales personnel and customers. If equally gives permits a very strong relationship to spring up and provides a forum for feeling and getting immediate response from the customers.

Because of the importance attach to this promotional element, the company sales staff are carefully selected. Such staff are expected to have reasonable educational qualifications and must have such personal qualities as high level of energy, abounding self-confidence and ability to carry people along.

At present, the regional sales department at Kaduna is based on regional orientation and the sales function has been divided on a geographical basis. For ensuring effective sales and distribution of company's products, markets are segmented and individual sales representatives are assigned to particular markets, and they are in turn changed with responsibility of ensuring the growth and development of such markets and also of regularly reporting to the district sales manager.

When in the field, the sales staff are expected to find and cultivate new customers, communicate information about the company's products to existing and potential sales customers and win sales. In addition, they gather relevant information from the field that serve as necessary input in the formation of the company's overall marketing strategy. Also, the sales representatives prepare periodic sales report for management use.

All new sales staff are nurtured and trained to LBN standard. Training is a continuous programme in the company. The Human Resources Department

organises in-house as well as external training programme in Kaduna and Lagos. The essence of the various training programmes is to acquaint the sales staff with modern marketing techniques and principles, development in a large consumer goods company, and necessary skills required to keep the company ahead of its competitors.

Personal selling activities consumes a substantial amount of the company's promotional budget.

4.6 PUBLIC RELATIONS/PUBLICITY

In recognition of the importance of public relations, the company has a department that is charged with the responsibility of building a strong and positive image at the Corporate Headquarters in Lagos. The department is responsible for corporate communications, relating with the press to place worthy information in the news media and dealing with relevant groups and government officials and organs on issues of interest to the company.

As part of its public relations activities, the company sponsors various sporting events in the country. These events are given wide coverage by the press.

Also, the company is socially responsible as quite a lot of financial and material resources are expected in this regard. For instance, substantial amount of money was donated to some motherless baby home, reward of scholarship to students in tertiary institutions. This list is not exhaustive. These and other stories are reported in the company's journal. The journal affords the company additional opportunity of publicising its events and activities.

4.7 FEEDBACK MECHANISM

Marketing doctrine states that the way to sell a service is to make it, as much as possible into a product. But the beauty of it is based on the speed and flexibility with which it can be modified in response to the market. At the point of entering the market, the new venture needs to exploit that inherent advantage and avoid undue rigidity in advance of feedback from customers. There is the need therefore for constant inflow of information to serve as input for improving its services.

The research findings of the marketing concerning particular LBN's products or lines are sent to the various area offices through the sales department for implementation. Each individual area sales manager then passes the same findings alongside with instruction and guidelines to his respective district manager for implementation. Though the efforts of the district managers and their sales representatives these research findings are implemented. The feedback to the head office on the implementation (or research findings) takes the same process ie. From district office to the area office and finally to head office.

4.8 OBSERVATIONS

The economy has been bedeviled by a lot of problems in the past decade cutting across all facets – political, religion, socio-economic aim legal structures. Most budgets, have been directed towards amending or changing the situation and only little has been achieved. The above could be put further by recent reactions by different bodies during the last assessment of 1998 budget. The Central Bank of Nigeria *(CBN)* report has accepted the soaring inflationary pressures during this period under review which has weakened the purchasing power of average Nigerian consumer. Thus, virtually, every sector of the economy is affected by low capacity utilisation consequent upon dwindling demand for goods and services.

The manufacturing industries, which *LEVER BROTHERS NIGERIA PLC* belongs to were most hit by this phenomenon. They experienced some barrage of problems among which were under utilisation of installed industrial capacity, accumulated inventory of finished goods, drops in local sourcing of raw materials and lack of new investment in the sectors by members. The company for the first time in 75 years, announced a loss of N132 million in 1997 as against a profit of N1.355 billion in 1996, and could not declare a dividend.

One of the observations arising from this research is the fact that, last year the company refused even to countenance market forces on the supply side. The agitation for higher income without a corresponding in sales performance affect the profit contribution.

Furthermore, ***LBN's*** brands have since been displaced by competing brands, both locally and imported. Promotional expenditures are adjusted in response to these

set back in order to regain its leadership position especially in the soaps and detergents brands.

Motivation is an important requisite for getting extra effort from sales force. There is no adequate compensation for all its categories of staff that commensurate with the kind of jobs they performed. Its reward system is a combination of salary and commission.

Also, emphasis has not been placed on advertising using the local language. It appears the management of the company is yet to appreciate the great potentials of such a strategy as a promotional medium.

Since the operation of the company have the potential to impact on the environment, the company should institute a very strict guidelines to ensure that operations do not in any way have negative impact.

CHAPTER FIVE

SUMMARY, RECOMMENDATION & CONCLUSION

5.1 SUMMARY

This research work has analysed the managerial aspect of promotion in the manufacturing industries using *LEVER BROTHERS NIGERIA PLC, KADUNA* as a case study. The questionnaire method coupled with interview and personal observation were the methods used in collecting data for the research.

The preliminary work for the study was laid in chapter one. In it, the statement of the problem, purpose of the study, scope of the study and its significance were discussed. Also, the limitations of the study such as the failure of the company to divulge some information vital to this research were discussed.

Furthermore, it was indicated that promotion is basically of marketing communication and that designing a promotional strategy involves situation analysis, setting the promotional objectives, determining the campaign theme, setting the budget, determining the promotional mix, implementation, evaluation and control of the programme. The elements of the promotional mix as discussed are sales promotion, advertising, personal selling, publicity and public relations. These are all contained in chapter two.

In chapter three, discussion was on the historical background of the company, its organisational structure as well as the organisational objectives.

The company's promotional activities were examined in chapter four. The ultimate aim of its promotional activities are built around the various brands of

consumer goods. Advertising especially through television, newspapers and bill boards are extremely used by the company so also is personal selling. In addition, a lot of sales promotion is used as short term incentives to attract customers and its public relation department handles activities relating to its public image.

Among the findings of this research are the company's refusal to countenance market forces on the supply side, increasing competition within the industries and poor rewarding system for its sales representatives.

5.2 RECOMMENDATIONS

Policy recommendations are made as a way of improving the promotional strategy of the company based on my findings. The following areas should be examined and improved upon:

1. There should be a renewed emphasis on marketing strategies by the management of LBN for not to loose ground to local competitors as well as imports especially from Asian Tigers. The strategic market as envisaged will not only lift LBN but will also be felt by the entire economy.
2. Sales promotion campaign should be planned with a sensitivity to competitor's strengths and weaknesses in the market to which the promotion will be applied. Competitive vulnerability and consumer purchasing potential are some of the things to be considered in the campaign plan.
3. Effective communications is an essential part of any organisation, thus organisations should be less conservative as regards releasing information. Adequate information foster better public relation since doubts can easily be cleared.

4. It is further recommended that special sales incentive be introduced to the sales staff to motivate them towards greater performance. Also there is the need to increase the strength of its sales force.
5. Above all, more efforts should be made towards reducing operating costs. In the face of dwindling sales, one way of improving profitability is to cut operating costs. But this should not be done to the detriment of a quality product.

   Organisations or marketers should not be concerned with immediate profit only, but must ensure that any promotion is keeping with the image of their products. The product must come first, as short term gains made at the expense of mortgaging the future sales pattern may not be considered too successful.

5.3 CONCLUSION

Promotion is an important element of the marketing mix, it is a requisite for any firm that aims at corporate survival. Innovative promotion stimulates sales, it should be realised that a good product or service is at the core of successful business. A solid foundation built on products and services is the key to surviving the rigours of competition. No amount of promotion can sell an inherently bad or defective product or service.

Therefore, to successfully compete in the turbulent environment in which *LEVER BROTHERS NIGERIA PLC* operates, nothing short of a carefully managed promotional activities are offered. Its corporate goals can only be achieved through attention to details and maintenance of standards.

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DEPARTMENT OF BUSINESS ADMINISTRATION
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Dear Sir/Madam,

QUESTIONNAIRE ON THE MANAGEMENT OF PROMOTIONAL ACTIVITIES IN THE MANUFACTURING INDUSTRIES: A CASE STUDY OF LEVER BROTHERS NIGERIA PLC,

I am a post graduate student in the department of Business Administration, Ahmadu Bello University, Zaria undertaking a research work on the management of promotional activities in the manufacturing industries, a case study of Lever Brothers Nigeria Plc, Kaduna.

The study is being undertaking as part of the requirements for the award of the Master of Business Administration(M.B.A) degree. I am, therefore, soliciting your help in filling the attached questionnaire.

All information supplied will be used for academic purposes and will, therefore, remain confidential.

Thank you.

Ahmed A. Abdulsalik.

Kindly tick where appropriate and fill in the blank spaces. In case the space provided proves inadequate, please feel free to use additional materials to elaborate.

1. PERSONAL PARTICULARS

   DESIGNATION.....

   STATION.....

   NUMBER OF YEARS WITH THE COMPANY.....

   PRINCIPAL FUNCTIONS.....

   .....

   SECTION.....

2. When was Kaduna Office of the Company established?.....
   .....

3. What are the objectives of establishing the office?.....
   .....

4. Outline the full range of services offered by the company
   .....
   .....

5. Who are your target customers?.....
   .....

6. Who are your major competitors?.....
   .....

7. What factors determine your promotional strategy?.....
   .....

8. What are your promotional objectives?.....
   .....

9. What is your average monthly promotional expenditure in naira?..... .....

10. Put a tick in the appropriate box to indicate the method you use in setting your promotional budget out of the ones **listed below:**

percentage of sales method ( )
competitive pority method ( )
objective and tasks method ( )
All-you-can-afford method ( )

11. If there are other factors influencing the determination of your promotional budget, indicate them below.

.....

12. Is advertising used by your company?

.....

13. If yes, what percentage of your total promotional budget is alloted to advertising?

.....

14. Outline your company's advertising objective

.....

15. List on the media through which you advertise your products

.....

.....

16. What factors determine your choice of advertising media?

.....

17. Is your advertising handled internally (by the company's staff) or externally (advertising agency)

18. If handled externally, who are your advertising agency?

.....

19. What factors influenced your choice of the agency?

.....

20. Is sales promotion used by the company?

.....

21. If yes, what are the objectives of your sales promotion?

.....

22. What percentage of your promotional budget is allocated to sales promotion?.....

23. What circumstances determine your use sales promotion? .....

24. List all the sales promotional tools used by your company.....

25. Do you use personal selling in promotion of your products?.....

26. If yes, what are your organisation's sales force objectives?.....

27. What is the strength (number) of your current sales force?.....

28. How is your sales force structures?..... .....

29. In recruiting your salesmen/women, what personal trait or qualities do you look out for?..... .....

30. Indicate the minimum educational qualification you require from your salesmen/women..... .....

31. What functions do your salesmen/women perform?..... .....

32. Outline the type of training you provide for newly recruited salesmen/women..... .....

33. What training do you provide for existing salesmen/women? .....

34. Do you set sales quota or budget for your salesmen/women? .....

35. If yes, what determines such sales budget?..... .....

36. Put a tick in the appropriate bon to indicate your type of sales force compensation plan out oi the ones listed below:

Straight salary ( )
Straight commission ( )
Combination (salary & commission) ( )

37. Indicate the non-financial compensation.....
.....

38. How do you evaluate the performance of your salesmen/ women?.....
.....

39. What percentage of your promotional budget is alloted to personal selling?.....
.....

40. Do you have a separate public relations department or is it handled by your marketing department?.....
.....

41. What functions are performed by your public relations department?.....
.....

42. Mention some of the programmes your organisation undertake to enhance its public image..... .....

43. How do you rate the following promotional mic elements in their order of importance to your organisation?

Sales promotion
Personal selling
Advertising
Publicity/Public relations.


MASTERLINE
LEVER BROTHERS NIG PLC
BAKERY PRODUCTS
The Professional's choice
Masterline, the professional bakers' choice, invites entries for the 2nd Masterline Bakers' Competition.
One winner each from the five regional competitions in Lagos, Benin, Aba, Jos and Kaduna will converge in Lagos for the national grand finale on December 12, 1998.
Bake and Win
fabulous prizes at the Masterline Bakers' Competition
How To Enter
Obtain and fill an entry form
Enclose photos of your presentation
Include the recipe
Ensure you use Masterline range - Breakfast and Marva
All entries shall be screened. Only shortlisted entries shall be entered in the contest.
COMPETITION DATES
LAGOS NOVEMBER 21, 1998
BENIN NOVEMBER 24, 1998
ABA NOVEMBER 28, 1998
KADUNA DECEMBER 2, 1998
JOS DECEMBER 5, 1998
FINALE LAGOS DECEMBER 12, 1998
Prizes to be won!
* Yamaha Generators
* Colour TV Sets * Gas Cookers
* Deep Freezers
* Microwave Ovens
* Refrigerator
* Dough Mixer
...and lets more!
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RECIPE
ENTRY COUPON FOR 1998 MASTERLINE BAKERS' COMPETITION