

UNIVERSITY OF NIGERIA

MARKETING IN NIGERIA AT CROSSROADS: GOING FORWARD

An Inaugural Lecture of the University of Nigeria, delivered on March 17, 2016

By

JUSTITIA O. NNABUKO (MRS)

Professor of Marketing

University of Nigeria

Summary

Marketing is a discipline pioneering the interest and welfare of the consumers in the business arena. It has steadily developed from its traditional role of buying, selling and distribution of products and services from the producers to the consumers into a specialized and spectacular phenomenon that has accomplishments in commerce, industry, education, healthcare and other spheres of life. These accomplishments have resulted in impressive gains in man's standard of living. Effective and efficient marketing performance is fundamental to business success and survival. It is an economic saying that nothing happens in an organization until the safe tills. What makes it till is marketing.

Marketing has been variously defined both by traditional as well as the modern schools. But in a general sense, marketing involves all the business activities that anticipate and identify consumer needs and wants with a view to satisfying the identified needs and wants at a profit to the organization. Human needs and wants are the starting point of marketing. Need is a felt deprivation of some basic satisfaction, for example, food, clothing, shelter, safety, belonging, etc., for survival. It entails physiological or biological needs. Usually, human needs are few. A want is a desire for specific products or services, and is usually numerous in number.

Marketing is a living course. From the time one wakes up to the going down of the sun, a lot of activities that are marketing are performed. In the morning, one wakes up, cleans up, dresses appropriately (packaging of self), buys "okpa/bread/akara", etc for breakfast, and pays fare for transportation to desired location. He then goes on to persuade people to do business in one form or the other with him (selling himself for employment or his products/services). All these activities engaged in are parts of marketing. All these activities are so very familiar that we easily identify with marketing no matter our disciplines or interests. For this reason also, people feel that marketing is a less worthy occupation than most and so does not require rigour in mastering. Could this be the beginning of the woes of marketing and the little attention it receives in personal life, society at large, business/economy (public and private) and ever in governance?

A lot of activities or functions are performed in marketing and, interestingly, every one of the activities is an occupation that can adequately sustain lives, an example being selling. Many

people are occupied with selling assorted varieties of products and services in outlets and out of shops including hawkers. The rest of the marketing roles can thus be imagined.

To drive the marketing process, a lot of philosophies, ideas, concepts and milestones have been developed over the years. From the early twentieth century, it came to be debuted as a discipline until today. These philosophies include the production, product, sales, marketing concept, societal marketing concept, relationship marketing, customer service management and sustainable marketing. The marketing concept has proved to be invaluable to success in business.

Business is all about people. If people are not part of any business, nothing meaningful both to the business in question and the economy, can take place. So, marketing needs the consumers (those who use the goods), and customers (those who interact with the business to acquire the products and services). A consumer can also be the customer but the two terms are not synonymous because not all consumers are customers and not all customers are consumers. However, both are important to the marketer. The decisions taken by consumers have a chain effect on the products and services of marketing. For instance, the epileptic power supply in Nigeria over the years has a ripple effect on the economy, that is, it affects other areas of the economy. It has led to the disappearance of most manufacturing firms in the country with a resultant recourse of customers to foreign goods, for example, textiles (even if they be those of other West African countries), loss of jobs by myriad number of factory workers, loss of demand for cotton dyes and other raw materials demanded by these closed factories, and so on. This is why, according to Babin and Harris (2013), marketing is interested in the set of value-seeking activities by consumers as they consider the consumption of what meets their needs and wants.

An important challenge to marketers is how to maintain high ethical standards. This has become pertinent as society and consumers are more sophisticated and do not tolerate poor performance of firms. Additionally, marketing needs to determine how to maximize the increased benefits of the information technology to meet the needs and wants of consumers. The internet cannot replace the brick-and-mortar marketing but substantial amounts of business go on electricity. It, therefore, depends on individual business to build superior information and communication system. The age of automated marketing is here with us.

Introduction

I was intrigued by a story we were told in the late seventies when we enrolled at the University of Nigeria. It was about a boy who gained admission to study marketing which became a field of study in Business Administration faculty in the 1972/73 session as recorded in the 2013 undergraduate programme and regulations of the department of marketing.

The boy's father had come, the story went, to withdraw him to go and learn marketing by apprenticeship at Ogbete market. Why would a father do such a thing? He was told that marketing meant buying and selling which was what apprenticeship in trading was all about. Of course, he was educated by those he approached in the department that marketing was not just buying and selling, but included the acquisition of knowledge of how to understand, develop and make available all the products that were bought and sold in the market. It is no gain-saying that the pioneers of the marketing department form part of the pillars of the manufacturing sector in this country.

Today, I still wonder if enough is known about marketing or not. This is because when I tell people I am a marketer, they say "Oh, ndi Ogbete market". This means "market people – buyers and sellers". Each new day, the individual's waking thoughts resonate on what to wear, what to eat as three square meals, what to hear or listen to, where to go and what to do to fill in time, including weekends. Babin and Harris (2013:3) said that the answers to these thoughts turn the wheels of the economy while shaping the quality of life of consumers. So, I want to tell everybody about this enviable and great profession, the one whose activities everyone living involves in from morning till night, whether called marketing or not, and whether the person is a doctor, lawyer, business man, teacher, engineer, etc. It was divine providence that brought me into close embrace with this noble profession which has become my career, source of livelihood and a means of joyfully establishing my relevance in society.

Organizations employ the marketing process to convert unfulfilled market needs into profitable business opportunities. Manifestation of this is numerous in our country, Nigeria. During the structural adjustment (SAP) period, some new toilet tissue manufacturing firms successfully exploited the opportunity emerging in the industry with regards to raw material sources to produce various textures, sizes, and qualities of toilet tissues to meet the different market segment's need. The unemployment situation in the country over the years has created a class of

determined self-employed youths who had ventured into producing and marketing various breakfast foods unprecedented by restaurants and hotels, for example, “okpa, akara balls, pap (akamu)”, etc., areas thought too degrading for graduate to delve into.

The marketing concept implies that a coordinated marketing organization is an efficient and profitable means of satisfying consumer needs and wants. This notion is consistent with the definition of marketing as a total system of doing business rather than a fragmented set of activities. Its major responsibility is to develop a whole system, with internal and external components that are continually operated and evaluated. Management’s success depends on its ability to respond to the changing external variables, forecast the direction and intensity of the changes, and effectively use the internal controllable resources in affecting and adapting to the external environment.

The old marketing concept which emphasizes the distribution function of marketing held that firms perform the three tasks of financing, production and selling (sales). These often present financing as the most important factor while marketing, in the form of sales, came into operation only after production. But the new marketing concept, which is based on mutually beneficial exchange relationship, emphasizes the consumer above all these factors. Our problem now is how to satisfy these consumer’s needs and wants. We all know that marketing is one of the latest disciplines in business administration. Bussiere (2000) said that the term “marketing” was first used by economists in 1897 in a manner consistent with the way marketing is practiced today. And since then, marketing has grown steadily to become the “queen” of every business organization as opposed to distribution which economists propounded before 1897.

Broadly, marketing’s import is to create value for organizations’ products and services. This calls for an understanding of the needs and wants of consumers as well as the market place. This understanding will ensure success in all its activities. Marketing is many things to many people. Because it is a living course, everyone defines and interprets marketing based on personal point of view. Also because of the variety of marketing’s to-do list, everyone adopts any approach convenient in any given circumstance. To maximize the appreciation of the broad scope of marketing, this work is handled under the following sub-sections:

- Definitions and Illustrations

- Philosophical Milestones of Marketing
- Significance of Marketing
- Emerging Threats to Marketing
- The Future of Marketing.

Definitions and Illustrations of the Marketing Process

Marketing means various things to different people. The commonest one is when people ask you the number of your shed in the market. Czinkota and Kotabe (2005: 5) define marketing as an organizational function and a set of processes for creating, communicating, delivering and maintaining value streams to customers and for managing customer relationships in ways that benefit the organization, its stakeholders, and society in the context of a global environment. Nnabuko (1998) defined marketing as those activities of individuals or organizations, whether profit or non-profit, that enable, facilitate and encourage exchange to the satisfaction of all the parties involved. Pride and Ferrell (2004) say that marketing activities do not take place in a vacuum. The marketing environmental forces (economic, political legal, social, cultural, technological, etc) surround the customers and affect the marketing elements of product, price, promotion, and place (distribution). An understanding of the marketing concept prepares an organization to overcome business turbulence and stand where others are bowing out.

Experience has shown that every modern definition of marketing must incorporate essentially four aspects. It must show marketing as a process involving a number of activities or processes. Secondly, it must talk about marketing activities taking off before production via research to determine consumer preferences. Thirdly, it must show that something has to be done to meet the needs identified or satisfy them, and, finally, it must make provision for the continuity of the business through profit making so as to also ensure the availability of an array of products for consumers to choose from.

Grewal and Levy (2010) gave the American Marketing Association's (2007) definition of marketing as the activity, set of institutions, and process for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Marketing entails the satisfaction of customer needs and wants, exchange and creation of value,

via the mechanism of the marketing mix (product, price, promotion and place). It can be performed by both individuals (that is, business –to-consumers B2C) and organizations (that is, business-to-business B2B). A consumer, these days of internet, can sell things to other consumers using the e-bay, etc. This is consumer-to-consumer (C2C). Products may exist and yet needs and wants remain unsatisfied because exchange or marketing is not taking place.

Even though needs and wants can be satisfied without exchange through self production or by force or begging, the concept of exchange leads to the concept of a market. Exchange is at the heart of marketing and is intended to satisfy human needs and wants. Marketers include business firms, political parties, labour unions, lecturers, doctors, lawyers, etc. The things marketed include products, ideas (for example, air pollution reduction), people (for example, political candidates, football stars, etc), and places (for example, recreational places and industrial sites). Potential markets include consumers, legislators, citizens, alumni, etc. Other possible markets include government parastatals, regulatory agencies, environmentalists and local tax assessors.

Consumers want more nutritious foods, attractive and affordable clothes, fuel-efficient and repair-free cars, comfortable and trouble-free homes, etc. Desires are infinite. Industrialists want more efficient systems, infrastructure and equipment for running their offices, robotized factories to bring down production costs and human drudgery. They need more efficient ways of delivering their goods to points of purchase. Marketing acknowledges that any of these want situations in society constitute opportunities for organizations that are alert and socially responsible.

Philosophical Milestones of Marketing

Marketing has taken various turns over the years since inception in the 20th century. The definition of marketing presupposes that marketing starts before production by carrying out activities (marketing research) that identify the needs and wants of consumers and still go on to link production to consumption. Marketing thus pervades the entire business spectrum.

In the pre-colonial era, markets were primitive, and highly periodic. The colonial period, however, saw the development of towns, road construction, transportation, economic changes and growth in population. All of these encouraged physical structures, exchange and transportation systems, shortening of periodicity of market days, emergence of professional

traders, improved and varied commodities of trade and daily markets. Since after independence, unequivocal changes have taken place in the market place and marketing generally.

The marketing management philosophies represent the concepts that have driven marketing over time since its inception formally in 1900 (Baker and Saren, 2010). The older concepts concentrated on finance, (raising money for business), production and selling. These older concepts depicted marketing as beginning, in the organization, with the end of production and ending when a sale is made. They thus magnified the 'sales' function into a department comprising advertising, research, personal selling and distribution. This is not true because marketing through research identifies what to produce and follows up the customer after sales to ensure his satisfaction with his purchase. The newer concepts, however, emphasized the customer. The philosophies are now presented as follows:

The Production/Pioneering Concept: This is the first idea that pervaded thinking and practice from 1900. It dominated business into the 1930s emphasizing production processes and quantity. This concept assumes that consumers will readily respond to available products that are reasonably priced; the task being to improve production efficiencies to cut production cost. Hence, Kotler and Keller (2009) highlighted such remarks by the founder of Ford Motor Company then that "customers can have any color they want so long as it's black". Firms therefore competed on the basis of economies of scale and not on needs satisfaction. They did not take into consideration customers' views or their needs. Some organizations are still operating so today. Is your organization one of such? Despite this production efficiency and unit price reduction advantage, a firm practicing this philosophy is bound to create a high degree of insensitivity to consumer needs. It has been observed that services firms like hospitals, educational institutions and government ministries follow this philosophy.

The Product Concept: This holds that consumers will respond to the quality of product. Morden (1993) said that firms operating this idea make heavy investment in development and design capability, product testing facilities, quality assurance, and branding. Kotler and Keller (2009) and Adirika et al (1996) said that such managers commit the 'better-mousetrap' fallacy. Groups that practice this philosophy include the Railway, Churches, etc.

The Selling/Sales Concept: This concept held sway around 1930-1950. Because consumers were conditioned by the Great Depression and World War II to consume less products,

manufacturers thus resorted to heavy personal selling and advertising campaigns. It holds that consumers will not buy enough without a substantial selling effort by the seller. The “hard” selling practice of organizations during this period earned marketing a lot of criticisms and setbacks. Today, promotional tools are integrated to blend marketing communication effectively in conjunction with the other “3PS” of marketing. Insurance sales agents use this concept considerably.

The Marketing Concept: The production process and sales techniques had peaked by the time the World War II ended. There was mass production and many firms were in existence because the war ceased to claim people’s attention and resources. In the midst of plenty, the seller becomes less dominant and a buyers’ market ensues. This was the era that crowned the consumer ‘king’ and stamped the marketing concept into the marketing process.. From around the 1960s it was perceived that the aforementioned concepts could not adequately dispose of the produce of firms. This concept emerged stating the need for the identification of customer needs, wants and preferences. It held that all the units of the organization should be customer-oriented, that is, integrate the marketing concept. It also advocated for a marketer to be in the top management of organizations. The import of this concept is that marketing should work with all other departments of an organization to add value to products and services by designing, promotion, pricing and distributing goods. An organization’s profit goal can be much more easily achieved here. This is because when an organization liaises with consumers, it does a good job which satisfies consumers, wins their loyalty, engenders repeat purchase and a favourable word-of-mouth advertising.

Societal Marketing Concept: This is holding sway still along with the marketing concept. It holds that customers’ satisfaction, and long-term consumer and societal well-being generated by organizations to satisfy organizational goals will ensure customers’ goodwill and steady profits.

Customer Relationship Management (CRM): This is an offshoot of relationship marketing. It emerged as a result of all the important changes that have affected the way business, in general, is done. It makes use of diverse collection of software and services which are intended to assist organizations increase customer loyalty, target their most profitable customers, and streamline sales processes and the analyses of customer data (Nnabuko, (2004).

All these concepts are needed in marketing, but it is obvious that not all organizations do the same things. Some organizations may have evolved through all these stages; some may have adhered to only one or two of them. Each freely chooses what to do and how to operate. Only a few organizations had fully integrated the marketing concept while only the large ones undertake the societal marketing concept which emphasizes the organizational social responsibility. These responsibilities range from provision of infrastructure to welfare and sponsorship of community development projects. An organization's overriding philosophy will go a long way in determining the level and intensity of the management of their marketing activities.

The Significance of Marketing

There is no other profession that has such serious commitments to clients (customers) and products and services like the marketing profession. It achieves organizational goals by laboriously and conscientiously serving customer needs and wants. Because every action of marketing derives from serving and protecting the interests of customers, marketers have close and warm relationships with their customers. Thus marketing offers a number of economic benefits to everyone within any economy.

Bharadwaj et al (2005) commended Peter Drucker's comments in 1958 to the effect that marketing has the capacity to change the entire economic tone of underdeveloped countries without making any changes to their methods of production, distribution of population or of income. Wilkie and Moore (1999) in considering the role of marketing noted that while it was obvious that society had not recognized the role played in the economy by marketing, marketing really affected aggregate demand. Bharadwaj et al (2005) did, however, argue that the fact that marketing plays a significant role is not easy to explain because there are no coherent marketing theories explaining marketing's relationship to its growth. This is a minority view, though, as many other marketing authors still boldly state that marketing's role in the economy is distinct as the various parameters under discussion depict. Ogwo (2008:17) commented on how easy it is to appreciate the role of marketing in the advanced societies because of the intense and stable competition in existence in their economies; whereas the story is quite different in the developing countries like Nigeria which lack the very essence of marketing.

The various activities of marketing **add value** to products and services in various forms. The **form** utility involves changing raw materials or putting parts together to make them more useful

(Farese et al (2003). Marketing makes input to this form utility through marketing research thereby enriching production. Through **place** utility, products and services are put in convenient and efficient locations for purchase. Catalogues may be used to encourage direct purchase. **Time** utility encourages products to be available at periods of time convenient to customers. **Possession** utility is made possible by middlemen or the internet. Credit may be given to facilitate exchange. **Information** benefit is provided through communication, packaging and labeling of products.

Grewal and Levy (2010) have identified some strategies that can be used to create and deliver value over a long period of time to consumers. They are customer, product, operational, and location competences. Customer excellence involves an organization focusing on creating added value to products and services offered and having a very good customer service which results in the retention of loyal customers. Some organizations achieve a sustainable competitive advantage through operational excellence with efficient operations and excellent supply chain management. Product excellence involves developing sustainable competitive advantage with products and services with high perceived value and effective branding and positioning. Location excellence has to do with competing with a good physical location and internet presence. In as much as each of these strategies is good, having multiple strategies or sources of competitive advantage will build higher walls of resistance.

So, we can see that marketing **makes exchange (that is, buying and selling) possible** through seeing that the healthy products and services produced are communicated to the buyer and made available in time and space at consumers' convenience. Marketing ensures that produced goods are made available when, where and in the quantity needed in good, healthy and convenient forms at the consumers' convenience. The demand for products and services is enhanced because of the value marketing adds to them. According to the economic law that says that when demand is high, products are mass-produced; thus, making it possible for business to produce at lower costs which reduces the unit cost of products; hence, they can be sold at lower prices. Lower prices cause more units to be sold which in turn, increases profits of firms. This benefit has a ripple effect on the economy. Because business is successful, more people or competitors enter the market to exploit the opportunity created. Increased competition further pushes down the

price of the product which is very welcome to the consumers. Mobile phones “Sim” card prices at their inception and presently illustrate clearly this benefit.

Marketing cares so much about nurture and creativity. Hence its many functions address doing the most possible good for the betterment of human life as shown. It **provides quality goods and services** to meet consumer needs. It ensures that the goods and services provided are safe and healthy. To ensure this, marketing has broken down demand into eight types. One of them is unwholesome demand. It is good and pertinent to note that marketing will care about people demanding unwholesome goods that may be harmful and detrimental to their health. This includes the demand for goods that are addictive in nature like cigarette, drugs, alcoholic beverages, etc. Do you know what marketing does for such demands? Kotler (2008) says that marketers should ‘demarket’ such products and services. This implies not encouraging their demand by reducing promotion campaigns. Rather, the consumers are warned about the hazards of abusing their use. This is seen when after cigarette advertisement, or on the pack of cigarette, they show a warning that smoking is hazardous to health.

The carrying out of marketing strategies in the economy necessitates the benefit of **competition** as occasioned by organizations trying to outdo one another. In order to carve out markets and opportunities, competitors try to outshine one another by producing new brands of products which try to improve existing ones. Innovations are born and consumers get many products to choose from. This is why it is said that marketing thrives best in a situation where there is choice than otherwise.

Of utmost importance to the economy are the many exciting **career offers and prospects** created by marketing. Lambs et al (2012) say that between one fourth and one-third of the entire civilian workforce in the United States perform marketing activities. Agu (2015) stated that according to the 2013 National Survey report on Micro, Small and Medium Enterprises (MSMEs) operating in Nigeria, there are about 36,994,578 micro enterprises; 68,168 small and 4,670 medium enterprises. He said that they altogether account well over 99 per cent of all businesses existing in the country; that they employ about 59,741,211 workers representing approximately 84 per cent of total work force, and contributes about 45 per cent of the nation’s GDP. Each of the activities performed in marketing is a possible **job opportunity** and those activities are numerous as can be seen in the table below. As can be seen from the list, graduates

of marketing can become self employed on graduation. This is made manifest by the proliferation of micro and small scale enterprises all around us.

Table 1: Job Titles at the Five Skill Levels in Marketing Occupation Areas

Career Applications	Entry Level	Career Sustaining	Marketing Specialist	Marketing Supervisor	Manager/Owner
Advertising	Proofreaders, Assistant display specialist	Copywriter, Display specialist	Ad campaign manager	Account executive	President
Customer Service	Customer service clerk	Sales clerk	Customer service representative	Customer service manager	Sales manager
E-Commerce	Web site tester	Web designer	E-Commerce marketing specialist	E-Commerce marketing manager	Interactive Marketing agency owner
Entrepreneur	Business owner's assistant	Small business manager	Small business marketing manager	Marketing supervisor	Sole proprietor of Retail/wholesale business
Fashion Merchandising	Buyer's assistant	Salesperson, Model, Display specialist	Buyer, Manufacturer's showroom salesperson	District sales manager	Store manager
Financial Services	Bank teller	Bookkeeper	Loan officer, Accountant	Accounting department manager	Vice president
Food	Grocery bagger,	Cashier	Food buyer, Food	Bakery	Store manager

Marketing	Stock clerk		broker	manager	
Hospitality Marketing	Maid, Bellhop	Desk clerk	Cruise ship or resort social director	Hotel manager	Chain manager
Importing/ Exporting	Shipping or receiving clerk	Warehouse manager	Transportation specialist	Inventory manager	Broker
International Marketing	Marketing assistant	International marketing associate	International trade economist	Agency manager	Agency owner
Marketing Research	Research assistant	Interviewer, Report writer	Statistician, Analyst	Field work director	Director, Consultant
Product Management	Quality control clerk	Sales representativ e	Finance/research specialist	Associate manager, Brand manager	Category manager
Professional Sales	Cashier	Appliance sales, Auto sales, Insurance sales	Manufacturer's sales representative	Department manager	Owner of retail or wholesale business
Public Relations	Office assistant	Copywriter	Account manager	Public relations representati ve	Owner of public relations firm
Real Estate	Office staff	Real estate agent	Real estate broker	Sales manager	Owner of real estate office

Restaurant Management	Waiter, Hostess, Cook	Head waiter, Shift manager	Restaurant manager	Chef	Owner, Executive chef
Retail Management	Cashier, Stock clerk	Assistant buyer/manager	Buyer, Department manager	District manager	V.P. of Operations
Sales Management	Telemarketing	Sales representative	Regional sales manager	National sales manager	V.P. of Sales
Service Marketing	Customer relations clerk	Assistant manager of customer relations	Manager of customer relations	V.P. of customer relations	Owner of service marketing company
Sports Marketing	Ticket agent	Airline clerk, Car rental agent	Booking agent	Venue manager	Team owner, Agency owner
Travel or Tourism Marketing	Receptionist, Car rental service attendant	Travel agent	Specialized tour guide	Agency manager	Travel agency owner

This table shows examples of the types of jobs in each career application, at each of the five skill levels.

Source: Farese Lois S, Kimbrell Grady and Woloszyle Carl A (2003). *Marketing Essentials*. California: Glencoe/Mcgraw-Hill, Inc. p. 15.

Marketing is important to businesses both profit-oriented and non-profit organizations. This is because it **contributes to the achievement of their objectives, survival and growth** in the complex competitive business world through **marketing research**. It provides the necessary inputs needed to do business and connects businesses to customers (B2C) as well as to other businesses (B2B). Ogwo (2008) emphasized the dynamic role of marketing research which

enhances optimization of scarce resources. According to Grewal and Levy (2009); Pride and Ferrell (2004), marketing advises production about how much of the company's product to make, and then tells logistics when to ship it, and creates long-lasting and mutually valuable relationships between the company and its suppliers. Through improved technology marketing extends the frontiers of business globally.

Marketing affects people's lives. Socially responsible and ethical marketing promote the **welfare and standard of living of customers and society** in general. Lamb et al (2010) contend that the marketing costs paid for by consumers when they purchase goods consume a sizeable portion of buyers' income. Since buyers participate in marketing every day of their lives, they will benefit by understanding marketing so they become intelligent consumers of the goods made available to them. They will also know their rights and demand them from business. An important challenge to marketers is how to maintain high ethical standards. This has become pertinent as society and consumers are more sophisticated and do not tolerate poor performance from firms. Consumers resist shoddy goods, false advertising, fake products and unethical practices of firms because they have easy access to foreign goods due to increased tourism. Barry (1986) calls for increased professionalism and training on the part of marketers. The National Institute of Marketing particularly should take steps to monitor the hiring training and conduct of marketers in the field.

Marketing enriches society via **revenue generation** for organizations and the economy largely. Through international marketing, foreign exchanges take place helping the country in balancing trade and paying for imports as well as build reserves for the economy. Social interactions among countries enrich and improve the citizen's standard of life. International relationships are also built resulting in friendships, collaborations and other social benefits to the various countries globally.

Emerging Threats to Marketing

What does it mean to be at crossroads? All the definitions of "crossroad" congregate at the same junction; that it means a crucial point, a turn or crossing of ideas in the life of something or person when a decision must be made. The situation may be confusing, perplexing or vexing

because the way forward seems muddled up with no clear pointer to any specific direction. For many, it is unacceptable and uncomfortable. Such a time calls for an appreciation and respect of the value of the grounds already galvanized. This will prevent rushing decisions that may haunt the business in years to come. It is pertinent to realize that crossroads are part of the process of uncovering hidden potential for future growth. Therefore, that marketing is at crossroads in Nigeria is not in question.

For marketing, there had been the heady seventies and eighties when oil money flowed and many people had money to spend on goods and travels in Nigeria. Importation was at its peak. Many international activities took place – sports and games, the festival of arts (FESTAC) with its associated marketing activities across the country, building of standard stadia and housing developments (Festac village, Satellite town, etc). The country enjoyed an influx of investments from abroad and citizens/indigenes were encouraged to own private property and business.

However, since the turn of the century and the inception of the present democratic polity in the country, many things have changed for business. What with the almost disappearance of the manufacturing sector in the country, marketing has been greatly affected. The collapse of many businesses in the country has created a sellers' market where few manufacturers are producing, denying consumers of the much needed competition for their attention in the market place. The existing situation of a 'distribution-orientation' of businesses in the country negates the vital ingredient of marketing which is the availability of choice. The marketer is required to anticipate and identify consumer needs and wants while assisting the production department to satisfy the needs at a profit to the organization.

Many things have changed for business as compiled by Perreault and McCarthy (2005: 617). Looking at the condition Nigeria finds itself, some trends have emerged as threats that need to be addressed for marketing to move forward. They include the following issues:

- Global competitive issues
- Internet-related issues
- Marketing research
- Environmental issues, and

- Industry requirements.

Global Competitive Issues

The world had since become a global village. Every country of the world has to update the level of activity of other countries or else be left behind in the scheme of things. The internet has an overriding influence over the way transactions take place because of ease of movement, transfer of funds and information, etc. The availability of goods, information and ease of transportation across board had exposed consumers greatly and society had become more aware and demanding of firms' sensitivity towards their welfare. The escalation of the production of inferior goods, fake and counterfeit products and various illegal deals, among other ills in marketing, have increased consumers' complaints, agitations and demands (consumerism) of firms.

Kashani and Dogra (2008) in response to the trend identified that some of the trends driving the change in the marketing process include the changing consumer, the ready availability of information (or commoditization), consolidation (in the area of customer account management), a power shift (away from brand owners to mega stores like Shoprite, Roban, Wal-Mart, etc.), and margin erosion. They went ahead to propound that the popular marketing mix 4Ps theory is ill-equipped due to its transaction model to handle the emerging business processes. They, rather, recommended the customer relationship management (CRM) system alongside retailers.

The following studies which we have done in the past highlight some of these global issues raised in this work.

1. Nnabuko, Nwaizugbo and Odigbo (2013) carried out a study to see how public relations (PR) can help reduce the involvement of Nigerians in international hard drug trafficking. This study was motivated by the shoddy treatment Nigerians receive at foreign airports because of illicit drug trafficking by few Nigerians. The objectives of the study included to determine the effect and use of force and law versus public relations in arresting Nigerians' involvement and to examine the use of public relations media, techniques and strategies for the National Drug Law Enforcement Agency (NDLEA) in addressing the hard drug problem in Nigeria. The dangers of hard drugs to the world include destruction of lives, dangers to unborn babies, increase in HIV/Aids cases, social nuisance and increase in crime waves. The study used integrated qualitative and quantitative situation

analysis study (SAS) approach. Focus group and opinion survey techniques were employed in gathering data. Data was analyzed qualitatively and statistically. Two hypotheses were tested. They are:

1. Public relations persuasive communications strategy is not more effective than the use of force and law in arresting the involvement of Nigerians in hard drug trafficking.
2. PR media, techniques and strategies are not very potent for addressing the hard drug trafficking problem by the NDLEA in Nigeria.

Presentation and Analysis of the Survey Data Based on Likert's 5-Points Scale and Tests of Proportion

In the test table, Strongly Agree is represented by (SA), Agree (A), Undecided (Ud), Disagree (D) and Strongly Disagree (SD).

Table 2: Test of Objective 1: To determine the effect of use of force and law versus public relations persuasive communications strategy in arresting the involvement of Nigerians in hard-drug trafficking

S/N	Questions	SA	A	UD	D	SD	Mean	Decision
1	The use of force and law alone could significantly discourage Nigerian youths from hard drug trafficking	32 (160)	34 (136)	35 (105)	199 (198)	100 (100)	1.75	Disagree
2	The majority of Nigerian drug pushers are willing to obey and significantly adhere to laws in any country they visit	31 (155)	37 (148)	40 (120)	130 (260)	162 (162)	2.11	Disagree
3	It is only the fears of arrest and imprisonment that would discourage Nigerian youths from getting involved in drug trafficking	51 (105)	54 (96)	37 (81)	73 (146)	100 (100)	1.32	Disagree
4	The use of moral suasion and public relations persuasive	121 (605)	133 (532)	33 (99)	57 (114)	56 (56)	3.52	Agree

	communications techniques would significantly discourage Nigerian youths from getting involved in drug trafficking							
5	A combination of force, law and public relations persuasive communications would significantly discourage Nigerian youths from getting involved in drug trafficking	121 (605)	137 (548)	33 (99)	50 (100)	59 (59)	3.53	Agree

Source: Field Survey, 2012

Test of Hypothesis 1: Public relations persuasive communications strategy is not more effective than the use of force and law in arresting the involvement of Nigerians in hard-drug trafficking

Test of proportion was used to test the null hypothesis. The proportion that strongly agreed or agreed with a proposition is equal to 40 percent (0.4) and the alternate, that it is not equal to 40% (0.4) at 5% level of significance. The formula for obtaining the observed proportion is:

$$\hat{p} - P/SE$$

Result Interpretation

Question 1 with the result $P_o = -9.57 > P_e = -1.96$, indicated the proportion of respondents that agreed with the proposition that the use of force and law alone would not significantly discourage Nigerian youths from hard drug trafficking was significant. Question 2 gave a result of $P_o = -9.388 > P_e = -1.96$, indicating that the majority of the drug pushers do not significantly adhere to the laws of countries they visit. Question 3 resulted in a score of $P_o = -5.61 > P_e = -1.96$, again showing strong disagreement that the fears of arrest and imprisonment do not significantly deter the drug pushers. Question 4 resulted in a score of $P_o = 9.59 > P_e = 1.96$, indicating an agreement from the respondents that the use of moral suasion and public relations persuasive communication strategies would significantly discourage Nigerian youths from getting involved in drug trafficking. Finally, with a score of $P_o = 10 > P_e = 1.96$, question 5 shows a strong agreement by the respondents that a combination of force, law and public relations persuasive communications would significantly discourage Nigerian youths from getting involved in drug

trafficking. All these signify that public relations persuasive communications strategy is more effective than the use of force and law in arresting the involvement of Nigerians in hard-drug trafficking.

Table 3: Test of Hypothesis 2: Public relations media, techniques and strategies not very potent for addressing the hard-drug trafficking problem in Nigeria

S/N	Questions	SA	A	UD	D	SD	Mean	Decision
1	Public relations traditional communications media can significantly discourage Nigerian youths from drug trafficking	117 (585)	123 (492)	47 (141)	50 (100)	79 (79)	3.50	Agree
2	Sustained mass media campaigns can be used to significantly discourage Nigerian youths from drug trafficking	93 (465)	177 (708)	35 (105)	45 (90)	50 (50)	3.55	Agree
3	Social media tools and networks can be used to significantly persuade Nigerian youths from getting involved in drug trafficking	91 (455)	174 (696)	37 (111)	48 (96)	50 (50)	3.52	Agree
4	Personal selling or inter-personal communications' media like workshops, public lectures, drama presentations, etc., can be used to significantly discourage Nigerian youths from drug trafficking	118 (590)	126 (504)	51 (153)	50 (100)	55 (55)	3.51	Agree

Source: Field Survey, 2012

Result Interpretation

A test of the efficacy of public relations traditional communications media (oramedia) in Ugboaja (1985:112), for a campaign to discourage Nigerian youths from drug trafficking, produced a score of $P_o = 8.16 > P_e = 1.96$, indicating an agreement. A test of the effectiveness of

the mass media for the same campaign, produced a score of $P_o = 11.12 > P_e = 1.96$, signifying an agreement. A test of the potency of social media tools for the same course, produced a score of $P_o = 10.71 > P_e = 1.96$, indicating an agreement. A test of the effectiveness of interpersonal communications media in the campaign, produced a score of $P_o = 8.571 > P_e = 1.96$, again signifying an agreement. All these show that public relations media, techniques and strategies are very potent for addressing the hard-drug trafficking problem by the NDLEA in Nigeria.

Summarizing, the study found that the use of force and law alone would not significantly discourage Nigerian youths from hard drug trafficking; that the majority of the drug pushers do not significantly adhere to the laws of countries they visit, nor fear arrest and imprisonment, but that the use of moral suasion and public relations' persuasive communication strategies would significantly discourage Nigerian youths from getting involved in drug trafficking.

2. Nnabuko, Dike and Onwuka (2014) carried out another study into the effect of monitoring of pharmaceutical activities on the marketing of medical drugs in the South East of Nigeria. It was a survey study using a sample size of 985 respondents from five university teaching hospitals. The study was prompted by the issue of fake drugs and their resultant effects on people like liver damage, kidney and heart failures, disabilities, injuries and even death as enumerated by Akunyili (2010). She attributed the failure to poor monitoring which motivated this study. Oloja et al (2011) reported that the Director-General of NAFDAC said that the figure for the incidence of fake drugs in 2005 was 16 per cent which rose to more than 64 per cent in 2008. This, of course, led to stringent measures adopted by the regulatory agencies to fight this panacea, but with little or no result.

The objective was to determine the extent to which monitoring of pharmaceutical activities has affected unethical marketing of medical drugs in South East, Nigeria. The hypotheses was the monitoring of pharmaceutical activities has no significant effects on unethical marketing of medical drugs and the monitoring of pharmaceutical activities has significant effects on unethical marketing of medical drugs.

Results and Discussion

The data obtained from the study were presented and analyzed as under listed.

From the biography section, about 87.0 percent of the respondents were within the age bracket of 21 to 50 years, 10.0 percent above 50 years and only 3.0 percent were below 20 years. The majority of the respondents used for the study were within their active years of service. Married respondents were 61.1 percent while the singles involved in the study were 38.9 percent. The survey captured the cream of experienced family people. 39.3 percent of the respondents had first degree/Higher National Diploma certificates, 13 percent were holders of Ordinary National Diploma, National Certificate in Education/Registered Nursing Certificates and Masters/Doctor of Philosophy degrees respectively. The medical doctors constituted 12.5 percent while 22 percent of the respondents had ordinary level school certificates. The majority of the holders of the West African School Certificates/General Certificates of Education (124, representing 14.0 percent of the respondents) were proprietors of the licensed drug firms, indicating the dominance of non-professionals in drug business.

Research Question: To what extent has the monitoring of pharmaceutical activities affected unethical marketing of medical drugs in South East, Nigeria?

Table 4: Mean (x) scores of respondents on the effects of monitoring of pharmaceutical activities on unethical marketing of medical drugs.

Factor	Items	Agree. SA+A	Disagree. U+D+SD	Total scores	Total no of respondents	Mean score	Result
1	Monitoring has ensured valid licensing of drug distribution chain members.	1902	781	2683	866	3.10	Accepted
2	Drug products assessment and registration have been effectively achieved through monitoring.	1745	825	2570	866	2.97	Not accepted
3	Monitoring has produced truth in marketing through reduction in deceptive advertising and false drug performance/off-label claims.	1877	972	2849	866	3.29	Accepted

4	Monitoring has reduced incidence of substandard drugs arising from manufacturing errors or degradation in transport and storage.	1452	1366	2818	866	3.25	Accepted
5	Monitoring has compelled licensed drug firms to employ security and best practices for safely distributing prescription medicines.	1674	1141	2815	866	3.25	Accepted
6	Monitoring has reduced label tampering and the marketing of drugs without the full names and addresses of the manufacturers on the labels.	1737	990	2727	866	3.15	Accepted
7	Monitoring has curtailed omission of information on side effects of drugs.	1597	1026	2623	866	3.03	Accepted
8	Monitoring has achieved transparency in the operations of the licensed drug firms in South East, Nigeria.	1508	1047	2555	866	2.95	Not accepted
	Total	13492	8148	21640	6928	24.99	
	Aggregate mean	1686.5	1018.5	2705	866	3.12	Accepted

Source: Field survey, 2012.

From Table 3, items 1, 3, 4, 5, 6 and 7 had mean scores of 3.0 and above. The implications were that monitoring of pharmaceutical activities had ensured valid licensing of drug distribution chain members, truth in marketing and reduced the incidence of sustained drugs arising from errors in Good Manufacturing Practices (GMP) of the drug firms, including degradation of drugs in transport and storage. The drug firms had taken the safe distribution of prescription medicines

seriously through the instrumentality of monitoring. Monitoring of pharmaceutical activities had checked tampering of drug labels and the marketing of drugs without the details of the manufacturers on the labels. Monitoring had influenced the licensed drug firms to provide. Information on side effects of their drugs, as shown in Table 3, items 2 and 8 had mean scores below 3.0, indicating that drug products assessment and registration had not been effectively achieved through monitoring. Monitoring had not yielded transparency in the activities of the licensed drug firms. The aggregate mean score of 3.12 for the research question was an indication of positive effects of monitoring of pharmaceutical activities on the unethical marketing of medical drugs in South East, Nigeria. The hypothesis was tested using one-way ANOVA. The F-critical (4.60) was less than F-computed (59.90) at 0.05 level of significance and 15 degrees of freedom. The null hypothesis was rejected. The p-value gave additional insight into the strength of the decision. The procedure involved a comparison of the p-value with significance level. The p-value, (0.00), was less than the significance level of 0.05, (i.e. $p < 0.05$). This confirmed that the null hypothesis was not true and therefore rejected. The co-efficient of determination, R^2 , was 79.70 percent. The alternate hypothesis was upheld with the conclusion that the monitoring of pharmaceutical activities had significant positive effects, (79.70 per cent reduction) on the unethical marketing of medical drugs.

The majority of the respondents used for the study were within their active years of service (21 to 50 years). The survey also captured the cream of experienced family people. The non-professionals with virtually little or no education dominated the drug business as importers, wholesalers and retailers in the open drug markets. Erhun (et al, 2001) corroborated this result by relating the activities of non-professionals in drug business to the preponderance of counterfeit drugs in Nigeria. The findings further revealed that monitoring had significant positive effects, (79.70 percent reduction) on unethical marketing of medical drugs. The result was in conformity with the study of Ratanawijitransin (et al, 2002), which states that the effectiveness of the regulatory activities depends on whether they produce the intended outcomes, measured in terms of quality of the pharmaceutical products marketed, proportion of licensed pharmaceutical facilities, proportion of pharmaceutical facilities meeting certain standards, e.g., Good Manufacturing Practice (G.M.P.), number of illegal products and facilities. The study showed that monitoring had ensured valid licensing of drug distribution chain members, reduced the

incidence of substandard drugs arising from the manufacturing errors and degradation due to improper storage. The drug firms had been compelled to employ security and best practices to safely distribute prescription medicines. False drug performance/off-label claims, label tampering and marketing of drugs without the details of the manufacturers on the label, including the deliberate omission of information on side effects of drugs had reduced through the instrumentality of monitoring. The visibility of the monitoring system further buttressed the results of the study. On August 15, 2011, National Food and Drugs Administration and Control (NAFDAC) through effective surveillance, intercepted 450 cartons of expired drugs worth N30 million in Onitsha, Anambra State. Also intercepted in Onitsha were over 900 cartons of drugs that expired in 2009 and were being re-labeled and revalidated to expire in 2015. The regulatory agencies matched the sophistications of the drugs counterfeiters holistically with strategies of national co-ordination, international collaboration and innovative technologies. NAFDAC built synergies with Nigeria Customs Service, Nigeria Immigration Services,, Nigeria Drug Law Enforcement Agency (NDLEA) and Standard Organization of Nigeria (SON). Nigeria Customs Services has a system that enables the staff to know the content of any container loading anywhere before it arrives in Nigeria. NAFDAC is now able to access the system to view the contents of containers. On the international scene, the collaboration of NAFDAC with China and India has yielded positive results since about seventy percent of the drugs used in Nigeria were imported from these two countries. In 2009, Chinese authorities sentenced six of their own citizens to death for manufacturing and shipping consignment of counterfeit malaria drugs to Nigeria. The Indian Parliament enacted a law that makes it a crime punishable by life jail term and confiscation of the assets of the convict for manufacturing and distribution of counterfeit drugs (Oloja et al., 2011). These achievements earned NAFDAC the membership of International Medical Product Anti-Counterfeit Council (IMPAC). NAFDAC is rated as one of the top eighteen medical regulatory agencies in the world and the fourth on the African continent. However, monitoring of pharmaceutical activities has not yielded the much-desired transparency in the activities of drug firms as drug products assessment and registrations have not been effectively achieved in the South Eastern States of Nigeria. Many pharmaceutical facilities and drug products were yet to receive authentic registrations. The lives of the regulators had been threatened in course of carrying out monitoring operations.

On June 3, 2006, the staff of NAFDAC, accompanied by twelve police officers were physically attacked and driven out of Onitsha Bridge Head Drug Market. The attackers destroyed six operational vehicles belonging to NAFDAC (Akunyili, 2010). Interviews held with regulators revealed the existence of illegitimate facilities for drug manufacturing, packaging and labelling in Onitsha Bridge Head and Aba drug markets. Monitoring as an integral function of the regulatory agencies has often been bedeviled by logistic problems. The challenges were created by inadequate funding, lack of vehicles/necessary equipment, shortage of work force, inadequate training and security of regulators (Erhun, et al, 2001). The challenges notwithstanding, the stakeholders, viz, healthcare professionals, drug consumers, licensed drug firms and regulatory agencies maintained that monitoring of pharmaceutical activities had achieved positive influence, (79.70 percent reduction) on unethical marketing of medical drugs in South East, Nigeria.

A third research by Nnabuko and Okafor (2007) studied the ever rising incidence of product counterfeiting in international marketing which became a major concern to the world in general and NAFDAC in particular. This issue was the driving force of Prof. Dora Akunyili's work as its director. Product counterfeiting in Nigeria was more serious in food and drugs and electronic goods. The descriptive survey design was employed while a judgmentally determined sample size of 20 manufacturers and 150 consumers were used. The topic was found to be controversial because although firms loathed counterfeiting, some consumers enjoyed it. They claimed it made available at affordable prices otherwise inaccessible products. Fast gain or immediate aggrandizement was the major reason they gave for counterfeiting followed by skill gap. Laxity of customs officials and collusion among counterfeiters, customs agents and channel members were the major factors encouraging counterfeiting. Counterfeiting is costly to the economy in many ways and generates unemployment.

Internet-related Challenges

The **internet** has broadened and varied the scope of marketing extensively. It has brought a lot of changes in how marketing should respond to the increasing consumer demands. Consumers are more educated and informed because of the ease, speed, and volume of information retrieval. A marketer has to be trained and developed in the ever unfolding communication technologies and

the computer. He must be at home with emailing, video conferencing, internet telephones, search engines, data warehousing and mining, etc. He must learn to use the various social media tools, especially blogs, Facebook, twitter, etc. The marketer must be a wise user of technology. No one talks or thinks about using typewriters anymore. Communication is a core marketing function. So, it will be clear that a technology non-conforming marketer is at the brink of extinction. Better said still, he is at the crossroads.

In marketing, a lot of communication takes place. A lot of **changes in communication technology** and marketing have reshaped continuously the marketing terrain. According to Howard (2000), the media day has turned into the media hour and, even now, into the media minute or second. The internet technology has created access to and demand for immediate information and frequent updates. He further said that internet took only four years to reach 50 million people as compared with the thirteen years it took television and thirty years for radio to reach same audience. This was in 2000. One can imagine the situation now, sixteen years after. Communication technology has developed beyond leaps and bounds. The computer and all its various programmes and ever-changing applications require marketing to make a drastic change from the usual way of doing things to the unusual, extraordinary and unique mode. Looking at business practice in the advanced countries, it is obvious that marketing has a lot of grounds to cover in Nigeria and other developing countries of the world.

Nnabuko and Ogbadu (2006) studied the impact of television commercials on children in Abuja. This subject has received much attention in research because television commercials have affected not only business but society including children. The objectives included to investigate television commercials impact on children and the extent it has affected their behaviour. The survey method of research was employed on a sample size of 400 children between the ages of 6 and 12 years. It was found that children generally believed television commercials; that there is a direct relationship between children's age and their belief pattern; that children exhibit low level of awareness of selling intent of television commercials, among other findings. In another study, Nnabuko and Ogbadu (2008) looked at the role of communication in managing marketing performance. Marketing activities of all kinds depend on good communication for proper execution. Consequently, good communication is necessary for effective marketing. The aim of the study was to outline the framework within which efficient and effective marketing

performance can be attained through the role of communication. Communication was found to reduce misunderstanding in the organization, thereby minimizing conflicts.

Due to the global increase in the use of internet, **channel structure and logistics** have become more complex and cumbersome. Organizations need to upgrade to internet selling for both wholesaling and retailing. They have to manage global channels, institute rapid responses, just-in-time (JIT), automated warehousing and handling, and multichannel (clicks and bricks) usage. Outsourcing is still important to relieve the organization of some obligations.

A study was undertaken by Nnabuko and Ugwuonah (2009) into the marketing practices of small holder poultry farmers in South East Nigeria. A survey was conducted to determine market players, marketing outlets and factors that lead to selling decisions and perceived prospects for small holder farmers. A sample size of 50 farmers who keep not more than 500 birds at a season was used. Findings show that outlets for their product are open market retailers/assemblers, farm gate and restaurants/fast foods dealers, among other findings.

Privacy issues are important to the consumers considering the handling of their data in the internet and marketing research. They resent erosion of privacy in any form and hence many refuse to give personal information at any point. Closely related to this is the issue of ethical and responsible social practice, be it on the internet or in brick and mortar outlets. Marketers are expected to be ethical in all dealings with the customers. An organization that strives to make socially responsible business decisions that also protect the environment or whose operations enhance the natural environment as it conducts its business activities grow competitive advantages. Green marketing describes the efforts made by organizations to choose packages, product designs and other aspects of the marketing mix that are earth friendly but still profitable.

Marketing Research Challenges

Marketing research is a sine qua non for every business outfit. It is the organization's feeler of its environment. A lot of challenges abound with special regard to new information gathering tools and sources. Special systems are required to manage customer relationships, choosing what is usable and what is not from the gamut of growing marketing information system, database and

point of purchase directed at sales promotion and other promotional tools. Other areas of concern include computer-aided designs, research and development teams' management, etc. Existing research institutes in the country, especially government-owned ones, need to optimize research facilities and applications.

Hyden (2011) observed that when the fire service marketing in South Africa was at crossroads, they turned to marketing planning for direction. He highlighted the situation with an illustration from a fiction movie classic character, Dorothy, who got to crossroads in trying to reach the wizard of Oz for solution to some problem. In the story, she was offered some help by a scarecrow towards a direction. Although they got to their goal eventually, they encountered a lot of twists, turns and impediments all the way. This was fantasy but marketing's reality in Nigeria is that it is at crossroads and some things need to be done, and urgently too. Focusing on his country's situation and underlying conditions, he recommended that when an organization finds itself at the inevitable crossroads, it should consider the potential benefit of putting a more thorough effort into plotting a clear direction by preparing a strategic plan of action. This can only be achieved through marketing planning and its effective implementation and control.

To buttress the research challenge, Faajir and Nnabuko (2013) carried out a study on the use of research as a panacea for marketing grains in Nigeria. The objectives of the study were to examine the impact of research on the production and storage of grains in Nigeria and to determine the extent to which research has impacted on the marketing of grains in Nigeria. The survey research design was used. Data was collected using questionnaire and key informants. Chi-square was used to test the hypothesis. It was found that the contribution of research is still not felt as expected, that there has not been enough research in the area of marketing grains and that there is a significant relationship between research efforts and effective marketing.

As it becomes more and more difficult for managers to compete on purely product level, customer service has become increasingly used to gain competitive edge by creative organizations. Customer service is known to be a potent marketing tool that can give a competitive edge to the manager if well managed. This was the driving force behind Nwaizugbo and Nnabuko (2009/2010) study in this area of marketing. The aim of this study was to encourage managers to adopt customer service strategy as a means of gaining an edge in a

competitive marketing environment, since findings underlined the positive effect of customer service on costs.

Environmental Challenges

In addition to external influences, marketing has had to grapple increasingly with **environmental issues of sustainability, green marketing, ethical conduct and social responsibility** in new dimensions.

Sustainability refers to the ability of marketing to sustain its activities within the economy in a socially responsible and ethical way. Sustainability is a key part of green marketing. It helps when an organization develops processes that preserve the environment over the long term while still allowing it to operate at a profit. Grewal and Levy (2010:33), illustrating sustainability, said that it is like where an organization that has established a competitive advantage, in effect, builds not just a wall, but a high wall around its position in the market. The high wall will make it difficult for competitors' outside the wall to enter the market and compete for the firm's target customers. Comparative advantage can be eroded with time but with a high wall in place, an organization can sustain its advantage, minimize competitive pressure and boast profits for a longer time than others who built no high wall. Thus sustainability is the key to a positive long-term performance, and every organization needs to pay attention to this because developed countries have been seen to lack maintenance or sustainability culture.

Nnabuko and Uche (2015) looked at the issue of land grab in Nigeria with respect to its impact on sustaining food security in the country. Shonga Farms project in Kwara State was the focus of the work. It was unveiled that foreign interest in investment in agriculture was at the increase. Additionally, transparency at the agreements and operations levels was emphasized. For such ventures to be sustained, they must be mutually beneficial to all stakeholders.

Sustainability brings to mind the idea or a way of long term thinking which underlines the societal marketing concept. This new era concept maintains that marketing has to satisfy consumers' needs and wants in ways that also benefit society, at a profit to the organization too. So, sustainability is all about meeting present needs without compromising the ability of future generations to meet their needs (Solomon, Marshall and Stuart, 2008). The high point here is that

organizations should persistently do the things they do better than other firms consistently. This way they can keep their position for a long time to come. This is the essence of sustainability.

Industry Requirements

In the past, marketing could justify their contribution using sales volume, market share and increase in profit, among others. Advertisement and other promotional expenses were generally related to qualitative measures that were not easily quantifiable. But now, organizational boards are demanding quantifiable measures of performance from marketers because new tools of measurement have been developed. Consumers' lifetime values can now be calculated to guide expendable funds on each consumer. This has emphasized the need for customer relationship management and an integration of emerging technologies to address the issues.

Nnabuko and Abugu (2008) stated that Nigeria's industrial development and national transformation cannot be effectively attained under fake and adulterated drugs, food and services; poor and inadequate supply of goods and services; weak and insufficient legislation guiding the operation of industries; and lack of technical know-how, among others. Marketing as a profession is working tirelessly to ensure that no section of the economy suffers unnecessarily, especially as it affects the customers. It is in this line that the federal government enacted Act 25 of 2003 bringing the National Institute of Marketing of Nigeria (NIMN) into existence to handle all issues relating to marketing in the country. All marketers and marketing organizations will do well to identify with their Institute to avoid being labeled quacks or unprofessional.

Future of Marketing

The growth and advancement in technology, especially in electronic networking globally has been unprecedented. Those developments have impacted greatly on business practices in general and marketing specifically. They have led to the development of new models and networks which contribute to efficiency and bottom-line performance. In the past, marketing had been accused of not adequately accounting for the huge money expended on its activity. Going forward, these new developments are helping marketing become less regimented and more accountable.

Alertness and proactive marketing strategies are needed in handling the anticipated changes to enhance marketing performance. Innovative strategies have to be introduced with things being done differently in the face of changes. Perrault and McCarthy (2005) say that marketing managers who take the lead in finding innovative new markets and approaches get a competitive advantage which all business firms are out for. Therefore, to fix things in the organization, there must be an attempt to use technology wisely, welcome competition (even from abroad), be more socially responsible, more environmentally friendly, and pay greater attention to consumer privacy.

Marketing has come a long way from its humble beginnings. Teaching it for the past three decades has opened my eyes to its beauty and affinity to life. The tenets of marketing are embedded in life and living. Additionally, marketing needs to determine how to maximize the increased benefits of the information technology to meet the needs and wants of consumers. The internet cannot replace the brick-and-mortar marketing but substantial amounts of business go on electronically. It, therefore, depends on individual business to build superior information and communication system. The age of automated marketing is here with us.

Given also that lots of quackery take place in business, there are ethical standards which marketers are expected to apply. But because many people pushing products and services are not professional marketers, and because many organizations use them instead of professionals, many regulatory agencies exist like the National Agency for Food and Drug Administration and Control (NAFDAC), the Standards Organization of Nigeria (SON) and the Consumer Protection Council (CPC). Efforts are needed to strengthen implementation and consumers are advised to make use of these agencies to address observed noncompliance.

Conclusion

Many novel ideas have emerged in the marketing environment to challenge normal ways of doing things. The stakes in marketing have been raised higher than ever before. It, therefore, means that to acquire competitive advantage, there has to be put in place unusual, innovative and pioneering moves. Risks must have to be taken because any risk averseness will send the wrong signal to an organization's stakeholders.

It is becoming very obvious that organizations have to embrace e-marketing to survive in the global arena. This will enable them to pass on price benefits to consumers by cutting off agents and their costs. To sustain e-marketing, unique values must be created and added. Managers have to be proactive, find new ways of gathering customer insight, as well as create quality time to spend immersed with consumers. This strategy is termed consumer immersion.

Finally, I call on the federal government of Nigeria to make enabling laws to drive the implementation of the National Institute of Marketing of Nigeria's (NIMN) mandate of regulating the practice of all marketers in the country. Related government agencies like the National Agency for Food and Drug Administration and Control (NAFDAC), the Standards Organization of Nigeria (SON) and the Consumer Protection Council (CPC) need also to be empowered in the area of enabling factors like legal backing in implementing their mandate.

Thank you for listening.

Acknowledgements

I thank God for this day that He has given me to add another milestone in my career. He has always given me a 'today' since I was born for His love to shine anew in my life. God put His hand on me in my native name, Odinakachukwu, and has always given me justice in my Latin name, Justitia. Praise God in the highest.

I want to thank the University of Nigeria that has made me a third degree lioness. Hail Varsity of Nigeria, the citadel of learning, my alma mater. God has used her to restore many a dignity of man and woman of which I am a witness. I wish to thank our amiable Vice Chancellor with whom I have worked almost these two years. The atmosphere has been relaxed, warm, friendly and very productive. I have learnt a lot from his open administration and commitment to the general good of all. I appreciate the institution's administrators and my colleagues both at Enugu and Nsukka campuses.

I joined the staff of this university in 1983. It was not easy at all. I worked with such great minds as the late Prof W. Uzoaga who in his patriarchal dignity greatly soothed my apprehension. The late Prof Okereke Ani and the late Mr. C.S. Onyebuagu were father figures to me at the time. Prof Ani quietly fought my battles and encouraged me to move on – bless his soul. The late Prof Julius Onah of blessed memory was a giant in Marketing and in life. Today I appreciate him for

his encouraging guidance. Prof Mrs. Dorothy A. Nnolim, my auntie, is a very respectable, highly principled, dogged and brilliant academic. She taught me that work should be turned into prayer when it is done for God's glory. The Department of Marketing under these ones was run as a family and we that follow them strive to maintain it so. I am very grateful for the friendship of my fellow marketers in the department. You are all special. Prof Chibuike Uche, our youngest Professor made a great impact on my career. I am grateful that he crossed my path. Space will fail me to mention everyone by name – my sisters, Dr Grace Ofoegbu and Dr Gladys Nwabah, Prof. Geraldine Ugwuonah, Prof UJF Ewurum, and every member of the faculty of Business Administration - I love you all because you are all part of my success story in one way or the other.

I profusely appreciate Prof Ogwo Ekeoma Ogwo. He is a Professor of Marketing and a past Vice Chancellor of Abia State University, Uturu. God wrapped him up for me as my professional mentor and brother. I have always confided in him and have always been helped to find direction and sound academic and spiritual advice. Sir, I appreciate you and your family for your large heart.

Prof Chukwudi I. Nwaizugbo of Nnamdi Azikiwe University, my buddy, thank you for your friendship. Thank you for being there staunchly whenever I needed you. I appreciate equally Dr. Felix John Eze of the University of Calabar. Mummy Ada and Daddy Ephraim Ejeh and your lovely family, you are special to my family. We love you. Thanks for your love and moral support.

The National Institute of Marketing of Nigeria (NIMN) is my family too. My President, Mr. Ganiyu Koledoye, is a humane, supportive and knowledgeable administrator. The Institute has been working hard despite all odds to give a voice to Marketing in this country. I am grateful to the 2nd Vice President, Mr. Tony Agenmonmen, the Registrar, Mr. Sidney Ogoto, Mr. Sola Kolawole, the Events Committee Chairman, all Council members and the entire membership body of this great Institute, my colleagues and my own people.

I am highly indebted to the Enugu branch of NIMN where I have worked closely with members since 1990. Thank you for the cohesion and commitment with which we all attacked issues. May the branch continue to grow in leaps and bounds. I appreciate Mr. Oliver Ngwoke and his family. I implore all marketers who have not registered with NIMN to do so immediately to enjoy the

camaraderie of like minds. I greatly appreciate the Enugu State Ministry of Commerce and other ministries and organizations that have partnered with us in our activities. The Executive Governor of Enugu State, Hon. Ifeanyi Ugwuanyi is not left out. We appreciate his timely interventions from time to time.

Words are not enough to convey my gratitude to my Church family. I will start by thanking His Grace, the Most Rev. and Dr. Mrs. Emmanuel O. Chukwuma, OON, Archbishop of the Anglican Province of Enugu and the Rt. Rev. Prof. Evans and Prof. Mrs. Peace Ibeagha, Anglican Bishop of Nike Diocese for their love for my family. I heartily thank every member of Christ Redemption Church, WTC Compound, Ogui, Enugu. My gratitude goes to Ven. Prof and Mrs Ernest Ukaejiofor. Your love and support is evident all around me. I appreciate all my pastors – past and present. I acknowledge Ven Onyeka Onyia, Ven, Dr. and Dr. Mrs NNPC Ghamzi, Ven and Mrs Augustine Orah my present Vicar and all the beloved pastors in the Church. I thank my beloved sisters in the prayer watch. The Lord will surely bless your labour of love. The Choir and the Women's Fellowship are not left out. Thank you for your prayers and encouragement. I wish to also thank my brethren of the Full Gospel Business Mens' Fellowship International and more so the Enugu GRA Eminent Chapter. I pray that you will continue to impact men and women of all works with the word of God.

I wish to thank my Faculty – Business Administration – staff and students. Prof JUJ Onwumere, the Associate Dean, has been a faithful co-labourer. He has been highly resourceful and very helpful. I appreciate all the professors. They have cooperated and contributed useful ideas. I thank the Heads of the four Departments – Mr. Osita Aguolu, Dr. Chuke Nwude, Dr. Oge Ugbam and Dr. Shed Moguluwa; all the lecturers and administrative staff. I must mention my hardworking Secretary, Mrs Ifeoma Nwoke and the Faculty Officer, Barr. Ify Nwokike. Each one of you has been wonderful. All the students – Undergraduate and Postgraduate – are appreciated. You have all co-operated with the staff in working towards uplifting the ideals of the institution and making the Faculty a home for us all.

My family has been an immense support. I remember my father, Boniface and mother, Josephine Oparandu of blessed memory. At their early demise, my eldest brother, Ephraim Oparandu, and eldest sister, Sybil and her husband, Meshack Obijuru, became my father and mother. I appreciate the love of my brothers Ibe and Edmund, my sisters Virginia and Gladys and their

respective families. My sisters and brothers in-law and all my numerous relatives I salute you all. I thank the Amafor Welfare Association, Enugu branch for honouring me today. God bless you all.

I bask in the love and care of Rich, my husband; Chika, Uche Divine and Glowey Etunnuh; Ugochi, Onyedika, Funa, Fesi and Amaa Okoye; Chinwendu, David and Delight Nwandu; Uchenna and Tochukwu Nnabuko, The Lord has done great things for us and we will continue to rejoice and be glad in Him evermore.

To all friends, neighbours and well wishers, I say may God bless your coming in and going out both now and always.

References

Adirika, E.O., B.C. Ebue and D. Nnolim, 1996. *Principles and Practice of Marketing II*, Enugu: Jamoe Enterprises

Akunyili, D.N. 2010. *The War Against Counterfeit Medicine: My Story*, Ibadan: Safari Books Ltd.

Babin, Barry J. Harris Eric G. 2013. *CB4*. Ohio: South Western, Cengage Learning

Baker, Michael J. and Michael Saren. 2010. *Marketing Theory*. London: Sage Publications Ltd.

Barry, T.E. 1986. *Marketing: an Integrated Approach*. Chicago: The Dryden Press

Bharadway, Sundar, Terry Clark and Sonypot Kulviwat (2005) 'Marketing, Market Growth, and Endogenous Growth Theory: An Inquiry into the cases of Market Growth' *Journal of the Academy of Marketing Science* 33 (3):347-359 pp 347-359.

Bussiere, D (2000). "Evidence of a Marketing Periodic Literature within the American Economic Association: 1895-1936", *Journal of Macromarketing* 20(2):137-43.

Czinkota, Michael R. and Masaaki Kotabe (2005). *Marketing Management*, 3rd ed. Cincinnati, Ohio: Atomic Dog Publishing.

Drucker, Peter F. 1958." Marketing and Economic Development" *Journal of Marketing* 63 (special Millennium Issue):198-218

- Drucker, Peter F. 1958.” Endogenous Growth Theory: An Inquiry Into the Cases of Market Growth”. *Journal of Marketing* 63, (special Millennium Issue):198-218
- Erhun W.O.and M.A. Adeola, 1995. A Study of the Distribution of Fake Drugs in Ogun State. *Nigeria Journal of Pharmacy* 26 (3/4), 41 – 45.
- Faajir A. and J.O. Nnabuko, 2013, “Strategies for Improving the Use of Research as a Panacea for Effective Marketing of Grains in Nigeria, *MKAR Journal of Media and Culture*, 11/1 April pp 182 – 192.
- Farese Lois S, Kimbrell Grady and Woloszyle Carl A. 2003. *Marketing Essentials*, California: Glencoe/Mcgraw-Hill, Inc.
- Grawal Dhruv cent Michael Levy 2009, *Marketing*, 1st ed. New York: McGraw-Hill/Irwin
- Grawal Dhruv cent Michael Levy 2010, *Marketing*, 2nd ed. New York: McGraw-Hill/Irwin.
- Hyden, Tim, 2011. “At the Crossroad: Fire Service Marketing and the Strategic Plan”. <http://04/01/16>.
- Kashani Kamran and APrna M. Dogra, 2008. “Marketing at Crossroads: A Function in Need of Change”. IMD. <http://www.imd.ch>. 30/1/16
- Kotler, P. and K.L. Keller. 2009. *Marketing Management*. 13th ed. New Jersey: Pearson Education, Inc.
- Lamb Charles W, Hair Joseph F. and Mc Daniel Carl 2010. *MKTG 3*. Ohio: South-Western, Cengage Learning.
- Lamp Charles W; Hair Joseph F. and Mc Daniel Carl 2012. *MKTG 5*, Ohio: South-Western, Cengage learning.
- Levens, Michael 2010. *Marketing: Defined, Explained, Applied*, New Jersey: Pearson Education, Inc.
- Morden, A.R. 1993. *Elements of Marketing*, 3rd ed. London: Dp Publications Ltd
- Nnabuko, J.O. 1998, *Marketing Management*, Enugu: Precision Publishers

Nnabuko, J, O.N. Dike, and E. Onwuka, 2014. “Effects of Monitoring of Pharmaceutical Activities on Marketing of Medical Drugs in Nigeria”. *The Journal of Sales and Marketing*. Photon 103, 130-139

Nnabuko, J.O. and J. Abugu, 2008. The Role of Marketing in Industrial Development and National Transformation. *Journal of Marketing and Public Policy* 1/1:(121 – 136).

Nnabuko, J.O., I.C. Nwaizugbo and B.E. Odigbo. 2013. “International Image Implication of Nigeria Involvement in Hard Drug Trafficking and Public Relations Antidote for the Problem”. *Public Policy and Administration Research*. 3/3 (8-20).

Nnabuko, J.O. and E.E. Ogbadu, 2006, “The Impact of Television Commercials on Children in Abuja.” *The Nigerian Journal of Management Research*, 1/1, September, pp. 95 – 100.

Nnabuko, J.O. and C.U. Uche, 2015, “Land Grab and the Viability of Foreign Investments in Sub-Saharan Africa: The Nigerian Experience,” in Vubo, E.Y. ed. *Environment, Agriculture and Cross-Border Migrations*, Dakar: CODESRIA.

Nnabuko, J.O. and E.E. Ogbadu, 2008, “The Role of Communication in Managing Marketing Performance, Kogi Journal of Management”, 2/2, December, pp 18 – 26.

.

Nnabuko, J.O. and O.C. Okafor, 2007, “The Global Scourge of Counterfeiting Products on International Firms”, *Journal of Policy and Development Studies*, 1/3, November, 77 – 82.

Nwaizugbo, C. and J. Nnabuko, 2009/10, “Cost Benefit Implications of Customer Service Delivery”, *Nigerian Journal of Marketing*, 5/2, pp 92 -100.

Ogwo, Ekeoma O. 2008. *Marketing and Society's Development: Thesis, Anti-thesis and Synthesis*. Uturu: ABSU Press

Oloja M. and B. Ukwuoma, 2011. Counterfeiters Have Become More Sophisticated, But W E Are Also Defeating Them With Equally More Sophisticated Techniques. *The Guardian*, Lagos, Saturday, July 16, 15.

Perreault, Jr. William D. and E. Jerome McCarthy, 2005. *Basic Marketing: A Global - Managerial Approach*, 15/E. New York: McGraw-Hill/Irwin.

Pride William M. and O C.. Ferrel (2004), *Foundations of Marketing* Boston: Houghton Mifflin Company.

Ratanawijitrasin S. and E. Wondemagegnehu, 2002. Effective Drug Regulation: A Multicountry Study, World Health Organization.

Solomon Michael R; Marshall Greg W, and Stuart Elnora W. 2008. *Marketing: Real People, Real Choices*, 5e. New Jersey: Pearson Education, Inc.