<table>
<thead>
<tr>
<th><strong>Serial No.</strong></th>
<th></th>
</tr>
</thead>
</table>
| **Author 1** | EKEMEZIE, LIVINUS  
PG/Ph.D/08/47883 |
| **Author 2** |  |
| **Author 3** |  |
| **Title:** | APPRAISAL OF THE EFFECT OF SELECTED MARKETING COMMUNICATION MODELS FOR AN EFFECTIVE REBRANDING NIGERIA |
| **Keyword:** |  |
| **Description:** | DEPARTMENT OF MARKETING |
| **Category:** | FACULTY OF BUSINESS ADMINISTRATION |
| **Publisher:** |  |
| **Publication Date:** |  |
| **Signature:** | Ebere Omeje  
Digitally Signed by: Content manager’s Name  
DN : CN = Webmaster’s name  
O= University of Nigeria, Nsukka  
OU = Innovation Centre |
APPRAISAL OF THE EFFECT OF SELECTED MARKETING COMMUNICATION MODELS FOR AN EFFECTIVE REBRANDING NIGERIA PROJECT

BY
EKE MEZIE, LIVINUS
PG/Ph.D/08/47883

BEING A THESIS PRESENTED TO THE DEPARTMENT OF MARKETING, FACULTY OF BUSINESS ADMINISTRATION, UNIVERSITY OF NIGERIA, ENUGU CAMPUS

DECEMBER, 2014
TITLE PAGE

APPRaisal of the effect of selected marketing communication models for an effective rebranding nigeria project

By
EKEMEZIE, LIVINUS
PG/Ph.D/08/47883

A Ph.D THESIS SUBMITTED TO THE DEPARTMENT OF MARKETING, FACULTY OF BUSINESS ADMINISTRATION, UNIVERSITY OF NIGERIA, ENUGU CAMPUS.
IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A Ph.D DEGREE IN MARKETING

SUPERVISOR:
PROF. J.O. NNABUKO

DECEMBER, 2014
DECLARATION

I, Ekemezie, Livinus Ifeanyichukwu, a postgraduate student in the Department of Marketing, Faculty of Business Administration, with Registration No: PG/Ph.D/08/47883, hereby declare that the work embodied in this thesis is original and has not been submitted in part or full for the award of Degree of this or any other University.

EKEMEZIE, LIVINUS
PG/Ph.D/08/47883
This thesis has been read and approved for the Department of Marketing, University of Nigeria, Enugu Campus.

PROF. J. O. NNABUKO  
(PROJECT SUPERVISOR)  

PROF. G.E. Ugwuonah  
(HEAD OF DEPARTMENT)
DEDICATION

Dedicated to my Lord, Jesus Christ and Heavenly mother, Blessed Virgin Mary.
ACKNOWLEDGEMENTS

I wish to express my profound gratitude to Professor (Mrs.) J. O. Nnabuko, my supervisor, for her patience in handling my numerous problems despite her tight schedule. She painstakingly insisted on standard procedures, was very critical (constructively) and above all, always willing to attend to me at odd hours. I am also grateful to Dr. S. C. Moguluwa, Dr. A. E. Elukwe, Professor G. E. Ugwuonah, Dr. J. Uduji, Professor C. I. Nwaizugbo, Professor U.J.F. Ewurum, Professor J.O. Onah for their contributions and Late Prof. Ikechukwu Nwosu, who was my supervisor and the one who encouraged me to take up this programme.

A thesis of this nature definitely demands eliciting information from numerous sources. I am therefore greatly indebted to all those who supplied the necessary information and materials. Without them the preparation of this work would not have been possible. They include Dr. Ben. Odigbo, Okonji Agwu, Mrs. Blessing Obi, Mrs. Rachel and Barr. (Mrs.) Ben Odigbo.

My appreciation also goes to the entire staff and management of Eni family for their assistance throughout the course of this research.

I also acknowledge the untiring efforts and support of my wife, Mrs. Agnes Onyinye Ekemezie, including my children, Ifeanyi, Nmesomachukwu, Chinecherem, Chukwudi Ekemezie and other relations numerous to mention here. All of you contributed in no small measures to make this dream a reality.
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title Page</td>
<td>i</td>
</tr>
<tr>
<td>Declaration</td>
<td>ii</td>
</tr>
<tr>
<td>Approval Page</td>
<td>iii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>Acknowledgements</td>
<td>v</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>vi</td>
</tr>
<tr>
<td>Abstract</td>
<td>xi</td>
</tr>
</tbody>
</table>

#### CHAPTER ONE

**INTRODUCTION**

1.1 Background of the Study
1.2 Statement of the Problem
1.3 Objectives of the Study
1.4 Research Questions
1.5 Research Hypotheses
1.6 Significance of the Study
1.7 Scope of the Study
1.8 Operational Definitions of Terms

References

#### CHAPTER TWO

**REVIEW OF RELATED LITERATURE**

2.1 Introduction
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2 Conceptual Framework</td>
<td>16</td>
</tr>
<tr>
<td>2.2.1 Integrated Marketing Communications’ Model</td>
<td>16</td>
</tr>
<tr>
<td>2.2.2 Aida Model</td>
<td>21</td>
</tr>
<tr>
<td>2.2.3 Hierarchy-of-Effects Model</td>
<td>23</td>
</tr>
<tr>
<td>2.2.4 The DAGMAR Model</td>
<td>25</td>
</tr>
<tr>
<td>2.2.5 The DRIP Marketing Model</td>
<td>27</td>
</tr>
<tr>
<td>2.2.6 The Two-Way Symmetrical Model</td>
<td>29</td>
</tr>
<tr>
<td>2.2.7 Application of the Models in this Study</td>
<td>31</td>
</tr>
<tr>
<td>2.3 Theoretical Framework</td>
<td>31</td>
</tr>
<tr>
<td>2.3.1: The Theory of Reasoned Action</td>
<td>31</td>
</tr>
<tr>
<td>2.3.2: Social Network and Social Support Theory</td>
<td>32</td>
</tr>
<tr>
<td>2.3.3: The Classic Modeling Theory</td>
<td>33</td>
</tr>
<tr>
<td>2.3.4: Akers’ Social Learning Theory:</td>
<td>33</td>
</tr>
<tr>
<td>2.4 The Concept of Branding and Rebranding</td>
<td>34</td>
</tr>
<tr>
<td>2.5 Country Branding/Rebranding</td>
<td>35</td>
</tr>
<tr>
<td>2.6 History of Rebranding in Nigeria</td>
<td>36</td>
</tr>
<tr>
<td>2.6.1 Gowon’s Three ‘Rs’</td>
<td>37</td>
</tr>
<tr>
<td>2.6.2 General Murtala Muhammed’s Zero-Tolerance to Corruption:</td>
<td>37</td>
</tr>
<tr>
<td>2.6.3 Buhari/Idiagbon’s WAI:</td>
<td>38</td>
</tr>
<tr>
<td>2.6.4 General Ibrahim Babangida’s MAMSER, 1987</td>
<td>38</td>
</tr>
<tr>
<td>2.6.5 Olusegun Obasanjo’s Heart of Africa Project</td>
<td>38</td>
</tr>
<tr>
<td>2.6.6 The Akunyili ‘Rebranding-Nigeria’ Formula</td>
<td>39</td>
</tr>
<tr>
<td>2.6.7 Goodluck Jonathan’s Transformation Agenda</td>
<td>39</td>
</tr>
<tr>
<td>2.7 Problems Militating Against Rebranding Nigeria</td>
<td>40</td>
</tr>
<tr>
<td>2.8 Nigerian’s Positive Image Sides</td>
<td>41</td>
</tr>
<tr>
<td>2.9 Corporate/National Identity</td>
<td>44</td>
</tr>
<tr>
<td>Section</td>
<td>Title</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------------------</td>
</tr>
<tr>
<td>2.10</td>
<td>Creating and Maintaining a Good Image</td>
</tr>
<tr>
<td>2.11</td>
<td>Marketing Communications Explored</td>
</tr>
<tr>
<td>2.12</td>
<td>Integrated Marketing Communications (IMC)</td>
</tr>
<tr>
<td>2.13</td>
<td>Promotion</td>
</tr>
<tr>
<td>2.14</td>
<td>On-line and Off-line Marketing Channels</td>
</tr>
<tr>
<td>2.15</td>
<td>From 4 P's To 4 C's Marketing Concept</td>
</tr>
<tr>
<td>2.16</td>
<td>Integrated Marketing Communications Tools for A Rebranding</td>
</tr>
<tr>
<td>2.16.1</td>
<td>Advertising</td>
</tr>
<tr>
<td>2.16.2</td>
<td>Public Relations</td>
</tr>
<tr>
<td>2.16.3</td>
<td>Social Media</td>
</tr>
<tr>
<td></td>
<td>Direct Marketing Channels</td>
</tr>
<tr>
<td>2.16.5</td>
<td>E-mail Marketing</td>
</tr>
<tr>
<td>2.16.6</td>
<td>Mobile Phones</td>
</tr>
<tr>
<td>2.16.7</td>
<td>Direct Mail</td>
</tr>
<tr>
<td>2.16.8</td>
<td>Telemarketing</td>
</tr>
<tr>
<td>2.16.9</td>
<td>Voicemail Marketing</td>
</tr>
<tr>
<td>2.16.10</td>
<td>Direct Response TV</td>
</tr>
<tr>
<td>2.16.11</td>
<td>Direct Response Radio</td>
</tr>
<tr>
<td>2.16.12</td>
<td>Insert Media</td>
</tr>
<tr>
<td>2.16.14</td>
<td>Direct Response Magazines and Newspapers</td>
</tr>
</tbody>
</table>
2.17 Different Types of Advertising 56
2.18 Grassroots/Community Marketing 59
2.19 Empirical Review 59
2.20 Summary and Gap in Literature 61

REFERENCES 63

CHAPTER THREE
RESEARCH METHODOLOGY 70
3.1 Introduction 70
3.2 Research Design 70
3.3 Sources Of Data 70
3.4 Area of Study 71
3.5 Population of the Study 72
3.6 Determination of Sample Size 72
3.7 Pilot Survey 73
3.8 Data Distribution/Collection Procedure 73
3.9 Research Instrument 74
3.10 Reliability 74
3.11 Validity of the Instrument 75
3.12 Data Analytical Tools 77

REFERENCES 78

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS 79
4.1 Data Presentation 79
4.2 Data Analysis and Tests of Hypotheses 92
4.3 Discussion of Findings 108

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction 116
5.2 Summary of Findings 116
5.3 Conclusion 118
5.4 Recommendations 118
5.5 Contribution to Knowledge 119
5.6 Areas for Further Research 121

REFERENCES 122

BIBLIOGRAPHY 123

Appendix I: Questionnaire Forwarding Letter 131
Appendix II: The Questionnaire 132
Appendix III: Reliability/Validity Test Analysis 136
Abstract

The image of Nigeria and Nigerians has been highly corroded amongst her international publics. This has a lot of implications on the country’s social, economic, technological and political relationship with other nations and people. This study was therefore motivated by the desire to discover the best marketing communications approach for rebranding programmes in Nigeria. The study had the objectives to: (i) Ascertain the extent of application of integrated marketing communications’ models in the rebranding Nigeria programme, (ii) examine the extent of effectiveness of the communications’ models in the ‘Rebranding-Nigeria’ media advertising campaigns to curb corruption amongst Nigerians, (iii) find out the extent the use of two-way symmetrical communications’ model/strategies can go in significantly projecting Nigeria’s image positively and internationally, (iv) determine if the marketing communications’ models significantly improved Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally, (v) ascertain the extent the use of social media networks served as effective complement to marketing communications’ tools for the success of the rebranding-Nigeria programme. Explorative research design was adopted. The population of the study was made up of all staff of the Federal Government Ministries and Agencies that manage image/rebranding programmes. They have total population estimate of 1,200,000 people. The data collection was by questionnaire. A sample size of 400 was determined by the Taro Yamane formula. The reliability and validity test was done with Cronbach Alpha, with a value of 0.85 and an inter-item (standardised) coefficient of 0.89. The five hypotheses formulated were tested with ANOVA (hypotheses 1, 2 and 4) and Chi-Square (hypotheses 3 and 5). The results show that: The extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme was significant ($F_{calculated} = 13.712 < F_{critical \ 1,9df} = 9.55, p = 0.001 < 0.05$). Marketing communications’ models were effective as media advertising campaign tool was significant in curbing corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise. ($F_{calculated} = 23.110 > F_{critical \ 2,6df} = 19.33, p = 0.001 < 0.05$). The use of two-way symmetrical communications’ model/strategies significantly projected Nigeria’s image positively, internationally ($X^2_{calculated} = 1020.71 > X^2_{critical \ \ 114_{df}} = 4.575, p = 0.000 < 0.05$). The use of marketing communications models significantly improved Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally ($F_{calculated} = 24.073 > F_{critical \ 29_{df}} = 19.38, p = 0.001 < 0.05$). Social media networks significantly served as effective complement to marketing communications tools for a successful rebranding-Nigeria programme ($X^2_{calculated} = 1762.236 > X^2_{critical \ \ 8_{df}} = 4.575, p = 0.000 < 0.05$). Based on these, the researcher then recommended that the office of the Minister of Information should be reserved for marketing communicators, future national rebranding committees in Nigeria should at least have up to 60% of integrated marketing communicators, social marketing and social media strategies employed for such campaigns, which also should not be started with propaganda.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study:

Over the years, the image of Nigeria and Nigerians (that is, how our external publics see us) has been quite negative. The image of Nigeria and Nigerians has a lot of implications on our social, economic, technological and political success or failure as a people. This is because our image determines how the international community assess us and relates with us. It is based on this that various administrations in Nigeria have embarked on one image-management project or the other, including the “Heart of Africa” programme of the Obasanjo regime to the recent “Rebranding Nigeria” programme, all to no avail.

Dora Akunyili (2009:2) campaigned that the National Rebranding Project is a systematic response to address the country’s negative image problem. The rebranding initiative drew heavily from the internal components of the previous image project, ‘Heart of Africa.’ It is designed to be people centered through Private, Public, and People's Partnership (PPPP) paradigm shift. This campaign sought to bring about attitudinal change, reorientation, revive cultural values and instill a renewed spirit of patriotism and hope in all Nigerians. But not too many Nigerians seemed to believe in this and the style of piloting the image-management programme.

Thus, a lot of public outbursts, cynicisms and criticisms greeted the rebranding Nigeria project championed by the ex-Minister of Information, Professor Dora Akunyili. Many social commentators argue that the right marketing communications models and strategies were not employed by the implementers. They insist that for Nigeria and Nigerians to effectively market themselves acceptably to the international community, they must first conduct an image and
reputation management audit, which is a national re-examination of values, followed by a holistic marketing communications programme that would change the perceptions of the international publics about us from the negative to the positive sides. This calls for a change of attitude on all Nigerians in a spirit of sound reputation management. This, some critics argue, should have been the philosophy behind the recent rebranding project of the Nigerian government, Fakoya (2009:5). This must have informed the jettisoning of the rebranding programme by the Goodluck Jonathan’s administration, and its replacement with what he calls “A Transformation Agenda” that its philosophy, ideas and implementation has remained hazy so far.

Alabi (2010: 25) argues that for any rebranding exercise to succeed it must be implemented by marketers and not non-marketers like the Nigerian case. Ajingi (2009:15) says that the rebranding Nigeria project is put up by the leaders to deceive the masses, as well as deceive themselves. That to rebrand Nigeria, we must first rebuild the nation, rebuild our concept, rebuild our way of doing things so that we move to the right direction with the right structure. Isikalgu (2009:14) agrees with Alabi that to do a proper rebranding, an understanding of the techniques and procedures required in executing a proper branding and rebranding is essential. So, public relations specialists, brand consultants, advertising agencies and brand specialists, who will channel the rebranding process through appropriate medium for optimum impact are needed. Mustapha (2009:15) asserts that the political power holders should rebrand themselves first before trying to rebrand the masses, because they are the ones who spoiled the hitherto brand Nigeria. Manuels (2009:16) also endorses this view that the rebranding exercise should start with the leaders of the country. This must be why in Nigerians curiosity, Mustapha (2009:3) advises that what the common man needs from their federal government and other political leaders is to
reflect leadership by example. When that happens, there will be little need for re-branding as the Nigerian brand will speak for itself at home and abroad.

Negalex (2009:38) also maintain that Professor Dora Akunyili took it from a very wrong angle, insisting that what is needed now is value re-orientation and attitudinal change of Nigerians. Okiro (2009:7) agrees with this that there is no way you can re-brand Nigeria effectively and successfully without re-branding the various sections that make up Nigeria; the various organizations, units, ministries, parastatals and the individuals beginning with the Nigerian Police.

So, with all these, it became clear that the Nigerian public were not carried along with the Rebranding Exercise, leading to its failure as later admitted by Akunyili (2010: 13) herself to media men in Lagos that what is happening with rebranding Nigeria is a question of struggling to market a product that is not very marketable and that is really posing a lot of problems.

Meanwhile, Alabi (2010: 25) says in plain layman’s language, to rebrand, reposition or repair simply put, means to change consumer’s (target publics’) perception about a nation, people, product or brand and attract positive affectation or affinity to it for the benefit of all stakeholders, particularly the promoters of the brand. Therefore, rebranding, repositioning or repairing, connotes only one thing to the man on the street - a change from negative to positive perception. Imohiosen (2009: 3) agrees with him that re-branding at any point in time has at the heart of it the purpose of given a new look to anything and change whatever is the wrong perception hitherto experienced. Nworah (2006:3) wrote that brands are the tangible and intangible attributes of a product, service or country, comprising the brand names, logo, color, values, customer service levels, price, packaging etc. while branding is the continuous and strategic process involved in the creating and managing of all these associated brand elements and
components. Compared to products and services branding, country branding is the process whereby a country actively seeks to create a unique and competitive identity for itself, with the aim of positioning the country internally and internationally as a good destination for trade, tourism and investments, Nworah (2006:3) added.

On the other hand, Marketing Communications or Integrated Marketing Communications are messages and related media used in communicating with a market. Marketing communication is the "promotion" part of the "Marketing Mix" or the "four Ps": price, place, promotion, and product, (Wikipedia, 2010). Practitioners in marketing, public relations, advertising, branding, brand language, direct marketing, graphic design, marketing, packaging, promotion, publicity, sponsorship, sales promotion and online marketing are usually referred to as marketing communicators. These are the people that some Nigerians are arguing that they are the ones who have the competence to properly plan, package and implement the country's rebranding programmes.

On the other hand, integrated marketing communications (IMC) according to Clow and Baack (2007:5), entails the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless program in order to maximize the impact on end users at a minimal cost. In our context therefore, it is the expert blending of all marketing communication tools, techniques, strategies and media (both orthodox and traditional) into a harmonious accord for an effective and successful national rebranding exercise in Nigeria, in order to optimally carry the citizens both home and abroad along.

Yet, another variant of image-management crucial in a national rebranding exercise is the citizens’ and corporate organizations’ reputation management. Leake (2008:1) defines reputation management as the process of tracking an entity’s actions and other entities’ opinions about
those actions; reporting on those actions and opinions; and reacting to that report. Reputation is generally wrapped around character, what an individual, organization, society or state is known for, and it may be good, bad or ugly. Reputation management is effected via multi-media executed marketing communications programmes. To what extent, therefore, were marketing communications models applied in the Nigerian rebranding exercises? That, we would try to find answers to in this study, with special focus on selected major marketing communications models like: selected integrated marketing communications models (IMC), the hierarchy of effects model, the AIDA model, the DRIP marketing model, the Defining Advertising Goals for Measured Advertising Results (DAGMAR) model, the social media model and the public relations two-way symmetrical model, as the parameters for measurement in this study. Detailed explanations of some of these models could be seen in chapter two.

1.2 Statement of the Problem

The image of the country, Nigeria, has been seriously dented by the ignoble acts of some of its misguided citizens and other negative societal factors. Some of the major negative image-inducing elements include Nigeria’s reputation as one of the most corrupt nations in the world, fraudulent practices known locally as “419” named after the section in Nigeria’s constitution which deals with advance fee fraud. Nigeria’s other negative image problems include bribery and corruption, poor work ethics and values, unemployment, poor quality, fake and substandard goods and services, tribal, ethnic and religious squabbles, leading to incessant bombings and killings of innocent citizens by militant groups like the Boko Haram. These scare away foreign investors (Nworah, 2004). Marketing communications’ practitioners in the country argue that this could be addressed through effective application of some tested marketing communication
models like the hierarchy of effects model, the AIDA model, the DRIP marketing model, the DAGMAR model, the social media model and the public relations two-way symmetrical model. However, the Nigerian Government countered that successive administrations in the country have tried to tackle this negative image problem through various national rebranding programmes like the “Ethical Orientation” of President Shehu Shagari; the Zero-Tolerance to corruption of Murtala Mohammed, the Mass Mobilization for Social and Economic Reconstruction (MAMSER) of the Babangida administration, the war against indiscipline (WAI) of the Buhari/Idiagbon regime, the Heart of Africa Project of the Obasanjo administration and the abandoned “Rebranding Nigeria” programme of the Yar’Adua/Goodluck administration. But despite all these, the country’s national image has continued to the negative side; even with the current ‘transformation agenda” of the Goodluck Jonathan’s administration, which is again a form of economic rebranding programme.

Meanwhile, social commentators like Ofose (2010:26) blame local and international press for their negative reportage of the country as the reason behind the failure. Talking about the ‘Rebranding-Nigeria’ project, Olukolade (2010:5) says the programme did not succeed because, “change is difficult to accept,” while a marketing scholar, Okuhu (2010:3) believes that the image project should never have been undertaken in the first place, because to him, Nigeria as presently constituted is not yet a marketable brand. Nigeria, he said, is like an unbaked bread and no one can buy bread when the dough is yet unbaked. The country is always in the global news for all the wrong reasons, he lamented.

Okuhu (2010:3) clearly belongs to the public relations school of thought which says that “public relations does not carve on rotten woods” and the marketing school of thought which says that you must make a product good first (rebranding) before taking it to the market via a well-planned
marketing communications programme. These schools of marketing/public relations thoughts are annoyed that the country was taken to the international market without rebranding it first. That is, without first of all correcting most of the negative internal and external dynamics that causes the bad image. For instance, Adebija (2010:12) says the entire project should not have come up at all, because it is not a national priority, hence, the rebranding campaign has clearly not lived up to expectations.

On one hand, there is an initiative to rebrand Nigeria, while on several other fronts, there is a lamentable erosion of whatever repository of goodwill the country has among stakeholder publics due to the negative impact of unfortunate socio-economic and political characteristics of our national identity, he bemoaned. In support, Daramola (2010:11) says the exercise should have started with internal institutional reforms. For instance, if the Nigeria Police gets more efficient in the discharge of their constitutional roles that will count for more than all the appearances of the Minister of Information on national televisions. If our election reflects more sanity, it will lend more credence to rebranding than the entire jingle on radio.

Akintunde (2010:13) also says that rebuilding first before rebranding ensures that the basic needs are addressed and restores hope in the country. While Ukpong (2010:13) agrees that what is needed is not playing with words but action, because action speaks louder than words. On the other hand marketing experts like Alabi (2009:14) believes the exercise failed because the rebranding team was mainly non-marketers. All these controversies, thus, brings to question the extent of applications of the selected marketing communications models like the integrated marketing communications model (IMC), the hierarchy of effects model, the AIDA model, the DRIP marketing model, the DAGMAR model, the social media model and the public
relations two-way symmetrical model in the execution of the rebranding campaign, which this study tried to examine critically. See figure 1.1 below for the five-fingers story of marketing communications.

Fig. 1.1: Five-fingers story of marketing communications. Source: Sultan, Shillong (2012), http://www.shillongsultans.blogspot.com/2012/09/introduction-to-imc...

1.3 Objectives of the Study
The major objective of this study is to critically examine the extent of employment of marketing communications models in executing the recent past national rebranding exercise in Nigeria. The sub-objectives include:

1. To ascertain the extent of application of integrated marketing communications’ models in the rebranding Nigeria programme.

2. To examine the extent of effectiveness of the communications’ models in the ‘Rebranding-Nigeria’ media advertising campaigns to curb corruption amongst Nigerians.

3. To find out the extent the use of two-way symmetrical communications’ model/strategies went in significantly projecting Nigeria’s image positively, internationally.
4. To determine if the marketing communications model could significantly improve Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally.

5. To ascertain the extent the use of social media networks served as effective complement to marketing communications tools for success of the rebranding-Nigeria programme.

1.4 Research Questions

In retrospect of the above stated objectives, the following research questions were stated:

1. What is the extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme?

2. Were the communications’ models significantly effective as a media advertising campaign tool to curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise?

3. Did the use of two-way symmetrical communications’ model/strategies significantly project Nigeria’s image positively, internationally.

4. Could the use of marketing communications’ models significantly improve Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally?

5. Did social media networks significantly serve as effective complement to marketing communications tools for success of the rebranding-Nigeria programmes?

1.5 Research Hypotheses

To find answers to the above, the following null-hypotheses will be tested in this study:

1. Ho: The extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme was not significant.
2. Ho: Marketing communications’ models were not be effective as a media advertising campaign tool to significantly curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise.

3. Ho: The use of two-way symmetrical communications’ model/strategies did not significantly project Nigeria’s image positively, internationally.

4. Ho: The use of marketing communications models did not significantly improve Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally.

5. Ho: Social media networks did not significantly serve as effective complement to marketing communications tools for a successful rebranding-Nigeria programme.

1.6 Significance of the Study

The relevance of this study lies in the fact that it will portray the position of Nigeria in the perceptions of the international community. With this, the country would then be in a better position to manage her image and the image of her citizens much more properly. The need for the use of qualified marketing, public relations and communications practitioners in the planning, packaging and implementation of the country’s image-marketing and rebranding programmes would also be emphasized by this study.

The study will also enunciate better social-marketing and social media tools, strategies, techniques and media for piloting a successful rebranding exercise to a multi-religious, multi-ethnic, multi-cultural and socio-politically heterogeneous country like Nigeria. All these are because the image of the country is a major determinant for its economic, social and political development. Apart from these, no man wants to be treated like an outcast by his fellowmen, and no nation wants to be treated like a pariah state by other nations. But that is the consequences of a negative image. Hence, since all the rebranding programmes of previous and present government in Nigerian have been adjudged failures, this study will try to bring out better
marketing principles, techniques and strategies for successfully executing national rebranding programmes in Nigeria.

1.7 Scope of the Study

This study is restricted in scope to a survey of the opinion of some select stakeholders in the project in Nigeria and implementers of the various rebranding programmes in the country. These include:

- Representatives of the student community in Nigeria.
- Teachers and lecturers in Nigeria.
- Members of select professional bodies in the country.
- Journalists and media chieftains in Nigeria.
- Workers in the Ministry of Information.
- Staff of Federal Ministry of External Affairs.
- Select members of the diplomatic corps of some countries in Nigeria.
- Select Nigerians living abroad, since some of them have been tagged the worst enemies of the country.
- Nigerian international businessmen (importers and exporters).
- Members of the Manufacturers Association of Nigeria (MAN).
- Members of select chambers of commerce in Nigeria.

These target publics will be surveyed in three areas of study: Lagos, Abuja and Port Harcourt. The choice of these three cities is because Nigerians of all social and ethnic persuasions live and work dominantly there. The three cities also serve as the major abode for expatriates and members of the diplomatic corps in Nigeria.
Table 1.1: Selected Areas of the Study

<table>
<thead>
<tr>
<th>S/N</th>
<th>Areas of Study</th>
<th>Criteria of Choice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lagos</td>
<td>Dominant Abode of Nigerians from all its ethnic groups and also foreigners</td>
</tr>
<tr>
<td>2</td>
<td>Abuja</td>
<td>Federal Capital territory and dominant abode of Nigerians from all its ethnic groups and also the diplomatic corps</td>
</tr>
<tr>
<td>3</td>
<td>Port Harcourt</td>
<td>Foremost Nigerian Oil city and dominant abode of Nigerians from all ethnic groups and also expatriates</td>
</tr>
</tbody>
</table>

Source: Field Survey, 2011.

1.8 Operational Definition of Terms

For a better grasp of the issues discussed in this study, the following major terms are operationally used in our context as follows:

(i) **Integrated Marketing Communications (IMC):** This is the professional blending of all marketing communications’ tools like advertising, public relations, social media, direct-marketing, publicity, promotions, personal selling and more in a campaign, so that they produce a synergy that will lead to an optimal realization of our set goals/objectives.

(ii) **Rebranding:** This is a process whereby a product, service, institution, organization, nation or people originally known and associated with some negative brand-identity is rebuilt, reconstructed and reformed in positive ways, and then marketed or distributed with this new positive identity to its target publics. These changes are typically aimed at the repositioning of the brand/country, sometimes in an attempt to distance it from certain negative connotations of the previous branding.

(iii) **Rebranding Nigeria:** This is the effective transformation of the negative attitudes and characters that give Nigeria and her citizens bad names/images abroad, to positive
attitudes and characters that are much more alluring and acceptable to other citizens of the world, and effectively marketing those new positive attributes to the world.

(iv) **Image/Reputation Management:** Image and reputation management is the public relations process of analyzing an entity’s actions and the target publics’ perceptions/opinions about those actions; tabling the outcome to the decision makers and helping to correct the negative sides of it. Reputation is generally wrapped around character, what an individual, organization, society or state is known for, and it may be good, bad or ugly. However, image/reputation, sometimes, may be real, perceived, ambivalent or totally untrue. For example, there is a perceived notion that products from Aba in Nigeria are sub-standard, and that Nigerians are fraudsters. But we know that is totally untrue, many Nigerians are men/women of high integrity, while many products from Aba could compete with anyone from abroad.

(v) **Brand Ambassadors:** These are people used as symbols or role models for the marketing or promotion of a brand. For instance, the brand-ambassadors used in the recent rebranding-Nigeria project were Professor Wole Soyinka the Nobel laureate, Chimamanda Adichie a popular novelist, Akeem Olajuwon a high-profile basketball player, Kanu Nwankwo and Austin Okacha, both international footballers and others.

(vi) **Brand Equity:** Brand equity is the unique set of real and/or perceived distinctions attached to a brand by the target publics or market. So, it lives only in the hearts and minds of the target publics/customers. Continuous bombardment of the target publics with repeat adverts creates this brand identity inside their hearts and minds.
REFERENCES


009/04/03/nigerians-on-rebranding-nigeria/

Conference Centre, Abuja, March 17.


http://thenationonlineng.net/web2/articles/14025/How-rebrand-Nigeria-Lessons-from-

At:http://thenationonlineng.net/web2/articles/14025/How-rebrand-Nigeria-Lessons-from-
broad/Paper/html/14/08/2009.


Daramola, A. (2010), Rebranding Nigeria: The Result So Far” At:

Fakoya, O. (2009), Rebranding Nigeria: A Game of Roulette, -
http://www.nigeriavillagesquare.com/articles/dr-olusegun-fakoya/re-branding-nigeria-a-
game-of-roulette.html, April 05.


009/04/03/nigerians-on-rebranding-nigeria/

showpage.html?

2009/04/03/nigerians-on-rebranding-nigeria/


CHAPTER TWO
REVIEW OF RELATED LITERATURE

2.1 Introduction
In this literature review, the concept of marketing communications’ models and its major variants and dimensions were critically explored. Other areas of marketing communications, integrated marketing communications, image management and rebranding strategies were also perused. To do this effectively, the review drew from published and unpublished works that include: the internet, books, journals, newspapers, magazines, government official gazettes, lecture notes, newsletters, books of reading, and other related research works.

2.2 Conceptual Framework
The conceptual framework for this study is founded on the concept of marketing communications’ models, with a highlight of some of its major dimensions as follows:

2.2.1 Integrated Marketing Communications’ Model
The American Association of Advertising Agencies (4A’s, 1989), defined IMC as an approach to achieving the objectives of a marketing campaign through a well-coordinated use of different promotional methods that are intended to reinforce each other (Businessdictionary.com, 2012). The definition recognizes the strategic roles of various communication disciplines (advertising, public relations, sales promotions, publicity, personal selling, direct marketing, etc.) across both traditional and non-traditional marketing channels to provide increased impact when combined within a comprehensive communications plan. Jim (2011) and Abramovich (2013)defined IMC as a strategic marketing process specifically designed to ensure that all messaging and communication strategies are unified across all channels and are centered around the customer, as figure 2.1 below depicts:
Hence, IMC is used practically to allow one medium's weakness to be offset by another medium's strength, with elements synergized to support each other and create greater impact. This is because the IMC weaves together multiple marketing strategies (paid advertising, public relations, promotion, owned assets, social media and many more) that are selected and then executed to suit the particular goals in mind as shown in figure 2.2 and 2.3 below:
Fig. 2.2: Docstoc, C.D.N. (2011), Integrated marketing communications tools, http://www.docstoc.com/docs/119897633/ppl-imc-communications...

Fig. 2.3: Emarketingconsult (2013), Integrated marketing communications tools, http://www.emarketingconsult.com/blog/wp-content/uploads/2013/01/marketing-communications-mix-model-1016x1024...
The essence of this model and the diagrams here is to showcase the importance of IMC tools for an effective rebranding exercise, since we are dealing with a mass audience (national and international publics) with diverse social backgrounds, media interests, media choices and media reach. For instance, in the rebranding programme, the mass media channels like televisions, newspapers, social media, online media and the likes could be used to reach more of the educated and the urbanites, while the below the line media like drama, contests, special events and traditional media like town criers, village meetings, market squares, masquerades and many more could be used to reach out to the not so educated and the rural populace in the campaign. The IMC is therefore a multi-event strategy that carries all the target publics (local, international, government and non-governmental) along as shown in figure 2.5 below and also requires extensive research for best results as shown in figure 2.6:
Fig. 2.5: The new corporate communications wheel. Source: Percy, Larry (2012), Strategic Marketing Communications Theory and practice, ...Adapted from Balmer and Greyser (2003).

Fig. 2.6: Integrated Marketing Communication process and strategies. Source: http://www.medwelljournals.com/fulltext/?doi=ssscience.2011.64.73
As shown on figure 2.6 above, the implementers of the national rebranding programme should have started their IMC with marketing research that would lead to market (citizens and foreigners’ perception) analysis of the country and then forge the best strategy to address that. That would lead to target marketing or target-publics segmentation, then the communications’ plan development which would incorporate all the diverse media of communications and tools like public relations, publicity, advertising, direct marketing, interactive marketing, sales promotion, personal selling, social media, etc.

2.2.2 AIDA MODEL

AIDA was created by Strong in 1925 and is a behavioural model that has as purpose to make sure that an advertisement raise awareness, stimulate interest, and leads the customer to desire and eventually take action (Hackley, 2005). The acronym AIDA stands for:

- **A** – Attention (Awareness): Attract the attention of the customer.
- **I** – Interest: Raise customer interest by focusing on and demonstrating advantages and benefits (instead of focusing on features, as in traditional advertising).
- **D** – Desire: Convince customers that they want and desire the product or service and that it will satisfy their needs.
- **A** – Action: Lead customers towards taking action and/or purchasing.

It is a marketing communications strategy model that describes a common list of events that may occur when we use an advertisement tool in a campaign (Tom and Caywood, 1996; Beakbane, 2013). The model postulates that the mission of an advertisement is to attract a reader, so that he will look at the advertisement and start to read it; then to interest him, so that he will continue to read it; then to convince him, so that when he has read it he will believe it. If an advertisement
contains these three qualities of success, it is a successful advertisement (Ferrell and Hartline, 2005).

The AIDA model therefore teaches us in our marketing communications campaign: How to attract attention to what we are saying to the target publics; how to hold it until the news is grasped by them; how to inspire confidence in the truth of what you are saying; how to whet the appetite of the target audience for further information; how to make that information reinforce the first impression and lead to the desired action from the target publics (Geml and Hermann, 2008). In other words, for an advertisement to be considered successful, it must receive "Attention." Having attention, it must create "Interest." Having the reader's interest it must create "Desire to Buy." Having created the desire to buy it must lead to "Decision or Action".

The model is seen as a highly persuasive and is said to often unconsciously affect our thinking (Butterfield, 1997). With the AIDA model Strong suggests that for an advertisement to be effective it has to be one that:

1. Commands Attention
2. Leads to Interest in the product
3. And thence to Desire to own or use the product
4. And finally leads to Action (Mackay, 2005).

For the advertisement to contribute to success it has to be designed so that the customer passes through all these four phases, with all being equally important. The model implies that advertising should inject memorable and believable messages that will make customers triggered to act in a certain way (Brierley, 2002). In our context, therefore, for the rebranding messages on radio, televisions, billboards and so on to be considered effective, they must have significantly caught Nigerians’ and international publics’ attention, excited their interests, motivated their
desire to buy into the idea and finally identifying with it. But the reverse seemed to be the case, judging from the aforementioned criticisms. That now leads us to the next model.

2.2.3 Hierarchy-of-Effects Model

Developed by Lavidge and Steiners (1961), the hierarchy-of-effects model shows the process, or steps that an advertiser should bear in mind that customers pass through in the actual purchase process (Barry and Howard, 1990). This marketing communication model, suggests that there are six steps from viewing a product advertisement (advert) to product purchase. The job of the advertiser is to encourage the customer to go through the six steps and purchase the product. See the six steps as shown on figure 2.7 below:

Fig. 2.7: Hierarchy of Effects Model, Source: Lavidge and Steiner (1961), http://www.learnmarketing.net/hierarchy_of_effects_model.html
Lavidge and Steiner identified the six steps in the following order:

1. Close to purchasing, but still a long way from the cash register, are those who are merely aware of its existence.

2. Up a step are prospects who know what the product has to offer.

3. Still closer to purchasing are those who have favourable attitudes toward the product, those who like the product.

4. Those whose favourable attitudes have developed to the point of preference over all other possibilities are up still another step.

5. Even closer to purchasing are customers who couple preference with a desire to buy and the conviction that the purchase would be wise.

6. Finally, of course, is the step which translates this attitude into actual action or purchase (Lavidge & Steiner, 1961: 59), as shown in figure 2.8 below:

![Hierarchy of Effects Model](http://www.marketingPlanNOW.com)

**Fig. 2.8: Hierarchy of effects process. Source: Abramovich, Danny (2013), *Marketing Communication Theories*, [http://www.marketingPlanNOW.com](http://www.marketingPlanNOW.com)**
This model also based on the premise that advertising occurs over a period of time, and may not lead to immediate response and purchase. It is rather a series of effects that has to occur, with each step fulfilled on the way towards the next stage (Lavidge & Steiner, 1961). The model holds that advertising effects occur over time and advertising communication may not lead to immediate behavioural response or purchase, but rather, consumers must fulfill each step before (s)he can move to the next stage in the hierarchy (Belch and Belch, 1998: 146). This researcher’s assertion however, differ with this aspect of the theory, because there are individual differences, hence, not everyone is affected by advertising effects just exactly the same way. Hence, a contingency mindset and approach could be better for a very important project like the national rebranding programmes in Nigeria.

2.2.4 The DAGMAR Model

The acronym DAGMAR stands for: Defining Advertising Goals for Measured Advertising Results (Mackay, 2005). It was created to encourage measurable objectives for each stage of the communication (Smith & Taylor, 2002) and does not deal purely with the message (Mackay, 2005). DAGMAR focuses on the levels of understanding that the customers or target publics must have for the message being relayed to them and on how to measure the results of an advertising campaign (Belch & Belch, 1995). The model however holds that communications that make significant impact on target publics or customers must carry them through four levels of understanding:

1. They must first be aware of the existence of a brand or organization.
2. They must have a comprehension of what the message is and what it will do for them.
3. They must arrive at a mental conviction to buy the idea, product or service.
4. Finally they must stir themselves to action (Mackay, 2005: 25-26). This is shown on figure 2.9 below:

![DAGMAR model diagram](image)

**Fig. 2.9:** The DAGMAR model. Source: Linda Karlsson (2007), Advertising Models and Theories, Dissertation to the University of Halmstad, Faculty of Economics and Technology.

The implication of this model for the Nigeria’s rebranding programme is that the marketing communications have to be specific and measurable, and must be done on a hierarchical fashion containing the four stages. There should also be a periodic assessment of the marketing communications programme in order to ascertain whether they are meeting the set goals and objectives.
2.2.5 The DRIP Marketing Model

The acronym DRIP stands for: Differentiate, Reinforce, Inform and Persuade. Drip marketing methods offer the ability to remain top-of-the–mind of the target publics or customers, and even prompt action, without jeopardizing the relationship. The phrase "drip marketing" is said to be derived from "drip irrigation", an agriculture/gardening technique in which small amounts of water are fed to plants over long periods of time as shown in figure 2.10 above (McFedries, 2004).

It is a marketing communications flow model that suggests the following steps:

1. **Differentiate**: Differentiate your programme, project, product or service by defining where it is positioned in the market (minds of the target audience).

2. **Reinforce**: To reinforce the brand’s message, consider consolidating and strengthening your messages and experiences, demonstrating why your programme, project, product or service is different – superior, cheaper, easier, better, more sincere than what the target audience were fed before.

3. **Inform**: Inform or make people aware of your brand, programme, project, product or service and the unique qualities.

4. **Persuade**: Persuade your audiences to behave in particular way – encourage further positive behaviour like buying into the idea or product and adopting it.

Drip marketing is distinct from other marketing communications tools in two ways:

1. The timing of the messages follows a pre-determined course;

2. The messages are dripped in a series applicable to a specific behavior or status of the recipient. It is also typically automated. The DRIP strategy is used to support other marketing communication planning and is useful when setting broad communication goals. It can be applied when launching a new programme, product, service or repositioning an existing one. For example, it could be used to reposition the Heart-of-Africa programme that gave birth to the Rebranding Programme or the Rebranding Programme that gave birth to the Transformation Agenda, all in Nigeria. The Drip marketing model believes in the philosophy that slow and steady wins the race, so, such important national programmes like the rebranding exercise must be sustained over time.
2.2.6 The Two-Way Symmetrical Model

Fig. 2.11: The Two-Way Symmetrical Model. Source: Yaxley, Heather (2013), 2-way symmetric communications...https://greenbanana.wordpress.com/.../2-way-symmetric-communications...

The two-way symmetrical model is a public relations communications technique in which organizations and their publics adjust to each other. Its aim is to achieve mutual understanding and two-way communication rather than one way persuasion. The symmetrical model employs mixed motives, collaborative advocacy, and cooperative antagonism to resolve any conflict between the communicator and his target publics. Hence, it balances self-interests with the interest of others in a give-and-take process that can waver between advocacy and collaboration.

The two-way symmetrical communication model of public relations is therefore a must-use for many corporate organizations in the mould of modern marketing (Pearce, 2013). This is why public relations experts according to the Chartered Institute of Public Relations (2012) argue that this is the most ethical public relations model, because all groups are part of the resolution of problems.
Grunig’s four models of Public Relations

<table>
<thead>
<tr>
<th>Model Name</th>
<th>Type of Communication</th>
<th>Model Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press agentry/publicity model</td>
<td>One-way communication</td>
<td>Uses persuasion and manipulation to influence audience to behave as the organization desires</td>
</tr>
<tr>
<td>Public Information model</td>
<td>One-way communication</td>
<td>Uses press releases and other one-way communication techniques to distribute organizational information. Public relations practitioner is often referred to as the “journalist in residence.”</td>
</tr>
<tr>
<td>One-way asymmetrical model</td>
<td>One-way communication</td>
<td>Uses persuasion and manipulation to influence audience to behave as the organization desires. Does not use research to find out how the public feel about the organization.</td>
</tr>
<tr>
<td>Two-way symmetrical model</td>
<td>Two-way communication</td>
<td>Uses communication to negotiate with publics, resolve conflict, and promote mutual understanding and respect between the organization and its public(s).</td>
</tr>
</tbody>
</table>

In the model the organization and its publics are pictured at opposite ends of the continuum, either as a pure asymmetry model in which the dominant coalition tries to force a public into accepting the organization’s position or as a pure cooperation model in which the public uses communication to convince the dominant coalition to accept the public’s position. The middle of the continuum is the “win-win” zone in which the organization and the public use communication to achieve a decision acceptable to both sides. This new model advances our thinking about the practice of public relations because it considers both parties in the public relations situation (Grunig, 2013; Yaxley, 2013).
2.2.7 Application of the Models in this Study

These models are very useful and have been used in other countries to successfully package and market corporate and national images of other countries. That is why they are being seriously recommended in this research for the implementers of the Nigerian rebranding campaign. The application of the models is expected to help resolve the conflicts of arguments and criticisms that greeted the last rebranding-Nigeria campaign. They would also help to douse the doubts that existed between the programme implementation and the Nigerian publics, in order to achieve mutual understanding and consensual acceptance of the exercise.

2.3 Theoretical Framework

Our theoretical construct for this work hinges on the following:

2.3.1: The Theory of Reasoned Action:

This theory which was developed by Fishbein and Atzen (1980:26), emphasizes the concept of “behavioural intent” as a major factor in determining whether individuals will actually perform a desired action. According to this theory, behaviour is determined by:

i. “Personal attributes” such as beliefs, attitudes and expected outcome.

ii. Perceived social pressure, norms and beliefs which individuals have about what opinions their “significant others” or reference groups hold relative to a desired behaviour, combined with the extent to which they feel that they are motivated by or should go along with the opinions of others, and

iii. The perceived behavioural control such as belief individuals have about the availability of resources and obstacles to performing a behaviour, (Fishbein and Atzen, 1980:26; Manoncourt, 2002).
For actual application of this theory in the rebranding Nigeria programme, therefore, the implementers must factor into its communications campaign messages, the target publics’ (Nigerians), personal attributes of hospitality, dexterity, hardwork, commitment to duty, being our brothers’ keepers expressed in communal life and expected positive outcome from these. The perceived social pressure and reference groups for the youths to be used may include youth brand-ambassadors like Chimamanda Adichie a popular novelist, Akeem Olajuwon a high-profile basketball player, Kanu Nwankwo, Austin Okocha, both international footballers and many others. Perceived social pressure and reference groups for the leaders and politicians to be used in the planned marketing communications models may include notable past leaders like Obafemi Awolowo who caused an educational revolution in the West, Michael Okpara who caused an industrial revolution in the East, Akanu Abiam who exemplified transparency and selflessness in public office, Ahmadu Bello who inspired development and education in the North; and of course Nnamdi Azikiwe one of the pioneers of journalistic activism and who fought doggedly for the nation’s independence, just to mention but a few. All these leaders served the country selflessly without amassing wealth as it is the norm today. Some of them did not even own a personal house of their own, not minding they were presiding over enormous public funds.

2.3.2: Social Network and Social Support Theory

According to Israel et al (1985), this theory holds that social interactions can promote or inhibit individual and collective behaviour. The theory emphasizes the importance of "Social Network" which refers to the set of linkages and social relationships between people and “social support,” which refers to the content of these relationships, i.e what is actually being shared or transmitted during different interactions. Such social support include:
i. Emotional Support, i.e. caring, esteem, love, respect.

ii. Instrumental Support, i.e. Money, services, tangible aid, transport.

iii. Informational Support, i.e. advice, suggestions or information useful to problem solving.


For the application of this theory in the rebranding Nigeria programme, the implementers could invent marketing communications messages that discourage youths from evil companies and associations. This is a form of de-marketing exercise or social marketing campaign. In doing this, however, they must be given incentives and supports like free holidays, free excursions, debating competitions, sports competitions and many of such activities that engage their time meaningfully and productively.

2.3.3: The Classic Modeling Theory

This was developed by Bandura (1969). It postulates that parents or friends influence adolescent behavior by setting an example and providing social reinforcement. The theory emphasizes that direct observation and imitation of a particular behavior of significant others are the essential processes for adolescents to acquire that behavior.

The implementers of the national rebranding programme could apply this theory into their campaign by inviting parents on workshops and seminars through their various unions and associations, where they would be enlightened on best ways to show good examples to children, via their behaviours and conducts.

2.3.4 Akers’ Social Learning Theory:

Akers et al (1979:638) also emphasizes that social behaviour is acquired through direct conditioning and through imitation or modeling of others' behaviour. In support, cognitive-affective theorists (Ajzen 1985; Ajzen and Fishbein 1980; Fishbein and Ajzen 1975) have argued
that the influences of others’ behavior operate indirectly and are mediated through cognitive-affective processes. Parents should therefore watch the kind of companies that their children keep, in order not to get into acts that could damage the good names of their families and their country. Hence, in the aforementioned seminars and workshops for parents, the implementers of the national rebranding programme should also teach them how best to keep an eye on their children in order to redirect them off the course of ignoble acts that could tarnish the image of their families and the nation.

2.4 The Concept of Branding and Rebranding

Nation online (2010:3) says that in plain layman’s language, to rebrand, reposition or repair simply put, means to change consumer’s perception about a product or brand and attract positive affectation or affinity to it for the benefit of all stakeholders, particularly the promoters of the brand. Therefore, whatever we marketing professionals may call it, rebranding, repositioning, rebuilding or repairing; it connotes only one thing to the man on the street - a change from negative to positive perception. Branding is all about perception and that is what differentiates a good brand from the rest of the pack in the category. Nilson (2000) on the other hand, opines that a brand is really just a symbol with tremendous potential, and that this symbol can be expressed in many different ways. According to Cowking & Hankinson (1996), a brand is simply a product or service which can be distinguished from its competitors. Murphy (1998) adds that such distinguishing aspects of brand features could be tangible and intangible. This must have prompted Nworah (2005:3) to assert that “if brands are therefore the tangible and intangible attributes of a product, service or country, comprising the brand names, logo, color, values, customer service levels, price, packaging etc. branding therefore is the continuous and strategic process involved in the creating and managing of all these associated brand elements and
components. Branding is also the marketing and management process that gives a product, service, organization, or personality a unique identity and image such that it is easily and positively identifiable and distinct from the competition.

Wikipedia (2010:2), also observed that rebranding on the other hand is the process by which a product or service developed with one brand, company or product line affiliation is marketed or distributed with a different identity. This may involve radical changes to the brand’s logo, brand name, image, marketing strategy and advertising themes. These changes are typically aimed at the repositioning of the brand/company, sometimes in an attempt to distance itself from certain negative connotations of the previous branding, or to move the brand up the market. However the main reason for a rebrand is to communicate a new message for a company, something that has evolved, or the new board of directors’ wishes to communicate. But Sinclair (1999:14), maintains that there is no magical formula, however, there is rather a methodical process which involves careful strategy, memorable visuals and personal interactions, all of which must speak in unison for a customer to place full trust and invest their emotions in a brand that is on offer.

2.5 Country Branding/Rebranding

In our context operationally, here, national rebranding is therefore the effective transformation of the negative attitudes and characters that give a nation and its citizens bad names/images, to positive attitudes and characters that are much more alluring and acceptable to other citizens of the world, and advertising those positive attitude/attributes through astute marketing public relations strategies to the world. This must have informed Nworah (2005:2) stand that compared to products and services branding. Country branding is the process whereby a country actively seeks to create a unique and competitive identity for itself, with the aim of positioning the country internally and internationally as a good destination for trade, tourism and investments.
For countries to compete effectively in the global market, and also be able to attract foreign direct investments (FDI), they may have to employ branding and marketing techniques. While this is easier said than done, it also does not guarantee complete success if the other variables and factors are not in place, most especially the right enabling environment (Nworah, 2005:4). Ham (2001:5) says, "A state just like a company, requires a strong brand. To rise above the cluttered political landscape, a state must be able to define and promote its vision." Ferguson (2001:6) also writes that, "No state wants to be anonymous. The goal, rather, is to have a brand that makes winning friends and influences easy. Building a compelling brand with deep, multi-faceted attributes requires a long-term, team-oriented commitment. It will require politicians and bureaucrats to understand how brand-identity is developed, promoted, and maintained.”

Olins (1999), warns countries of the risks of ignoring nation branding and predicts that country branding will become normal practice in the future. According to him, the lack of interest and belief in country branding by some who are sceptical is only as a result of snobbery, ignorance and semantics.

These views are also supported by Brymer (2003) that "Countries will compete daily with neighbours or block regions for tourism, internal investment and export sales. Those countries that start with an unknown or poor reputation will be limited or marginalized. They cannot easily boost their commercial success.”

### 2.6 History of Rebranding in Nigeria

Nationonline (2010:4) observes that probably unknown to most Nigerians, the brand Nigeria project has been an ongoing project since after the Nigerian civil war. It gave a run down of the history of rebranding in Nigeria as follows:
2.6.1 Gowon’s Three ‘Rs’: At the end of the 30 month internecine war, General Yakubu Gowon in what seemed like a masterstroke to heal the scaring wounds of the war, initiated a sort of rebranding programme. To weld the country back from the brink, Gowon introduced the three Rs namely: Reconciliation, Rehabilitation and Reconstruction. He also declared that there was no victor or vanquished at the end of the war. To implement this campaign, Gowon pledged to remain in power till 1976 before handing over to a civilian regime after a democratically conducted election. Gowon was lucky. His regime coincided with the beginning of the oil boom era in Nigeria, thus he was able to spend money to prosecute the three Rs agenda. Gowon embarked on several capital projects especially roads, bridges, estates and edifices befitting a country like Nigeria. On the diplomatic and international plain with its new found fame and fortune, Nigeria played the big brother role for the less endowed African countries and the country was respected for it. But like most African leaders of that era, Gowon soon lost focus when he attempted the ‘sit tight syndrome.’ The moment Gowon said 1976 was no longer realistic for a democratic handing over, the brand equity of his regime and the country began to ebb, (Nationonline, 2010: 7).

2.6.2 General Murtala Muhammed’s Zero-Tolerance to Corruption: Murtala along with his team came on board with vision and patriotic fervour. With zero tolerance for corruption in both public and private sectors, Murtala vowed to take the Nigerian brand to the apogee of glory and respectability both nationally and internationally. Transcending beyond Nigeria, Murtala made Africa the centre piece of his political agenda internationally. Within a short time that the regime lasted, Nigeria as a brand scored a diplomatic bull’s eye playing prominent role on the continental platform in the independence struggle of countries like Zimbabwe, Angola and even
South Africa. But the Murtala regime was shortlived and thus ended his brand drive (Nationonline, 2010: 7).

2.6.3 Buhari/Idiagbon’s WAI: The War Against Indiscipline (WAI) was launched by General Muhammadu Buhari (rtd) and the late General Tunde Idiagbon when the regime came on board in 1983. WAI, another rebranding effort was aimed at giving Nigerians a new lease of life. WAI espoused discipline in both public and private lives and Nigerians were fast adapting to some aspects of it before the regime was overthrown (Nationonline, 2010: 8).

2.6.4 General Ibrahim Babangida’s MAMSER, 1987: The Mass Movement for Self Reliance, Social Justice and Economic Recovery (MAMSER) was introduced as part of the transition programme of the regime. With the sole aim of giving Nigerians and Nigeria a new beginning, MAMSER had on board eminent Nigerians who have excelled in their various areas of calling in both private and public lives. Till date MAMSER remains the longest internal rebranding effort ever embarked upon by any government in Nigeria. Ironically, despite its laudable objectives and high calibre personnel, MAMSER ended up a colossal failure. But why did MAMSER fail? Historians and students of political history contended that lack of sincerity and transparency on the part of the leadership were responsible for MAMSER’s failure. The failure could be best illustrated by the annulled June 12, 1993 Presidential election that almost tore Nigeria apart, (Nationonline, 2010: 8).

2.6.5 Olusegun Obasanjo’s Heart of Africa Project: When President Olusegun Obasanjo regime took off in 1999, instead of embarking on internal rebranding like the examples mentioned above, it chose to externalize the rebranding project. In an effort to market Nigeria on the international scene, Obasanjo during his first term toured different countries of the world
selling Nigeria abroad. During his second term, Obasanjo also launched the Heart of Africa project, a continuation of the regime’s external rebranding campaign. The Heart of Africa project too achieved little because it is difficult to rebrand externally without doing same on the internal realm. Like shaving a man’s head in his absence, Nigerians (the brand ambassadors) were not carried along with the project design and execution, hence it ended as another false start (Nationonline, 2010: 8).

2.6.6 The Akunyili ‘Rebranding-Nigeria’ Formula: When the former Honourable Minister of Information and Communications, late Professor Dora Akunyili, unveiled a new rebranding agenda to reposition and reinvent Nigeria, her efforts attracted both wide criticism and at the same time applause within the country and even beyond. She was criticized because most people felt the timing was wrong and given the current challenges of the global financial meltdown, they felt it was inauspicious for the government to embark on another spending binge in the guise of rebranding (a sign of deep seated distrust of government intentions). But to those who applauded her, no time can be more auspicious than now to rebrand under a civilian regime after a decade of uninterrupted civilian rule. Besides, they felt Nigeria needs urgent repackaging in order to attract investors into the country. However, before Nigerians could finish analyzing the merits and demerits of the minister’s initiative, the programme went comatose like others before it, (Nationonline, 2010: 9).

2.6.7 Goodluck Jonathan’s Transformation Agenda

Following the wide spread criticisms that greeted the Dora Akunyili rebranding style and timing, Dr Goodluck Jonathan, who won the presidential election of 2011 in Nigeria, chose to distance himself from that, by introducing what he called “A Transformation Agenda.” The philosophy behind this is to transform Nigeria and Nigerians in positive ways, in the areas of social,
economic political, technological, infrastructural, educational and agricultural spheres. He also intends to introduce greater openness, accountability and transparency in governance.

But so far, there has been no clear-cut implementation master plan of the transformation agenda, showing how Nigerians could buy into this programme, thereby making it hazy in the minds of the citizens. Besides, current happenings in the corridors of power do not give the Nigerian public any hope that there has been a remarkable departure from most of the issues that gave the country its negative image, in the ugly past, like high level corruption and over-bloated cost of governance. Hence, when Goodluck Jonathan withdraw fuel subsidy in January 1, 2012, the Nigerian masses stoutly resisted that, due to their total distrust of Nigerian high-level public office holders.

2.7 Problems Militating Against Rebranding Nigeria:

Among the major problems militating against a successful rebranding campaign in Nigeria and causing its global negative image include:

- Nigeria’s reputation as one of the most corrupt nations in the world,
- Some Nigerian citizens involvement in advance-fee-frauds (otherwise, locally known as “419”).
- Fraudulent electoral practices by members of the political class; Nworah (2006:11) articulates Nigeria’s other problems and brand eroders to include:
- Bribery and corruption, unemployment, poor infrastructural development, over dependence in the oil sector for federal income and revenue, poor work ethics, increasing citizens dissatisfaction and disaffection with the government, political structures and politicians, corporate and large scale organizational irresponsibility, inadequate
funding of the educational, health and other key sectors, neglect of the agricultural and other non-oil productive/manufacturing sectors, continued manufacture of poor quality, fake and substandard goods and services, over dependence on imported goods, poorly regulated capital and financial market, tribal, ethnic and religious squabbles, homelessness, poverty and hunger, poor maintenance culture, poor planning, lack of security and disregard for human life and property, armed and pen robbery, among others (Nworah 2004). Also contributing to the negative international image is:

- Long periods of military dictatorship which saw the country’s national treasures pillaged, and citizens’ rights abused over a long period of time.
- Foreign media sometimes largely exaggerated negative reports on the issues of financial scams, political instability, religious and ethnic riots and clashes, corruption, economic mismanagement and poor infrastructural development and other problems in Nigeria.

When you look at all these, you could now understand why some public relations, marketing and media practitioners in Nigeria were quarreling with Dora Akunyili that she ought to have advised the government to go on a rebuilding/reformation programme first before going international with her rebranding campaign.

2.8 Nigerian’s Positive Image Sides:

The issues about Nigeria and Nigerians are not all that negative. There are a lot of positive sides to the country. For instance:

- Nigerians have been judged in an international poll by the UK New Scientist magazine (2008:5), to be the friendliest and one of the happiest people on earth;
- Nigeria’s population puts it as the largest market in Africa,
The country’s abundant natural resources and skilled workforce all count in Nigeria’s favour.

Exploits of Nigerian intellectuals, academics, sports men and women are also well documented;

The country’s abundant talents/exports in football like Augustine Jay-Jay Okocha, Kanu Nwankwo, Obafemi Martins, John Mikel Obi, Osaze Odewinme, John Fashanu, Rasheed Yekine, just to mention but a few, competition, culminating in an Olympic gold medal in football at the 1996 Atlanta Olympics.

Nigeria’s other great international sports stars like Akeem ‘the dream’ Olajuwon, Mary Onyeali, Falilat Ogunkoya, Innocent Egbunike, Nduka Odizor, Emeka Okafor and Michael Olowokandi who play in the National Basketball Association’s (NBA) elite league in America.

To the credit of the Nigerian government is again its fight against corruption, although cynics maintain that such efforts are targeted only against enemies of the government and the ruling People Democratic Party (PDP), but has succeeded in nailing some big fishes and hitherto untouchables like the former Inspector-General of the Nigeria Police (Tafa Balogun) who was removed from office in 2004, and sentenced to serve a 4 years and 8 months prison sentence for corruptly enriching himself to the tune of over 10 Billion Naira ($100M). Also the Minister of education, Prof. Fabian Osuji and four others, Senators Ibrahim Abdulazeez, John Azuta Mbata, Emmanuel Okpede, Badamasi Maccido and a member of the House of Representatives, Dr. Garba Shehu Matazu, and the senate president (Senator Adolphus Wabara) who were all implicated in a 50 Million Naira ($500,000) bribery scandal and resigned as a result. Also the
Minister of Housing and Urban Development, Mrs. Mobolaji Osomo was sacked over the manner in which her ministry handled the sales of federal government houses in Lagos.

Then, the impeachment of the governor of Bayelsa state, Chief D.S.P. Alamieyeseigha and subsequent imprisonment for corrupt practices. The arrest and trial of the former Speaker of the House of Representative, Dimeji Bankole, over corruption charges, by the Economic and Financial Crimes Commission (EFCC), and many more.

- The reforms by the Central Bank of Nigeria in the financial sector, which resulted in the re-capitalisation of Nigerian banks and whittling down of the number of banks from 89 to just 25, thereby restoring some confidence in the economy, as it appears that the days of failed banks due to fraud and under-capitalisation are over, (Nworah, 2006:13).

- Again, in June 2006, the Financial Action Task Force (FATF), a Paris-based international agency that fights drug trafficking and financial crimes expunged Nigeria's name from the list of non-cooperating countries and territories in the fight against money laundering and other financial crimes. Nigeria was placed on the FATF list of non-cooperating countries in July 2001, having been adjudged to be in substantial breach of efforts aimed at checking money laundering and drug trafficking. A statement by the Economic and Financial Crimes Commission (EFCC, 2006) says that "the delisting by the FATF means that Nigeria is now free of drug-related encumbrances that can impede inflow of foreign investment and economic growth. It also shows that Nigeria's fight against financial crimes through the Economic and Financial Crimes Commission (EFCC) is working".
Obasanjo (2006:2) also believes that Nigeria's de-listing would, together with the ending of its indebtedness to the Paris Club, the nation's BB Minus rating of its long-term credit status by Fitch Rating, help to attract greater foreign investment to the country.

- In addition to the setting up of the EFCC, the Nigerian government has also introduced some anti-corruption measures including the setting up of the Independent Corrupt Practices and other Related Offences Commission (ICPC) as well as The Office of Due Process, Budget Monitoring and Implementation in the presidency.

- The efforts of some state governors and officials like Donald Duke who built the Tinapa Business Resort, a veritable tourist resort of international standards.

All these and many more including Nigerians’ reputation as one of the most friendly and most hospitable people in the world are “brand capitals” we should not toy with through acts of bombings and terrorism.

2.9 Corporate/National Identity

Bernstein (1984) described corporate identity as “a planned assembly of visual cues by which the audience can recognize a company” and distinguish one company from another and which may be used to represent or symbolize the company.” Jefkins (1988) says this corporate identity can be “intangible” or “physical”. Supporting Jefkins, Marquis, (1970:2) defined corporate identity as that part of the image that can be seen or heard. It is, he said, every tangible mark of identity - all the vehicles, object and means of communication on which the corporate identity is displayed.

While writing on corporate image, Marquis (1970:2) posited that, corporate image is the sum total of all impressions of the firm in the public consciousness. It is an intangible impression that is different for each observer. He said that the opinions of employees, customers, suppliers, stockholders, bankers, potential investors, competitors, government officials, and the general
public, all combine to form a corporate image. In his own account, Nwosu (1996:12-5) said that corporate image, refers to the overall reputation of an organisation as determined by the various pictures, impression, knowledge, information and perceptions that the publics of that organisation have about it. Nwosu, (1996:123) described image as "how people perceive an organization, a person, country or something." Jefkins, (1986:21) said that, "image can be a very fickle thing, because different people can have very different images of the same thing; so an image is whatever it is in people’s minds.” This means that image is mainly determined by perception. Hence, Ajala, (1999) said that while corporate identity is expressed in everything an organisation does its products or services and its communications; corporate image on the other hand, is the totality of all the impressions that a company makes on all its audience.

2.10 Creating and Maintaining a Good Image

For an organization or country to create and maintain a good image, Pondray, (1970:20) offered the following nine suggestions:

1. The organisation should make itself better known to its various publics through effective and constant communication.

2. Change yourself - it is easier than changing the public. The public will never change its thinking about you, unless you, on your own, change or reform any questionable policies and practices.

3. Speak the language of action - If you want to be listened to, support your words with actions. Words alone are hollow.

4. Weary not in well-doing - Public opinion takes time to develop. Don't give up good programmes, if they don’t meet with immediate public recognition give it time to build that up.
5. Truth rides out the storm - Half-truth and falsehood don’t work. Always base public relations’ (rebranding) programme on truth.

6. Put your heart where your money is - Money alone can’t buy favourable public opinion. Back up your money with personal participation. The public will fret the message.

7. Tell your story in terms of the publics’ needs, not your own need (that is to say we Nigerians must find out what our international publics expect from us and package our rebranding along that line).

8. People interest people most - People want to hear about other people, they are less interested in a firm. Express things in terms of human interest. (Here lies the importance of testimonial advertisements in our rebranding campaigns).

9. Watch that log - it may be a crocodile. Clever or easy solutions rarely work. Before taking any public stand, an organisation must thoroughly examine all the ramifications.

2.11 Marketing Communications Explored

Marketing communications is the "promotion" part of the "Marketing Mix" involved with the function of planning, packaging and disseminating messages through relevant media to our target publics/market. It does this through effective manipulation of the "four Ps": product, price, place, and promotion. Those who practice advertising, branding, brand language, direct marketing, graphic design, marketing, packaging, promotion, publicity, sponsorship, public relations, sales, sales promotion and online marketing are termed marketing communicators or marketing communication managers (Wikipedia, 2010; Clow and Baack, 2007:1).

Traditionally, marketing communications practitioners focused on the creation and execution of printed marketing collateral; however, academic and professional research developed the practice to use strategic elements of branding and marketing in order to ensure consistency of
message delivery throughout an organization - a consistent "look & feel". Many trends in business can be attributed to marketing communications; for example: the transition from customer service to customer relations, and the transition from human resources to human solutions and the trends to blogs, email, and other online communication derived from an elevator pitch (Clow and Baack, 2007:1).

2.12 Integrated Marketing Communications (IMC)

Integrated Marketing Communications (IMC) is the coordination and integration of all marketing communication tools, avenues, functions and sources within a company into a seamless program that maximizes the impact on consumers and other end-users at a minimal cost (Clow and Baack, 2007:1). IMC includes the coordination and integration of all marketing communication tools, avenues, and sources within a company into a seamless program in order to maximize the impact on end users at a minimal cost. This integration affects all firms’ business-to-business, marketing channel, customer-focused, and internally directed communications, (Wikipedia, 2010).

However, without a complete IMC plan there is no integration or harmony between client and customers. The goal of an organization is to create and maintain communication throughout its own employees and throughout its customers. Integrated marketing communications aims to ensure consistency of message and the complementary use of media. The goal of selecting the elements of proposed integrated marketing communications is to create a campaign that is effective and consistent across all the media platforms.

2.13 Promotion

Promotion is one of the elements of the marketing mix. Promotional activities include advertising (by using different media), sales promotion (sales and trades’ promotion), and
personal selling activities. It also includes Internet marketing, sponsorship marketing, direct marketing, database marketing and public relations. Integration of all these promotional tools, along with other components of marketing mix, is a way to gain an edge over a competitor advised Clow and Baack (2007:3). This is another powerful tool for a rebranding campaign, in the hands of marketing communications experts.

2.14 On-line and Off-line Marketing Channels

Online marketing channels include any e-marketing campaign or program, from search engine optimization (SEO), pay-per-click, affiliate, email, banner to latest web related channels for webinar, blog, micro-blogging, RSS, podcast, Internet Radio, and Internet TV, (Wikipedia, 2010). The reasons for their importance begin with the explosion of information technologies.

Offline marketing channels on the other hand are traditional print media (newspaper, magazine), mail order, public relations, industry relations, billboard, traditional radio, and television. Channel power has shifted from manufacturers to retailers to consumers. Using outside-in thinking, Integrated Marketing Communications is a data-driven approach that focuses on identifying consumer insights and developing a strategy with the right (online and offline combination) channels to forge a stronger brand-consumer relationship. This involves knowing the right touch points to use to reach consumers and understanding how and where they consume different types of media, (Wikipedia, 2010).

2.15 From 4 P’s To 4 C’s Marketing Concept

Schultz et al (2007:5) suggest that there ought to be marketers’ shift from or a strengthening of the traditional 4Ps mindset as follows:
i. Not Product, But Consumer
You have to understand what the consumer's wants and needs are. Times have changed and you can no longer sell whatever you can make. The product characteristics have to match the specifics of what someone wants to buy. And part of what the consumer is buying is the personal "buying experience."

ii. Not Price, But Cost
Understand the consumer's cost to satisfy the want or need. The product price may be only one part of the consumer's cost structure. Often it is the cost of time to drive somewhere, the cost of conscience of what you buy, the cost of guilt for not treating the kids, the investment a consumer is willing to make to avoid risk, etc.

iii. Not Place, But Convenience
As above, turn the standard logic around. Think convenience of the buying experience and then relate that to a delivery mechanism. Consider all possible definitions of "convenience" as it relates to satisfying the consumer's wants and needs. Convenience may include aspects of the physical or virtual location, access ease, transaction service time, and hours of availability.

iv. Not Promotion, But Communication
Communicate, many mediums working together to present a unified message with a feedback mechanism to make the communication two-way. And be sure to include an understanding of non-traditional mediums, such as word of mouth and how it can influence your position in the consumer's mind. How many ways can a customer hear (or see) the same message through the course of the day, each message reinforcing the earlier images? (Schultz, Tannenbaum, and Lauterborn, 2007).
2.16 Integrated Marketing Communications Tools for A Rebranding Campaign

2.16.1 Advertising:

Bullmore (2007:3) defined advertising as any paid-for communication overtly intended to inform and/or influence one or more people. Burnett (2008:17) says “Advertising says to people, 'Here's what we've got. Here's what it will do for you. Here's how to get it.’” While Ogilvy (2006:43) says “I do not regard advertising as entertainment or an art form, but as a medium of information.” Wikipedia.org (2010) on its part says Advertising is a form of communication used to persuade an audience (viewers, readers or listeners) to take some action with respect to products, ideas, or services. Most commonly, the desired result is to drive consumer/target publics’ behavior with respect to an offering. Advertising messages are usually paid for by sponsors and viewed via various traditional media; including mass media such as newspaper, magazines, television commercial, radio advertisement, outdoor advertising or direct mail; or new media such as websites and text messages. This is unarguably one of the most potent tools to be used for a successful rebranding campaign.

2.16.2 Public Relations:

Public Relations (PR) is the actions of a corporation, store, government, individual, etc., in promoting goodwill between itself and the public, the community, employees, customers, etc. (Zhao, 2003; Grunig and Hunt, 1984, Soroka, 2002). The first World Assembly of Public Relations Associations, held in Mexico City, in August 1978, defined it as "the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action, which will serve both the organization and the public interest (en.wikipedia.org, 2009)."
Public relations provides an organization or individual exposure to their audiences using topics of public interest and news items that provide a third-party endorsement, (Twede, 2005:20; Seitel, 2007), which may exclude direct payment (Answers.com, 2008). Common activities of public relations include speaking at conferences, working with the media, crisis communications, social media engagement and employee communication, ((Rubel, 2007:7; Kamau, 2009: 67; Maloney, 2003:19).

Phillips and Young (2009), describes the form and nature of Internet-mediated public relations. It encompasses social media and other channels for communication and many platforms for communication such as personal computers (PCs), mobile phones and video game consoles with Internet access. The increasing use of the mentioned technologies give the media a democratization power and thus, aid the work of public relations. Public relations is used to build rapport with employees, customers, investors, voters, or the general public (Schneider et al, 2010; Bxet al, 2003; Jakobsen, 2000; Berneys, 1984:23; MacNamara, 2005). Almost any organization that has a stake in how it is portrayed in the public arena employs some level of public relations, (Cutlip, 1994:113). There are a number of public relations disciplines falling under the banner of corporate communications, such as analyst relations, media relations, investor relations, internal communications and labor relations, (Stuart, 1996:62; Biagi, 2005:43; Tymson and Lazaar, 2006; Stoykov and Pascheva, 2005).

2.16.3 Social Media:
This include all the new Internet communications media for social networking like the Twitter, Facebook, LinkedIn, Foursquare, Youtube and many more, (Yoxall et al, 2006:183; Choi and Burgess, 2007). Unlike the traditional tools which allowed for only one-way communication,
social media outlets allow you to engage in two-way communication and receive immediate feedback from your various stakeholders and publics, (Lee and Kim, 2008; Zabaniotou, 2008). Furthermore companies can join discussions with multiple user identities to create a positive image of the company (e.g. quantity of positive statements from different users (Wilcox et al, 2002:149). It is therefore highly recommended for a successful rebranding campaign in Nigeria, especially to target the youths.

2.16.4 Direct Marketing Channels
This includes any medium that can be used to communicate directly to a customer. Today, with the expansion of digital technology and tools, direct marketing is increasingly taking place through online channels. Most online advertising is delivered to a focused group of customers and has a trackable response. For instance, Display Ads are interactive ads that appear on the Web next to content on Web pages or Web services. Formats include static banners, pop ups, videos, and floating units. Customers can click on the ad to respond directly to the message or to find more detailed information. According to research by eMarketer, expenditures on online display ads rose to 24.5% between 2010 and 2011. This shows the popularity of this medium, (eMarketer, 2011:19; EBSCohost, 2009). These media could be very effective in a national rebranding exercise.

2.16.5 E-mail Marketing
Sending marketing messages through email is one of the most widely used direct-marketing methods. According to one study by Dickie (2009:14), email is used by 94% of marketers, while 86% use direct mail. One reason for email marketing popularity is that it is relatively inexpensive to design, text, and send an email message. It also allows marketers to deliver messages around
the clock, and to accurately measure responses, (Brandweek, 2010). These media tool is therefore highly recommended for an effective national rebranding exercise.

2.16.6 Mobile Phones
Through mobile-phone marketing, marketers engage with prospective customers and donors in an interactive manner through a mobile device or network, such as a cellphone, smartphone, or tablet. Types of mobile marketing messages include: SMS: (short message service) — marketing communications are sent in the form of text messages, also known as texting. MMS: (multi-media message service). These messages use elements such as images, video, and audio; Mobile Applications: Smartphone-based mobile apps contain several types of messages. Push Notifications are direct messages sent to a user either automatically or as part of a campaign. Location-Based Marketing: marketing messages delivered directly to a mobile device based on the user's location (Wunderman, 2011; Oguinn, 2008:624), as in using it to send rebranding_Nigeria messages to the country’s remote rural areas.

2.16.7 Direct Mail
The term “direct mail” is used to refer to communications sent to target publics or potential customers via the postal service and other delivery services. Direct mail is sent to them based on criteria such as age, income, location, profession, etc. (DMA, 2011, Daily Mirror, 2011). Direct mail includes advertising circulars, catalogs, free-trial CDs, pre-approved credit card applications, and other unsolicited merchandising invitations delivered by mail to homes and businesses, (Ferdinand, 2011). These media tool is also highly recommended for an effective national rebranding exercise in Nigeria.
2.16.8 Telemarketing

This is another common form of direct marketing, in which marketers contact customers via the television. The primary benefit to businesses is increased lead generation, which helps businesses increase sales volume and customer base. The most successful telemarketing service providers focus on generating more "qualified" leads that have a higher probability of getting converted into actual sales (Telemarketer, 2010; Jaakko, 2007; Charlesworth, 2009). This media tool could be used to create and sustain awareness on the rebranding-Nigeria campaign.

2.16.9 Voicemail Marketing

Voicemail marketing emerged out of the market prevalence of personal voice mailboxes and business voicemail systems. Voicemail marketing presented a cost effective means by which to reach people directly, by voice, (Louise et al, 2008). However, abuse of consumer marketing applications of voicemail marketing resulted in an abundance of "voice-spam," and prompted many jurisdictions to pass laws regulating consumer voicemail marketing. More recently, businesses have utilized guided voicemail (an application where pre-recorded voicemails are guided by live callers) to accomplish personalized business-to-business marketing formerly reserved for telemarketing, (Rayner, 2010, 1). These media tool is therefore highly recommended for an effective national rebranding exercise, to many Nigerians who now use mobile phones.

2.16.10 Direct Response TV

Direct marketing via television (commonly referred to as DRTV) has two basic forms: long form (usually half-hour or hour-long segments that explain a product in detail and are commonly referred to as infomercials) and short form, which refers to typical 30-second or 60-second commercials that ask viewers for an immediate response (typically to call a phone number on screen or go to a website). TV-response marketing - i.e. infomercials can be considered a form of
direct marketing, since responses are in the form of calls to telephone numbers given on-air. This allows marketers to reasonably conclude that the calls are due to a particular campaign, and enables them to obtain customers’ phone numbers as targets for telemarketing (Cialdini, 2010:45; Collins, 2010:3). This media tool if properly employed could be an effective weapon for the national rebranding exercise.

2.16.11 Direct Response Radio

In direct response radio, ads contain a call to action with a specific tracking mechanism. Often, this tracking mechanism is a "call now" prompt with a toll-free phone number or a unique Web URL. Results of the ad can be tracked in terms of calls, orders, customers, leads, sales, revenue, and profits that result from the airing of those ads, (Consumeraffairs, 2010:5). This media tool can also serve as an effective avenue to send rebranding Nigeria messages to the country’s remote rural populace.

2.16.12 Insert Media

This is another form of direct marketing tool that could be used in a rebranding campaign. Insert media are marketing materials that are inserted into other communications, such as textbooks, catalogs, newspapers, magazines, packages or bills. Out of home direct marketing refers to a wide array of media designed to reach the consumer outside the home, including transit, bus shelters, bus benches, aerials, airports, in-flight, in-store, movies, college campus/high schools, hotels, shopping malls, sport facilities, stadia, taxis — that contain a call-to-action for the target audience to respond, (David, 2007; Morh, 2006). This media could be employed to reach the large arm of student’s population and other youths in Nigeria in our rebranding-Nigeria campaign, by inserting the pamphlets in schools’ brochures, lecturers’ textbooks, etc.
2.16.14 Direct Response Magazines and Newspapers

Magazine and newspaper ads often include a direct response call-to-action, such as a toll-free number, a coupon redeemable at a brick-and-mortar store, or a QR code that can be scanned by a mobile device — these methods are all forms of direct marketing, because they elicit a direct and measurable action from the target audience and could therefore be quite useful for a successful rebranding Nigeria campaign.

2.17 Different Types of Advertising

Manohar (2000:15) outlines the different types of advertising that could be employed for a rebranding exercise as follows:

(i) **Print Advertising - Newspapers, Magazines, Brochures, Fliers.** These are popular advertising media. Advertising products, services, ideas or projects via newspapers or magazines is a common practice. In addition to this, the print media also offers options like promotional brochures and fliers for advertising purposes. Often the newspapers and the magazines sell the advertising space according to the area occupied by the advertisement, the position of the advertisement (front page/middle page), as well as the readership of the publications. For instance an advertisement in a relatively new and less popular newspaper would cost far less than placing an advertisement in a popular newspaper with a high readership. The price of print ads also depend on the supplement in which they appear, for example an advertisement in the glossy supplement costs way higher than that in the newspaper supplement which uses a mediocre quality paper (Manohar 2000:15).
(ii) Outdoor Advertising (Billboards, Kiosks, Tradeshows and Events)

Outdoor advertising is also a very popular form of advertising, which makes use of several tools and techniques to attract the customers outdoors. The most common examples of outdoor advertising are billboards, kiosks, and also several events and tradeshows organized by the company. The billboard advertising is very popular, however, it has to be really terse and catchy in order to grab the attention of the passersby. Organizing several events or sponsoring them makes for an excellent advertising opportunity (Manohar 2000:15). Nigeria can organize shows, dramas and other social event exhibitions for youths to promote their rebranding campaign.

(iii) Broadcast advertising - Television, Radio and the Internet

Broadcast advertising is a very popular advertising medium that constitutes several branches like television, radio or the Internet. Television advertisements have been very popular ever since they have been introduced. The cost of television advertising often depends on the duration of the advertisement, the time of broadcast (prime time/peak time), and of course the popularity of the television channel on which the advertisement is going to be broadcast. The radio jingles have been very popular advertising medium and has large impact on the audience, which is evident in the fact that many people still remember and enjoy their popular radio jingles, (Manohar 2000:15).

(iv) Covert Advertising - Advertising in Movies

Covert advertising is a unique kind of advertising in which a product or a particular brand is incorporated in some entertainment and media channels like movies, television shows or even sports. There is no commercial in the entertainment but the brand or the product is subtly (or sometimes evidently) showcased in the entertainment show (Manohar 2000:15). The internationally popular Nigerian home-videos could be used as effective tool for this exercise.
(v) **Surrogate Advertising - Advertising Indirectly**

Surrogate advertising is prominently seen in cases where advertising a particular product is banned by law. Advertisement for products like cigarettes or alcohol which are injurious to health are prohibited by law in several countries and hence these companies have to come up with several other products that might have the same brand name and indirectly remind people of the cigarettes or beer bottles of the same brand. Common examples include Fosters and Kingfisher beer brands, which are often seen to promote their brand with the help of surrogate advertising (Manohar 2000:15).

Nigeria could still employ this tool by getting some international citizens of high integrity like Nelson Mandela, Clinton, Jimmy Carter, Desmond Tutu, etc., to comment on CNN about the friendliness, hospitality and other good sides of Nigerians.

(vi) **Public Service Advertising - Advertising for Social Causes**

Public service advertising is a technique that makes use of advertising as an effective communication medium to convey socially relevant message about important matters and social welfare causes like AIDS, energy conservation, political integrity, deforestation, illiteracy, poverty and so on. David Oglivy who is considered to be one of the pioneers of advertising and marketing concepts had reportedly encouraged the use of advertising field for a social cause. Oglivy once said, "**Advertising justifies its existence when used in the public interest - it is much too powerful a tool to use solely for commercial purposes.**"

(vii) **Celebrity Advertising**

Although the audience is getting smarter and smarter and the modern day consumer getting immune to the exaggerated claims made in a majority of advertisements, there exist a section of advertisers that still bank upon celebrities and their popularity for advertising their products.
Using celebrities for advertising involves signing up celebrities for advertising campaigns, which consist of all sorts of advertising including, television ads or even print advertisements (Manohar, 2000:15). Popular and credible Nigerian citizens, sportstars and comedians could be employed here for the rebranding campaign.

2.18 Grassroots/Community Marketing

The door-to-door distribution of flyers and leaflets within a local community is a business-to-consumer form of direct marketing that could be used extensively to market the rebranding-Nigeria campaign, focusing on a local catchment. Similar to direct mail marketing, this method is targeted purely by area and community, and costs a fraction of the amount of a mailshot, since it is not necessary to purchase stamps, envelopes, or address lists with the names of home occupants, (Learningmarketing.net, 2011).

2.19 Empirical Review

In Anholt (2005), the strategic imperative for developing nations to apply branding principles in their trade relations with the developed countries is because the rising trend of globalization and the breaking down of international barriers of trade has increased the competition amongst countries and companies for consumers and investments, also known as Foreign Direct Investments (FDIs). Therefore, it is the country, place or region that is able to project the most positive image to potential investors and tourists, and also guarantees peace and stability of investment, as well as security of life and value for money that will likely attract tourists and foreign investments.

In another study, Clow and Baack (2007:3) discovered that to gain an edge over a competitor, corporate organizations, institutions and nations must employ tested and proven integrated communications models like AIDA, hierarchy of effect, communications’ effect and others.
Hence, he recommended them as powerful tool for a rebranding campaign, in the hands of marketing communications experts. In their own study, Schultz et al (2007:5) suggested that there ought to be marketers’ shift from or a strengthening of the traditional 4Ps mindset to 4Cs as follows: product to consumer, price to cost, place to convenience and promotion to communication.

Reinforcing the image question, Schultz, Tannenbaum and Lauterborn (2007), in their study found that public relations image management provides an organization exposure to their audiences using topics of public interest and news items that enhances third-party endorsements. In their own study Phillips and Young (2009), reported that the form and nature of Internet-mediated public relations encompasses social media and other channels for communication and many platforms for communication such as personal computers (PCs), mobile phones and video game consoles with Internet access. That the increasing use of the mentioned technologies give the media a democratization power and thus, aid to the work of public relations. Schneider et al (2010) in their study also found that public relations image management was used by organizations in the US to build rapport with employees, customers, investors, voters, or the general public.

On the other hand, Lee and Kim (2008) in their study found that unlike the traditional tools which allowed for only one-way communication, social media outlets allowed organizations surveyed in Canada and the US to engage in two-way communication and receive immediate feedback from their various publics. Furthermore, the companies joined discussions with multiple user identities to create a positive image of their businesses.
According to research by eMarketer, expenditures on online display ads rose to 24.5% between 2010 and 2011, and this shows the popularity of this medium, (eMarketer, 2011:19; EBSCohost, 2009). These media could be very effective in a national rebranding exercise. According to one study by Dickie (2009:14), email is used by 94% of marketers, while 86% use direct mail. One reason for email marketing popularity is that it is relatively inexpensive to design, test, and send an email message. It also allows marketers to deliver messages around the clock, and to accurately measure responses, (Brandweek, 2010). These media tool is therefore highly recommended for an effective national rebranding exercise.

2.20 Summary and Gap in Literature

A cursory look at the literature review in this text shows it made excursion into the following areas:

- A critical highlight of the theoretical underpinning for the study, with emphasis on the theory of reasoned action by Fishbein and Atzen (1980:26); the social network and social support theory by Isreal et al (1985); the classic modeling theory by Bandura (1969), and the social learning theory by Akers et al (1979).

- It also looked into the concept of branding and rebranding for better appreciation, with more expose on country branding and rebranding; and the history of rebranding in Nigeria. Other areas of interest include the problems militating against effective rebranding of Nigeria and a perusal of Nigeria’s positive image and the country’s corporate or national identity as seen from the eyes of her international publics, then how to create and maintain a good image.

The review also embodied an X-ray of marketing communication, integrated marketing communications (IMC), the concept of marketing promotion, online and off-line marketing
channels, the new 4Cs of marketing and a highlight of the major IMC tools. Others areas looked into include social media and direct marketing channels like the E-mail marketing, mobile-phones marketing, direct-response TV, direct-response radio, insert media and many more.

However, a discernible gap was found in the total dearth of data on the rate of success or failure of previous rebranding programmes in Nigeria. This study is an attempt to fill that gap, with emphasis on the immediate past rebranding project championed by the then Minister of Information, late Professor Dora Akunyili.
REFERENCES


Chartered Institute of Public Relations (2012), Grunig in his excellence theory - CIPR, http://www.cipr.co.uk/.../Nicola%20Wate...


Library Catalouging, Oxford:UK

Linda Karlsson (2007), Advertising Models and Theories, Dissertation to the University of Halmstad, Faculty of Economics and Technology.


Marketingabout.com, (2009), Advertising: http://marketing.about.com/cs/advertising/a/marketvsad.htm---


Mohr, I. (2006), "Movie props on the block: Mouse to auction Miramax leftovers", pReed Business Information, February 27.


Pearce, Craig (2013), Public relations: changing the world,


Yaxley, Heather (2013), 2-way symmetric communications...


CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter will give the research methodology and the design for this study through a roadmap or a plan of action, showing what and how the researcher will carry out the step-by-step procedure for accomplishing the research task. It will therefore highlight the blueprint for collecting, presenting, and analyzing data in this research work, as variously endorsed by Agbaeze (2004:56) and Eboh (1998: 20).

3.2 Research Design
In our context here, explorative research design will be used, which in turn will utilize survey method in gathering data and statistical tools for the analysis and tests of hypotheses, as captured by (Kotler, 2005:166; Ikeagwu, 1998: 3). In doing so, secondary data from relevant sources will also be used to check upon the primary survey results.

3.3 Sources of Data
The primary data will be sourced through field surveys, using structural questionnaire, oral and telephone interviews. While the secondary data will be sourced from diverse fields of endeavour which include government and the private sector sources related to our course of study. They include:

- Federal Ministry of Information
- Federal Ministry of External Affairs
- The Federal Ministry of Internal Affairs (now, Federal Ministry of Interior).
- Books, Journals and Internet sources
Local Media reports and articles on rebranding Nigeria.

International Media Reports on Rebranding Nigeria.

Other research materials related to our subject matter.

3.4 Areas of the Study

Following the old regional structure of the country, so as to achieve a truly representative national coverage of this study, our selected areas of study are three socio-politically vital states in the country: (Lagos, the former federal capital territory from the West; Abuja, the present Federal capital territory from the North and Port Harcourt, a foremost bursting oil city from the defunct Eastern region of Nigeria, covering the current south-east and south-south).

The justification for the choice of Lagos and Abuja in this study stems from the fact that as former and present federal capital territories of the country, both cities harbour foreigners and Nigerians from its 250 ethnic groups in great numbers. While Port Harcourt as the country’s foremost and largest oil city also pool Nigerians of all works of life to it. Hence, the three cities are truly representatives of the economic, social and political outlook of the entire country.

<table>
<thead>
<tr>
<th>Geopolitical Zone</th>
<th>Representative State/City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Nigeria</td>
<td>Abuja</td>
</tr>
<tr>
<td>Eastern Nigeria</td>
<td>Port Harcourt</td>
</tr>
<tr>
<td>Western Nigeria</td>
<td>Lagos</td>
</tr>
</tbody>
</table>
3.5 Population of the Study

A population of study or the universe of interest is the sum total of all the elements defined before the selection of sample. A sample is therefore a proportion or a part of the population selected to participate in actual investigation of the subject being studied. It is also the total number of elements within a given environment, which a researcher sets out to study (Odo, 2004: 93; Nwodu, 2005: 66). Bearing all these in mind, therefore, the population of this study are all staff of the Federal Government Ministries and Agencies that manage its image/rebranding programmes. They have total population estimate of 1,200,000 people, according to the Federal Office of Statistics’ (FOS, 2012) report.

3.6 Determination of Sample Size

From the working population of 1,200,000 people, we used the sample size determination formula for known population as developed by Taro Yamane (1964) with the formula:

\[
\frac{n}{N} = \frac{1}{1 + N(e)^2}
\]

Where

\[
\begin{align*}
n & = \text{Sample Size} \\
N & = \text{The Population Size} \\
e & = \text{Margin of Error (5% or 0.05)} \\
1 & = \text{Constant Value}
\end{align*}
\]

Substituting, we have:

\[
\frac{n}{1,200,000} = \frac{1}{1 + 1,200,000 (0.05)^2}
\]

\[
n = \frac{1,200,000}{1 + 1,200,000 (0.05)^2}
\]

\[
n = \frac{1,200,000}{1 + 1.2}
\]

\[
n = \frac{1,200,000}{2.2}
\]

\[
n = 545.4545454545455
\]

\[
n = 545.5
\]
\[ n = \frac{1,200,000}{3,001} \]
\[ n = 399.866 \]
\[ n = 400 \text{ approximately.} \]

Hence, our sample size for this study is 400.

3.7 Pilot Survey

In the pilot survey, 30 copies of draft questionnaire were distributed to the target publics of the study. 30 of them filled the instrument correctly and returned to us, thus, giving us a response rate of 100%. This gave an encouraging reassurance to the researcher. The result will be applied in a further test of our instrument’s reliability and validity here.

3.8 Data Distribution/Collection Procedure

Multiple methods of questionnaire distribution were used here, in which some students of the University of Nigeria and Youth Corpers from the same University posted to the different States of our study were engaged for the services. Internet-questionnaire format was also employed to send questionnaires to Nigerians and non-Nigerians outside the country, on their perceptions of the country and its rebranding programme.

**Telephone Interviews:** This was employed in our depth interview in tracking the views of some busy chief executives whom we could not reach with our questionnaires. It was also used in reminding respondents about the questionnaire dropped with them and to offer further clarifications to them where necessary.
3.9 Research Instrument

Structured questionnaire was the only research instrument used. The following criteria itemized by Odo (2004: 112; Osuala, 1987:62) were used as guide:

1. It must deal significantly with our topic,
2. It must seek only the information necessary for our research analysis and not provided by our literature search,
3. It must be as brief as the study of the problem will permit,
4. It must be clear, complete and acceptable,
5. The questions must be objective and relatively free from ambiguity and other invalidating features,
6. The questions must not embarrass the respondents or place them on the defensive,
7. The questions must be arranged so that they could be tabulated and interpreted readily.

3.10 Reliability of the Instrument

Anastasi (1969: 71) writes that reliability refers to the consistency of scores obtained by the same individuals when re-examined with the same test on different sets of equivalent items, or under other variable examining conditions. In this study, however, Statistical Package for Social Sciences (SPSS) was used to determine the reliability, using the Cronbach’s Alpha. In doing this, the 17 issue-based questions in Appendix 2 were used to thirty respondents in a pilot survey. The thirty of them filled and returned the questionnaire. Upon testing the validity and reliability of responses to the 17 issue-based items in the test instrument, an Alpha of 0.85 or 85 percent and an inter-item (standardised) coefficient of 0.89 were obtained. This shows that the research instrument is reliable. Since these are greater than 0.7, it indicates that the reliability of the test instrument is very strong. (See Appendix IV for the detailed result).
3.11 Validity of the Instrument

Validity refers to the ability of research process to measure what it is supposed to measure (Osuala, 2001). Poor design of questionnaire instrument, problems in interpretation by data collection personnel or respondents, or a combination of these are acknowledged sources of validity problems, says (Olomi, 2002). We therefore conducted a statistical test of our instruments’ validity using the results of the pilot survey as follows:

For a further confirmation of the validity of the instrument, therefore, we employed the results of our pilot survey, using the 30 questions in Appendix 2. Here the goodness of fit between our measuring instrument and the questions on the issues of our study was measured, using the Chi-square \( (X^2) \) statistical tool. Hence, adopting the 30 structured questions in appendix II, we hypothesize as follows:

\( H_0: \) The 3-point multiple choices of measurement have no difference (i.e. they are equally preferred. So, the probabilities of choosing any of the three options are not equal).

\[ P_1 = P_2 = P_3 = P_4 = P_5 = 0.333 \]

\( H_1: \) The 3-point multiple choices of measurement have differences (i.e. they are not equally preferred. So, the probabilities of choosing any of the three options are not equal).

**Decision Rule:** Accept the null hypothesis \( (H_0) \), if the computed value of \( X^2 \) is lower than the critical point value. Otherwise, reject and accept the Alternative hypothesis \( (H_1) \).
In the pilot study the number of respondents ‘n’ = 60. While under the Null hypothesis, the expected number of respondents who will choose option 1 is equal to \( E_1 = np \). Therefore, the expected outcome of the 3 points under equal probabilities of 0.333 is: \( E_1 = E_2 = E_3 = (60)(0.333) = 19.98 \) (approximately 20).

Test Table: Observed Outcome

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Not Certain</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35</td>
<td>17</td>
<td>8</td>
<td>60</td>
</tr>
</tbody>
</table>

Source: Field survey, 2011.

Then, computing with the formula:

\[ X^2 = \sum \frac{(O_1 - E_1)^2}{E_1} \]

Where

\( X^2 = \text{Chi-square} \)
\( O = \text{Observed Outcome} \)
\( E = \text{Expected Outcome} \)
\( \Sigma = \text{Summation Sign} \)

We have

\[ X^2 = \frac{(35 - 20)^2}{20} + \frac{(17 - 20)^2}{20} + \frac{(8 - 20)^2}{20} \]
\[ X^2 = 11.25 + 0.45 + 7.2 \]
\[ X^2 = 18.90 \]

Since our study is being done on a 95% degree of precision to validate our measuring instrument, the population characteristics alpha (\( \alpha \)) therefore equals 0.05. From the chi-square distribution table, the critical point for a chi-square random variable with \( (C - 1) = 5 - 1 = 4 \) degrees of freedom, and with \( \alpha = 0.05 \), it gives 5.99112 or approximately 5.99.
**Result:** Since the computed values of chi-square (18.90) is greater than the critical value (5.99), we hereby reject the Null Hypothesis (Ho) which says that “the 3-point multiple choice questions of measurement have no difference or are equally preferred.” That is, the probabilities of choosing any of the three options are equal. The alternative hypothesis (H₁) is accepted which means that the 3-point multiple choice questions of measurement have significant differences and that they are not equally preferred.

### 3.12 Data Analytical Tools

The following major data presentation and analytical tools will be employed in this study for the analysis and tests of hypotheses. They are:

- Frequency Distribution Counts
- Chi-Square Goodness of Fit ($X^2$)
- Analysis of Variance (ANOVA)

While the frequency distribution counts, in numbers and percentages, will be used for a preliminary analysis of all data in this study, the other higher statistical tools will be applied on their marching hypothesis as follows:

**Hypothesis Three and Five:** Chi-Square ($X^2$) will be used to test these hypotheses, since this tool is used to test bivariate items, and each of these three hypotheses are testing the relationship between two variables (for instance, hypothesis one tests the relationship between the professional background of the rebranding-Nigeria managers and the outcome of the exercise.

**Hypothesis One, Two and Four:** Again, because of the multivariate nature of items in these hypotheses, Analysis of Variance (ANOVA) will be used in testing them.
REFERENCES


CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

This chapter deals with the presentation and analysis of data collected. The data were arrayed in tabular forms and simple percentage frequencies were used. Other relevant higher statistical tools were used as follows:

4.1. Data Presentation

**TABLE 4.1: Questionnaire Distribution Result**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field, returned and accepted copies</td>
<td>312</td>
<td>78%</td>
</tr>
<tr>
<td>Unreturned and rejected copies</td>
<td>88</td>
<td>22%</td>
</tr>
<tr>
<td>Total</td>
<td>400</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Source: field survey, 2012.*

The data displayed on table 4.1 shows that 312 (78%) of the respondents rightly filled and returned their questionnaire copies while 88(22%) of the respondents were those who either wrongly filled their copies or couldn’t return it to the researcher. The 312 correct and accepted copies were then used for all further analysis here.

**TABLE 4.2: Respondents’ Age Distribution**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 – 30 Years</td>
<td>80</td>
<td>25.64%</td>
</tr>
<tr>
<td>31 – 40 Years</td>
<td>95</td>
<td>30.45%</td>
</tr>
<tr>
<td>41 – 50 Years</td>
<td>100</td>
<td>32.05%</td>
</tr>
<tr>
<td>51 years or above</td>
<td>37</td>
<td>11.86%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Source: field survey, 2012.*

Data on table 4.2 show that 80(25.64%) of the respondents were aged between 21 to 30 years, 95 (30.45%) were in the age bracket of 31 to 40 years, 100(32.05) were in the age range of 41 to 50 years, while the remaining 37 respondents representing 11.86% were either 51 years or above.
TABLE 4.3: The Respondents’ Marital Status

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>160</td>
<td>51.28%</td>
</tr>
<tr>
<td>Single</td>
<td>142</td>
<td>45.51%</td>
</tr>
<tr>
<td>Divorced</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Table 4.3 above gives a clear picture that 160 respondents representing 51.28% were married; 142(45.51%) were single; while 10(3.21%) were divorced.

Table 4.4: The Respondents’ Educational Background

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FSLC/SSCE/GCE</td>
<td>80</td>
<td>25.64%</td>
</tr>
<tr>
<td>OND/NCE</td>
<td>49</td>
<td>15.71%</td>
</tr>
<tr>
<td>HND/B.A/B.Sc.</td>
<td>95</td>
<td>30.45%</td>
</tr>
<tr>
<td>MBA/M.Sc./Ph.D.</td>
<td>88</td>
<td>22%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


From table 4.4, the data show that 80(25.64%) of the respondents had only either first school leaving or secondary school certificates. 49(15.71%) had National Diplomas or its equivalents; 95(30.45%) had first degrees or its equivalents; while the remaining 88(22%) had masters or Ph.Ds.

Table 4.5: Respondents’ Occupational Distribution

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students/teachers/Lecturers</td>
<td>60</td>
<td>19.23%</td>
</tr>
<tr>
<td>Professional Bodies’ Member</td>
<td>60</td>
<td>19.23%</td>
</tr>
<tr>
<td>Journalists</td>
<td>60</td>
<td>19.23%</td>
</tr>
<tr>
<td>Ministries of In for./External Affairs</td>
<td>60</td>
<td>19.23%</td>
</tr>
<tr>
<td>Diplomatic Corp members</td>
<td>20</td>
<td>6.41%</td>
</tr>
<tr>
<td>Nigerians living Abroad</td>
<td>52</td>
<td>16.67%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>

The data on table 4.5 show that 60 respondents or 19.23% were students or teachers; 60 (19.23%) were professionals; 60 (19.23%) were journalists; 60 (19.23%) were civil servants; 20 (6.41%) were diplomats; while 52 (16.67%) were Nigerians living abroad.

**Table 4.6: Respondent’s Places of Residence**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abuja</td>
<td>82</td>
<td>26.28%</td>
</tr>
<tr>
<td>Port Harcourt</td>
<td>80</td>
<td>25.64%</td>
</tr>
<tr>
<td>Lagos</td>
<td>150</td>
<td>48.08%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>312</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: field survey, 2012.*

Data on table 4.6 reveals that 82 (26.28%) of the respondents were resident at Abuja; 80 (25.64%) were residents of Port Harcourt; while 150 or 48.08% were residents of Lagos respectively.

**Table 4.7: Respondents' Distribution By Gender**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>200</td>
<td>64.10%</td>
</tr>
<tr>
<td>Female</td>
<td>112</td>
<td>35.90%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>312</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: field survey, 2012.*

Data displayed on table 4.7 reveals that 200 (64.10%) of the respondents were male while 112 (35.90%) were female.

**Table 4.8: Assessment of the Respondents' Knowledge of the Rebranding – Nigeria Project.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have Heard</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Have Not Heard</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Not sure</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>312</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: field survey, 2012.*

A test of the respondents' knowledge of the rebranding Nigeria project on table 4.8 shows that all of them 312 (100%) have heard and known what rebranding is all about.
Table 4.9: Media through which the Respondents Heard of the Rebranding – Nigeria Programme

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Radio</td>
<td>100</td>
<td>32.05%</td>
</tr>
<tr>
<td>TV</td>
<td>102</td>
<td>32.69%</td>
</tr>
<tr>
<td>Print – Media</td>
<td>60</td>
<td>19.23%</td>
</tr>
<tr>
<td>Direct Media</td>
<td>40</td>
<td>12.82%</td>
</tr>
<tr>
<td>Social Media</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


On the media through which the respondents heard of rebranding as displayed on table 4.9 above, 100 (32.05%) heard of it through the radio, 102 (32.69%) heard of it through the televisions; 60 (19.23%) read of it via the print – media, 40 (12.82%) knew of it through direct media, while 10 (3.21%) via social media channels.

Table 4.10. The Respondents’ Knowledge of What Rebranding Nigeria Means

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change from Negative to Positive Attitudes</td>
<td>100</td>
<td>32.05%</td>
</tr>
<tr>
<td>Zero-tolerance for corruption</td>
<td>150</td>
<td>48.08%</td>
</tr>
<tr>
<td>Rebuilding of National institutions</td>
<td>40</td>
<td>12.82%</td>
</tr>
<tr>
<td>Sharpness in stealing Public funds</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Cultural dances</td>
<td>12</td>
<td>3.85%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


On the respondents’ perception of what rebranding is all about, table 4.10 shows that 100 (32.05%) believed it is a campaign for change from negative to positive attitudes; 150 (48.08%) saw it as zero-tolerance for corruption, 40 (12.82%) says it is the rebuilding of national values/institutions; 10 (3.21%) says it includes smartness in stealing public funds; while 12 (3.85%) says it includes cultural dances.
Table 4.11: Respondents’ Ratings of the applications of integrated marketing communications’ tools and media in the Professor Dora Akunyili’s rebranding Nigeria campaign

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualified</td>
<td>170</td>
<td>54.49%</td>
</tr>
<tr>
<td>Not Qualified</td>
<td>132</td>
<td>42.31%</td>
</tr>
<tr>
<td>Not sure</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


From table 4.11 above, 170 (54.49%) of the respondents rated the applications of integrated marketing communications’ tools and media in the Professor Dora Akunyili’s rebranding Nigeria campaign as significant, 132(42.31%) says they are not significant; while the remaining 10(3.21%) said they are not sure.

Table 4.12: Respondents’ ratings of the ways the integrated marketing communications’ tools and media were applied on the rebranding programme

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive effect</td>
<td>86</td>
<td>27.56%</td>
</tr>
<tr>
<td>Negative effects</td>
<td>176</td>
<td>56.41%</td>
</tr>
<tr>
<td>Poor effects</td>
<td>50</td>
<td>16.03%</td>
</tr>
<tr>
<td>None of the above</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Table 4.12 reveals that 86(27.56%) rated the ways the integrated marketing communications’ tools and media were applied on the rebranding programme as positive; 176 (56.41%) says it was negative, while the remaining 50 (16.03%) said it had poor effects.
### Table 4.13: Respondents ratings of the national issues, values or institutions that needs rebuilding

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigerian police</td>
<td>222</td>
<td>71.15%</td>
</tr>
<tr>
<td>Nigerian Judiciary</td>
<td>82</td>
<td>26.28%</td>
</tr>
<tr>
<td>Customs service</td>
<td>123</td>
<td>39.42%</td>
</tr>
<tr>
<td>Immigration service</td>
<td>112</td>
<td></td>
</tr>
<tr>
<td>Educational system</td>
<td>151</td>
<td>35.90%</td>
</tr>
<tr>
<td>Family values</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>The government</td>
<td>160</td>
<td>48.40%</td>
</tr>
<tr>
<td>The legislature</td>
<td>110</td>
<td>44.87%</td>
</tr>
<tr>
<td>Others</td>
<td>82</td>
<td>51.28%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>35.26%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>26.28%</td>
</tr>
<tr>
<td>Total</td>
<td>1182 (312)</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Source:** field survey, 2012.

Due to multiple choices by the respondents on this very question, the total number of entries by the respondents came up to 1,182. But the number of respondents, which is 312 will still be used in computing the percentage frequency. The results show that on national institutions, issues or values that must be rebuilt for a successful rebranding exercise, 71.15% of the respondent cited the Nigeria police, 26.28% mentioned the Nigerian Judiciary, 39.42% mentioned the Nigerian customs service; the Nigerian immigration services was mentioned 112 times or 35.90%; the educational system was mentioned 151 times or 48.40%, family values was mentioned 140 times or 44.87%; the Nigerian government (federal, states and local governments) came up for mention 160 time or 81.28%; the legislature was ticked 110 times or 35.26%; while others combined were ticked 82 times or 26.28%.
Table 4.14: Respondents’ views on How Nigeria could be successfully marketed as a brand

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizens’ character reformation</td>
<td>180</td>
<td>57.69%</td>
</tr>
<tr>
<td>Adverts/Propaganda</td>
<td>22</td>
<td>7.05%</td>
</tr>
<tr>
<td>PR counsels for Good governance</td>
<td>80</td>
<td>25.64%</td>
</tr>
<tr>
<td>White Washing Negative Reports of the country</td>
<td>20</td>
<td>6.41%</td>
</tr>
<tr>
<td>Not Quite sure</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


On how Nigeria could be successfully marketed abroad as a brand table 180 (57.69%) says it is through citizens’ character reformation; 22(7.05%) said it is through advertisements and propaganda; 80(25.64%) said it is through public relations counsels for good governance; 20(6.41%) said it is by white-washing the country and its citizens’ negative acts, while 10(3.21%) were not quite sure.

Table 4.15: Respondents’ rating of major actions of Nigerians abroad that smear the Nation’s image

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit-card frauds</td>
<td>74</td>
<td>23.72%</td>
</tr>
<tr>
<td>Internet scams</td>
<td>72</td>
<td>23.08%</td>
</tr>
<tr>
<td>Advance-Fee Frauds</td>
<td>76</td>
<td>24.36%</td>
</tr>
<tr>
<td>Drug trafficking</td>
<td>75</td>
<td>24.04%</td>
</tr>
<tr>
<td>Terrorism</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Incessant Divorces</td>
<td>5</td>
<td>1.60%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


On the major actions of Nigerians that smear the nation’s image, table 4.15 shows that 74(23.72%) respondents cited credit card scams; 72(23.08%) cited internet scams; 76(24.36%) chose Advance-fee-frauds (419”), 75(24.04%) cited drug trafficking 10(3.21%) cited terrorism, while 5(1.60%) cited incessant divorce.
Table 4.16: Respondents’ ratings of the extent the hierarchy of effect model was used as a marketing communications tool to curb corruption and frauds amongst Nigerians in the rebranding exercise

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significantly</td>
<td>70</td>
<td>22.43%</td>
</tr>
<tr>
<td>Not Significant</td>
<td>232</td>
<td>74.36%</td>
</tr>
<tr>
<td>Not sure</td>
<td>10</td>
<td>3.21%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Data displayed on table 4.16 above show that only 22.43% of the respondents believed that the hierarchy of effect model was significantly used as a marketing communications tool to curb corruption and frauds amongst Nigerians in the rebranding exercise. 74.36% said the use of the hierarchy of effect model was not significant. While 3.21% were not sure.

Table 4.16: Assessment of the social media tools known and available to the respondents

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>280</td>
<td>89.74%</td>
</tr>
<tr>
<td>Text Messages</td>
<td>311</td>
<td>99.68%</td>
</tr>
<tr>
<td>Blackberry</td>
<td>88</td>
<td>28.21%</td>
</tr>
<tr>
<td>Twitter</td>
<td>22</td>
<td>7.05%</td>
</tr>
<tr>
<td>Facebook</td>
<td>123</td>
<td>39.42%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>18</td>
<td>5.77%</td>
</tr>
<tr>
<td>Voice-mails</td>
<td>260</td>
<td>83.33%</td>
</tr>
<tr>
<td>Others</td>
<td>86</td>
<td>27.56%</td>
</tr>
<tr>
<td>Total</td>
<td>1188 (312)</td>
<td>100% (on 312 respondents)</td>
</tr>
</tbody>
</table>


On the social media tools known and used by the respondents table 4.16 shows that 280(89.74%) said it is through the internet; 311(99.68%) said text messages; 88(28.21%) said blackberry; 22(7.05%) said the twitter; 123 (39.42%) said the Facebook; 18(5.77%) said Linkedin, 260(83.33%) said voicemails, while the remaining 86(27.56%) cited other social media channels.
4.17: Respondents’ records of the social media tools/channels employed in previous rebranding exercises

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>21</td>
<td>6.73%</td>
</tr>
<tr>
<td>Text Messages</td>
<td>20</td>
<td>6.41%</td>
</tr>
<tr>
<td>Voice-Mails</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Facebook</td>
<td>22</td>
<td>7.05%</td>
</tr>
<tr>
<td>Blackberry</td>
<td>18</td>
<td>5.77%</td>
</tr>
<tr>
<td>Linkedin</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Twitter</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>None At All</td>
<td>231</td>
<td>74.04%</td>
</tr>
</tbody>
</table>

Total 1188(312) 100% (on 312 respond)


On the social media tools and channels employed in previous rebranding table 4.17 shows that 21(6.73%) cited the internet; 20(6.41%) cited text messages; no one cited voice mails, 22(7.05%) cited the Facebook; 18(5.77%) cited the blackberry, no respondent mentioned the linkedin or twitter, while 231(74.04%) said none was used at all.

Table 4.18: A test of the marketing communications tools/media known to the respondents

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Media</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Televisions</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Advertising</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Public relations</td>
<td>302</td>
<td>96.79%</td>
</tr>
<tr>
<td>Social media</td>
<td>220</td>
<td>70.51%</td>
</tr>
<tr>
<td>Direct media</td>
<td>264</td>
<td>84.62%</td>
</tr>
<tr>
<td>The internet</td>
<td>240</td>
<td>76.92%</td>
</tr>
<tr>
<td>Traditional media</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>

Total 2,274(312) 100% (on 312 respond)

On the marketing communications tools and media known to the respondents, Table 4.18 shows that all the respondents or 100% mentioned print media, televisions and advertising, respectively, 302(96.79%) mentioned public relations strategies; 220(70.51%) mentioned social media; 264(84.62%) mentioned direct media; 240(76.92%) mentioned the internet; while 312(100%) mentioned traditional media.

**Table 4.19: The Respondents’ knowledge of those marketing communications tools/media employed in previous rebranding-Nigeria programs.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print Media</td>
<td>300</td>
<td>96.15%</td>
</tr>
<tr>
<td>Radio</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Television</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Advertising</td>
<td>290</td>
<td>92.95%</td>
</tr>
<tr>
<td>Public Relation</td>
<td>220</td>
<td>70.51%</td>
</tr>
<tr>
<td>Social Media</td>
<td>22</td>
<td>7.05%</td>
</tr>
<tr>
<td>Direct Media</td>
<td>24</td>
<td>7.69%</td>
</tr>
<tr>
<td>The Internet</td>
<td>18</td>
<td>5.77%</td>
</tr>
<tr>
<td>Traditional Median</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1186 (312)</strong></td>
<td><strong>100% (312)</strong></td>
</tr>
</tbody>
</table>


On the marketing communications tools and media employed in previous rebranding-Nigeria programmers, Table 4.19 shows that 300(96.15%) of the respondents mentioned print media; 312(100%) mentioned the radio; 312(100%) mentioned television; 290(92.95%) mentioned advertising, 220(70.51%) mentioned public relations; 22(7.05%) mentioned social media; 24(7.69%) mentioned direct media, 18(5.77%) mentioned the internet; while no respondent mentioned traditional media.
Table 4.20: The Respondents’ ratings of the marketing communications strategies of the previous rebranding Nigeria programmes.

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quite Effective</td>
<td>42</td>
<td>13.46%</td>
</tr>
<tr>
<td>Not Effective</td>
<td>162</td>
<td>51.92%</td>
</tr>
<tr>
<td>Moderately Effective</td>
<td>50</td>
<td>16.03%</td>
</tr>
<tr>
<td>Not Certain</td>
<td>58</td>
<td>18.59%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


On the respondents’ ratings of the marketing communications’ strategies of the previous rebranding Nigeria Programme, table 4.20 reveals that 42(13.46%) said it is quite effective; 162(51.92%) said it is not effective at all; 50(16.03%) rated then to be moderately effective, while 58(18.59%) were not quite sure.

Table 4.21: The Respondents’ suggestions of some initiatives to make Nigeria a better marketable brand, abroad

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Governance/Democracy</td>
<td>302</td>
<td>96.79%</td>
</tr>
<tr>
<td>Zero-Tolerance To Corruption</td>
<td>312</td>
<td>100%</td>
</tr>
<tr>
<td>Good Performance in Football/Sports</td>
<td>260</td>
<td>83.33%</td>
</tr>
<tr>
<td>Abstaining from ‘419’</td>
<td>308</td>
<td>98.72%</td>
</tr>
<tr>
<td>Abstaining from Terrorism</td>
<td>280</td>
<td>89.74%</td>
</tr>
<tr>
<td>Internal Security</td>
<td>300</td>
<td>96.15%</td>
</tr>
<tr>
<td>Abstaining from Drug Trafficking</td>
<td>308</td>
<td>98.72%</td>
</tr>
<tr>
<td>Massive Media Campaigns</td>
<td>120</td>
<td>38.46%</td>
</tr>
<tr>
<td>Total (on 312 Respondents)</td>
<td>2190</td>
<td>100%</td>
</tr>
</tbody>
</table>


On the initiations to make Nigeria a better marketable brand, 302(96.79%) mentioned good governance and democracy; 312(100%) mentioned zero-tolerance to corruption, 260(83.33%) chose good performance in sports; 308(98.72%) chose abstentions from frauds,
280(89.74%) mentioned abstention from terrorism; 300(96.15%) mentioned internal security; 308(98.72%) mentioned abstention from drug trafficking, while 120 or 38.46% mentioned mass media campaigns.

Table 4.22: The Respondents stands on whether character reformation and institutional rebuilding should come first before a publicized rebranding campaign.

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Should Come First</td>
<td>222</td>
<td>71.15%</td>
</tr>
<tr>
<td>Should Not Come First</td>
<td>42</td>
<td>13.46%</td>
</tr>
<tr>
<td>Not Certain</td>
<td>48</td>
<td>15.38%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Table 4.22 above reveals that 222(71.15%) said that character reformation and institutional rebuilding should come first before a publicized rebranding campaign. 42(13.46%) said they should not come first; while 48(15.38%) were not quite sure.

Table 4.23: Assessment of whether the respondents receive mobile phone and other social media networks easily in their areas of abode

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Reception</td>
<td>220</td>
<td>70.51%</td>
</tr>
<tr>
<td>Poor Reception</td>
<td>78</td>
<td>25%</td>
</tr>
<tr>
<td>No Reception At All</td>
<td>14</td>
<td>4.49%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Data on table 4.23 above show that 220(70.51%) said they receive good mobile phone reception, 78(25%) said they have poor receptions in their own areas of abode; while 14 respondents or 4.49% said they don’t have receptions at all.
Table 4.24: Assessment of the extent two-way symmetrical communications’ model/strategies could go in projecting Nigeria’s image positively and internationally.

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant Extent</td>
<td>270</td>
<td>86.54%</td>
</tr>
<tr>
<td>Insignificant Extent</td>
<td>28</td>
<td>8.97%</td>
</tr>
<tr>
<td>Not At All</td>
<td>14</td>
<td>4.49%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Data on table 4.24 show that 86.54% of the respondents believed strongly that the applications of two-way symmetrical communications’ model/strategies could project Nigeria’s image positively and internationally to a significant extent. Only 8.97% said it would be to an insignificant extent while 4.49% believed it might not do at all.

Table 4.25: On whether the use of the DAGMAR MC model could significantly improve Nigerian citizens’ positive change of values, adherence to law and order in society in order to make the country a better marketable brand internationally

<table>
<thead>
<tr>
<th>Options</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of Course</td>
<td>278</td>
<td>89.10%</td>
</tr>
<tr>
<td>Not At All</td>
<td>21</td>
<td>6.73%</td>
</tr>
<tr>
<td>Not Sure</td>
<td>13</td>
<td>4.17%</td>
</tr>
<tr>
<td>Total</td>
<td>312</td>
<td>100%</td>
</tr>
</tbody>
</table>


Data on table 4.25 above show that 278(89.10%) believed that the DAGMAR marketing communications model could significantly improve Nigerian citizens’ positive change of values, adherence to law and order in society in order to make the country a better marketable brand internationally. 21(6.73%) said it would not do that at all; while 13 respondents or 4.17% said they are not quite sure.
4.2. Data Analysis and Test of Hypothesis

Hypothesis One

$H_0$: The extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme is not significant.

$H_1$: The extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme is significant.

Tests Statistic: ANOVA

Test Table 1

<table>
<thead>
<tr>
<th>QUESTIONS/RESPONSES</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating of Personnel used</td>
<td>170</td>
<td>132</td>
<td>10</td>
</tr>
<tr>
<td>Rating of their Backgrounds</td>
<td>86</td>
<td>50</td>
<td>0</td>
</tr>
<tr>
<td>Social Media Tools/Channels</td>
<td>43</td>
<td>38</td>
<td>0</td>
</tr>
<tr>
<td>Effectiveness of Tools</td>
<td>42</td>
<td>50</td>
<td>58</td>
</tr>
</tbody>
</table>

MEANS TABLES=Responses BY Factor /CELLS MEAN COUNT STDDEV.
Means.

Case Processing Summary

<table>
<thead>
<tr>
<th>Cases</th>
<th>Included</th>
<th>N</th>
<th>Percent</th>
<th>Excluded</th>
<th>N</th>
<th>Percent</th>
<th>Total</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses * Factor</td>
<td>12</td>
<td>12</td>
<td>100.0%</td>
<td>0</td>
<td>0</td>
<td>.0%</td>
<td>12</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

Report

<table>
<thead>
<tr>
<th>Responses</th>
<th>Std. Deviation</th>
<th>Mean</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>35.30227</td>
<td>135.2500</td>
<td>4</td>
</tr>
<tr>
<td>B</td>
<td>49.13587</td>
<td>92.5000</td>
<td>4</td>
</tr>
<tr>
<td>C</td>
<td>27.73686</td>
<td>17.0000</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>61.77004</td>
<td>81.5833</td>
<td>12</td>
</tr>
</tbody>
</table>

ONEWAY Responses BY Factor /MISSING ANALYSIS.
One way ANOVA

Responses

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>28681.167</td>
<td>2</td>
<td>14340.583</td>
<td>13.712</td>
<td>.006</td>
</tr>
<tr>
<td>Within Groups</td>
<td>13289.750</td>
<td>9</td>
<td>1476.639</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>41970.917</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Interpretation

A. A test of comparison of the mean responses from test table 1 [Report] indicates that those who affirm to the null hypothesis have a **Mean** of 135.25 with a **Standard Deviation** of 35.3027. Those who opposed have a **Mean** of 92.500 with a **Standard Deviation** of 49.13587, while those who are not sure have **Mean Response** of 17.00 with a **Standard Deviation** of 27.74.

B. A further test using ANOVA to determine whether to accept or reject the null hypothesis at a significance level of five percent (0.05) [see ANOVA table] F-calculated = 13.712 > F- critical = F [3, 2, 0.05] = 9.55.

Decision:

Since F-calculated = 13.712 is greater than the F-critical = 9.55. The null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. This means that the extent of application
of integrated marketing communications’ models in the Nigeria’s previous rebranding programme is significant.

2nd Hypothesis:

\( H_0: \) Marketing communications’ models were not effective as media advertising campaign tool to significantly curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise.

\( H_1: \) Marketing communications’ models were effective as a media advertising campaign tool to significantly curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise.

Tests Statistics: ANOVA

Test Table 2

<table>
<thead>
<tr>
<th>QUESTIONS/RESPONCES</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of AIDA</td>
<td>809</td>
<td>291</td>
<td>182</td>
</tr>
<tr>
<td>Use of Hierarchy of Effect</td>
<td>222</td>
<td>42</td>
<td>48</td>
</tr>
<tr>
<td>Curbing Corruption/Frauds</td>
<td>302</td>
<td>260</td>
<td>120</td>
</tr>
</tbody>
</table>

MEANS TABLES = Responses BY Factor /CELLS MEAN COUNT STD DEV.
### Means

#### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>Included</th>
<th></th>
<th>Excluded</th>
<th></th>
<th>Total</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
</tr>
<tr>
<td>Responses * Factor</td>
<td>9</td>
<td>75.0%</td>
<td>3</td>
<td>25.0%</td>
<td>12</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

#### Report

**Responses**

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>444.3333</td>
<td>3</td>
<td>318.33368</td>
</tr>
<tr>
<td>B</td>
<td>197.6667</td>
<td>3</td>
<td>135.69942</td>
</tr>
<tr>
<td>C</td>
<td>116.6667</td>
<td>3</td>
<td>67.06216</td>
</tr>
<tr>
<td>Total</td>
<td>252.8889</td>
<td>9</td>
<td>230.01818</td>
</tr>
</tbody>
</table>

ONE WAY Responses BY Factor /MISSING ANALYSIS.
One way ANOVA

Responses

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>174770.889</td>
<td>2</td>
<td>87385.444</td>
<td>23.110</td>
<td>.202</td>
</tr>
<tr>
<td>Within Groups</td>
<td>248496.000</td>
<td>6</td>
<td>41416.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>423266.889</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Interpretation:

a) A test of comparison of the Mean Responses from table 2 [Report] indicates that those who affirm to the null hypothesis have a Mean Response of 444.3 with a Standard Deviation of 318.33, those opposed to it have a Mean Response of 197.67 with a Standard Deviation of 135.70 and those who are not sure have a Mean Response of 116.67 with a Standard Deviation of 67.062.

b) A further test using ANOVA to determine whether to accept or reject the null hypothesis at five percent level of significance gave the following result, [see ANOVA table], F-calculated = 23.11 > F [2, 6, 0.05] = 19.33.

Decision:

Since F-calculation = 23.110 is greater than F-critical = 19.33, we reject the null hypothesis [Ho] and accept the alternative hypothesis [H₁] which says that marketing communications’ models
were effective as a media advertising campaign tool to significantly curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise.

3rd Hypothesis

H₀: The use of two-way symmetrical communications’ model/strategies did not significantly project Nigeria’s image positively and internationally.

H₁: The use of two-way symmetrical communications’ model/strategies significantly projected Nigeria’s image positively and internationally.

Tests Statistics: Chi-Square (X²)

Test Table 3

<table>
<thead>
<tr>
<th>QUESTIONS/RESPONSES</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Nigeria</td>
<td>180</td>
<td>22</td>
<td>10</td>
</tr>
<tr>
<td>Rating of Two-way Comm.</td>
<td>42</td>
<td>50</td>
<td>58</td>
</tr>
<tr>
<td>Two-way Symmetrical Comm. Initiatives</td>
<td>302</td>
<td>260</td>
<td>120</td>
</tr>
<tr>
<td>Via Phone/Social Media</td>
<td>220</td>
<td>78</td>
<td>14</td>
</tr>
</tbody>
</table>

WEIGHT BY RESPONSES. CROSSTABS /TABLES=FACTORS BY ROW 
/FORMAT=AVALUE TABLES /CELLS=COUNT /COUNT ROUND CELL.

Cross tabs

<table>
<thead>
<tr>
<th>Cases</th>
<th>Valid</th>
<th>Missing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>Percent</td>
<td>N</td>
<td>Percent</td>
</tr>
</tbody>
</table>

98
### Case Processing Summary

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Valid</th>
<th>Missing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROW</td>
<td>N</td>
<td>Percent</td>
<td>N</td>
</tr>
<tr>
<td>FACTORS *</td>
<td>1356</td>
<td>100.0%</td>
<td>0</td>
</tr>
<tr>
<td>ROW</td>
<td>1356</td>
<td>100.0%</td>
<td>0</td>
</tr>
</tbody>
</table>

### FACTORS * ROW Crosstabulation

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>ROW 1.00</th>
<th>ROW 2.00</th>
<th>ROW 3.00</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>180</td>
<td>22</td>
<td>10</td>
<td>212</td>
</tr>
<tr>
<td>B</td>
<td>42</td>
<td>50</td>
<td>58</td>
<td>150</td>
</tr>
<tr>
<td>C</td>
<td>302</td>
<td>260</td>
<td>120</td>
<td>682</td>
</tr>
<tr>
<td>D</td>
<td>220</td>
<td>78</td>
<td>14</td>
<td>312</td>
</tr>
<tr>
<td>Total</td>
<td>744</td>
<td>410</td>
<td>202</td>
<td>1356</td>
</tr>
</tbody>
</table>
### NPar Tests

#### Chi-Square Test

**Frequencies**

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>Observed N</th>
<th>Expected N</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.00</td>
<td>10</td>
<td>113.0</td>
<td>-103.0</td>
</tr>
<tr>
<td>14.00</td>
<td>14</td>
<td>113.0</td>
<td>-99.0</td>
</tr>
<tr>
<td>22.00</td>
<td>22</td>
<td>113.0</td>
<td>-91.0</td>
</tr>
<tr>
<td>42.00</td>
<td>42</td>
<td>113.0</td>
<td>-71.0</td>
</tr>
<tr>
<td>50.00</td>
<td>50</td>
<td>113.0</td>
<td>-63.0</td>
</tr>
<tr>
<td>58.00</td>
<td>58</td>
<td>113.0</td>
<td>-55.0</td>
</tr>
<tr>
<td>78.00</td>
<td>78</td>
<td>113.0</td>
<td>-35.0</td>
</tr>
<tr>
<td>120.00</td>
<td>120</td>
<td>113.0</td>
<td>7.0</td>
</tr>
<tr>
<td>180.00</td>
<td>180</td>
<td>113.0</td>
<td>67.0</td>
</tr>
<tr>
<td>220.00</td>
<td>220</td>
<td>113.0</td>
<td>107.0</td>
</tr>
<tr>
<td>260.00</td>
<td>260</td>
<td>113.0</td>
<td>147.0</td>
</tr>
<tr>
<td>302.00</td>
<td>302</td>
<td>113.0</td>
<td>189.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1356</strong></td>
<td>113.0</td>
<td></td>
</tr>
</tbody>
</table>
Test Statistics

<table>
<thead>
<tr>
<th></th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>1020.071</td>
</tr>
<tr>
<td>Df</td>
<td>11</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

Decision:
Since the calculated chi-square is greater than the critical chi-square ($X^2_{calculated} = 1020.71 > X^2_{critical, 11dg} = 4.575, p = 0.000 < 0.05$), we hereby reject the $H_0$ and accept the $H_1$ which says that the use of two-way symmetrical communications’ model/strategies significantly projected Nigeria’s image positively and internationally.

4th Hypothesis:

$H_0$: The use of marketing communications model did not significantly improve Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally.

$H_1$: The use of marketing communications model significantly improved Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand, internationally.
Tests Statistics: ANOVA

Test Table 4

<table>
<thead>
<tr>
<th>QUESTIONS/REPONSES</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAGMAR Initiatives</td>
<td>302</td>
<td>260</td>
<td>120</td>
</tr>
<tr>
<td>DAGMAR Strategies of Previous Rebranding</td>
<td>42</td>
<td>50</td>
<td>58</td>
</tr>
<tr>
<td>Via Social Media/Tools</td>
<td>43</td>
<td>38</td>
<td>231</td>
</tr>
<tr>
<td>Via IMC Tools</td>
<td>302</td>
<td>240</td>
<td>312</td>
</tr>
</tbody>
</table>

MEANS TABLES=Responses BY Factor /CELLS MEAN COUNT STDDEV.

Mean

**Case Processing Summary**

<table>
<thead>
<tr>
<th></th>
<th>Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Included</td>
</tr>
<tr>
<td></td>
<td>N</td>
</tr>
<tr>
<td>Responses * Factor</td>
<td>12</td>
</tr>
</tbody>
</table>
Report

Responses

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>N</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>172.25</td>
<td>4</td>
<td>149.82295</td>
</tr>
<tr>
<td>B</td>
<td>147.00</td>
<td>4</td>
<td>119.31471</td>
</tr>
<tr>
<td>C</td>
<td>180.25</td>
<td>4</td>
<td>113.29718</td>
</tr>
<tr>
<td>Total</td>
<td>166.50</td>
<td>12</td>
<td>117.15064</td>
</tr>
</tbody>
</table>

ONE WAY Responses BY Factor /MISSING ANALYSIS.

One Way

ANOVA

Responses

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>2409.500</td>
<td>2</td>
<td>1204.750</td>
<td>14.073</td>
<td>.930</td>
</tr>
<tr>
<td>Within Groups</td>
<td>148557.500</td>
<td>9</td>
<td>16506.389</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>150967.000</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Interpretation:

a) A test of comparison of the Mean Responses from test table 4 [Report] indicates that those who affirmed to the null hypothesis had a Mean of 172.25 with a Standard Deviation of 149.3147; those opposed had a Mean of 147.00 and Standard Deviation of 119.314, while those not sure have Mean of 180.25 with a Standard Deviation of 113.297.

b) A further test using ANOVA to determine whether to accept or reject the null hypothesis at a significance level of five percent gave the following result: $F_{\text{calculated}} = 24.073 > F_{\text{critical}} = F[2.9, 0.05] = 19.38$.

Decision:

Since $F_{\text{calculated}} = 24.073$ is greater than $F_{\text{critical}} = 19.38$, we therefore, reject the null hypothesis $H_0$ and accept the alternative hypothesis $H_1$ which holds that: The use of marketing communications models significantly improved Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand internationally.

5th Hypothesis:

$H_0$: The use of social media networks like internet and text-messages did not significantly serve as effective complement to marketing communications’ tools for a successful rebranding Nigeria campaign.

$H_1$: The use of social media networks like internet and text-messages significantly served as effective complement to marketing communications’ tool for a successful rebranding Nigeria campaign.
Tests Statistics: Chi-Square ($X^2$)

**Test Table 5**

<table>
<thead>
<tr>
<th>QUESTIONS/RESPONSES</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of Tools/Media</td>
<td>300</td>
<td>220</td>
<td>0</td>
</tr>
<tr>
<td>Strategies</td>
<td>42</td>
<td>50</td>
<td>58</td>
</tr>
<tr>
<td>Social Media Network</td>
<td>220</td>
<td>78</td>
<td>14</td>
</tr>
<tr>
<td>Tools/Media for Marketing Comm.</td>
<td>312</td>
<td>302</td>
<td>312</td>
</tr>
</tbody>
</table>

**CROSSTABS /TABLES=FACTORS BY ROW /FORMAT=AVALUE TABLES /CELLS=COUNT /COUNT ROUND CELL.**

**Crosstabs**

**Case Processing Summary**

<table>
<thead>
<tr>
<th>FACTORS * ROW</th>
<th>Valid</th>
<th>Missing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percent</td>
<td>N</td>
</tr>
<tr>
<td></td>
<td>1908</td>
<td>100.0%</td>
<td>0</td>
</tr>
</tbody>
</table>
### FACTORS * ROW Cross tabulation

#### Count

<table>
<thead>
<tr>
<th></th>
<th>1.00</th>
<th>2.00</th>
<th>3.00</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FACTORS A</td>
<td>300</td>
<td>220</td>
<td>0</td>
<td>520</td>
</tr>
<tr>
<td>B</td>
<td>42</td>
<td>50</td>
<td>58</td>
<td>150</td>
</tr>
<tr>
<td>C</td>
<td>220</td>
<td>78</td>
<td>14</td>
<td>312</td>
</tr>
<tr>
<td>4</td>
<td>312</td>
<td>302</td>
<td>312</td>
<td>926</td>
</tr>
<tr>
<td>Total</td>
<td>874</td>
<td>650</td>
<td>384</td>
<td>1908</td>
</tr>
</tbody>
</table>

#### NPar Tests

Chi-Square Test

Frequencies
### RESPONSES

<table>
<thead>
<tr>
<th>Observed N</th>
<th>Expected N</th>
<th>Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.00</td>
<td>14</td>
<td>212.0</td>
</tr>
<tr>
<td>42.00</td>
<td>42</td>
<td>212.0</td>
</tr>
<tr>
<td>50.00</td>
<td>50</td>
<td>212.0</td>
</tr>
<tr>
<td>58.00</td>
<td>58</td>
<td>212.0</td>
</tr>
<tr>
<td>78.00</td>
<td>78</td>
<td>212.0</td>
</tr>
<tr>
<td>220.00</td>
<td>440</td>
<td>212.0</td>
</tr>
<tr>
<td>300.00</td>
<td>300</td>
<td>212.0</td>
</tr>
<tr>
<td>302.00</td>
<td>302</td>
<td>212.0</td>
</tr>
<tr>
<td>312.00</td>
<td>624</td>
<td>212.0</td>
</tr>
<tr>
<td>Total</td>
<td>1908</td>
<td></td>
</tr>
</tbody>
</table>

#### Test Statistic

<table>
<thead>
<tr>
<th></th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>1762.226*</td>
</tr>
<tr>
<td>Df</td>
<td>8</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>
Interpretation

(a) A test of comparison of the mean responses from test table 5 (Reports) indicates that those who affirm to the null hypothesis have a mean of 218.500 with a standard deviation of 124.55, those that opposed, 162.500 with a standard deviation of 119.11, while those unsure 96 with a standard deviation of 146.105.

(b) A further test using Chi-Square to determine whether to accept or reject the null hypothesis at a significance level of five percent gave the following result (see Chi-Square table)

\[ X^2 \text{ calculated } = 1762.226 \]
\[ X^2 \text{ critical } = 4.575 \]
\[ p = 0.000 < 0.05, (3, 2, 0.05) \]

Decision:
Since \( X^2 \text{ calculated } = 1762.226 \) is greater than the \( X^2 \text{ critical } = 4.575 \), the null hypothesis (Ho) is rejected and the alternative hypothesis (H₁) is accepted. This means that the use of social media networks significantly served as effective complement to marketing communications tools for a successful rebranding Nigeria programme.

4.3 Discussion

The results of this study will now be critically discussed vis-à-vis the set objectives as follows:

**OBJECTIVE ONE:** To ascertain the extent of application of integrated marketing communications’ models in the rebranding Nigeria programme.

The result of this analysis revealed that the degree of usage of integrated marketing communications in previous rebranding Nigeria programmes were significantly low. This must
have been because of the overt choice of the mass media as the major channel for disseminating the messages, and the use of mainly non-integrated marketing professionals in its implementation. Integrated Marketing communication’s (IMC) experts which embodies public relations professionals, advertising professionals, brand specialists, publicity experts, promotion experts, social media experts, etc., must be consulted for any national rebranding campaign to succeed, because they are the ones who are abreast with the result-oriented marketing communications models and how best to apply them. The inadequate consultation or involvement of these experts must have contributed to the failure of the exercises. For instance, the Professor Dora Akunyili rebranding Nigeria committee of twenty Nigerians, had only 2 communications’ experts (Late Professor Ikechukwu Nwosu, a marketing communications scholar, and Reuben Abati, a journalist).

Knowing the busy schedules of those two men (one as a lecturer and the other as editor-in-chief of The Guardian Newspaper, then), what significant contribution could they have really made? Wouldn’t the voice of two, making 10% of the membership, be drowned in a committee of 20 members, where 18 are non–marketing communicators? In Nwosu (2007:5) synergistic communication for development (SCD model), all the marketing communications practitioners listed above must be pooled together in a teamwork for such national programmes to succeed, and it must be championed by a marketing-communicator or public relations expert, who would understand the language of packaging and marketing a nation and its people better.
OBJECTIVE TWO: To examine the extent of effectiveness of the communications’ models in the ‘Rebranding-Nigeria’ media advertising campaigns to curb corruption amongst Nigerians.

Many Nigerians are in accord that curbing corruption and frauds by Nigerians ought to be significantly done in order to shore up the nation’s image in the internationally-publicized rebranding Nigeria campaign. One cannot agree more here, table 4.13 reveals some of the national institutions that Nigerians want their values to be rebuilt: the Nigerian police force, the Nigerian customs service, the Nigerian immigration service, the educational system, the legislature and the executive arm of government (federal, states and local governments) and the Nigerian judiciary. They also pointed out that family values need to be looked into critically. But to do this effectively, the advertising campaign must be systematically planned and executed through the application of time-tested and proven models like the AIDA. This will help the implementers not to veer off course and also to measure the outcome of their advertising campaigns.

An objective X-ray of this result would show that the Nigerian police actually stink. The daylight open collection or extortion of twenty naira from motorists on Nigerian roads has really dented the image of that organization in the hearts of foreign visitors to this country. On the other hand, a good number of members of the Nigeria customs service collude with importers, especially dubious Asian and Nigerian businessmen to either falsify/under-invoice import documents, import fake or substandard goods into the country or in outright smuggling of banned goods into the country. Most of the country’s foreign watchers are aware of this and it damages the nation’s image. So also does the activities of some members of the Nigerian immigration service who work at the country’s entry points like international airports or border posts. AIDA marketing
communications model could be used to market positive attitude to them in a graduated manner, that would help gauge the result.

Again, some of the ugly drama that happen in the Judiciary, especially in election arbitration matters casts some slur on the nation’s image in the eyes of her international watchers. The recent debacle between the former chief Judge of the nation and the chairman of court of Appeal, Justice Ayo Salami, during which Salami alleged that he was being witch-hunted because he turned down a request by that CJN to bend the hand of the law in favour of the People’s Democratic Party in both Sokoto and Ekiti gubernatorial election petition matters is a good case in point. Such raises doubts about the credibility of the Nigerian judiciary in the minds of our international watchers. Again, the incidence of examination malpractices, mass-cancellation of results and other arm twisting deals, is quite another area that damages the nation’s image, being mindful of the fact that such international examinations like the ones by WAEC are conducted all over West Africa, with clearly divergent and better outcome in other countries like Ghana, Liberia, Sierra-Leone, etc.

Then, talking about family values, Nigerian youths would not be involved in crimes like the advance-fee-fraud (“419”), internet scam, credit–card scam, drug trafficking, armed robbery, kidnapping and terrorism, all of which damage the nation’s image and reputation outside, if most parents are alive to their duties. Added to all these, news of large–scale corruption at all the three tiers of government (Federal, states and local governments) make citizens of other nations wonder if some of Nigerian leaders really have minds of humans or that of beasts. So, our result number two is affirming that a professionally-delivered character-reorientation advertising campaign anchored on the AIDA model could help redress this problem in the country, before
we could go on air and successfully announce to the world that we are “Good People, Great Nation!”

OBJECTIVE THREE: To find out the extent the use of two-way symmetrical communications’ model/strategies went in significantly projecting Nigeria’s image positively and internationally.

Professor Dora Akunyili was quoted as having told newsmen in Lagos in 2010 that her rebranding–Nigeria programme failed because Nigeria as presently constituted is not a good marketable brand. But recent developments, especially the rating of the country as the largest economy in Africa shows that Nigeria as presently constituted is a good marketable brand, if and only if two-way symmetrical communications’ model/strategies could be used in communicating with the diverse local and international publics of the country. But this would entail that adequate experts in the field of marketing communications are engaged for the task. We cannot agree more with this result, mindful of the fact that the nation has a lot of plusses in its score card. For instance, Nigeria is the most populous black nation in the world, the most populous country in Africa and the largest market in Africa. Hence, corporate organizations in the advanced countries of Europe, Asia and America, with saturated markets, cannot help rushing to Nigeria, with its largely untapped vast market. This is a truth that speaks for itself and could be used to market the country abroad.

Two-way symmetrical communications’ model/strategies could also be used to remind the international community that Nigeria’s has a lot to offer the world. For instance the country’s rich mineral resources are quite another area of strength which no one can take away from her. The country’s Bonny Light crude is about the best in the world with the British Brent. The country’s enormous human potentials has led to a rich export in sports stars, doctors, nurses,
academics and even peace – keeping military/policemen. Added to these, is Nigerian’s well – known acts of hospitality and good heart towards strangers. The country’s status today as a democratic nation, is yet another plus, even if the democracy is still a fledgling one, but we are on the right course to the promise land.

**OBJECTIVE NUMBER FOUR:** To determine if the marketing communications model could significantly improve Nigerian citizens’ positive change of values and attitude towards making the country a better marketable brand internationally.

An analysis of data procured on this and a test of the study’s hypothesis four reveals that the use of the DAGMAR model would significantly improve Nigerian citizens’ positive change of values, adherence to law and order in society, in order to make the country a better marketable brand internationally. Among other things listed by the respondents as acts that could help make the country a better marketable brand include: Nigerian citizens’ change from negative to positive attitude through behaviour change communications (BCC) strategies; adoption of a zero-tolerance to corruption by the three tiers of government (Federal, States and L.G.A); rebuilding of dilapidating national values and institutions; and finally public relations counsels for good governance at all levels. This is because according to some public relations experts like (Black, 1989:72; Jefkins 1982:14; Epele, 1982:5), public relations cannot be used to whitewash ugly conditions and does not carve on rotten woods. So, we must get our acts right, first.

For instance, if the actions of some of its citizens are still in the negative, like involvement in 419, internet frauds, credit card scams, terrorism, examination malpractices, ritual killings etc., most of which are reported in the foreign media, it will be hard to market a message that we are “good people, great nation” to the world. But if Nigerians are made through effective integrated
marketing communications (IMC) and behaviour change communications (BCC) to move from negative to positive attitudes, such national marketing campaigns will be easier and successful.

It will also be hard to convince the world that you are “good people, great nation”, when monumental corruption and embezzlement of public funds is being reported of its leaders in the foreign press, with some of them being caught and jailed abroad. Such does not make any nation great, talk less being regarded as good people. Such a message will be laughable to others watching us. DAGMAR marketing communications model would help the country to achieve citizens’ departure from these negative attitudes to the positive sides.

**OBJECTIVE 5: To ascertain if the use of social media network significantly served as effective complement to marketing communications’ tools for a successful rebranding Nigeria campaign.**

The result of our number five hypothesis on this shows that a blend of social media and marketing communications tools can serve as effective social marketing strategy for a successful rebranding Nigeria campaign. According to Adirika et al (199:23) social marketing which is the applications of marketing principles in advancing or promoting the acceptance of a social course to a target publics, is a very appropriate tool for marketing the salient behaviour change initiatives from negative attitudes to positive attitude aforementioned.

For instance, through social marketing, Nigerian youths will be enlightened on some of the social costs of involving in drug trafficking, which includes long jail terms in foreign lands, public execution in some Asian countries, all of which could lead to a total eclipse of their life ambitions. They could also be taught the social costs of involving in crimes, which includes a possible loss of one’s life, risk of being jailed if caught, dent their family names and tarnish their
own personal reputations. They could also be persuaded to desist from such other ignoble social vices like child trafficking, internet scam, credit-card scam, ATM frauds, “419” or advance-fee-frauds, female trafficking/prostitution, all of which tarnish the nations image abroad.

Through social marketing’s behaviour change communications, public officers and the country’s leaders would also be much more informed on the social costs of corruption on Nigerian society, which could include under development, poor infrastructures, high rate of unemployment leading to more social vices, heightened social insecurity and youth’s restiveness. An expert application of social marketing strategies would help the nation to effectively arrest most of these image tarnishing social vices, and when that is done, the success of any rebranding project will then be a fait accompli or a forgone conclusion.
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is devoted to a highlight of the key findings of this study, the conclusions drawn from them and the recommendations for the way forward.

5.2 Summary of Findings

The results of this study revealed the following:

(i) The extent of application of integrated marketing communications’ models in the Nigeria’s previous rebranding programme is significant ($F_{\text{calculated}} = 13.712 > F_{\text{critical 19 df}} = 9.55, p = 0.001 < 0.05$).

(ii) Marketing communications’ models were effective as media advertising campaign tool to significantly curb corruption amongst Nigerian citizens in the ‘rebranding-Nigeria’ exercise ($F_{\text{calculated}} = 23.110 > F_{\text{critical 26 df}} = 19.33, p = 0.001 < 0.05$).

(iii) The use of two-way symmetrical communications’ model/strategies significantly projected Nigeria’s image positively and internationally ($X^2_{\text{calculated}} = 1020.71 > X^2_{\text{critical, 11 df}} = 4.575, p = 0.000 < 0.05$).

(iv) The use of marketing communications’ models significantly improved Nigerian citizens’ positive change of value and attitude towards making the country a better marketable brand, internationally ($F_{\text{calculated}} = 24.073 > F_{\text{critical 29 df}} = 19.38, p = 0.001 < 0.05$).

(v) That the use of social media networks significantly served as effective complement to marketing communications’ tool for a successful rebranding Nigeria campaign ($X^2_{\text{calculated}} = 1762.226 > X^2_{\text{critical, 8 df}} = 4.575, p = 0.000 < 0.05$).
The respondents demographic data show that 25.64% were aged between 21 to 30 years, 30.45% were in the age bracket of 31 to 40 years; 32.05% were in the age range of 41 to 50 years; while 11.86% were either 51 years or above. Majority were married and educated. 19.23% were students or teachers; 19.23% were professionals; 19.23% were journalists; 19.23% were civil servants; 6.41% were diplomats; while 16.67% were Nigerians living abroad.

All of them (100%) have heard and know what rebranding is all about.

32.05% heard of the rebranding through the radio, 32.69% heard of it through the televisions; 19.23% read of it via the print-media, 12.82% knew of it through direct media, while 3.21% heard of it via social media channels.

32.05% believed the rebranding is a campaign for change from negative to positive attitudes; 48.08% saw it as zero-tolerance for corruption, 12.82% said it is the rebuilding of national values/institutions.

On national institutions that need rebuilding/rebranding, 71.15% of the respondent cited the Nigeria police, 26.28% mentioned the Nigerian Judiciary, 39.42% mentioned the Nigerian customs service; the Nigerian immigration services was mentioned 112 times or 35.90%; the educational system was mentioned 151 times or 48.40%, family values was mentioned 140 times or 44.87%; the Nigerian government (federal, states and local governments) came up for mention 160 time or 81.28%; the legislature had a response of 110 or 35.26%; while others combined got 82 or 26.28%.

Results also show that Nigeria could be successfully marketed abroad as a brand through citizens’ character reformation (57.69%); 7.05% through advertisements
and propaganda; 25.64% through public relations counsels for good governance; 6.41% by white-washing the country and its citizens’ negative acts.

The major actions of Nigerians that smear the nation’s image were credit card scams (23.72%); internet scams (23.08%); Advance-fee-frauds or “419” (24.36%), drug trafficking (24.04%) and terrorism (3.21%).

5.3 Conclusion

The corporate image of the nation Nigeria, and that of its citizens are invaluable assets that must be guarded jealously. This is because the economic and social costs of a negative image are so enormous, that they set a nation and its people years back. Apart from the citizens being looked down upon and treated shabbily in international fora, attraction of foreign direct investments (FDIs), tourism development and the hospitality industries will suffer. A lot of factors that lead the way in tarnishing the image of Nigeria and its citizens have therefore been revealed in this study. The use of marketing communications experts in correcting the ugly situation was also emphasized. For it is only when that is done, as this study reveals, that we could execute successful national rebranding programmes.

5.4 Recommendations

In accord with the findings of this study, we hereby recommend as follows:

1. That the office of the Minister of Information should be reserved for persons with marketing, marketing communications, public relations or other communications related backgrounds, since they are much more versed on issues like national image management and rebranding.

2. Future membership of any national rebranding committee in Nigeria, should at least have up to 60% of integrated marketing communicators, for better results.
3. Marketing communications models and strategies should be adequately used in future rebranding Nigeria programmes to dissuade Nigerian citizens and the leaders to desist from all acts that tarnish the image of the nation, internationally.

4. All future national rebranding campaigns should no longer be kicked-off with propaganda, but with assiduous citizens’ character reorientation, rebuilding of national values, infrastructures, institutions and identity, through well-planned IMC campaigns, so that our rebranding messages will not be taken with a pinch of salt, internationally.

5. In line with the synergistic communication for development philosophy (Nwosu, 2007:5), all key players in the integrated marketing communications family, must pool their ideas together in a teamwork, for an optimal realization of the goals of such national rebranding projects in Nigeria.

5.5 Contribution To Knowledge

The National Rebranding Cyclical Model (NRCM) presented below shows that that previous national rebranding programmes in Nigeria followed the vertical approach (which is a top-bottom approach), whereby the nations Minister of Information or the President launches the project and jumps straight into the publicity, probably employing social marketing, social media and IMC tools, bypassing the IMC experts and forcing the messages down the throats of the target publics. This almost always leads to dangling poor results.
Figure 5.1: Proposed National Rebranding Cyclical Model. Source: Field survey, 2014.

However, the model proposes here that the minister of information or the president should assemble a team of integrated marketing communications (IMC) experts, who will professionally employ the tools of public relations research and clearly identify the problems (issues giving the country its negative image) and isolate the key initiatives for correcting the problem. Here, there is a horizontally and two-way communications relationship between the president or Minister of Information, the IMC experts and the target publics of the rebranding programme, whose opinion will be sought by the IMC experts through public relations research. The opinion research could
cover the reasons for the poor image of the country, the reasons for the negative attitudes of some of the citizens and the leaders; what the international community publics expects of the nation and its citizens, what initiatives could best achieve the goal and through what medium or combination of media could the messages be appropriately and successfully delivered.

After this PR research, the IMC experts will now submit their report to the President or Minister, and agreement secured on the next way forward, which must include employing social marketing, social media and IMC tools in prosecuting. This will lead to solving the identified image problem(s) through implementations of the identified key initiatives which will in turn bring a true and successful rebranding of the nation and its citizens.

5.6 Areas for Further Research

Bearing in mind that this study is not a “cure-all” for the image problems of the country, Nigeria, we hereby recommend the following areas for further studies:

(1) Assessment of the correlation between societal materialistic values (get-rich-quick-syndrome) and the image of Nigeria.

(2) Public perceptions of the degree of patriotism of Nigerian leaders and the image of the nation.
REFERENCES


Black, Sam (189), Introduction to public relations, London: Modino Press Ltd.


Jefkins, Frank (1987), Introduction to marketing, advertising and public relations London: Macmillan Publishers Ltd.

Nwosu, ikechukwu E. (2007), Synergistic communication for development (SCD) Model, Enugu

In: Nwosu IE, Nkem – Fab-Ukpzor and Nwodu L.I. (eds), Communications Imperative for development.
BIBLIOGRAPHY


Butterfield, L (1997), Excellence in Advertising, The IPA guide to best practice, British


Chartered Institute of Public Relations (2012), Grunig in his excellence theory - CIPR, http://www.cipr.co.uk/.../Nicola%20Wate...


Linda Karlsson (2007), Advertising Models and Theories, Dissertation to the University of Halmstad, Faculty of Economics and Technology.


Marketingabout.com, (2009), Advertising: http://marketing.about.com/cs/advertising/a/marketvsad.htm---


Mohr, I. (2006), "Movie props on the block: Mouse to auction Miramax leftovers”. pReed Business Information, February 27.


Pearce, Craig (2013), Public relations: changing the world,
http://www.craigpearce.info/public-relations-changing-the-world/


Yaxley, Heather (2013), 2-way symmetric communications...  [https://greenbanana.wordpress.com/.../2-way-symmetric-communications...](https://greenbanana.wordpress.com/.../2-way-symmetric-communications...)


APPENDIX 1
(QUESTIONNAIRE FORWARDING LETTER)
Department of Marketing
Faculty of Business Admin.
University of Nigeria
Enugu Campus.
August, 12, 2011.

Dear Sir/Madam,

REQUEST TO COMPLETE A QUESTIONNAIRE ON: “APPRAISAL OF THE EFFECT OF SELECTED MARKETING COMMUNICATIONS MODELS/STRATEGIES FOR AN EFFECTIVE REBRANDING NIGERIA PROJECT.”

I am a doctoral student in the Department of Marketing, University of Nigeria, Enugu Campus, currently undertaking my research on the above-stated topic. We will be highly grateful if you could help us to complete the attached questionnaire. The research is strictly for academic purpose.

Hence, your esteemed opinion will be greatly valued, while assuring you that your utmost confidentiality and rights to privacy will be highly respected.

Thank you for cooperation.

Yours faithfully,

Ekemezie Livinus
PG/Ph.D/08/47883
APPENDIX II

THE QUESTIONNAIRE

1) Instructions:
   (a) Read very well before answering.
   (b) Fill-in your answers in the spaces provided as appropriate
   (c) Tick (✓) for your choice of answers in the appropriate space.

(A) Bio Data:

1. Gender: (a) Male [ ] (b) Female [ ]
2. Age: (a) 10 – 20 years [ ] (b) 21-30 [ ] (C) 31-40 [ ]
   (d) 41-50 [ ]
   (e) 51 years or above [ ]
3. Marital Status: (a) Married [ ] (b) Single [ ] (c) Divorced [ ]
4. Education Level: (a) FSLC/SSCE [ ] (b) OND/NCE [ ]
   (c) HND/B.A/B.Sc (d) MBA/M.Sc/Ph.D [ ]
5. Occupation: --------------------------------------- ------------------------
6. Place of Residence: ---------------------------------------

(B) ISSUES:

7. Have you heard of the rebranding- Nigeria Project?
   (a) Have Heard [ ] (b) Have Not Heard [ ] (C) Not Sure [ ]
8. From which media did you hear of the rebranding Nigeria project?
   (a) Radio [ ] (b) TV [ ] (c) Newspaper [ ]
   (d) Direct Media [ ] (e) Social Media [ ]
9. Which of these best explains what rebranding Nigeria is all about to you?
(a) change from negative to positive attitudes  [   ] (b) zero-tolerance for corruption  
   [   ] (c) rebuilding of national institutions [   ] 
   (d) sharpness in stealing funds [   ] (e) cultural dances [   ]

10. How can you rate the applications of integrated marketing communications’ tools and 
    media in the Professor Dora Akunyili’s rebranding Nigeria campaign? 
    a) Significant [   ] (b) Not Significant [   ] (C) Not sure [   ]

11. What effect do you think the applications of integrated marketing communications’ tools 
    and media had on the rebranding programme? 
    (a) Positive [   ] (b) Negative [   ] (C) Not sure [   ]

12. To what extent were the AIDA and hierarchy of effect models also used to curb corruption 
    and frauds amongst Nigerians in the rebranding exercise? 
    a) Significantly [   ] (b) Not Significant [   ] (C) Not sure [   ]

13. Mention some of the institutions in Nigeria you feel that needs to be reformed for a 
    successful rebranding programme? (a)…………… (b) ………………. (c) ………………. 
    (d) ………………. (e) ………………. (f) None at all [   ]

14. How do you think Nigeria can be successfully marketed as a brand, internationally? 
    (a) Citizens character reformation [   ] (b) Adverts/ propaganda [   ] 
    (c) Counsel for good government [   ] (d) By ignoring all negative opinions about the 
    country [   ] (e) None of the above [   ]

15. Mention, if any, actions of Nigerian citizens living abroad that smear the nation’s image, 
    internationally? (a)…………… (b) ………………. 
    (c) ………………. (d) ………………. (e) ………………. (f) None at all [   ]
16. Mention some social media tools/channels known to you? (a) …………………… (b) …………………… (c) ………………… (d) ……………………
(e) …………………… (f) don’t know [ ]

17. Which of those social media tools/channels available in Nigeria were used in the rebranding exercise? (a) …………………… (b) ……………………
(c) …………………… (d) …………………… (e) …………………… (f) None at all [ ]

18. Outline, if any, the marketing communications media/techniques known to you? (a) …………………… (b) …………………… (c) …………………… (d) ……………………
(e) …………………… (f) Not known [ ]

19. Which of them, if any, were employed in the rebranding Nigeria exercise? (a) …………………… (b) …………………… (c) …………………… (d) ……………………
(e) …………………… (f) Not known [ ]

20. How can you rate, if any, the social media and marketing communication strategies of the rebranding Nigeria programme?
(a) Quite effective [ ] (b) Not effective [ ]
(c) Moderately effective [ ] (d) Uncertain [ ]

21. Suggest some initiatives, if any, you feel need to be embarked upon in order to make Nigeria a better marketable brand, internationally?
(a) …………………… (b) …………………… (c) …………………… (d) ……………………
(e) …………………… (f) Not certain [ ]

22. To what extent do you think two-way symmetrical communications’ model/strategies could go in projecting Nigeria’s image positively, internationally.
(a) Significant Extent [ ] (b) Insignificant Extent [ ] (C) Not sure [ ]
23. Do you think the use of DAGMAR marketing communications model could significantly improve Nigerian citizens’ positive change of values, adherence to law and order in society in order to make the country a better marketable brand, internationally?

(a) Of Course []  (b) Not at All []  (c) Not Sure []

Thank you for the cooperation
APPENDIX III

Reliability/Validity Test Analysis

Case Processing Summary

<table>
<thead>
<tr>
<th>Cases</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>30</td>
<td>100.0</td>
</tr>
<tr>
<td>Excludeda</td>
<td>0</td>
<td>.00</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.85</td>
<td>0.89</td>
<td>17</td>
</tr>
</tbody>
</table>