



**LADOKE AKINTOLA
UNIVERSITY OF TECHNOLOGY**
Ogbomosho, Nigeria



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SERIES 11

TOPIC:

STRATEGIC MARKETING MANAGEMENT: A POLITICAL DISSECT

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Strategic Marketing Management: A Political Dissect

AN INAUGURAL LECTURE

Delivered

By



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Ogbomosho

Prologue

Fierce the storm may beat around me

And temptations strong confront me

Storms do not alarm me

Trials cannot harm me

For I have blessed peace

And better things shall find me on Canaan's shore

King Solomon said "Toil is meaningless, wisdom and folly are meaningless". However, in his treatise, he agreed that "Wisdom is better than folly just as light is better than darkness" though he came to the incontrovertible conclusion that "the same fate overtake them both".

Invariably if anybody must succeed he must toil and not be a sluggard, be wise and not foolish, shine bright and not be lacklustre and be enduring! Each of these qualities and even their antitheses call for a measure of sacrifice. Little wonder therefore Booker. T Washington said "You must measure the size of the accomplishment by the obstacles you have to overcome to reach your goals." Hence, King Solomon admonished succinctly that it is to "Better be a nobody and yet have a servant than pretend to be somebody and have no food" Prov. 12:9.

Introduction

Mr. Chairman Sir, while I do not intend to strive on what the books of Ecclesiastics termed as vanity, I am humbled to say that providence gracefully bestowed upon me some virtues for which I am thankful to the Almighty God. By providence I am the first surviving child and son of my parents. I was a first division candidate in the WAEC Examination of 1967, a 1st Class graduate in my Bachelors degree first to earn a LAUTECH PhD, first elected Dean of the Faculty of Management Sciences. I am even the first Professor from my family and even from my village Laduntan, a boisterous commercial settlement in Ona-Ara Local Government Area of Oyo State.

The theme of today's lecture **Strategic Marketing Management: Political Dissect** derives its title from an area of some neglect; a marketing approach to politics and politicking in Nigeria and the acerbic abuse/misuse of marketing terms as political slogans/policies.

A Peep into Strategic Management

Without any exaggeration, extant literatures are replete with glossaries of authors' contributions along the multidimensional foci of Strategic Management as an area of discourse. But my interest was aroused by two prominent and seasoned administrators of repute in the old Western Region which later became Western State of Nigeria, mother of the present day Oyo, Ogun, Osun, Ondo and Ekiti states. They are Augustus Adebayo and Theophilus Akinyele (OON). They are accomplished administrators, authors and editors.

The latter, Theophilus Akinyele, I know very closely as a transparently honest, strict financial disciplinarian who held the position of Director of Budget and Special Adviser on Budgetary Matters to the President of the Federal Republic of Nigeria between 1979 and 1983. He is in addition to being an author, a nationalist, historian and a management guru per excellence who enlivened the drudgery of Civil Service bureaucracy through the introduction of many management concepts such as Management by Objective, Management by Result, and Management by Exception, among others.

The former, Augustus Adebayo, I knew on the pages of his book. In one of Adebayo's books, there was this spectacular *dramatis persona*, a central figure, an effigy of Adebayo's case study, Mr. Lawal. How the case study was analysed inspired me and propelled me into my first publication of a book of readings in the area of strategic decision making in 1994.

Furthermore I set myself on a transitory academic exploration from Management to Strategic Management and later Strategic Marketing Management now to be dissected through a political prism.

In analyzing the case study "muddling through" was diagnosed and "incrementalism" prescribed as the spring board to rational activity in the "Chief Executive's Day!!!".

The bane of Mr. Lawal was the absence of analytical thinking, absence of painstaking management, formal statement of his plan of action, personal involvement and commitment and lack of decisive decision-making ability. The fact that these have assumed most prevalent and endemic proportion among Nigerian political

Leaders/administrators who have failed abysmally to distinguish between partisanship and technocracy, thereby causing a state of political fixation even four decades after Adebayo's book, is of concern to this lecture. This unfortunate situation betrays the awful reading habit of our political leaders and reflect a great lacuna in ideas and ideals. The country is now governed by uninformed lots who have become so deformed and do not only "muddle through" but also "meddle through".

Strategic Management

Despite the fact that many scholars; Chandler, Selznick, Ansof, Drucker, Ogunsiji among several others saw and presented Strategic Management as a practical, broad, comprehensive, structured, directional, focused, futuristic concept of Management that used formalized ideas of matching the organizations' resources with external environmental circumstances and situations, Nigerian political cum economic managers remained devoid of analytical thinking, knowledge management and are completely oblivious of environmental impact via analysis, whether resource – based view (RVB) or Strategic Matching Frame (SMF) networking. Rather than sensibly dissecting strategies and adapting them, holistic strategy adoption is often embarked upon. Thus the same (RVB) approach that worked elsewhere is often adopted and juxtaposed to a totally different, dynamic and everchanging peculiar circumstances and situations without the necessary adaptation. This undignified disposition is partly consequential to the prevalent policy discord, policy somersault and/or absence of all forms of policy integration (vertical/horizontal), policy continuity, and gap analysis on which to base gap-reducing actions. In fact, there exist no imagined or real gap-measuring index in the minds of the political drivers hence the absence

of target or well defined political goals or objectives or at the very best where there seems to be one, it is amorphous and evasive. This probably explains in part why the country's current deplorable situation is not of any serious concern to most of them. They are so unperturbed arrogantly flaunting the glamour of their position and simply contented with the positions they occupy yet disturbingly desirous to elongate or repeat their tenures. This set of people are described mildly as being void of analytical thinking, lacking knowledge of environmental analysis capability and Resource-Based View(RBV) and/or Strategic Matching Framework(SMF) and insensitive to the feelings of the electorate. This is a scenario worse than "muddling through" because it culminates in constant and continuous energy sapping without progress. In fact it produces political and economic retrogression (Ogunsiji & Ogunsiji 2011, Ogunsiji and Ladanu 2011, Bogelfft and Otto 2011, Ogunsiji & Anene, 1994).

Help from Strategic Management: Why or Why Not and How?

Without going too far abroad, Strategic Management may offer a panacea or at least a respite to curb the characteristic ebbing productivity and other multitudinous and multifaceted challenges of Nigeria because

- i. It involves the adaptation of every organization to its business environment.
- ii. It adopts the fact that governance is government business operated within both internal and external environments that could be macro or micro with their peculiar operating parameters.
- iii. It has costs and benefits with quantifiable and measurable indices.

- iv. All its parameters are both controllable, manageable and evaluative when subjected to adjustable plans and sub-plans which are in most cases contingent upon situations in the environment.
- v. It is fluid and complex, of course adaptable to unstructured and non-repetitive changing circumstances knitted together to create a web, a novel combinations of responses configured to achieve one or more objective(s).
- vi. It involves strategy formulation and implementation of responses configured to build a contextual interface between apparently dichotomous parameters through partially planned or partially unplanned strategies.
- vii. It also involves monitoring, evaluation and control usable for determining achievement/productivity level of the strategy (ies) so implemented.
- viii. Strategic Management (SM) is done at two basic organizational levels, corporate level where policies are formulated and business level where policies are implemented. Both levels should be interrelated and complimentary if success is to be achieved.
- ix. Usually it is productivity-focused rather than a mere measure of allocative efficiency metrics.

In governance, though concentration is not on metrics of profitability, it must of necessity take into account the social cost/value of what is produced and the cost/ value of inputs used. Hence, total productivity in governance is the quotient of output quality and quantity

to input quality and quantity. The parameters of these ratios are often country-specific and time-bound.

- x. SM involves both conceptual and analytical thought processes the absence of which often translates into organic growth without development, a reality of what some policies such as import substitution, industrial diversification, merger and acquisition, bank consolidation and reconstruction, currency decimalization and rebranding among many others are portending mere interest in sloganism without developmental market share or market returns (Schumacher 1973, Traverso 2002, Ogunsiji & Ibojo 2010.).

One quite interesting view of S.M. is that both high market share and low market share were often very profitable but most of the in-between companies were never, because they are “hole in the middle” being neither here nor there as was declared abasedly that the nation's political leaning will be a little to the right and a little to the left. That is why every strategy or strategic management option that works in other developed or undeveloped economies never works in Nigeria. The Nigerian economy is neither socialism nor capitalism, the political machinery i.e. democratic variant is neither parliamentary nor presidential democracy, and our market is neither free nor regulated. Everything is jumbled together to make parametric evaluation difficult if not impossible. Heaven knows whether this is deliberate or inadvertent.

Thus, Nigeria is faced with the fact that the Key Strategic Areas (KSA) and Key Strategic Factors (KSF) are unidentifiable and the

Strategic Business Units (SBU) are never defined, so semi-autonomous and continue to enjoy ill-focused centralized support functions which benefits no honest masses of this country of which you and I are part.

Mr. Chairman Sir, inspite of the multi-divisional nature of the Nigeria Project and the multidimensional nature of its economy, Port Folio Management (one of the most valuable concepts) instead of working to reduce specific risks in asset management, always aggravated poverty and penury by eroding possible competitive advantage (Ogunsiji & Ladanu 2010.). Deriving from extant literatures, this lecture declared unequivocally that strategy needs to be active and interactive rather than be a product of a lazy mind without mental fecundity – often termed “arm chair planning”. In most instances, Nigerian political planners lack the ability to identify the core competence – the idea that each organization has some functional areas in which it excels and that a business should focus only on opportunities in that area letting others go. Active strategic management advocated sustainable competitive advantage, albeit permits competitive advantage as the springboard to the former. Nigeria has been despondently able to take advantage of and successfully implement only comparative advantage abandoning the application of Strategic Management (S.M.) that requires active information gathering and active problem solving (as aids to strategic decision making). This web of process as intricate and tedious as they are is what Packard and Hewlett crafted and christened as Management By Walking Around (MBWA). MBWA is the apparent solution to the intricacy and boredom of the process view which affords the strategic manager not only a first

hand on-the-sight exposure but also an integrative approach and a kaleidoscopic view of planning and decision making. Peters and Waterman (1982) in *In search of Excellence, lessons from America's best run companies* "which is akin/cognate to the Japanese's 3G (Genba, Genbtsu, Genjitsu) concepts which originated from HONDA emphasized search for Actual Place, Actual Thing and Actual Situation as was the case in Ogunsiji's "Searching for Distinctive Competence" (Ogunsiji 2000, 2005) and Peters Five Forces that shaped strategic environment through SWOT(Strength, Weaknesses Opportunities, Threats) analysis to obtain competitive advantage. The further priority was the desire for sustainable competitive advantage through Continuous Improvement Process (CIP) which is contiguous to Continuous Process Re-engineering (CPR) (Ogunsiji, 2004a, 2004b, Hammer and Champy, 2001 Ogunsiji and Ladunu 2010). The emphasis here is on minimization strategies, product differentiation, cost minimization and market focus in terms of value chain creation, maintenance and sustenance. This in management is a continuous improvement strategy that brings about sustainable competitive advantage different from Waterman's study, idealized five forces from SWOT analysis. Another contemporary study of the shape strategic environment using SWOT analysis to obtain sustainable competitive advantage, is Continuous Process Re-engineering which compares the significance of process re-engineering as a strategy that avoids functional silos, a strategy veritable as it is, focused on process rather than tasks (Ogunsiji 2005). Contemporary writers agree that it eliminates wastes commonly caused by functional overlap and interdepartmental communication conflict, the bane of the

apparent ebbing productivity (Ogunsiji & Ladanu 2010). Process re-engineering focuses majorly on nine identifiable areas of best practice.

- i. Simultaneous continuous improvement in cost, quality service, and integrative product innovation.
- ii. Breaking down organizational barriers between departments, and disabusing compartmentalization.
- iii. Eliminating (reducing) unnecessary layers of management thus creating flatter organizational hierarchies, which are helpful in finding solutions to problematic skill issues – technical, human, conceptual and design skills more swiftly.
- iv. Fostering closer relationships with customers and suppliers to build a network of enduring relationships.
- v. Making intelligent use (adoption or adaptation) of new hi-tech for a renewed and faster process.
- vi. Having /Designing a global focus, to guarantee a broader market outlook across national frontiers.
- vii. Improving human resource skills as a capacity-building strategy
- viii. Benchmarking process to determine where improvement is needed, searching out an organization that is exceptionally excellent in this area (benchmark of quality) studying the organization and applying its best practices in the organization. This may be done using, any one of the seven basic tools of quality (fishbone diagram) to break down in successive layers of detailed causes and effects analysis sort of centering on Man, Money, Methods, Machines, Materials, Measurements and Environment.

(ix) Service charting total customer service, research for profit chain, strategic service vision, service mapping and service teams (Ishikawa, 1968).

These parameters though self-explanatory, may cause an ergonomic implosion if not properly connected or related. This of course is why the understanding and the application of Knowledge Management Technique (KMT) or of concepts such as Total Quality Management (TQM), Continuous Improvement Process (CIP), Lean Manufacturing (LM), Six Sigma and Return on Quality is important and imperative.

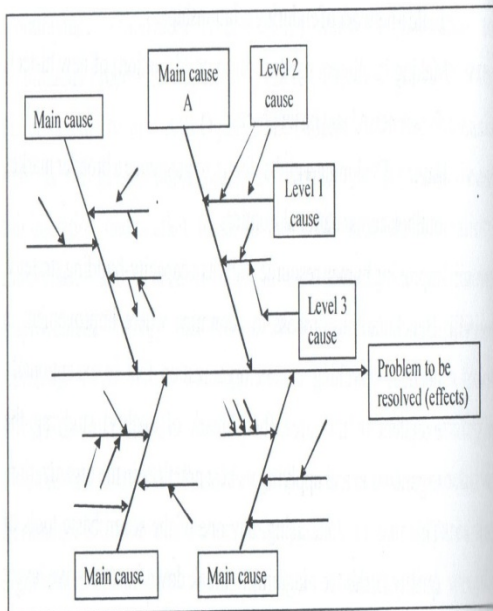


Fig 1: Fishbone Diagram showing factors that affects the problem at different levels (Ishikawa, 1968).

However, fishbone diagramming is not the exclusive method.

Others include

1. Service charting and service mapping
2. Total Constant Service and service profit chain and
3. Strategic service vision

However, all these can only be successful if operated by a knowledgeable service team with an underlying assumption that there is no better source of competitive edge other than a stream of delighted customers. The searching out of the potentially delighted customers (customer initiation) must invariably be followed by customer appreciation. These interchangeable relationships breed the avowed competitive advantage rather than comparative advantage as a result of sustained customer retention (loyalty).

Competitive Advantage

Competitive advantage is a recent concept used to address the purgent criticisms of comparative advantage (Porter 1985). The main proponents of this competitive advantage suggest that business organizations, governments and their parastatals and even states should pursue policies that create high-quality goods to sell at high prices in the market. Porter's emphasis is on productivity growth as nations' growth strategy while competitive advantage rests on the notion that cheap labour is ubiquitous and that natural resources are not necessarily proxies for a good economy. The other theory, comparative advantage can lead countries to specialize in exporting primary goods and raw materials that trap countries in cyclical low-wage economies and underdevelopment due to influenced terms of trade, a mild expression

of poverty cycle (Keynes, 1936) which the foreign exchange market and monetary manipulation rather than management achieved for Nigeria (Ofoegbu 2010) especially when value is not added.

The implication of this manipulation is the problem of a combined stagnating productivity, hyperinflation, high interest rate, dilapidating infrastructure, and archaic machinery and equipment which forerun the peculiar impediment to productive employment generation. This serves to widen the gap between developed and developing economies and the systemic poverty trap in which Nigeria finds herself.

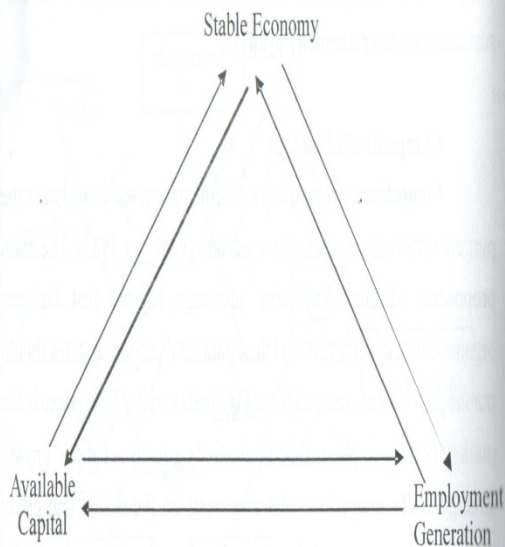


Fig 2: Relationship between stable economy, capital and employment generation (culled from (Ofoegbu 2010) Productivity Employment Generation in a Transition Economy: a Nigerian Perspective.)

Competitive advantage, on the other hand, attempts to correct this issue by stressing maximizing scale economies in goods and services that garner premium prices (Stutz and Harf 2009). Each of these is apparently sectional and seeing each with the third eye and awaiting the spirit of discernment which in this case is the Strategic Management in the hands of an excellent manager (Ogunsiji 2004). In the discourse, Ogunsiji in "Excellent Manager will Improve Productivity" retorted and asked "What won't?" The discourse though designed to take a cursory look incidentally became holistic, focusing on the organization structure, system, mechanism and operations to identify appropriate psycho-therapy that directly improves productivity through scientific decision making, organization technology, innovation, knowledge management and future-oriented Strategic Management tools. These and only these could free Nigeria from the amoebic grip of social and economic malaise called the "Nigerian factor" which has made most potent theories unworkable in Nigeria (Cole 1998, Eppink and Dojong 1976, Vancil and Lorange 1995, Ogunsiji 2002, 2004).

The underlying assumption of all these is that there is no better source of competitive advantage than a continuous stream of delighted customers measurable in terms of patronage (quantity and quality), derivable satisfaction (effect), through service delivery (the cause).

Mr Chairman Sir, competitive advantage attempts to correct these pitfalls of comparative advantage by stressing "maximizing scale economies" in goods and services that garner premium prices (Stutz and Warf, 2009)

Competitive advantage occurs when an organisation acquires or develops an attribute or combination of attributes that allow(s) it to

outperform its competitors. Porter identified four distinguishing factors that differentiate comparative advantage from competitive advantage to include:

- i. the nation's resources, that is, its labour costs, the skill and education of its people;
- ii. the demand conditions of a nation such as the market size, the way product may be advertised and the degree of consumer sophistication;
- iii. the suppliers focus; and
- iv. firms' strategy and structure as well as competition management.

A favourable combination of these four sets of factors (avowed marketing parameters) often leads to competitive advantage.

Management perceived that only by appreciating cultural differences in management styles, understanding the economic situations of other nations and quality production process would guarantee sustainable competitive advantage. To my mind "necessary or managed deprivation" could be a saving desideratum to sustainable competitive advantage in this part of the world.

As said in the earlier part of this lecture, I repeat for the purpose of emphasis that availability of resources, particularly natural, could at best be preposterous to sustainable competitive advantage. Japan, for example, lacks natural resources, yet the country prospered in the past.

In fact, economic hardship may stimulate economic activity and success, as illustrated by Japan and Germany after World War II. However, these two countries have consumers who demand sophisticated products of high quality. Similarly Japanese and German companies have good relationships with their suppliers (Lilien 1986). They also benefit from good education systems and skilled labour force. Despite the cooperation among Japanese companies at certain levels, they are also fiercely competitive (Wehrich, Cannice and Koontz 2011).

The corollary of this apt scenario is that American companies, one time the acknowledged world leaders in productivity, have come under siege from other firms around the globe and because of their complacency, lack of directed foresight and misapplication of Strategic Management they have lost their leadership position.

It is however noteworthy that, every nation of the world, America inclusive, is faced with complex incomprehensible reality to which it must adapt Strategic Management Approach. Figure 3 succinctly explains the situation process.

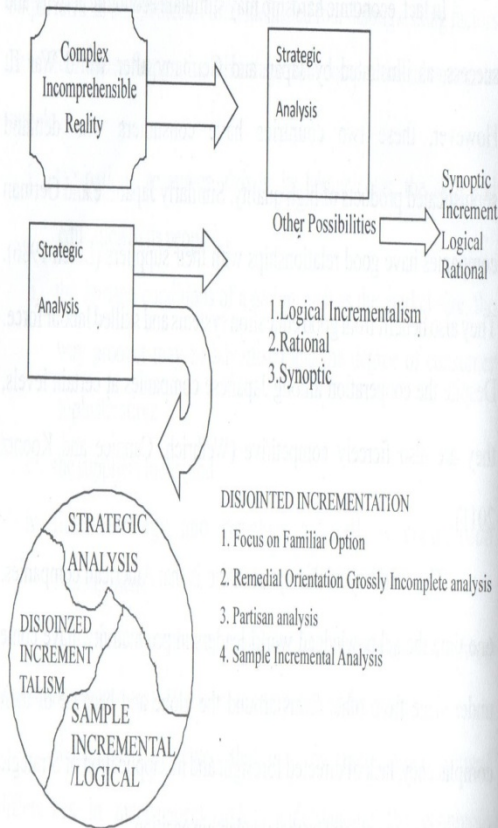


Fig 3: Adapted Duncan Strategic Management Approach showing the relationship among SA, DI and S "when necessity becomes a virtue: don't get to cynical about strategy".

Government Business

Mr Chairman Sir, this lecture believes that governance has to do with the political administration of the state, with the state comprising of the nation, her people and their cultures. It is a form of leadership which has a social contractual relationship with the people. If the government through its representatives who constitute authority in a given state, no matter how,

but by contemporary political reasoning, could deliver political satisfaction, value orientations, choice tendencies and peace, appropriates legitimacy, it is said to be delivering quality service.

Governance essentially involves service delivery, the key reforms of which has well-being as the objective of its policy and the delivery is commonly in phasal processes, hence process management technique is fundamental. To me and many average Nigerians, an acceptable government is a government that promotes substantially an all-round well-being whose productivity performance, the key driver of growth, is beneficial though not necessarily stellar. This is a situation that makes a nation proud with the feeling of real satisfaction which is the essence of marketing, rather than mere political "sloganeering".

Project Nigeria

Though Nigeria is run like private estates of some personalities forcefully and fraudulently selected/imposed on the generality of the disenfranchised masses of people (about 90%), happier would it have been if such insignificant few could adopt entrepreneurial orientation (Ogunsiji and Ladanu 2010). This approach would have immensely improved the economic generation potential, and promote capital saving capacity through use of local resources and discouragement of reliance on imports. Where the use of the latter becomes absolutely necessary and unavoidable, strategic flexibility, strategic agility, selectivity and innovativeness could have been used to build very strong backward/forward linkages with other subsectors of the economy and even promote and sustain inter-sectoral relationships rather than

faceless aggrandisement and destructive avarice (Ogunsiji and Anene 1994; Ogunsiji 2002a, 2004, 2005, 2006, and 2010; Ogunsiji and Ladanu 2010; Ogunsiji and Akanbi 2013a,b; Olutunla and Obainju 2008). Simple as these transformation requirements are, strategic management variables presume a conceptualized “analytical thinking” ability, rather than as mere imagery of an idle mind and/or mere sloganism.

According to Ogunsiji and Anene (1994), “making work and resources productive, and the worker an achiever is the greatest challenge to the management task” hence in a lamentation, not like the Biblical Jeremiah and/or David, Ogunsiji admonished that the “below average syndrome” may be improved by applying **adaptive strategic management process** through competence building and competence leveraging, future-focused innovation and Continuous Improvement Process (CIP) (Ogunsiji 2004, 2005, Wong et al 2009) that is proactive and introspective. This in part is what re-engineering is all about, be it process re-engineering, structural re-engineering etc. The Strategic Management this lecture is advocating must of necessity be robust, comprehensive, revolutionary and adaptive. This is why we have continuously sang the same old tune “E go better”! The tune begs for the questions “When and probably How?” While the Asian Tigers are coming out of Industrial Revolution of a sort with innumerable products and planned obsolescence followed by aggressive Strategic Management approach, we import same with reckless abandon, provoked docility and untold complacency. Despite the fact that revolution stares us in the face the word “revolution” scares us to the

marrow. As a matter of fact what Nigeria needs is a type of revolution which may not necessarily be violent and /or bloody, but definitely not a reformation/transformation of the type been presently canvassed. Presently, the global economic situation and environment call for a resource manager who could search for diversified growth by pursuing innovation-based production, resource-based view and open-minded management, capable of productively appropriating specialised resources particularly wasting ones like oil and gas (Lal 2007). Since 1977 when Lewis has observed that “what Nigerian entrepreneurs lack the most is managerial competence,” nothing has changed positively except that lack of political will and obstinate obsession of unimaginable dimension have been added.

Process Management

The bird's eye view of process management sees it using techniques from product quality management to customer service management, looking at an activity as a sequential process, identifying inefficiency therefrom and making the process more effective. This is the basis of Taylorism. The universality of its application makes it not only a feasible but also a viable methodology of gaining competitive advantage.

Pitiably, the relationships between the government of Nigeria and the governed on the one hand, Nigeria as a nation and her customer nations on the other appear indeterminate because there is no knowledge of Customer Lifetime Value (CLV), which is

- a veritable technique for assessing long term relationships crafted to create a productivity assessment (sustained relationships).

- b. relationship marketing and
- c. customer relationship management.

Unfortunately, another approach, mass customization/individualizing i.e individualizing performance to clients without losing economies of scale through Customer Experience Management (CEM) which could have served as a viable alternative is also neglected.

Sir, I must confess that I hesitate to say that I am at a dilemma as to where to pitch my tent in this discourse. Amongst us here present are professional marketers, academics in the discipline of marketing, economists, sociologists, psychologists and even philosophers. Yet, there are still uninitiated ones from the other end of the knowledge continuum. All the same I don't want to fall prey to the syndrome of "a little to the right and a little to the left". Of these three methods listed above for Customer Lifetime Value, Relationship Marketing has a wider and most enduring interface with governance. However it demands a careful and trendy exploration.

Inevitability of Strategic Management Practice as Precursor to Political Marketing

The in-depth scholarly exploration into the applicability of the practice of Strategic Management Approach (SMA) showed/proved its magnificent versatility when the declining fortune of Nigerian rail system was gruesomely "heartaching" every voiceless patriots. Ogunsiji (2004) found out an intercorrelation between the available number of wagons, serviceable locomotives, passengers transit volume and frequency, passenger-kilometer rate and total passenger revenue.

That the rail transportation modality was operated as a quasi-social transportation system notwithstanding, a communality calling for inter-relatedness and inter-connectivity was identified and an integrative end-to-end networked planning process (business continuity planning process) was recommended as a workable alternative to isolatory, disjointed and fragmented financial, material and logistics incrementalism if the Nigeria Railway Corporation (NRC) was to be resuscitated from its comatose state. Sadly enough, NRC is virtually dead, though may be, not buried yet.

Small Scale Enterprises (SSEs) are undoubtedly acknowledged as veritable engines of industrial growth and development providing linkages as aids to achieve national macro-economic objective, yet they are bedevilled by unmitigated controversies. The average life-span is usually very short, yet their existence and survival is appreciated and desirable, hence the archetypal traits were explored, identified and analysed, and combined with some entrepreneurial personal attributes in different business environments to fashion out a survival model to elongate their life span and promote their contribution to national industrial growth and development (Ogunsiji and Nassar, 2003; Ogunsiji 2000; Adeyemi and Badmus 2000; Hitt et al 2001; Schendel 1990; Ogunsiji 2012; Ogunsiji and Akanbi 2013a).

In a desperate attempt to search out the relevance and impact of environment on the archetypal traits, entrepreneurial attributes and the associated competencies, a survey of 280 Small Scale Enterprises was carried out within Oyo State. The survey covered all the industrial classes located in all the nooks and crannies of old Oyo State. The focus

on Small Scale Enterprises was borne out of the fact that SSEs are significant linkage chain in the industrialisation process. Though labour intensive, they enhance improved income redistribution, generation and diffusion of local resources, improved spatial distribution of industrial activity and hence are able to mitigate rural –urban population movement and promote rural development and exploration / exploitation of local raw materials (Kalu, 1996).

Nevertheless, SSEs are besieged with problems of undercapitalization, inadequate finance, ignorance of institutionalized incentives and credits, high rate of business mortality, shortage of infrastructural facilities and lack of appropriate technologies among others (Ogunsiji 2002; Nwachukwu 1998). These problems were diagnosed to be input-related and/or environment-related. Notwithstanding, the source, a scientific analysis, Strategic Business Environment Analysis (SBEA), was carried out to determine the direction and strength of these influencing factors and isolate the area of distinctive competencies. More–often-than- not, it is the area of distinctive competence that promotes business differentiation, a business trick or preserve difficult to imitate. Such difficult-to-imitate distinctiveness which could be in the product line, product specialization, technology of organization and other methodologies of servicing the market remains the business niche which could be distinctively manoeuvrable. The manoeuvrability may be in form of market segmentation, price and process playing, using the strategy of plans, ploys, patterns, position and perspective (Roger, 1995; Ogunsiji, 2004, 2002). The findings of this study revealed that Strategic Business

Environment Analysis conformed largely to the relevance of adapting the Strategic Management model (Coles 1998) in highlighting distinctiveness as environmental criteria for strategic decision making to combat competition, create a niche, and differentiate capability or resources mix for manoeuvring the composition, direction and strength of changes in the dynamic and volatile environments in which SSEs operate (Ogunsiji 2005, Ogunsiji and Nassar 2003) admitted that the motives for founding Small Scale enterprises/organizations are many and varied and that the distribution of one served demographic variable are motive-bound. They found out that the possession of unique tacit difficult-to-imitate skills by entrepreneurs significantly impinge on performance of such organizations.

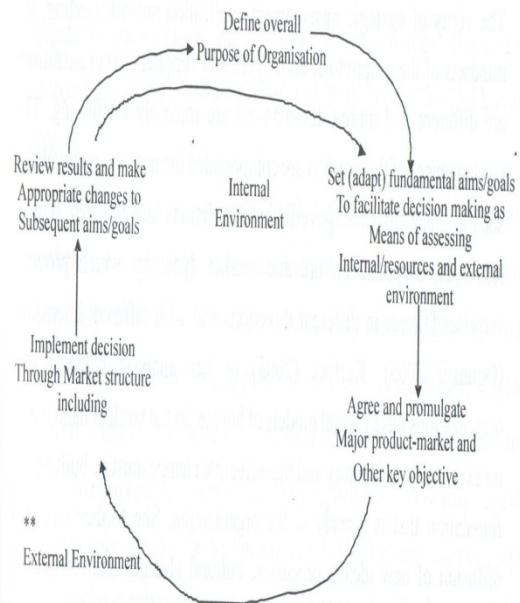


Fig 4: Basic Strategic Management Model

Peradventure in a desperate resolve to avoid perambulation and over-emphasis Ogunsiji (2005) submitted that the analytical phase of the search for distinctiveness is relevant and useful for the systematic managerial process organized by responsibility, time and information to ensure effective operational planning, project planning and even strategic planning --- "But cannot be sustained in an organization by top-down edict (Kerfoot 2005)".

The versatility of Strategic Management appeared to be a cosmic truth particularly when the verity of its application is tested on different spheres of endeavour (Ogunsiji and Aworemi 2004, Ogunsiji and Adewoye 2002, Ogunsiji and Adewoye 2004, Ogunsiji and Oludimu 2004) for different directions and intensity of its applicability. The verity of strategic management application notwithstanding, the mindsets of the proprietors, employees and suppliers of organizations are different and more-often-than-not are intensely conflicting. The consequences of this conflict are compounded the more by externalities such as trade disputes, government regulations and policies, human resources, corporate culture and market dynamics which provoke surprises/failures in different directions and with different intensities (Ogunsiji 2005). Kerfoot (2005) in her analysis claimed that organizations have mental models of how to do the work at hand based on experience and history and that effective change must be built on the foundation that is already in the organization. She further said that diffusion of new ideals, processes, cultural changes and /or quality initiatives (knowledge management) are effective "Appleseed" of change, surprises and failures inadvertently caused by strategic

discontinuities, systemic error, "economic fog of uncertainty" and "information imperfection" among others (Senge 1996, Ogunsiji and Akanbi 2013b). This situation calls for a de-emphasis of top-down management for a preferred bias in favour of interdepartmental connectedness that is market-based. All the same the defaults of overcentralisation, interdepartmental conflict and coordination problem should not be allowed to feature prominently enough to impede the implementation of strategic marketing orientation.

Evolution of Strategic Marketing

Marketing has been variously defined as social processes, organisational functions and integrated set of activities all aimed at maximizing profits (AMA, Hoolay et al 2001, 2005, Hunt and Lambe 2000).

But practically speaking, marketing is all about knowing your audience and what they want and what you want to make them believe they want. In order words, it is about getting knowledge about your target market, developing appropriate mapbox using various global tools (E-mail, face book, twitter, etc.) and adapting them to influence the targeted customers' perceptions and buying behaviours towards a brand. Such brand essence is the best practices for global advertising campaign that combine universal message that yet can be localized strategically. This partly explains strategic marketing.

Strategic Marketing

Mr chairman sir, the concept, Strategic Marketing is novel, its definition amorphous but its application is universal such that Strat and Mark Project had to define it as deeply customer-oriented concept focusing on top management's long-term vision for competitive advantage through product innovation with other functions being fully subservient (Vassinen, 2006). This definition has both inside-out and outside-in orientations that are of great importance in the paradigm shift from the selling process to the buying process, moving marketing from a cost centre to a revenue generator and replacing the old linear sales model with a new holistic approach enabling marketing and sales teams to work together. This new buying landscape created, has caused a tectonic shift from the outdated system, which can no longer keep up with the current demand structure and nature, to a lead flow to ensure lead quality, and improved marketing program effectiveness for increased Return On Investments (ROI). Only organisations or nations that implement a Marketing Automation System (MAS) to support their marketing and sales efforts are better equipped to manage 'lead flow' and 'process leads' more efficiently.

Adroitly such organisations are able to:

- (I) create a faster and more predictable revenue yields
- (ii) increase profitability with tactics that result in higher conversion rates.
- (iii) align the efforts of marketing and sales teams to substantially increase topline revenue growth.

Most lead management process gained from Marketing Automation System (MAS) improves interactions with prospects from the initial point of entry through to closed deal. Ultimately, MAS creates highly targeted campaigns, which reach the right people with the right message at the right time in the buying circle (Market Targetability), using Buying Power Index (BPI) analysis. The success or otherwise of a BPI becomes dependent largely on an efficient buying power analysis, that is, a realistic evaluation of the

- a. Trading area population
- b. Buyers perception about
 - i. Product quality
 - ii Product packaging
 - iii. Product pricing
- c. consumers demand sophistication

Thus the integration of quality and customers services with other marketing mix tend to create and maintain a relationship marketing designed to check or reduce customer defection through a strong customer bonds (Ogunsiji 1994).

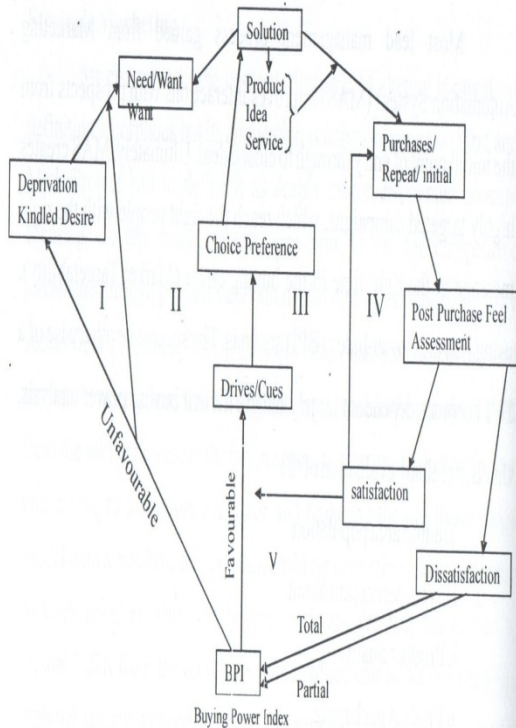


Fig 5: Conceptualised Phases of Buying Cycle

The increasing conversion rates explained by the “Demand Waterfall” developed by Sirius Decisions illustrate the stage that go from enquiry through quality to close (5 stages). Between each of these five stages lay conversion points. Using MAS, marketing professionals are able to tighten the loose screws at each conversion points and turn same to returns. These professionals become enabled to provide a huge productivity boost for marketing, though marketing response may be shorter/slower, it gives marketing better metrics on how their campaigns

are performing and more operational options to improve their campaigns. A disconnect between sales and marketing results in breakdown of marketing communications at the collection centres, and a deviation from the MAS routes/process causes mis-targeting and the consequent frustrations resulting from unmet aspirations. Bearing in mind the fact that these organisations are the microcosms of the larger society/nations, and the perceived MAS failure is replicative of the frustrations of the ruled's perceptions from the ruler's outlandish flamboyance in governance. This though, is an unintended demarketing of policies, be it political, or functional management.

Emergence of Political Marketing Strategy

Mr Chairman Sir, the marketing of a political candidate/issue is very much like the marketing of a product/service. Advertisers, generally political organisation, such as an advocacy group/a politician campaign group must make voters aware of their candidate/issue's existence and provide compelling reasons why a certain market should “buy” it. Although political marketing is very much like consumer marketing several aspects make the field unique.

Political Marketing Planning

A marketing planning framework to aid political parties in improving their image and coordinating election campaigns has been

developed to reflect the changing nature of electoral campaign in developed worlds towards the need for more long-term planning; together with development and implementation of marketing models in a wider sphere of social situations. The planning model has been developed using both a hypothetico-deductive and an inductive approach incorporating recent developments in US and UK political campaign marketing and development interviews with political strategists in the UK (Baines, Harris and Lewis 2002). They suggested that national political parties need to coordinate their election campaigns more effectively in order to strengthen their image among key citizens and voter groups by determining which target areas are most in need of what resources. Further research is suggested to determine how to position the party and to select and place advertisement in the relevant media. Finally they concluded that local election campaigns are becoming more coordinated by national parties but that such coordination often neglects to provide local area research and telemarketing campaigns and post election analysis exercise to monitor strengths and weaknesses in party strategy(ies) and campaign plans implementation.

Political marketing planning process

The political marketing planning process aims at improving image and message in strategic target areas.

The arguments that political campaign cannot run on a strategic level fail to recognise the significant efforts of the US Republican Party in the 1980s and the British Labour Party in the 1990s – both of which had had poor party images who had to rebuild their reputations and improve their election success through the combined use of polling, qualitative research, coherent adverting themes and effective strategy teams (all of which are adapted promo tools of marketing), normally focusing on message development and deployment and party re-organisation (also a marketing process), with the timescale of coordinating such campaigns that stretches beyond a formal election campaign period. This conforms to the passage through identifiable stages of

- i. Constituency Research
- ii. Competition determination through identification of relevant voting groups
- iii. Party positioning and voter group targeting
- iv. Post – election analysis which is analogous to the identifiable marketing process.

More than mere application of political science concepts like ticket splitting, traditional personal and tactical voting behaviour from a consumer behaviour perspective coupled with comparative and negative advertising from a communication's standpoint competitive marketing as in Fast Moving Consumer Goods (FMCG) marketing have marketing orientation and they portend greater synergy between political campaign and consumer good marketing.

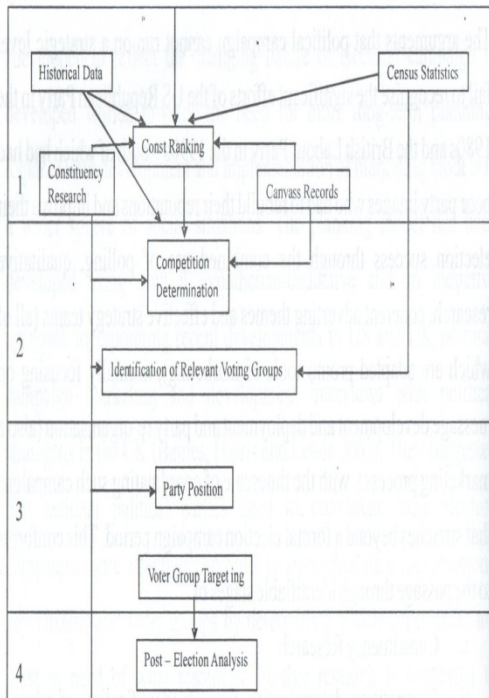


Fig 6: Source Baines et al (1999c) adapted from Baines, Harris and Lewis (2002)

Branding

Like companies, political candidates' order and even issues must be branded. Skillful branding attaches a recognized/recognisable set of attributes on product, issues/ideas. For example in "political marketing" Senator John Mc Cain of Arizona sought to brand himself as a "maverick" Politician, or who is his own man and not a beholder to special interest. Similarly, the Republican Party has traditionally branded itself as a political organisation that champions moral value such as equity and loyalty.

A prominent and adaptable advertisement locale/even location may adopt a celebrity endorsement to brand management (Ogunsiji 2012).

Strategic Branding Technique

In *Impact of Celebrity Endorsement of Strategic Brand Management*, Ogunsiji (2012) emphasized the essence of strategic marketing for profitable value delivery in present day hypercompetitive economy through an established correlate between the success of a celebrity endorsement of brands and the power of brands in the market place. The study established that the power of a brand springs forth a cumulative function of the effectiveness of the whole endorsement process reflecting high profile "brand market acceptability" convergent on identifiable and behavioural attitudes of the endorser.

Such convergence he found not to be only reflecting consistency in "repeat preference" but also "centrality and high intensity" in the promotion of brand value nearing brand addiction. Consequently, a global brand management team is recommended for marketing organisations adopting multiple endorsements of multiple product values/political party manifestoes.

Narrative

Much political advertisements seek to explain candidate/issue in terms of a story. In keeping with the branding of its product, a political organisation may choose to help explain its benefits through the use of simple narratives. For example during his presidential campaign, Barack Obama spoke of his background as a son of a Kenya man and American woman and a community organisation mobilizer, a narrative meant to

convey his humble beginning and his affinity for the common man. Little wonder therefore that the executive adopted a branding strategy that identifies him as a welfarist whose primary concern is the social welfarism devoid of bitterness, discrimination, rancour and terror.

Coming nearer home, President Jonathan gave his own version by saying he “had no shoes” to drum home his humble beginning, thus creating compelling spectacles that poverty is not a limitation to greatness. After all as a man from a poor background he became the president of his country.

Targeting

One other unique component of political marketing is that political advertisers carefully select the audience they wish to send their message to. While all advertisers must select a target demographic, advertisers risk alienating a large group of consumers by using rhetoric to attract another group. For example, a candidate most often takes divisive stances on issues: a senator cannot be simultaneously pro-life and pro-choice. For this reason it is important for advertisers to identify the precise demographic they wish to target. The UBA had once mistargeted its audience which claimed that “Wise men bank with UBA”. This was later corrected by an insertion of “and women too”. In a society with sophisticated demand that error would have largely demarketed UBA products as an exclusive preserve of only men i.e. grown up males only.

Laws

Another unique component of political advertisers is that many people may be affected by the passage of a law on the election of a political candidate/idea. While people are relatively unaffected when others purchase specific products or services, political elections may have tangible consequences. A skillful political marketer is able to make the stakes of an election clear to voters, as doing so can convince them to support/oppose a particular policy/candidate.

Using Database Marketing in a Political Campaign

If political marketing must succeed using a strategic marketing approach, the use of data - base marketing becomes imperative. Begging the question is “What is the relevance of Database marketing in political campaign management?”

1. It is necessary to understand what a database is, the implication and importance of database marketing and how the practice applies to every aspect of a political campaign. In this situation, a database is simply a list of names of people who have relationships with a campaign in some way. They may be contributors, citizens who wrote letters, volunteers, registered voters or people who the candidate may have met on the trail. Database marketing then becomes essential to capitalising on the information you have. Infact the two words-campaigning and marketing become synonymous! A database helps you to

Understand who your supporters are and how best you can capture non and potential supporters. If used to its full potential in creative and innovative ways, your database will give you an edge over any opponent.

2. How to use Database Marketing in Political Campaign: Start building up a comprehensive marketing list, a sort of "who is who". That may affect your campaign focus or manifestoes.
3. Use database marketing to speak to your candidate about issues they want to hear. Target your audience to in tune their interests.

The effective application of database marketing prompts/underlies Enterprise Resource Planning (ERP) strategy/system.

Absence or Failure of Enterprise Resources Planning (ERP) System in Nigeria and Possible Effects

Despite that ERP is critically vital to the economic and structural survival of organisations, and notwithstanding its symptomatic, diagnostic and prescriptive capabilities, the significant critical Success Factors Index (SFI) is virtually nonexistent or abysmally underplayed in the management of the Nigerian project. It is not overbearing to admit that incompatibility of the constituent aggregate that makes up the composite entity called Nigeria is one of the major debilitating endemic factors diagnosed to be symptomatic of her failure (Ogunsiji 2008). ERP as a recipe is a very hi-tech crossfunctional information system often

designed to improve organisational performance, for sustainable competitive advantage (Ogunsiji and Ladanu 2010) over political rivals.

Political Marketing Failure

Marketing failure is a situation wherein most if not all adaptable marketing strategies and/or policies appeared to have failed. This failure is quite distinctly different from market failure which is an economic situation encapsulating competing activities of the monopolist, oligopolist and monopsonist markets and their consequences. It rather focuses on the product, service, idea or political programmes. Because of this distinction, top marketers view marketing failure as a stepping stone to success and even desire a product/brand to fail fast, if it must. The only sin in failure is if you don't learn from it. The professionals believe one learns more from failures than from success. For political marketing failure to be meaningful it should be more policy specific and its one time should call for continuous revision and re-engineering.

Permit me to ride on some contemporary comments made by practicing professional marketers.

"If you think about marketing as a heat seeking missile for the whole of a heat seeking missile's life it is off target. Its adjusting until it hits the target and then it explodes. I think that you have to steward brand in this fast moving world; you continually have to course correct".

Keith Weed-Unilever, Chief Marketing Officer.

"Marketing is an industry that needs disrupting. People get formulaic. How do you stay aware of what you're doing? Keep evaluating, but you're got to have someone looking round the corner for you because before you know it, all those people who wanted to be innovative are stuck in the system and then you've lost your edge."

Justin Cooke, Chief Marketing Officer, Topshot

"We need the freedom to kill the ideas. You have to share (them) with the world but we have to strike a balance (not to share them not too early). The founder are very supporting of Google when we have locked on to something that is going to make the world a radically better place they say 'ok'. But/lots of things turn out just to not be good moonshots (or ideas)".

Astro Teller-Captain of Moonshots Google (google's innovation lab)

The above comments are in no way self contradictory rather they are reinforcing the need for relationship marketing strategy for ideas/policies which strategic political marketing is about (Alvin and Glen).

Relationship Marketing

Relationship marketing was first defined as the marketing developed from direct response marketing campaigns which

emphasizes customer identification, customer retention and customer extension through satisfaction rather than a dominant focus on sales transactions. As a practice, relationship marketing differs from other forms of marketing in that it recognises the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotion messages. With the growth of internet and mobile platforms, relationship marketing has continued to evolve and move forward as technology opens more collaborative and social communication channels. This includes tools for managing relationships with a customer that goes beyond simple demographic and customer service development data.

It is a form of short term arrangement where both the buyer and seller have an interest in providing a more satisfying exchange. This approach tries to disambiguously transcend the simple post-purchase exchange process with a customer, to make more truthful and richer contacts by providing a more holistic, personalized purchase and uses the experience to create stronger ties. This is what political marketing advocates most strongly.

Relationship Marketing can be applied when there is a competitive product alternative for customers to choose from and when there is an ongoing and periodic desire for the product/service, ideas/policies. Relationship marketing is an added dimension to modern consumer marketing of the 60s and 70s aimed at enriching customer value.

The practice of marketing has been facilitated by several generations of customer relationship management softwares that allow tracking and analyzing of each customer preferences, activities, tastes, likes, dislikes and complaints. Well managed relationship marketing helps in developing one-to-one marketing offers and product benefit through customer shopping profile especially on the net as a cross-sell, email, recommendation and other channels.

Scope of Relationship Marketing

Relationship has been strongly influenced by reengineering, hence organisation are better structured according to complete tasks and processes rather than functions. Thus cross- functional term should be responsible for a whole process from the beginning to the end rather than having work going through functional departments. With this approach, the traditional marketing mix approach becomes rather too limited and archaic to provide customer relationship, hence should be replaced by relationship marketing alternative model where the focus is on the customers, relationships and interactions over time, rather than on markets and products. It is an absolutely cross-functional marketing relationship management which involves Agnostic, Offensive, Defensive and Flanking Marketing strategies.

- a. Agnostic marketing is especially about an independent marketing of products' /policies' true values regardless of its known or knowable claims. It enters/approaches the market

without a mounted disbelief/belief, quite skeptical of any existing difference between belief and knowledge. This approach would probably be ideal for marketing of primary products such as fuel and gas and other agricultural products as it questions Nigeria's benefit of OPEC membership.

- b. **Offensive marketing:** This marketing strategy is adopted when more than one company offers the same kind of product and each competitor strives to not only increase its own market share but also attempts rigorously to take some/part of the market share away from the competitor. Though in marketing one man's gain is another man's loss, offensive marketing may be morally unethical. Moralists are in any case hardly successful marketers, because it is a proactive, image-driven, directional and focused campaign to grow one's business and shrink the business of a particular competitor(s). This is unethical you may wish to say, yes but politicians are not in any way moralists hence, the game politicking is perceived "dirty". This offensive marketing strategy is often targeted at customer who either already prefer a competing company or customers who are undecided about which business they will support in future purchases. Offensive marketing, its absence, misuse or abuse appeared to be the stock-in-trade of the Nigerian political class so much that they are not able to deliver other things except poverty, infrastructural failures, insecurity, violence and

Underdevelopment as dividends of democracy which the governed never bargained for. This lecture is not concerned with partisan politics, its legitimacy or otherwise, but focuses on political administrative failures. Offensive marketing in political marketing should be a product of the technical interface of intellectualism and professional creativity based on education and experience that needed to be monitored and coordinated, both of which are virtually absent in the policy orientation of the present political administration of Nigeria.

- c. **Defensive Marketing:** Defensive marketing strategy helps to keep a marketing organisation atop of competitors. It however requires careful planning and resources allocation that will reach and satisfy the largest number of real and potential consumers. Though reactionary, it seek to counter product claims made by the competitors in order to stem the tide of a perceived competitors advantage (Jonathan Lister 2010).
- d. **Flanking Marketing:** This is an indirect marketing strategy aimed at capturing market segments that are not being well served by the firm's competitors. Flanking compels the threatened competitor to either allocate resources to the segments being attacked or lose them to the attacker, and it is often applied by innovative business/by a large firm; however a larger established firm is less likely to risk inviting a confrontation in its own core market(s). Smaller, more nimble

Companies can act more quickly, discretely and secretly - both important elements of a flanking manoeuvre - and don't suffer the loss of business infrastructure when moving resources to such a new market.

For example: Mercedes Benz began a flanking manoeuvre against General Motors back in the 1950s, targeting the prestige market (dominated by the Cardillac brand). Benz purposely priced their luxury cars much higher than Cardillac as part of their campaign to represent Mercedes as a superior car ("engineered like no other car in the world"). It was a long-term strategy; after four decades, the yearly sales (About 73,000 cars) were still less than monthly sales for Chevrolet (one of GMs core brands), so GM never made a move to decisively answer them. By 2004, Mercedes was outselling Cadillac and Cardillac had long lost its reputation as being the prime example of a luxury car.

"Absolut" performed a similar manoeuvre in the vodka market. Purposely pricing themselves at 50% higher than leading competitor Smirnoff. They flanked them in the newly established premium vodka market. A few years later, Grey Goose offered a vodka priced 60% higher than Absolut, in turn flanking them in the "ultra premium" vodka market.

Budget Rent-a-car used a low-price strategy to flank dominant competitors Avis and Hertz in the car-rental business.

Soft-soap used product innovation to flank hand-soap competitors, offering the first liquid soap.

Hanes flanked its competitors by selling 'pantyhose' through alternative distribution system, marketing its "L'eggs" brand pantyhose in supermarkets while competitors only sold in clothing stores.

Flanking adopts effective manipulations of any of the Ps of marketing – price, product, promotion and place.

Flanking strategies work both ways. A dominant company may defend against potential flank attacks by creating its own flanker brand—a brand to occupy the flank position on a core product. For example, to entice a new market segment, the makers of Tide Laundry Detergent launched its Cheer brand as a lower-cost alternative to Tide. While sales of Tide fell a little, the combined sales of Tide and Cheer were greater than Tide's sales before the launch. Sitting on Tide's low-price flank, any flanking attack made by a future competitor will threaten Cheer before it can threaten Tide, the core product.

Generally, flanking may be done by establishing either a new product or innovation or an existing product repositioned for the target market. At this point, the flanking company must act quickly and stealthily to checkmate or prevent reprisal attack/response. In this way the launching must be done stealthily and test marketing avoided so as not to tip off/aggravate competition. Infact flamboyant television ads are a no-go area. Instead, the flanking company may try to leverage word-of-mouth, face-to-face marketing and the cultivation of referrals. This convulsive attack may completely annihilate/ corrode the flanking effect and promote distasteful disadvantage.

Emergence of Political Marketing

This lecture wish to humbly state that Political Marketing (PM) as an academic discipline is a relatively new, grey and embryonic area of study. Most current definitions of P.M. theory (Shama 1975, Lock and Harris 1996; Wring, 1997) identify the political marketing process as concerned more with the communication process between voters and political entities (either parties/candidates) neglecting organised components. The relevance of particular aspects of marketing theory for political entities were illustrated by numerous authors e.g. the relationship of marketing mix for political parties (O' Leavy and Iredale 1976), and the use of ACORN as a segmentation base for political voter targeting (Yorke and Mechan 1996). However, as Smith and Saunders 1990 have identified, it is through the more strategic use of the marketing techniques that the target markets wants and needs, the necessary marketing policy decision making to satisfy these wants more effectively, will truly emerge. In order to bridge the gap between what the voters want from a potential government and what candidates and parties propose (whilst still generating ideologically credible policy and image platforms and marketable party manifestoes), the use of marketing planning is advocated.

Political Marketing and Electioneering Campaign

Shana, 1975 defines political marketing as process by which political candidates and ideas are directed at the voters in order to satisfy political needs and thus gain their support for the candidate and ideas in

question. Assuming there are two distinct extreme political ideologies in Nigeria; the leftist (conservatives) and the rightist (the democrats), one important concept in marketing of either goods/services or political ideology is the promotion. The ideological standpoints just like products promotion also require promotion in order to sell or facilitate its sale to the targeted audience. The higher the numbers of the people who key into a particular political ideology, the greater the chance of getting them convinced and turning them into faithfuls of the ideology. For example all political and economic ideologies of Communism, Capitalism, Socialism, Feudalism, Democracy, Marxism, Mercantilism, Colonialism, Neo-colonialism, Plutocracy, Aristocracy and host of others were being promoted at one period or the other. In the 16th to 18th century, Mercantilism was a trade ideology, being promoted in Great Britain.

During that period, there was promulgation of Corn Law in order to promote the foreign trade of corn exportation in Britain. The accumulation of gold was tantamount to the accumulation of wealth symbolic of state power. The more gold a nation had, the more powerful such nation was perceived to be. By 1936, industrial revolution marked the beginning of industrialization and underpinned the commencement of a free-market economy and by the 1950's and 1960's when capitalism was being promoted across many countries of the western extractions; communism was being popularized in the Soviet Republic (USSR) as well as in Cuba under the leadership of Fidel Castro.

There is obviously a number of similarities between marketing and political marketing of ideas, beliefs and ideologies. The buyers and sellers and in between the two are the products. The originator or initiators of the ideas are the sellers while the buyers are the followers of such ideas itself. The consumer (buyers) are the core of marketing and political marketing. Without buyers are just like the makers of economic goods and services that does not have a market just as without voters, the political marketer does not have a campaign. In actual fact, the campaign podium is the market place for the politicians (political marketers) who through electioneering campaigns sell out their political ideas, manifestoes and political ideologies that are in this case the products and to the buyers who are in this case the voters (electorate).

Marketing Planning and Political Parties: the Odd Couple

Lack and Harris (1996) have suggested that "political marketing as a discipline has to develop its own frameworks, adapting those from the core marketing literature and develop its own predictive and prescriptive models if it is to inform and influence political action".

Suggested model/construct illustrates co-ordinated campaigning which would serve the purpose of ensuring that political parties compete for public support more efficiently and effectively.

Political party manifestoes or government policy(ies) acceptability, preference or rejection may be measured by using adapted Ishikawa fishbone cause-and-effect diagram to identify root causes.

ensure a common understanding of the causes, and provide an insightful explanation into the process behaviour of customers in this case the voters or the governed. Rather than mere analysis of the consumers' behaviour as affected by drive, experience and cognition affecting the consumers' behaviours could be assessed to determine the generality and specificity of motives.

In this day of telemarketing and e-voting/marketing subjectivity to a large extent is avoidable but it suffices to reiterate that "each period of happiness, excitement and fulfilment is inevitably followed by a state of taking for granted, restlessness and discontentment" (Maslow 1970), thus establishing the cyclical nature of buying process resulting in switching or a change of loyalty. Because of this discontentment, the buying/acceptance state presumes that a sort of stochastic models operating on the assumptions that consumers' previous purchase(s) and particularly the most recent influences subsequent purchases either at individual /or aggregative levels. Such prominent models include:

i. Brand Loyalty Model

Brand loyalty model that measures brand choice probabilities:

$$p\left(\frac{A_t+1}{A_t}\right) = p$$

Where A is the consumer preferred brand, $p(A_t+1)$ represents the chances that the consumer will buy Brand A at purchase occasion +1 time depending upon the brand the consumer purchased at purchase occasion, t . Alternatively, the acceptability potential of a party's

manifestoes or government's policy may inconceivably be measured using an adapted stochastic model based on the market share controlled by the party as proposed by (Ogunsiji 1994).

$$M_i = \sum_{i=1}^n \left(\frac{S_i}{Q_i} \right)$$

Where M_i is the market share/Degree /sphere of political acceptability of the individual voter's group;

S_i = sales figure/political influence or win spread.

And Q_i = Total quality of the market demand of the various firms/Total or

Aggregative influence of all party members in the campaign train.

Furthermore, a Transition Probability Matrix is developed to measure the "intention to shift" and the probable time when market equilibrium will probably be obtained and the determinate period/date the market equilibrium will be reached *ceteris paribus*.

ii. Personal Influence Models

Personal influence models that evaluate the effect of marketing communication on consumer buying decision, represented mathematically as

$$E_i = f(p_{ci})$$

$$E_i = \text{Maximum}$$

Where E_i the dependent variable is the evaluation of communication impact/intensity effect of brand and/or products on consumer and,

p_c is the independent variable the personal communications received about the brands.

The effect is as shown diagrammatically below:

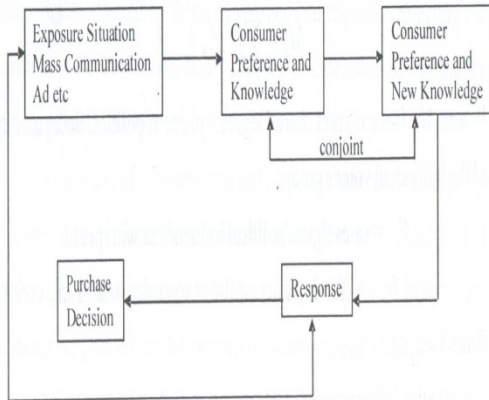


Fig 7: Personal Influence Model

iii. Mass information communication Flow to Groups.

Beside this personal influence is the communication impact on group which commonly follows a two-step flow – direct and multistep flows.



Fig 8a: Direct Flow

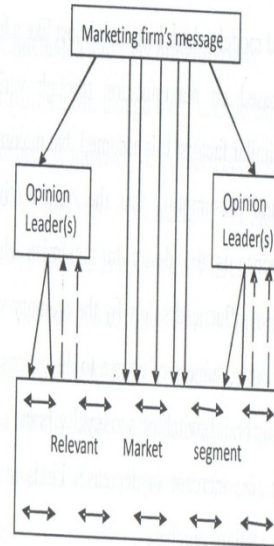


Fig 8b: Multistep Flow

Source: "Mass communication Information Flow" with possible interruptions.

These peculiar flows are characteristic of how political ideas are transmitted to the consumers (voters). But as it is there is an apparent disconnect because the information received would be as interpreted by the opinion leaders where applicable. Most requests for information initiated by non-opinion leaders are intercepted thus distancing the political office aspirants/holders from their market (electorates) (Allan and William 1984).

iv. Consumenoid 1 Model

Consumenoid 1 Model of Consumer Behaviour is one of the recent and intriguing models developed by Moran, Light, Starr and Longman. It is

a computer-based model, which behaves almost like a human being. The model is based on maximization through variety, choice, supervision and similar factors. It is assumed that maximization rests on the behavioural presumption that the only motive-producing behavioural response is the desire to maximize change in the perceptual universe influenced solely by the memory which is both dynamic and versatile, subject of course to distortions, as selective retention predicting brand switching and loyalty, brand choice, market analysis (market size increase or decrease) kinds of usage-heavy, empathic, fads and fatigue purchases.

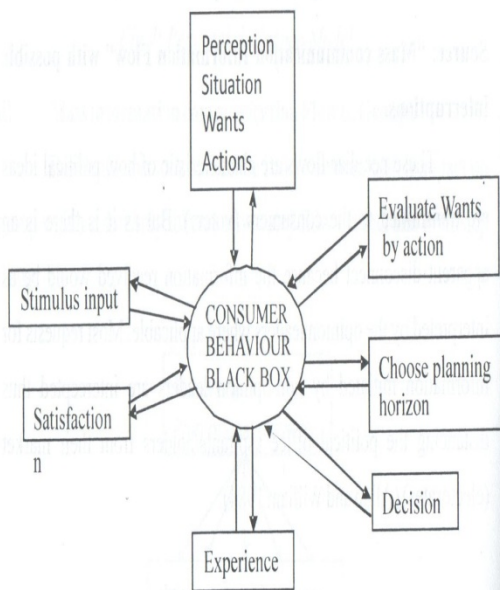


Fig 8: Source: Adapted from Lawrence Light, *Consumenoid 1: An Explanation and Illustration*.

Summary, Conclusion and Recommendations

Mr Chairman Sir, though the academic exploration described above has not been (completely) concluded because there are yet more academic labour that can uplift humanity further which has to be performed with dignity and importance. This labour the lecture intends to undertake with painstaking excellence no matter how wearisome. But it suffices for now to state in summary that the totality of the experience in the adventure so far pointed to the naked fact that it is better to seek after knowledge, buy it and refuse to sell notwithstanding its weary effect.

The acquisition of such knowledge should help challenge and open the minds of the disciples to the broadly applicable contemporary management concepts, theories and strategies and adaptability of same for the appropriate dissection of the problems of a rather totally different, dynamic, unstable peculiar environment, circumstances and situations, with periodic parametric evaluation of result, to be on the front burner. It is therefore instructive to note that this would be the unique symbolic match between the resource capability leveraging and parametric paraphernalia limitations on the performance outcome. Consequently the basic of productivity growth leveraging and development, the bedrock of competitive advantage and sustainable customer retention, is the bridgehead on which both industrialization, technological development and socio-political stability would be laid.

In effect, the appreciation of the consequences of the application of strategic management dovetailing into strategic

marketing management highlighted a further strengthening of a new buying landscape, a tectonic shift that replaced the outdated system found to be inadequate for the current demand structure and nature especially when viewed through a political kaleidoscope. Obviously the current demand structure and nature caused a generic predisposition to a lead flow and process lead to ensure lead quality, and improved marketing programme effectiveness, all of which if applied increased return on investible capital (human or material). Marketing Automation system is a deal for improved return on investible capital and enduring market targetability.

Deriving from the above is the development of strategic political marketing, the planning model of which used both hypothetico-deductive and an inductive approach. Without gainsaying, political strategists have used this model extensively particularly in the UK and USA to buffer their election campaigns and change the political fortunes of either the candidate(s) and/or even the political party(ies).

Nigeria has the resource, the capability and capacity to attain an acceptable political fortune for her teeming population, but resources remained untapped and the result taken for granted.

The recipe is an intelligent dissection of the strategic marketing management system and dilution of electoral promises through the political kaleidoscopic prism capable of precipitating stellar performance in a rather dynamic environment.

Acknowledgement

The journey has been arduous, tortuous, convoluted and to say the least hazardous. But in all, the Lord Jesus has remained my comfort and stay. So, Lord Jesus; to you be all the honour and glory for making today a reality. I acknowledge your mercy, favour and grace for making everything beautiful at your own time. Once again I say thank you Jesus.

To the Ag. Vice-Chancellor, I appreciate you immensely for being a superb motivator, an academic per excellence, endowed with unparalleled native intelligence and discerning spirit. Forge ahead. No doubt God is with you and He will see you to the coast of perfection and accomplishment. Then all will rise in a load ovation to say congratulations for a job well done. Thank you sir.

I am grateful to my late father, Pa. Joseph Banu Ogunsiji my foundation teacher who taught me the A, B, D. I appreciate those cursive writing more now than then. Papa, thank you.

There are two ladies whose impressive influence remained an imprint on my life. Like papal's imprimatur on all Catholics. I owed both of them mouthful "thank you". The first is late Lady Mariam Adunola Ogunsiji who having waited long enough could not be physically present here having gone to answer a higher call, less than a year ago.

My mother

who sat and watched my infant head.

When sleeping on my cradle bed

And tears of sweet affection shed

My Mother

The second personality is my darling wife Lady Mary Modasola Ogunsiji who took over my care from where my mother stopped over three decades ago. She there and then became "Mother-General" to both Adunola while she lived and "young" Sola. Mary, thank you and well done, for always been there for me at all time and in all situations. I thank all my loving Tees, wonderful children are you all. You all inspired me by those intriguing questions though sometimes nasty. I love you all for who you are.

I cannot remember all those who have impacted my life along this academic journey, the pinnacle of which I am celebrating today but Chairman Sir, I seek your indulgence to thank Mr. Bangbola, my foundational headmaster at St. Andrews School Laduntan in 1955, and Mr. Moradeyo- "small teacher" Alias "Igi Obi" of the same school, about six decades ago.

I also want to acknowledge all my teachers at St. Patricks Grammar School Ibadan – Later Rev. Fr Mac'Elgun, Frs O' Connor and Burck, my friends and colleagues at University of Ife now OAU Ile-Ife, My Senior colleagues and lecturers, Profs. Orhibabor, Late Prof Omopariola and others too numerous to mention. Profs Khan, Adepoju, all of you were great pilots that assisted my passage through Bayero University Kano. I cannot thank you enough.

I remember my Uncle, Chief Akinyele Theophilus Adeleke. This is the fruit of your labour. You inspired me and impacted my life by those words which had always re-echoed in my ears "You are a

University Material-Sola go to where you belong". Chief as I commonly call you. Today I thank you heartily. I thank Mummy too. She is wonderful. God bless you both.

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I thank my invited guests and wish you all journey mercies and Divine protection back to your destinations.

Shallom!
Epilogue

*f Blessed assurance-Jesus is mine!
Oh, what a foretaste glory define!
Heir of Salvation, purchase of God:
Born of His Spirit, washed in his Blood.*

*mf This is my story, this is my song,
Praising my saviour all the day long:
This is my story, this is my song,
Praising my saviour all the day long:*

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