



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

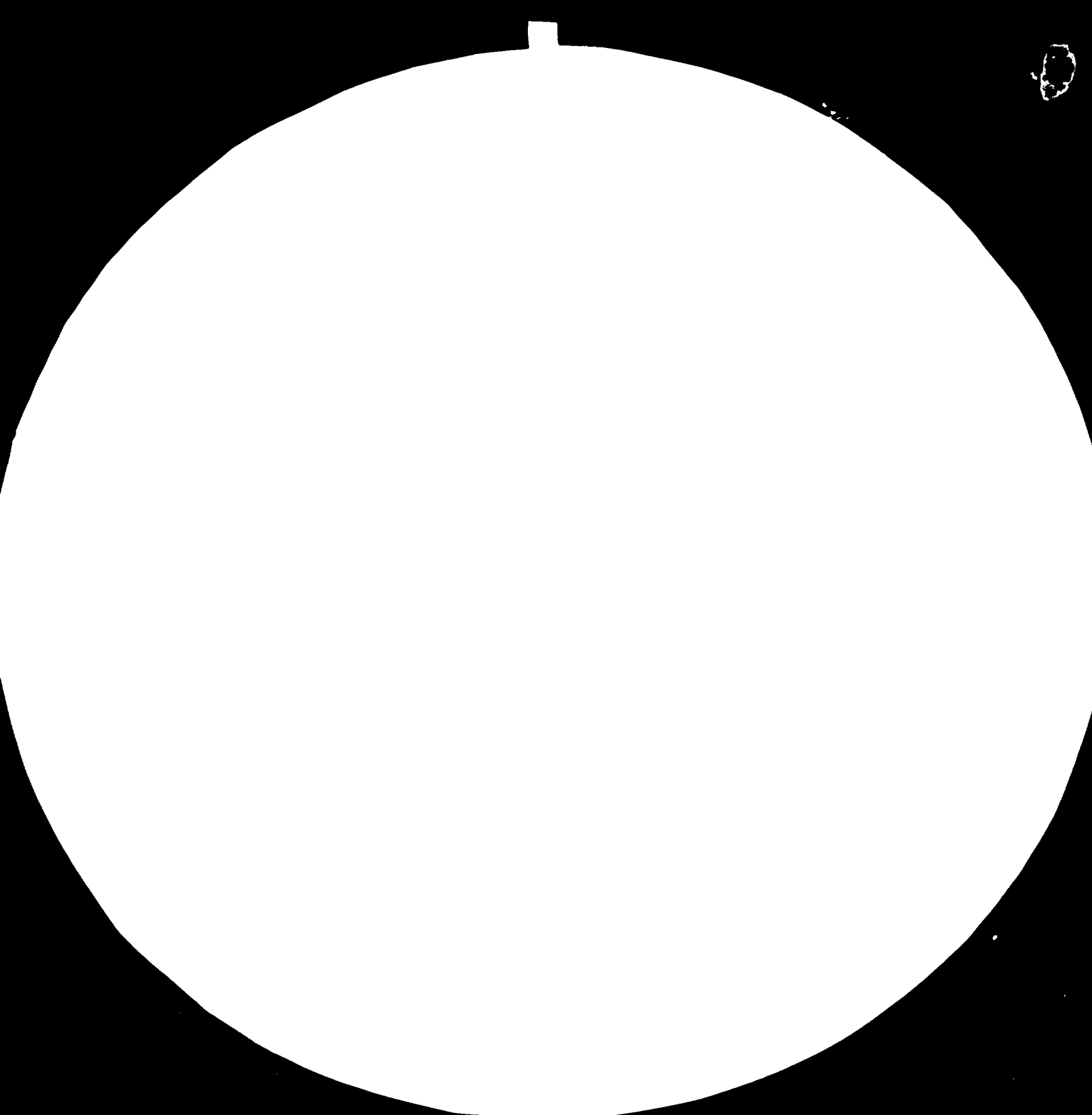
## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)





3.6



4



## MICROCOPY RESOLUTION TEST CHART

NATIONAL BUREAU OF STANDARDS  
STANDARD REFERENCE MATERIAL 1010a  
(ANSI and ISO TEST CHART No. 2)

13517

REPORT ON ONE MONTH MISSION TO NIGERIA .

POST CODE RP/NIR/82/001/11-51/31.5.A

by

UNIDO MARKETING CONSULTANT

PHILLIP FOOKS

FEBRUARY/MARCH 1984

## C O N T E N T S

<b>INTRODUCTION AND TERMS OF REFERENCE</b>	1.
<b>SUMMARY OF MISSION ACTIVITIES</b>	3.
<b>MAIN ACTIVITIES DURING THE MISSION</b>	5.
TRAVEL	5.
SEMINARS AND RELATED ACTIVITIES	5.
SEMINAR PROGRAMME	6.
HANDOUTS	9.
ENTERPRISE VISITS	9.
<b>RECOMMENDATIONS FOR ACTION</b>	11.
<b>CONCLUDING COMMENT</b>	13.
<b>ATTACHED TRAINING PAPERS</b>	
3A THE MARKET	
3B SALES DISTRIBUTION AND SERVICE	
3C THE ORGANISATION OF JOINT MARKETING BY SMALL SCALE INDUSTRIALISTS	
3D THE MARKETING PLAN.	

## INTRODUCTION AND TERMS OF REFERENCE

This report relates to a one month mission to Nigeria, post key code RP/NIR/82/001/11-51/31.5.A, post title Consultant in Marketing, carried out by Phillip Fooks during February/March 1984. This involved participation in three, one week seminars for Small Scale Industrialists based on Ile-Ife in Oyo State, Lagos in Lagos State, and Abeokuta in Ogun State respectively, and organised by the Centre for Industrial Research and Development (CIRD) which is operating in collaboration with UNIDO project NIR 75/012.

The terms of reference for this mission were described in the job description issued November 1983 which referred to a two week seminar for small scale industries, government ministries, etc. However, responding to market requirements CIRD changed the programme to cover three, one week seminars in three separate locations and therefore the terms of reference as worded do not strictly apply. Other elements of the terms of reference namely:

1. Preparation of training papers;
2. Conduct of seminar on Marketing (i.e. 3 x 1 week instead of 1 x 2 weeks);
3. Visit to industrial units to render professional advice (although clearly the intensity of the programme allowed little time for such visits);
4. Preparation of a report on the seminars including observations and recommendations;

clearly apply.

In addition, as was the case during a previous one month mission in May 1983, your consultant understood that UNIDO and UNDP, as well as CIRD, wished for some evaluation of, or objective comment on, the project, as compared with May 1983 and also with that obtaining when he left as Project Manager after three years' service at the end of 1981. The programme, in fact, was an extremely full one involving not only heavy seminar activity but also travel to and from the respective locations, and it was not therefore possible to have such comprehensive discussions with concerned personnel as last

time. Nevertheless, essential meetings were fitted in, including a final evaluation meeting on Sunday evening, 4th March, with the Dean of the Faculty of Social Sciences and the Acting Director of CIRD. Comment on this aspect is made in a separate report submitted with this one.

### SUMMARY OF MISSION ACTIVITIES

This mission can be described as being highly successful in that in respect of the main activity of conducting seminar programmes:

- there was very good attendance with a total of 67 paid-up participants for the three, one week programmes at Ile-Ife, Lagos and Abeokuta;
- the participants were extremely lively and responded well to the participatory approach that was developed;
- participants appeared generally to be enthusiastic, considering the programme and form of presentation to be practical and useful, and all indications are that they want more;
- generally, the administration was good and the programmes provided an ideal opportunity to demonstrate the use of newly acquired equipment - overhead projector, generator, etc.
- the programme can be considered to have a direct and ongoing beneficial impact on the main UNIDO project NIR 75/012.

The last point perhaps deserves special mention. For a year or more now the project has been progressively more active, seminar programmes of one kind or another being organised and in-plant field follow-up developed from these. The three programmes constituted a further broadening of activities in that this is the first time that a full week has been devoted to a marketing programme, and also seminars have not previously been centred on Lagos and Abeokuta. Towards the end of each week, participants were invited to fill up a form pinpointing particular aspects of the programme which had proved especially beneficial. Coupled with this, they were asked to define a particular new action they now planned and to set a target date for this. CIRD undertook to follow up within the subsequent four to six months. Thus, over 60 new contacts for practical in-plant field follow-ups have been created and many of these are located in the area of increased industrialisation around Lagos and Abeokuta. Practical field work deriving directly from the programme will therefore be required for some months to come and this will be the responsibility of CIRD supported by UNIDO Project NIR 75/012.



These programmes seem to have an accumulative effect. One of the participants at the seminar held during the previous one month mission in May 1983 (under this same special fund allocation) was Mr. Babalola, Loans Officer, Small Scale Credit Scheme, of Lagos State. Although from an attendance point of view this previous seminar was extremely disappointing, it seems that Mr. Babalola was particularly impressed and when he heard of this new programme, was very anxious to have one of the seminars in Lagos. He gave it his very strong support providing an excellent room, secretarial back-up, and doing much to draw in the undoubtedly high calibre participants in this area.

There was little time for other activity during the mission. Of the 21 working days, 15 were taken up with conducting the seminars, 2 with briefing and de-briefing in Lagos, 2 with travel, and 2 with opening and making operational new equipment (and making projector slides for use with this). Most of the weekends were taken up with travel (one Saturday and two Sundays) completing projector slides, preparing notes for and participating in final evaluation session with the University authorities (the last Sunday). During the last Saturday, two enterprise visits were made in an outlying area of Oyo State (Eruwa).

## MAIN ACTIVITIES DURING THE MISSION

### TRAVEL

Your Marketing Consultant left London for Lagos on Monday night, 6th February, reaching UNDP Lagos by mid-morning of the 7th. Briefing and administration matters took until noon on the 8th to complete so that he reached Ile-Ife late in the afternoon of that day. The first seminar in Ile-Ife ran Monday through Friday, 13 - 17 February: the second seminar ran Monday through Friday, 20 - 24 February at Lagos; the third seminar ran Monday through Friday, 27 February - 2 March, at Abeokuta, followed by industry visits on Saturday 3rd March at Eruwa in Oyo State. A final mission evaluation meeting with the University authorities was held on Sunday 4th March, with departure to Lagos on Monday 5th. De-briefing, including a meeting with the Resident Representative of UNDP Lagos, was completed on Tuesday 6th March in time for departure that night for Vienna. Head Office de-briefing took place on Thursday and Friday the 8th and 9th March, with eventual return to London and Marazion in Cornwall on Saturday 10th March.

### SEMINARS AND RELATED ACTIVITIES

Thus, the main activities of the mission were conduct of, and participation in, seminars. However, the four days preceding the first seminar (Thursday through Sunday, 9 - 12 February) were occupied with

- discussions with CIRD/University of Ife senior personnel;
- inspecting, checking and making operational newly arrived project equipment, in particular:
  - \* overhead projectors and screen;
  - \* projector slide-making machine;
  - \* portable generator;
- making up an additional 16 slides for use with the overhead projector during seminar sessions.

## SEMINAR PROGRAMME

Attendance at the seminars was good, totalling:

Ile Ife	13
Lagos	23
Abeokuta	<u>31</u>
	<u>67</u>

Industries attending covered those traditionally found in Nigeria including:

- Textiles and related trades
- Bread Baking
- Furniture Making
- Block Making
- Printing
- Motor Sales
- Foodstuffs

and also some others less common among small industrialists such as:

- Cosmetics, perfumeries and pharmaceuticals
- Plastics products
- Management Consultancy
- Lace Manufacture
- Paper Conversion
- Publishing

Among the participants were some Ministry Officials and Extension Officers from Industrial Development Centres.

Generally, the majority attended all of the time but a few, due to pressures of their businesses, found it necessary to be absent for a session here or there. We understand all paid their Course Fee.

The programme for the seminars was the same for each of the three one week periods. A 10.00 hours start was made on Monday: Tuesday through Friday covered working sessions from 09.00 hours to 13.30 hours with a half hour break at 11.00 hours; the Monday session also ended at 13.30 hours.

The programme covered the following:

- Monday: Formal Opening and introductory speeches.  
Participatory session drawing out background information on participants, Dr. Oguntoye and P. Fooks  
Talk and discussion on 'The Economic Environment in Nigeria' by Dr. O. A. Oguntoye.
- Tuesday: 'The Concept of Marketing, Market Study and Measurement, Quality Control and its Impact on Product Acceptability', by P. Fooks
- Wednesday: 'Product Costing and Pricing for Profit', by S. Venkataraman.
- Thursday: 'Sales, Distribution and Service and Examination of the Opportunity for Joint Marketing by Small Scale Industrialists', by P. Fooks.
- Friday: 'Credit Control', by S. Vehkataraman  
'Marketing Strategy and the Marketing Plan', by P. Fooks  
'Seminar Evaluation and Action Plan for the Future', by Dr. Oguntoye.

The approach was very strongly participatory. The initial session on the first day was designed to break down formality, involve participants by getting them to talk about their industries and to understand that they would be expected and required to join discussion and contribute their own knowledge and experience. Basic principals of the concerned subjects were presented and the practical application of these principals examined in relation to the industries represented. Practical problems were drawn out and practical solutions sought.

Generally, response was good, indeed, enthusiastic. Within each group there seemed to be several industrialists more advanced than the others, willing to pass on the benefit of their experience. Extensive illustration of principals with case history examples by the presenters supplemented by further spontaneous examples drawn from the audience, served to create an atmosphere of realism and practicality which was clearly very acceptable to the participants.

Generally, their attitude was constructive and enthusiastic, especially in the Lagos group where the standard appeared above average.

The week was rounded up by an exercise and evaluation session where participants were asked:

firstly, to fill up a form stating what action they planned to institute as a result of information drawn from the seminar and when this would be done;

secondly, they were asked to fill up an evaluation sheet giving their reactions to the seminar in respect of:

organisation;

content;

quality of presentation;

to enable improvement to be made in the future.

Referring to the first of these - the action plan form - all made an effort to deal with this, some doing better than others. However, the point is that attention had been focussed on some specific action needing to be taken and CIRD has undertaken to follow up by a visit to the enterprise in the course of the next few months. It served as a basis for practical in-plant assistance, provides on-going field activity for CIRD and therefore can be said to have significant impact on UNIDO project NIR 75/012. Further, since as mentioned earlier, it seems that a key element of success derives from the enthusiastic support of Mr. Babalola following his attendance at the seminar of the previous mission made in May last year, it would seem that the impact on NIR 75/12 of this earlier mission (which at the time seemed disappointing) is enhanced.

Generally, the evaluation sheets were given high ratings on all counts. One must assume that, since they have had little opportunity in the past to enjoy such seminars, they have little basis against which to make comparison and objective judgement. So, inevitably, since the seminar provided some degree of practical help not available before, then, inevitably, it seemed good. We, who conducted it, see scope for considerable improvement with practice. Nevertheless, it was encouraging to have a generally appreciative and positive response from participants.

The use of the overhead projector combined with 'flip charts' annotated with coloured markers (as recommended in the report on the last mission) was fully and comprehensively demonstrated and there would seem little doubt that this can and will be used in the future to an increasing extent. The availability of the portable generator, which was used extensively, is clearly a major asset here. At Abeokuta it proved especially beneficial since it was possible during the frequent and often prolonged power cuts, to isolate the seminar room from the rest of the system and, by feeding the generator into a power point, to operate not only the projector but also the eight ceiling fans in the room.

#### HAND OUTS

The previously prepared Training Paper No. 3, MARKETING, SALES AND DISTRIBUTION (12 pages, a copy of which is already held at UNIDO Headquarters) was used as a basis for the seminar, the six main elements of the marketing situation brought out in this Paper being expanded upon as the programme went forward.

Also a previously prepared Paper No. 12 on QUALITY CONTROL FOR THE SMALL SCALE INDUSTRY (10 pages - a copy of which is also held at UNIDO Headquarters) was used for the session on this subject.

Additional new Papers were prepared as follows:

- 3A THE MARKET (18 pages)
- 3B SALES, DISTRIBUTION AND SERVICE (19 pages)
- 3C THE ORGANISATION OF JOINT MARKETING BY SMALL SCALE INDUSTRIALISTS (12 pages)
- 3D THE MARKETING PLAN (7 pages)

Thus, some 78 pages of hand out were provided in addition to those supplied by Mr. Venkataraman. Copies of the additional new Papers (3A, 3B, 3C, and 3D) are attached to this report.

#### ENTERPRISE VISITS

Generally, there was just no time for enterprise visits. However, Chief Kolowale, who is National President of the Nigerian Small Scale Industry Association, and who attended and participated in the

Opening Ceremony of the first seminar at Ile-Ife, who is in the process of establishing a new industry for making pins and paper clips at Eruwa, was very anxious that we should visit his plant. This was therefore done on Saturday, 3rd March, and involved visits to the two factory buildings which he has, and discussion on the machinery currently awaiting installation.

One of the premises was next door to a medium sized plant producing floor tiles and plastic fabrics. We were introduced to the owner of this plant and conducted over it. Unfortunately, the note of the name of this industrialist and his plant has been mislaid.

No other visits were possible during this mission.

## RECOMMENDATIONS FOR ACTION

Extensive recommendations were made in the report of the previous mission of May 1983 regarding the organisation and conduct of such seminars. It was very gratifying indeed to see that so much effort had been made to apply those recommendations.

In this context we would do no more than commend continuing application of the recommendations of the last report with the progressive refinement which comes with practice. In particular, the use of the overhead projector has been demonstrated and the application of the portable generator proved in practice. It is recommended that this equipment should now be utilised to the full. It adds interest to the presentation and is appreciated by participants.

A key recommendation had been that a seminar co-ordinator should be assigned and we wish to make special commendation of the general seminar co-ordination work carried out by Mr. Eroh (CIRD Extension Officer). He spared no effort whatsoever, directing attention to details large and small, following up on small industrialists and ensuring that all preparations were properly made. Major credit is due to Mr. Eroh for the overall success of the mission.

Our main recommendation must relate to follow-up. The overall seminar programme is generating progressively more and more interest with industrialists and this has taken a major boost with this programme. In short, there are now an additional 60 industrialists whose interest has been stimulated and want, and indeed need, in-plant follow up. Failure to do so would cause disappointment and disillusionment and could do considerable damage to the progressively emerging reputation of CIRD. Your consultant has already expressed some doubts on this count, fearing that the forward programme is too heavy to permit proper attention to follow-up, having consideration for the limited resources available.

We submit that it is absolutely vital that the greatest possible urgency be given to recruitment, so that additional trained Nigerian



staff may be provided to keep pace with the now steadily expanding need for in-plant field follow-up. Meanwhile, it is recommended that more action be taken to tap other resources in the University, so that the maximum possible follow-up input is organised.

### CONCLUDING COMMENT

This has been a successful mission. Further, since a significant element in that success derives from the very strong assistance and enthusiastic support of Mr. Babalola following his attendance at the seminar of the previous mission in May last year, it can be said that this compensates, in some degree, for the disappointment at the poor attendance at this earlier seminar.

Both missions therefore, especially this second mission, can be said to have had significant impact on the main ongoing UNIDO project, NIR 75/012, since it is the seminar work which is generating the interest in, and wish for, progressively expanding in-plant activity.

Small industrialists need help: the seminar programme combined with in-plant follow-up that it generates, provides the sort of practical down-to-earth help that they need. NIR 75/012, is concerned with helping CIRD to provide such assistance and all the indications are that this is now being done.

The limitation, as everyone is aware, is the remaining too great dependence upon the inputs provided by the UNIDO expert on the main project and your visiting consultant on mission. More Nigerian staff need to be recruited urgently and trained progressively to take over this work. As pointed out at the evaluation meeting at the end of the mission, while it is very gratifying to be invited to participate (and your consultant very much enjoys doing so) the aim of all concerned must be to create a situation where such external inputs are just not needed. Then true success will have been achieved. Further, as the reputation of CIRD progressively expands (as it is doing) the need for its services will increase and this greater market requirement can only be satisfied with a bigger trained Nigerian staff.

We see the unit now as being poised to leap forward, meeting an important requirement of small industrialists in Nigeria, thereby making positive contribution to expansion of the industrial sector of the country. The key to that is recruitment and training of more Nigerian staff. Meanwhile, particular credit is due to Dr. Oguntoye,

the Acting Director, for bringing it to this stage, to his Extension Office's staff for their support and especially (as mentioned elsewhere) to Mr. Eroh for his very important contribution to this mission. At the same time, we wish to make special reference to the overall support provided by Professor Ojo, Dean of the Faculty of Social Sciences, in his capacity as Chairman of the Management Committee of CIRD and the continuing interest that he displays.

Your consultant wishes to thank all the above officers of CIRD and his colleague, Mr. S. Venkataraman, for their collaboration in organising and running the seminar programme of this mission. He would also like to express his appreciation for the courteous reception and practical assistance provided by the Resident Representative of UNDP, Mr. Roekjaer, Mr. Jan J. Molhock, Junior Professional Officer, concerned with UNIDO affairs and all the staff of UNDP.

PHILLIP FOOKS

March 1984

