

**MARKETING COMMUNICATION TOOLS EMPLOYED  
IN THE PRIVATIZATION AND COMMERCIALIZATION OF  
STATE-OWNED ENTERPRISES IN NIGERIA**

**BY**

**OKOCHA, CHUKWUNONSO**  
*PG/Ph.D/09/54020*

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

***SUPERVISOR***

**PROF. G. E. UGWUONAH**

**2014**

## APPROVAL

This Thesis for the award of Doctor of Philosophy (Ph.D) in Marketing has been approved for the Department of Marketing.

By

\_\_\_\_\_  
**Prof G.E Ugwuonah**  
**Supervisor**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Prof G.E Ugwuonah**  
**Head of Department**

\_\_\_\_\_  
**Date**

## **CERTIFICATION**

OKOCHA, CHUKWUNONSO, a post graduate student in the Department of Marketing (Registration No. PG/Ph.D/09/54020 has completed his research work for the degree of Doctor of Philosophy in Marketing.

The work embodied in this Thesis has not been submitted in part or full for any other Diploma or Degree of this University or any other.

**OKOCHA, CHUKWUNONSO**

**(STUDENT)**

**PG/Ph.D/09/54020**

## **DEDICATION**

This Thesis is dedicated to my parents, Beatrice Ojiugo and late Cyprain Nweke Okocha for insisting that I acquire academic knowledge in a densely trading neighbourhood.

## ACKNOWLEDGEMENT

I am grateful to God for everything from the beginning to the end of this programme.

This study has the support of many people without whom the completion will not be possible. I am particularly indebted to my supervisor, Prof G.E Ugwuonah for guiding me through the entire research. Her insistence on providing quality work is the strength of this work.

I appreciate the support of lecturers in marketing department; Late Prof I. Nwosu, Prof J. O Onah, Prof J. O Nnabuko, Dr S. C Moguluwa, Dr A.E Ehikwe, Dr J. I Uduji, Dr J. Abugu, Dr C. U Ifediorah, Mr Obeta and M/s C.D Okonkwo. I recognise the efforts of our former Post graduate representative Dr Agbaeze and the present representative Dr (Mrs) Ann Ogbo for coordinating administrative activities between Enugu campus and Nsukka post graduate school.

I commend the secretary Mrs Geraldine N. Ozioma and other staff of marketing department for being handy to provide useful information in my course of disquisition. I am equally grateful to Mrs Beatrix Ify Agballah for her assistance throughout the period of research.

I thank Mr Chigbo Anichebe and Mr Chukwuma Nwoko of Bureau of Public Enterprises for their support in gathering data for this work. I thank my research associates Nna Iroha and M/s C.D Okonkwo for keeping vigil until the research was concluded.

I am grateful to my beloved wife Ifeyinwa and my worthy children Ogochukwu and Chukwuagoziem for standing by me through those tasking and cumbersome stages of this work

I highly appreciate my sister Dr Kenechukwu Enwonwu and my brother and friend Chief Emeka Nwasike for their encouragement and support in completing this study.

I thank Oluchi Obiekwe who typed and produced this work. My gratitude goes to other people whose names I did not mention but in one way or the other assisted me in getting to this stage of my Ph.D programme.

God bless you all.

## ABSTRACT

*The study aims at assessing the marketing communication tools employed in privatization and commercialization of public enterprises. Two population sizes were established for the policy makers and the beneficiaries. The sample size for the policy makers was 100 representing trainees, attaché, senior staff and management staff of the Bureau of Public Enterprises while the population size for the beneficiaries was 76,441,994 of which 1,111 were selected as sample size across Nigeria six geopolitical zones. The instruments used for data collection for this study were the questionnaire and the oral interview. The questionnaire was structured in three sections of close-ended, Likert rating scale and multiple responses. The use of Cronbach's Alpha revealed 0.814 or 81% reliability of the questionnaire for the beneficiaries. The questionnaire for the beneficiaries was administered mainly to the civil servants, labour groups, industrial suppliers, parastatal managers, journalists and students while the questionnaire for policy makers//implementers were administered staff of Bureau of public enterprise. 58 questionnaires of the policy makers were completed while 904 of the beneficiaries' questionnaires were completed using judgemental/purposeful sampling technique. Secondary data were obtained from review of related literature. The research design espoused was the survey method using percentages, frequencies, averages, one-way ANOVA and Ztest with the level of significance of 0.05 and confidence level of 95%. The result of study conducted established that marketing communication tools were not utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria. Marketing communication tools were not effective in facilitating the privatization and commercialization process. Furthermore, the perceived level of effectiveness of marketing communication tools in the privatization and commercialization programme has not hindered public/stakeholders' participation. The result also revealed that the role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization is inactive. The level of public participation in privatization and commercialization is not high. The specific marketing communication tools that have so far been used by the body charged with privatization and commercialization is not rationalized. Consequently, it is advised that policy makers / implementers should reorganise the public communication unit to include marketing professionals. Policy makers should transfer the management of direct marketing to public communication unit. Marketing professionals should be engaged to study the policy, environment and different stakeholder groups to produce marketing communication master plan. This is to ensure that government communicates policy effectively and successfully without overlooking any segment of the stakeholder groups.*

## TABLE OF CONTENTS

Title Page	i
Approval	ii
Certification	iii
Dedication	iv
Acknowledgement	v
Abstract	vi
Table of Contents	vii
List of Tables	x
List of Figures	xiv

### CHAPTER ONE: INTRODUCTION

1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	5
1.4 Research Questions	6
1.5 Research Hypotheses	7
1.6 Significance of the Study	7
1.7 Scope of the Study	10
1.8 Limitations of the Study	10
1.9 Conceptual Definition of Terms	11
References	14

### CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction	16
2.2 Effect of Ineffective Communication in Policy Implementation	17
2.3 Engaging Communication Tools	18
2.4 Campaign Strategy Outlook	19
2.5 Ineffective Communication Strategy and Policy Failure	20
2.6 Role of Marketing Communication Tools in Reform Success	22

2.7	Gap in Literature	24
2.8	Strategic Marketing Communication Structure	26
2.9	Tools and Channels	29
2.10	Criteria for Selecting Marketing Communication Tools	33
2.11	Integrated Marketing Communication	33
2.12	Adopting New Behaviour	38
2.13	Engaging Different Stakeholder Groups	42
2.14	Planning Guidelines for Marketing Communication	43
2.15	Communication Programme for Policy Implementation	43
2.16	Marketing Communication Strategy	49
2.17	Characteristics of Effective Message	49
2.18	Stakeholders Reaction	49
2.19	Review of Related Theories and Models: Theoretical Framework	50
2.19.1	Linear Model of Communication	51
2.19.2	Hoffman and Novak Model	52
2.19.3	Shannon and Weaver Model	54
2.19.4	David Berlo's S-M-C-R Model	58
2.19.5	Maletzke's Model of the Mass Media	60
2.20	Summary of Literature Review	63
	References	67

### **CHAPTER THREE: RESEARCH METHODOLOGY**

3.1	Introduction	79
3.2	Research Design	78
3.3	Area of Study	78
3.4	Sources of Data	78
3.5	Population of the Study	79
3.6	Sample Size Determination	79
3.7	Sampling Techniques	80
3.8	Data Collection Instrument	82
3.9	Method of Data Analysis	82



References	83
------------	----

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

4.1	Presentation of Data Collected from Policy Makers/Implementers	84
4.2	Test of Hypothesis	96
4.3	Discussion of Findings	137
4.4	Stakeholder Engagement	143
	References	145

## **CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS, CONCLUSION, RECOMMENDATIONS, CONTRIBUTION TO KNOWLEDGE AND FURTHER RESEARCH**

5.1	Summary of Major Findings	147
5.2	Conclusion	147
5.3	Recommendations	150
5.4	Contribution to Knowledge	151
5.5	Suggestions for Further research	154
	References	156
	Bibliography	157
	Appendix I: Questionnaire for Policy Makers	170
	Appendix II: Validity and Reliability Test	171
	Appendix III: Questionnaire for Beneficiaries	177
	Appendix IV: Interview Guide	186
	Appendix V: Interview Responses	188
	Appendix VI: Comprehensive List of Enterprises Privatized	204

## LIST OF TABLES

Table 3.1	Distribution of Sample Size	80
Table 4.1.1	Questionnaire Distribution and Retrieval	84
Table 4.1.2:	Gender Distribution of Respondents	84
Table 4.1.3:	Age Distribution of Respondents	85
Table 4.1.4:	Education Distribution of Respondents	85
Table 4.1.5:	Length of Service Distribution of Respondents	85
Table 4.1.6:	Designation Distribution of Respondents	86
Table 4.1.7.1	Television Advertising	86
Table 4.1.7.2:	Radio Advertising	87
Table 4.1.7.3:	Newspaper/Magazine Advertising	87
Table 4.1.8.1:	Press Release	88
Table 4.1.8.2:	Press Conference and Briefings	88
Table 4.1.8.3:	Seminar/Workshop	88
Table 4.1.8.4:	Newsletters	89
Table 4.1.8.5	Feature Articles	89
Table 4.1.9.1	Direct mails/E-mails	90
Table 4.1.9.2	Interactive Phone-in radio/TV Programmes	90
Table 4.1.9.3	Fax Transmission	91
Table 4.1.9.4	Direct Responses	91
Table 4.1.9.5	Social Media/Weblogs	91
Table 4.1.9.6	Internet Discussions	92
Table 4.1.9.7	Advertising Media	92
Table 4.1.9.8	Public Relation Media	93
Table 4.1.9.9	Direct Marketing Media	94
Table 4.2.1	ANOVA	96
Table 4.2.2.	ANOVA	97
Table 4.3.3	ANOVA	98
Table 4.4.4	Descriptives	98

Table 4.2.5	ANOVA	98
Table 4.1.10.1	Provision of Adequate Information	100
Table 4.1.10.2	Provision of information on timely basis	101
Table 4.1.10.3	Accessibility of media of information by everybody	101
Table 4.1.10.4	Informing stakeholders on the issue as and when due	101
Table 4.1.10.5	Provision of accessible hotlines and avenues for further inquiry	102
Table 4.1.10.6	Informing stakeholders about where to channel their responses	102
Table 4.2.6	Descriptives	103
Table 4.2.7	ANOVA	104
Table 4.1.11.1	Increased cohesion of government agencies	105
Table 4.1.11.2	Identifying government policy with public interest	106
Table 4.1.11.3	Reducing implementation problems	106
Table 4.1.11.4	Assuring stakeholders of a more open and integrated government	106
Table 4.1.11.5	Eliminating doubt and correcting misconceptions	107
Table 4.1.11.6	Guaranteeing peace and order in the society	107
Table 4.1.11.7	Creating a better informed and creative decision making in the society	107
Table 4.1.11.8	Encouraging an economically sustainable environment	107
Table 4.1.11.9	Multiple Responses	108
Table 4.1.11.10	Descriptives Statistics	108
Table 4.1.11.11	Descriptives Statistics	109
Table 4.1.11.12	ANOVA	109
Table 4.1.12	Rating of overall stakeholder participation in the privatization and commercialization programme	110
Table 4.1.13	Challenges of ineffective utilization of marketing communication tools for programme implementation	111
Table 4.1.14	Prospects of using marketing communication tools in dealing with stakeholder groups of public and private enterprises	111

Table 4.2.10	Role Frequencies	112
Table 4.1.15	Questionnaire Return Rate	114
Table 4.1.16	Gender of Respondents	
Table 4.1.17	Place of Residence of Respondents	115
Table 4.1.18		
Table 4.1.18	Regional Response Rate of Questionnaire	115
Table 4.1.19	Age Group of Respondents	116
Table 4.1.20	Academic Qualification of Respondents	116
Table 4.1.21.1	Awareness of Policy by Respondents	117
Table 4.1.21.2	Awareness of BPE as Government Agency	117
Table 4.1.21.3	Knowledge of Participation	117
Table 4.1.21.4	Media Consciousness	118
Table 4.1.21.5	Opinion about Tools Employed	118
Table 4.1.21.6	Periodicals about Reform Benefits	118
Table 4.1.21.7	Policy Awareness Programmes	119
Table 4.1.21.8	Consciousness of Policy Benefits	119
Table 4.1.21.9	Policy Impact Assessment	119
Table 4.1.21.10	Perception of Campaign Strategy	120
Table 4.1.21.11	Early Communication of Reform	120
Table 4.1.22.1	Assessment of Tools Employed	121
Table 4.1.22.2	Media Evaluation	122
Table 4.1.22.3	Information Flow	122
Table 4.1.22.4	Distribution of Periodicals	123

Table 4.1.22.7	Effective Communication Strategy	124
Table 4.1.23	List of Items with Mean and Standard Deviation	124
Table 4.1.24.1	Stakeholders Engagement	125
Table 4.1.24.2	Building Consensus for policy Implementation	126
Table 4.1.24.3	Early Consultation of Stakeholders	126
Table 4.1.24.4	Adopting Pro-active Communication Strategy	126
Table 4.1.24.5	Effectiveness of Campaign Strategy	127
Table 4.1.24.6	Frequency of Messages	128
Table 4.1.24.7	Campaign Assessment	128
Table 4.1.24.8	Aptness of Tools so far Employed by BPE	129
Table 4.1.24.9	Public Access to Journals and Publications	
Table 4.1.24.10	Media Preference	130
Table 4.1.24.11	Policy Communication Approach	130
Table 4.1.24.14	Suitability of Tools Employed	131
Table 4.1.24.13	Public Engagement	131
Table 4.1.24.14	Understanding Pro-active Communication Strategy	132
Table 4.1.25	List of Items with the Mean, Standard Deviation, F-Value and P-Value	132
Table 4.1.26	The Determination of the Level of Public Participation in the Privatization and Commercialization Programme	133
Table 4.1.26.1:	Computation of Mean and Standard Deviation	134
Table 4.1.26.2	Computation of Mean and Standard Deviation	134
Table 4.1.26.3	Computation of Mean and Standard Deviation	135
Table 4.1.26.4	Mean and Standard Deviation	135
Table 4.1.27.1	Multiple Response Case Summary	137
Table 4.1.27.2	Frequencies	137

## LIST OF FIGURES

Figure 2.1	Linear Model of Communication	51
Figure 2.2	Model of Marketing Communication	53
Figure 2.3	The Transmission Model of Communication	55
Figure 2.4	David Belloø S-M-C-R Model of Communication	59
Figure 2.5	Maletzkeø Model of the Mass Media	62
Figure 4.2.1:	Hypothesis Test Summary	112
Figure 4.2.2	Hypothesis Test Summary	113
Figure 5.1	Marketing Communication Frameworks for Privatization and Commercialization	153

Table 4.1.18	Regional Response Rate of Questionnaire	115
Table 4.1.19	Age Group of Respondents	116
Table 4.1.20	Academic Qualification of Respondents	116
Table 4.1.21.1	Awareness of Policy by Respondents	117
Table 4.1.21.2	Awareness of BPE as Government Agency	117
Table 4.1.21.3	Knowledge of Participation	117
Table 4.1.21.4	Media Consciousness	118
Table 4.1.21.5	Opinion about Tools Employed	118
Table 4.1.21.6	Periodicals about Reform Benefits	118
Table 4.1.21.7	Policy Awareness Programmes	119
Table 4.1.21.8	Consciousness of Policy Benefits	119
Table 4.1.21.9	Policy Impact Assessment	119
Table 4.1.21.10	Perception of Campaign Strategy	120
Table 4.1.21.11	Early Communication of Reform	120
Table 4.1.22.1	Assessment of Tools Employed	121
Table 4.1.22.2	Media Evaluation	122
Table 4.1.22.3	Information Flow	122
Table 4.1.22.4	Distribution of Periodicals	123
Table 4.1.22.5	Activity Awareness	123
Table 4.1.22.6	Beneficiaries Policy Assessment	124

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The basic reason for establishing public enterprises in all economies has been to enhance development. Government participation in enterprises in Nigeria dates back to the colonial era. The absence of indigenous and foreign companies with requisite capital to invest on railways, roads, bridges, water, telecommunications, electricity and ports facilities stimulated colonial government to embark on the provision of these capital-intensive infrastructural facilities (Igbuzor, 2003) while state involvement in enterprises continued significantly even after independence (Nwoye, 2010). Reasons for Nigerian government involvement in the creating and running of public enterprises include lack of adequate resources for the private sector to provide certain goods and services, political consideration, to guide against monopoly in the provision of basic facilities, and to ensure public access to basic social amenities. Other reasons as observed by Aboyade (1974) are to protect the consumer from exorbitant prices and ensure national security and accelerated development.

The promulgation of Nigerian enterprises promotion decree 1972 (Nwoye, 2010) and Indigenization decree of 1973 (Chambers, 2008) enhanced the development of public enterprises in Nigeria. Consequently, by 1985, there were over 1500 public enterprises owned by the federal, states and local governments in the area of energy, mining, banking, manufacturing, agriculture, telecommunications, transportation, commerce, Insurance among others. Thus, between 1975 and 1995, the federal government invested over \$200b in state-owned enterprises (S.O.Es) across the country (Anya, 2000; Nwoye, 2010). The Nigerian economic crisis of the mid 80s and subsequent global economic recession and collapse of oil market placed the federal government in a precarious fiscal monetary policy that could no longer sustain the multiple S.O.Es in the



country. The quest to salvage the internal economic crisis, therefore, led government to seek for foreign loans from International Monetary Fund (IMF) and the World Bank. Divest of public enterprises was given by these world financial institutions as a condition for economic assistance. Consequently, structural adjustment programme (S.A.P) was adopted with fundamental objective of deregulation and privatization. S.O.Es are to be fully or partially privatized; fully or partially commercialized (FGN, 1986; Nwoye, 1997; Ibanga, 2005).

The structural adjustment programme is expected to attract substantial investment, increase employment and reduce poverty (Iyoha, 2000; Ndebbio, 2000; Jao, 1996). This is because, according to Ndebbio (2000) labour demand is directly related to industrial investment, for example, in every 10% increase in capital investment in small and medium enterprises (S.M.E); labour demand (new jobs creation) would increase by 1.97%. Anya (2000) observed that the first phase of privatization indicated a rush and consequently relieved government of the huge and growing burden of financing S.O.Es. The programme created a large number of shareholders and broadened the Nigerian capital market from ₦8.9b in 1987 to ₦65.4b in 1994. The development increased corporate taxes significantly and considerably reduced the scope of political patronage in form of unnecessary enlargement of board appointments. In fact 280 directors relinquished their appointments after phase one privatization (Anya, 2000). Phase one also created 800,000 new shareholders raised ₦3.3b as proceeds and increased employment (Mahmoud, 2004; Elias, 2001; Boubakri and Cosset, 1998).

During this period, marketing communication tools were not effectively employed to attract foreign investors who could provide market access, new technology, sufficient revenue and management expertise. Other countries where privatization and commercialization recorded huge successes employed marketing communication to attract foreign investment and consequently transfer technology. Most of these successfully privatized economies have laid emphasis on

educating the public through consultations and integrated marketing communication. Hence, the use of marketing communication tools is not only essential, but also crucial to the success of privatization. In fact Welch and Fremond (1998) observed that special efforts to inform institutional investors have encouraged them to participate in many privatizations. Although the bureau of public enterprise (the body charged with the responsibility of privatizing and commercializing S.O.Es) has a duty to sell state assets for their fair market values, it is expected that policy makers must balance its desire to maximize profits with other priorities, such as; broadening share ownership, deepening domestic capital market and promoting competition. Privatization programmes should attract foreign investors and to achieve this, foreign investors should be communicated through trusted and reputable marketing communication tools as well as treated the same as domestic investors (Welch and Fremond, 1998).

Hence, effective privatization requires a carefully conceived and systematic approach to communications; one that integrates communication analysis and planning at every stage of privatization formulation and implementation. Therefore, in a situation where the B.P.E seeks to privatize critical sectors (for example, power and petroleum) in the face of sustained opposition from labour union, the role of marketing communication tools cannot be overemphasized. Effective marketing communication must be based on facts - a clear understanding of views from different stakeholder groups and strategic designed messages targeting different audience through the most appropriate marketing communication tool(s). Now, given that opposition to privatization and commercialization is currently more vocal than its supporters, Adam Smith International (2005) stated that B.P.E urgently needs to mobilize support for privatization and to make their case more convincing about the cost of the current system and the benefit of reform. Thus, integrated marketing communication strategy could mobilize support of the consumer,

civil societies, labour groups and businesses when policy makers release accurate information regarding the costs of the failed policy of investing resources in S.O.Es. Nigerian government greatest challenge in this policy reform is how to attract sufficient number of competent prospective investors who will participate in the privatisation exercise. While B.P.E occasionally advertise transactions, the researcher believes that it lacks sufficient finance to promote Nigeria as a destination for investment, nevertheless, with proper application of marketing communication tools, B.P.E can improve the overall perception of Nigeria business climate. The researcher opines that efforts of B.P.E in various enlightenment campaign is not effective, hence, the need to adopt an effective marketing communication strategy in order to reduce opposition and avert potential delays. The researcher believes that change in marketing communication strategy will make implementation of privatization and commercialization faster and effectual.

## **1.2 Statement of the Problem**

The beneficiaries of privatisation who should partner with policy makers lack knowledge of the benefits of the policy reform, thus, it is difficult for beneficiaries to participate in a programme they do not understand. Marketing consultants and practitioners who should pilot the various public enlightenment programmes by employing effective marketing strategy to reach out to these beneficiaries were relegated to the background. Similarly, staff of the bureau (BPE) who are charged with the responsibility of implementing the policy reform have little knowledge of how to employ marketing communication tools (advertising, sales promotion, public relations, personal selling and direct marketing) effectively to communicate change. Effective communication entails designing and deploying effective message, employing the right marketing communication tools or integrated marketing communication strategy, responding to enquiries and other challenges from the public, the media and opponents. All successfully

privatized economy are equipped with effective public policy communication master plan to ensure that government communicates effectively and successfully - neither overlooking a key stakeholder nor side-lining any step in the communication process.

The researcher believes that failure of Nigerian government to launch and sustain effectual marketing communication campaign in seeking supporting coalition of stakeholder groups have seriously caused the delay in full implementation of privatization and commercialization policy. These stakeholder groups include politicians, civil servants, business people, workers and union leaders. Other stakeholders are host communities, parastatal managers, industrial suppliers, customers, journalists, investors and citizens. Therefore, each stakeholder group has different desire or interest and each group requires different media. Consequently, the inability of B.P.E to systematically segment the market and target each stakeholder groups with suitable marketing communication tools constitute the research problem for this study, hence, the need to close the knowledge gap. The focus of this study is to access the marketing communication tools employed so far by the bureau of public enterprise (B.P.E) in privatization and commercialization of state-owned enterprises, ascertain how effectively these tools were employed and suggest the best marketing communication strategy in achieving policy objectives.

### **1.3 Objectives of the Study**

The main objective of this study is to investigate the marketing communication tools employed in privatization and commercialization of state-owned enterprise. Specifically, this study seeks to:

1. Determine the extent to which marketing communication tools were utilized in creating awareness of privatization and commercialization of state-owned enterprise in Nigeria.

2. Determine the effectiveness of these marketing communication tools in facilitating the privatization and commercialization process.
3. Ascertain the impact of the perceived level and effectiveness of marketing communication on public/stakeholders' participation in privatization and commercialization.
4. Determine the role marketing communication played in promoting a people-participatory and acceptable privatization and commercialization programme in Nigeria.
5. Find out the level of public participation in the privatization and commercialization programme
6. Find out whether the specific marketing communication tools that have so far been used by the body charged with privatization and commercialization was rationalized

#### **1.4 Research Questions**

1. What are the Marketing communication tools utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria?
2. Were marketing communication tools effective in facilitating the privatization and commercialization process?
3. What is the impact of the perceived level of effectiveness of marketing communication tools on public/stakeholders' participation in privatization and commercialization?
4. What is the role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization in Nigeria?

5. What is the level of public participation in the privatization and commercialization programme?
6. Are the specific marketing communication tools that have so far been used by the body charged with privatization and commercialization rationalized?

### **1.5 Research Hypotheses**

- H<sub>1</sub>:** Marketing communication tools were not utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria.
- H<sub>2</sub>:** Marketing communication tools were not effective in facilitating the privatization and commercialization process
- H<sub>3</sub>:** The perceived level of effectiveness of marketing communication tools in the privatization and commercialization programme has not hindered public/stakeholders' participation
- H<sub>4</sub>:** The role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization is inactive.
- H<sub>5</sub>:** The level of public participation in privatization and commercialization is not high
- H<sub>6</sub>:** The specific marketing communication tools that have so far been used by the body charged with privatization and commercialization is not rationalized

### **1.6 Significance of the Study**

Gaining political and social support for reforms is more than a public relations exercise. The obstacle that can overwhelm a privatization and commercialization campaign is not the type that will be handled with propaganda; therefore, what effective privatization requires is carefully conceived message and strategic approach to public enlightenment - one that employs integrated

marketing communication at every stage of privatization policy formulation and implementation. The researcher believes that this study is critical and obligatory and will contribute immensely to the field of marketing communication. When this study is completed, it will improve understanding of the role of marketing communication tools in dealing with stakeholder groups when government is formulating and implementing policies. Once government policy objectives are understood, it makes stakeholders eager to endorse reform and also makes reform likely to succeed.

The study will be useful to these categories of people in a special way:

- 1) Politicians will learn the essence of communicating campaign message to their constituents and it will guide them towards applying specific tool or integrated marketing communication to public enlightenment programme because when constituents understand and accept or reject messages, the spate of rigging, violence and other corrupt practices will drastically reduce.
- 2) This study will disabuse the minds of civil servants affected by privatization and commercialization or any other policy reform. They may be directly affected by organizational change and need to understand the implication as individuals and why change is necessary.
- 3) Business people will benefit from the outcome of this study because they will understand the fact that privatization provides greater economic productivity, opportunity and profitability. Once investors are well informed of government decision to reform and privatize, they will support reform.

- 4) This study will be useful to labour leaders, because once union leaders understand that interest of their members or colleagues are considered seriously, they will contribute to a peaceful transition.
- 5) This study will be useful to host communities of state-owned enterprises that feel neglected and are entitled to certain compensations. They will understand that a better managed facility will encourage the private sector to give back to the communities through corporate social responsibility.
- 6) Marketing consultants and practitioners' roles will be appreciated more by the outcome of this study because their services are required to send effective messages to stakeholders by using each or combination of marketing communication tools.
- 7) This study will also change the mind-set of journalists who are prone to controversies and bias and often pitch themselves in support of any opponent of government. When the journalists and the public are well informed, their antagonistic tendencies will be minimized.
- 8) The completion of this study will benefit foreign investors who are sceptical about the reality, genuineness and success of Nigeria's privatization and commercialization policy. A good marketing communication strategy will convince the investors that the risk of investment is outweighed by potential profit in privatisation transaction.
- 9) The outcome of this study will benefit Nigerian citizens who are always interested in policies that will improve their lives but rarely about the mechanism of change, hence, government needs to communicate a vision of the future that support policy reforms.
- 10) Finally this study will be useful to academics (students and scholars) and researchers who will explore areas where marketing communication tools are employed for positive change. Thus, this study is a further contribution to literature in the relevant subjects.



## **1.7 Scope of the Study**

This study is within the confine of marketing communication as regards the tools employed by the government in the formulation and implementation of privatization and commercialization policy. We will access the marketing communication tool(s) that is currently employed and based on that suggest and recommend effective marketing strategy that will convince various stakeholder groups to participate fully in the privatisation and commercialisation exercise.

## **1.8 Limitation of the Study**

The common notion that Nigerians are averse to answering research questionnaires is a challenge to research of this nature. The lack of proper orientation in the public sector employees and their negative attitude towards the release of information is a major concern to the researcher. The bureau of public enterprises management and staff may not give very accurate information where they have erred in strategies adopted for releasing information to the public because doing so may portray them as incompetent on the job. Likewise civil servants who could be vocal in the dark may not want to be documented because they are government workers.

The administration of questionnaire is also a constraint because of the type of respondents required for this study. Government workers are not as accessible as private sector staff. Not on seat is a popular axiom when it comes to dealing with these set of workers especially the management. Bureaucracy and Redtapism typical of government ministries also demand that the workers seek approval to answer some questions that require personal opinion in official environment.

However the researcher has resolved to surmount these challenges through carefulness and patience.

## 1.9 Conceptual Definition of Terms

The researcher has deemed it notable to define some key terms used in this study to avoid ambiguity or uncertainty and guarantee explicitness wherever they appear.

**State-owned enterprises:** Organisation of Economic Cooperation and Development (OECD) defined state-owned enterprises as business entities established by central and local governments whose supervisory officials are from the government.

**Privatisation:** Wikipedia, the free online encyclopaedia defined privatisation as the process of transferring ownership of a business enterprise, agency, public service or public property from the public sector (a government) to the private sector, either to a business that operates for a profit or to a non-profit organisation.

**Commercialisation:** Wikipedia defined commercialisation as the process or cycle of introducing a new product or production method into the market. The actual launch of a new product is the final stage of new product development and the one where much money will have to be spent for advertising, sales promotion and other sales efforts. Commercialisation has three key aspects: (a) the funnel ó it is essential to look at many ideas to get one or two products or businesses that can be sustained in the long run. (b) It is stage-wise process and each stage has its own key goals and milestones. (c) It is vital to involve key stakeholders early, including customers.

**Deregulation:** Investopedia online dictionary defined deregulation as the reduction or elimination of government power in a particular industry, usually enacted to create more competition within the industry.

**Marketing communications:** According to Wikipedia, marketing communication is the promotion part of the marketing mix or the four Ps price, place, promotion, and product.

**Marketing communication tools:** Wikipedia defined marketing communication tools as the specification of five promotional mix or promotional plan. These elements are personal selling, sales promotion, advertising, public relations and direct marketing. A communication (promotional) mix specifies how much attention to pay each of the five sub-categories and how much money to budget for each. A communication plan can have a wide range of objectives, including sales increase, new product acceptance, creation of brand equity, positioning, competitive retaliatives, or creation of a corporate image. Fundamentally, however, there are three basic objectives of communication. These are: (a) to present information to consumers as well as others. (b) to increase demand. (c) to differentiate a product.

**Stakeholder:** Investopedia the online dictionary define stakeholder as a party that has an interest in an enterprise or project. The primary stakeholder in a typical corporation is its investors, employees, customers and suppliers. However, modern theory goes beyond this conventional notion to embrace additional stakeholders such as the community, government, and trade associations. A common problem that arises with having numerous stakeholders in an enterprise is that their various self-interests may not all be aligned. In fact, they may be in conflict with each other.

**Marketing communication strategy:** how saving and spending, an online real estate company defined marketing communication strategy as the way in which the company relays information to customers and stakeholders.

**Integrated marketing communication:** Wikipedia defined integrated marketing communication as an approach to brand communication where the different modes work to

create a seamless experience for the customer and are presented with a similar tone and style that reinforces the brand's core message. Its goal is to make all aspects of marketing communication such as advertising, sales promotion, public relations, direct marketing, and personal selling work together as a unified force, rather than permitting each other to work in isolation, which in turn maximized their cost effectively.

**Marketing campaign:** Business dictionary defined marketing campaign as the effort of a company or a third party marketing company to increase awareness for a particular product or service, or to increase customer awareness of a business or organisation. A marketing campaign has a limited duration.

**Marketing programme:** Mimi an online search engine defined marketing programme as specific marketing actions, specified within the marketing plan, involving the use of the marketing mix elements in order to achieve marketing objectives.

**Policy reform:** According to Wikipedia, policy reform, in addition to its more general meanings, has been used to refer to a future scenario which relies on government action in correcting economic market failures and stimulating technological investment necessary for sustainable development and the creation of a truly sustainable planetary society.

**Policy formulation:** Glossary of education, an online search engine defined policy formulation as an act of establishing principles to serve as guidelines for decision making and action.

**Policy implementation:** Theodoulou and Kofin (2004) defined policy implementation as the state where government executes an adopted policy as specified by the legislation or policy action. At this stage, various governmental agencies or departments, responsible for the respective areas of policy, are finally made responsible for implementation.

## REFERENCES

- Aboyade, O. (1974). "Nigerian Public Enterprises as an Organizational Dilemma, In Public Enterprises in Nigeria", *Proceedings of the 1973 Annual Conference of the Nigerian Economic Society*. March 10 to 17.
- Adam Smith International. (2005). "Bureau of Public Enterprises Privatization and Communications Master Plan", *August 2005 CMER HR Capacity Review*.
- Anya, A. O. (2000). "Privatization in Nigeria", <http://www.nigerianembassy.com>. Retrieved August. 19, 2010.
- Boubakri, N. and Cosset, J. (1998). "The Financial and Operating Performance of Newly Privatized Firms: Evidence from Developing Countries", *The Journal of Finance*, 111(3): 108-110.
- Chambers, B. (2008). "A Critical Appraisal of Privatization in Nigeria", <http://www.hg.org/article>. Retrieved August. 19, 2010.
- Elias, A. (2001). "The Performance of Privatized Firms in Nigeria. In D. Mahmoud (eds.) *Privatization and Poverty Reduction in Nigeria*", <http://www.odi.org.uk/>. Retrieved August. 19, 2010.
- Ibanga, I. (2005). "The Economics of Privatizing and Deregulating the Nigerian Downstream Oil Sector", <http://www.florin.com/>. Retrieved August. 20, 2010.
- Igbuzor, O. (2003). "Privatization in Nigeria Critical Issues of Concern to Civil Society", <http://www.dawodu.com/>. Retrieved August. 19, 2010.
- Iyoha, M. A. (2000). "Public Policy and Public Sector Investment", In International Labour Organisation Project Report for Nigeria. Lagos: ILO
- Jao, Y. C. (1996). "Financial Deepening and Economic Growth: A Cross- Section Analysis", *The Malaysian Economy*. (1): 47 -58. Retrieved August. 20, 2010.
- Mahmoud, D. (2004). "Privatization and Poverty Reduction in Nigeria", <http://www.odi.org.uk>. Retrieved August. 17, 2010.
- Ndebbio, J. E. U. (2000). "Industrial Investment - a Macro Perspective", In International Labour Organisation Project Study Report for Nigeria, Lagos: ILO

Nwoye, M. (2010). *Privatization of Public Enterprise in Nigeria, the Views and CounterViews*. <http://www.globalization.com/doc->. Retrieved August. 20, 2010.

Nwoye, M. I. (1997). *Management Practices and Performance Determinants of Public and Private Sector Enterprises in Anambra, Edo and Delta States of Nigeria: A Factor Analysis*. In M. I. Nwoye (eds) *Privatization of Public Enterprises in Nigeria. The Views and CounterViews*. <http://www.globalizcija.com/doc>. Retrieved August. 20, 2010

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Introduction

This chapter reviews the relevant literatures on marketing communication tools employed by government in communicating the privatization and commercialisation policy to all stakeholder groups in its quest to achieve policy objectives. Consequently suitable materials, journals, books, magazines, newspapers, internet blogs and other apt literatures were examined by the researcher in the cause of this study in order to produce a quality, balanced and unbiased thesis. The researcher also assessed the contributions of acclaimed marketing scholars, business thinkers, management giants and other marketing information sources ó models, theories, views, ideas and philosophies that cut across the subject matter.

Literature was reviewed under the following guidelines;

1. Understanding and engaging stakeholders with marketing communication tools.
2. Structure of a strategic marketing communication programme.
3. Nature of each marketing communication tool.
4. Integrated marketing communication.
5. Characteristics of an effective message.
6. Marketing communication strategy in policy reforms.
7. Stakeholders' response to communication factors.
8. Theoretical framework: models and theories of communication

## **2.2 Effect of Ineffective Communication in Policy Implementation**

According to Agba (2010) privatization exercise in Nigeria have suffered among other factors poor enlightenment programme, corruption and lack of transparency because of government inability to embark on extensive public enlightenment campaigns that will educate and convince the public about the benefits of the policy reforms. This also accounts for the near absence of the people living in the hinterlands in the purchase of shares of privatized SOEs. According to Leaf (2006), relating to the public is a self-fulfilling prophecy; focus on it and things are likely to improve, ignore it and they will certainly worsen.

Today, public relations have become perception management. Marketers have increasingly come to the conclusion that perception is what mostly counts, for example, you might run a great company but if analyst doesn't feel that way the stock does not go up. Your product or service might in reality provide great benefits, but if the customer doesn't perceive it that way, it remains on the shelves (Leaf, 2006).

According to Martin Sorrell, CEO of WPP, the world's largest communications organisations "today's sophisticated client demands that all possible forms of communications work together to achieve their key objectives." Previously, advertising departments or advertising agencies saw public relations as threats to their egos but now they appreciate that working together is essential in achieving marketing communication objectives. In contributing further to the constraints of privatization, Agba, (2010) observed that poor enlightenment programme could also be responsible for opposition from the public and labour unions, for example, host community opposed the selling of Benue Cement to Dangote Industries Limited and it cumulated to violent demonstration in the State.



Thus, the role of marketing communication as the authentic vehicle to trigger initial contact with stakeholder groups cannot be overemphasized. The neglect of the role of marketing in policy reform implementation was further confirmed by Ballis (2007) when he stated that "what we generally found in Nigeria is single entities without the requisite expertise in bidding for public enterprise transactions as though they are conventional procurements"

### **2.3 Engaging Communication Tools**

Technically sound economic policy programme can fail if policy makers do not understand the socio-political dynamics and the value of communication in their design implementation, therefore, government must incorporate communication master plan that seek to engage stakeholders before policy formulation. A strategic communication master plan serves two broad purposes; helps to avert failure by identifying current and potential sources of both support and opposition and also enhance effort to achieve a well organised policy programme from formulation to implementation (Calabresse, 2008).

General consensus may not be possible, but effective message that attract stakeholders are often the panacea to success in the range of economic policy initiatives There are examples of countries where economic policy implementation have failed due to ineffective application of marketing communication, for example, dockside (Waterhouse) privatization Bangladesh, 1990; privatization programme Turkey, 1990; reform programmes Ukraine, 1990; privatization programme Senegal, 1994 and privatization programme Kenya, 1995 (Idornigie, 2010).

Conversely, there are well documented evidences of reform successes due to effectual application of marketing communication tools, for example, the reform programme Guatemala 1999, sector reform Zambia 1996 and electricity utility reform South Africa 1998. Perception of corruption and absence of due process, even if unfounded, are enough to derail infrastructural

reforms. Effective use of marketing communication can pave the path for two-way communication on contentious issues, so stakeholders concern and misconception are addressed promptly before their confidence and trust are eroded.

Basically, reforms are viewed from the standpoint of the implementing agencies and not from the view of the people whose lives are directly affected by the policy. Strategic communication techniques can inform and encourage policy makers to base their decisions on a clear understanding of beneficiaries' perspectives at the formulating stage. Similarly, World Bank's experience with numerous initiatives in privatization and commercialization of infrastructure programmes have produced some important lessons about effective communication strategies on handling stakeholders in developing countries (World Bank, 2005).

Therefore, creating public awareness of government policy reform is very important because people do not have to agree, but they must know why government is privatizing and commercializing (Mitchell, Santi and Lichtenberg, 2005)

## **2.4 Campaign Strategy Outlook**

According to Mitchell, Santi and Lichtenberg (2005), a strategic communication programme for stakeholder engagement should be developed to include Interests, importance, and influence of each stakeholder group – particularly those stakeholders who lack influence or formal approach to participate in the enlightenment programme. The strategic communication programme will base on stakeholder analysis after employing marketing communication tools to confirm how to involve different stakeholder groups in subsequent stages of privatization. Thus, the level of influence of each stakeholder will guide the policy makers in incorporating their interest into the overall design of a public communication campaign, that is;

- (a) Stakeholders of high influence and high relevance should be closely involved throughout the process to promote participation and ownership.
- (b) Stakeholders of high influence and low importance will not be the objective of the project, but may oppose the policy, therefore, it is important to keep them informed and acknowledge their views to avoid disruption or conflict and to mitigate political and social unrest.
- (c) Stakeholders of low influence and high importance require special efforts to ensure that policy makers meet their expectation and also integrate them in the consensus building process.
- (d) Stakeholders of low influence and low importance are unlikely to be closely involved in the project and require no special communication strategies beyond any formal enlightenment campaign targeting the general public.

Mitchell, Santi and Lichtenberg (2005) determined that bringing in a specialist to undertake a communication assessment is not required for infrastructure projects, an increasing number of task team leaders are turning to these experts, particularly to help them navigate the troubled waters in which they operate. By their nature, infrastructure projects are highly sensitive in social-political environment as it involves potentially controversial issues, for example, strategic resources, private sector participation, or privatization and commercialization. Hence, good communication assessment can help identify and suggest measures for mitigating these risks.

## **2.5 Ineffective Communication Strategy and Reform failure**

The following cases describe countries where ineffective applications of marketing communication tools cause the failure of policy implementation.

## **Bangladesh**

In the late 1990s, the government neglected to involve local workers in the decision making process to privatize a dockside warehouse. Uninformed, the workers feared losing their jobs and were strongly influenced by their trade union leaders' opposition to the privatization. The government's first communication with the workforce came too late; therefore, when a prospective investor visited the enterprise, a security guard threatened to kill him. The investor fled the country. After this incident, the entire project and transaction stalled for several years. Hence, identifying the workers as important stakeholders by designing and applying effective marketing communication strategy to address their plight could have averted the crisis.

## **Ukraine**

Tension between pro and anti-reform forces in government and parliament stalled the privatization process in the late 1990s. Recommendations for future programmes pointed to the need to employ marketing communication strategies to build broader support among stakeholders, NGOs, business associations and political parties (Calabrese, 2002).

## **Senegal**

In 1994, a national privatization programme came to a halt after meeting with resistance from politicians, employees of public enterprises and the public. The main cause was lack of stakeholders' involvement because they were not informed about their major concerns which are the redistributive use of privatization proceeds, need for reforms and the benefits of reforms to the public (Bhatia and Campbell-White, 1998).

## **Mozambique**

An opinion poll conducted during the implementation of the privatization programme in the 1990s showed that most citizens in opposition believed that public enterprises had been sold to

foreigners while in fact, 93% of the private capital involved in the privatization was national (Bhatia and Campbell-White, 1998).

### **Benin Republic**

The government failed to explain its Privatization policy to the public, and the 1992 privatization law was harshly criticized. Although the privatization plan was transparent, for example, the details of procedures and bidding processes were open to public scrutiny, but the government's lack of communication strategy played into the hands of political opponents (Bhatia and Campbell-White, 1998).

## **2.6 Role of Marketing Communication Tools in Reform Success**

The following examples defined the impact of effective communication on policy reform.

### **Guatemala**

In 1999 after conducting opinion research, a think-tank, advising the government identified a powerful trade union relentlessly opposed to any kind of reform or privatization as being the most critical stakeholder to address. The workforce was identified as an even more important stakeholder for the success of privatization, but this group was difficult to reach due to the union's blocking of channels of communication.

Workers were being misled and frightened by union leaders; therefore, government responded by sending a letter to the home of each factory worker, addressed not to the workers but to their wives outlining several benefits of privatization, such as share-options and potential redundancy benefits. In the end, the pressure from wives outweighed the objections of the unionists and the workforce supported the privatization (Adam Smith Institute, 2005).

## **Ghana**

The Ghana water sector has been characterized by limited coverage but when the government realized the need for reform, it launched stakeholders' consultation workshop in 1995 to examine eight options for restructuring the sector. Based on the results, the Ghana water project launched a public education and communication programme aimed at ensuring that the public and key stakeholders had sufficient awareness and understanding of the public policy aim of the private sector participation process.

A water communication committee with communication managers of the various water-related organizations was set up to ensure coordination and consistency of messages. The programme include community rallies for resident associations, workshops, presentations to the media, members of parliament, NGOs, women groups, labour unions, religious interests and production of TV documentaries and radio talk shows. (Adam Smith International, 2005).

## **Zambia**

In 1996 the government embarked on water sector reform involving the establishment of three water companies. A marketing communication programme facilitated the participation of the trade unions by ensuring that they are informed partners at every stage of the privatization process. However, the Zambian congress of trade unions played a major role in a wide range of public debate (Calabrese, 2002).

## **South Africa**

In 1998 ESKOM, a large public electric utility implemented the government policy of rapidly increasing the provision of electricity to disadvantaged sectors of the economy and due to its sheer dimension, the implementation of this policy required ESKOM's deep restructuring. The

company established a special task force of three executive directors to design marketing communication programmes to take reform messages to public domain (Calabresse, 2002).

## **2.7 Gap in the Literature**

Several authors have worked on privatization and commercialisation topics in unique areas but very few researches were targeted on marketing communication tools employed in privatization and commercialization of state-owned enterprises (Jerome, 2004). The government and its agency responsible for implementing privatization and commercialization seem not to understand the role of marketing communication in dealing with different stakeholders therefore, they have not employed marketing communication tools either systematically or effectively to achieve policy objectives.

Typical of the Nigerian government is that stakeholders are not often carried along until there is a major crisis. Effective employment of marketing communication tools enhances the sustainability of project objectives over medium and long term plan by involving stakeholders in the decision making process. Unlike the developed countries where freedom of information is the standard, implementers of reform policies in developing countries do not communicate extensively to the public before embarking on policies that will affect their lives.

Hence, for not incorporating effective marketing communication master plan, privatization and commercialisation programmes fail from the beginning because opposition to reform is more vocal than the supporters. Consequently, the policy makers need to mobilise support for privatization and make the case more convincing about the cost of running public enterprise and the benefits of reform. The host communities, investors and other beneficiaries need appropriate

message to understand the benefits of privatization and the cost of operating the current system in Nigeria.

When the Bureau of Public Enterprise - the government agency responsible for implementing privatization policy release accurate information regarding the cost of the failed policy of government involvement in public enterprises and communicate the benefits of privatization (for example; new schools, hospitals, pipe water, power supply etcetera), the public shall respond positively. The BPE greatest challenge is attracting sufficient competent prospective investors. While BPE occasionally advertise transactions, the researcher opined that the agency is lacking sufficient funds for packaging effectual campaign strategy to promote Nigeria as investment destination.

Ideally, BPE can improve the overall perception of Nigerian investment climate through effectual employment of marketing communication tools. Today Internet provide investors with most of their sector-specific news, therefore, BPE must keep millions of online visitors informed of any privatization transaction in other to strengthen the perception that Nigeria privatization is popular, active and reliable. Similarly, BPE should stock foreign diplomatic missions in Nigeria as well as Nigeria missions oversea with privatization and commercialization materials so that interested and qualified investors can promptly respond to tender. Similarly improving services at the BPE can create good image of the country as well as changing the perception of citizens in diaspora.

Thus, it is the craving of the researcher to carry out extensive study that entails accessing the communication tools employed by government in the aforementioned policy implementation in other to close this knowledge gap.



## **2.8 Strategic Marketing Communication Structure**

Policy makers should not limit communication programmes to advertising and public relations because various group concerns are better reached through more personalised tools. Thus, it is expected that opinion leaders should be consulted before coming out in the open with campaign messages because once they declare their support, their team and subjects will follow. When government begin consultation after the release of campaign messages, it will be difficult for these opinion leaders to change their minds and support change because their followers will think that they have compromised.

Therefore, it is possible that some of the union leaders are aware that privatisation will bring positive change but refuse to support the policy in order not to be seen as sabotaging the interest of union members. According to Adam Smith International (2005), marketing communication tools help to build consensus, inform and consult important stakeholders, publicize progress and create confidence.

The first structural prerequisite for a successful marketing communication programme is the availability of funds. Securing funding for strategic communication activities is a priority that government decision makers and world apex financial institutions should address before designing or formulating development policies. The second would be to align the management of such funds to achieve set objectives. This is important because if policies are formulated for change and economic development, it is not enough to leave the implementation of the programme in the hands of developing countries that are alien to the policy without setting up implementation monitoring team.

When the aim of the policy is to develop the economy and pay back the loan, the World Bank, DFID, USAID and other donor agencies should insist on public enlightenment and assign to the monitoring team the responsibility of educating the public long before the implementation as well as carrying the stakeholders along. The third would be the application of marketing communication tools effective enough to reach different stakeholder groups, yet not relenting to seeking the assistance of the experts who formulated the policy for clarity of objectives and directions.

This is because opposition to reform can engage the union leaders and journalists to delay and frustrate the implementation by giving wrong impression of what the policy means to economic development. The essence of communicating the spirit of reform early and effectively to various stakeholder groups is to harmonize and integrate findings in order to design a comprehensive marketing communication strategy. This strategy requires extensive knowledge of the programme and the communication objectives base on the conditions given to the government by the World Bank and International Monetary Fund.

According to Adam Smith International (2005), dissemination of information and knowledge of policy objectives cannot produce behavioural change, rather, reforms are seen from the standpoint of the implementing agencies and not from the angle of the public; hence employment of effective marketing communication strategies can inform and encourage policymakers to base their decision on a clear understanding of the beneficiaries view. The fourth prerequisite is that government and the representatives of various stakeholder groups should agree to work together for the interest of the people to achieve overall objectives. They should set timelines and also agree on when to meet in order to review performance or milestones for different projects.

## **2.9 Tools and Channels**

Each marketing communication tool; advertising, personal selling, sales promotion, public relations and direct marketing has unique characteristics and costs, therefore, marketing practitioners and organisations must understand these characteristics before selecting the tool or combination of tools to employ for formulating and implementing privatisation and commercialisation objectives.

### **Advertising**

According to Cunningham (1999) advertising is used to reach audience of geographically dispersed buyers at low cost per exposure and enables the seller to repeat a message many times, for example, television advertising captures the attention of huge audience. Kotler (2000) reported that on an average day, 77% of Canadians view television at least once. Kotler (2000) also observed that large scale advertising says something positive about an organization's size, popularity and success, but advertising could be expensive although it allows the organization showcase its offering through multiple media (television, newspaper, magazine, radio, billboard, out-of-home, email, flyers, signage, in-store, social media, tablets and smartphones, yellow pages, internet advertising and brochures).

Feedback cannot be achieved with advertising and this is the reason behind Cunningham (1999) observation that for privatization and commercialization campaign to succeed, other tools has to be incorporated in the communication strategy. Nevertheless, in privatisation and commercialisation, advertising play a number of roles which include creating awareness among stakeholder groups, explaining the comparative benefit of the policy and generating initial enquiries for participation.

Frequency and spread are key words in advertising campaign. Thus it is insufficient for a target member to have one opportunity to see (OTS) even with a high coverage. According to Tellis (1998) large budget achieves high coverage while a smaller budget limits the ambitions of the advertiser, therefore judging by the interview granted by BPE which stated that they are underfunded and the only funds available came as grants from donor agencies e.g. USAID, DFID and World Bank, the desired frequency and spread may not be attained. In an integrated marketing communication programme, advertising is just one of the marketing tools available and it can be used in whatever capacity that is most effective (Smith, 2004) and those who receive few advertising are insufficiently motivated.

Advertising can be one of several tools to generate lead for direct marketing campaign and also could serve as a direct contact medium to generate lead for follow-up by local intermediaries. Advertising could also be a part of selective sales promotion campaign that offers prospects for providing database information. These attributes make advertising a much more flexible medium

### **Personal Selling**

According to Marks (2005) personal selling singles out those situations in which a real human being is trying to sell something to another face to face. The job of the salesperson is to discover what the buyer wants; to present the goods that match the desires as closely as possible; to answer questions about the product (or services); to deal effectively with objections and finally; to close the sale. Ingram (2006) stressed that a salesperson must have character, honesty, be emotionally stable, beyond that the salesperson must have deep product knowledge and good communication skill, must internalize the customers point of view, must be accessible, must have

good sense of all kinds of people and a good sense of time, a knowledgeable person, straight forward and candid attitude. Problems with products or contract should be discussed frankly.

Cunningham (1999) opined that personal selling is the most effective tool at certain stages of the buying process, particularly in building up buyer's preferences, convictions and actions. Personal selling involves personal interactions between the organization, through its representative and its larger stakeholder and may involve two or more people. Through this medium, each party could observe the other party's need and characteristics and subsequently make quick adjustments. Relationship marketing is anchored on this premise because an effective salesperson builds relationship with the customer that is founded on customer's interest. Therefore, personal selling is a two-way communication medium that allows the buyer to feel a greater need to listen and respond, even if the response is negative.

Immediate feedback is what stands personal selling out from other types of marketing communication tools. Personal selling should also be used on investors because it has more persuasive impact than any other marketing communication tool. Personal selling also provides immediate answers and instant information to queries. Personal selling also helps to build relationship and loyalty. Kimball (1994) observed that some of the things entrepreneurs should consider when deciding on the ideal promotional mix includes the type of product or services, the value of the product or services, and the budget allotted for marketing. Bernarz (2008) advised that if product has a high unit value and requires a demonstration of its benefits, it is well suited for personal selling. Unlike advertising, the sales force requires more commitment and repeat call to establish selling relationship or deep personal relationship. A company can turn on and off its advertising, but it is hard to change the size of a sales force, types of personal selling includes retail selling, trade selling, missionary selling and industrial selling.

## **Sales Promotion**

Coupons, contests, point of purchase, display, rebates, free travel, trade allowances, dealer incentives, training programme, trade shows, discounts, premiums, refunds, bonus packs, price offs, event sponsorships are examples of sales promotional tools that attract consumers and provide information that may lead to a purchase (Kotler, 2000). According to Campbell and Diamond (1990); Tellis (1998) in practice, there are monetary and non-monetary sales promotion and there are important differences between them. Mchort and Malhota (1993) claim that as cultures differ in their values system, evaluations of marketing communication will differ. This is supported by Laroche, Pons and Turnel (2002) who argued that various sub-groups should react differently to different promotion strategies.

Sales promotion offer strong incentives to motivate public by providing inducements or contributions that give additional value to stakeholders. Cunningham (1999) opined that all sales promotions invite and reward quick response, therefore, organizations use sales promotion tools to create a stronger and quicker response, and for example, extra shares bonus in privatization and commercialization can induce patronage. Sales promotion could be used to dramatize products offers and boost sagging or dwindling sales, but its effect is short lived. Thus, Kotler (2000) reported that sales promotion is not effective in building longrun brand preference.

## **Public Relations**

According to Cunningham (1999), public relations offer several benefit because it is very believable, for example, news stories, features and events are more believable to readers than advertisement do. In fact it is believed that public relations reach prospects who avoid salespeople and advertisements because the message gets to the buyers as "news" rather than as a

sales directed communication. Public relations can also build or boost organizations image and even when marketing practitioners and organizations assigns a lesser role to public relations, a well-planned public relations campaign integrated with other communication tools can be very effective and economical.

### **Direct Marketing**

Direct marketing includes direct mail, telemarketing, electronic marketing, online marketing and others and it is non-public because the message is addressed to specific person. Kotler (2000) reported that direct marketing is immediate and customized and direct marketing messages can be prepared very quickly to appeal to specific stakeholder. Direct marketing is also interactive, for example, it allows a dialogue between the marketer and stakeholder while alteration and adjustments could be possible depending on the stakeholder's response (Cunningham, 1999). Direct marketing is one of the most flexible tools in an integrated marketing communication because it can reinforce the effectiveness of other marketing tools or use alone in different ways.

Direct mail advertising can be a viable alternative to press or broadcast media as a way of reaching specific sectors of the market, however, in an integrated campaign, it could be used to follow up stakeholders who require further information and in addition, it could be employed to maintain effective contact and build long term relationships with stakeholder groups (Smith, 2004). In an integrated marketing communication campaign direct marketing will be used to strengthen overall effectiveness. At the onset it could be integrated into the advertising campaign message as a follow up to the direct response on privatization and commercialization campaign.

Advertisement provide information on warm prospects which could be used to form a database for future direct marketing programme to make differentiated offers to prospects who respond to

the advertising campaign. The information includes: (a) to supplement the advertising campaign coverage of different target markets (b) to reach sectors that cannot be reached efficiently by other media or (c) to provide increased reach or frequency and (d) to reinforce the impact of the advertising campaign, by selective follow-up.

### **2.10 Criteria for Selecting Marketing Communication Tools**

According to Adam Smith International (2005) factors to consider when selecting a communication tool in the sales of privatised enterprises include: the degree of control required over the delivery of the message; The financial resources available to pay a third party to transmit messages; the level of credibility that each tool have on the organisation; the size and geographical dispensation of the target audiences and the communication tasks each tool is best at satisfying. Therefore the marketing communication decision facing the body responsible for implementing privatisation and commercialisation programme is deciding who should receive the messages, What the messages should say, what image of the organisation/brand receivers are to form and retain, how much is to be spent establishing this new image, how the message are to be delivered, what actions the receiver should take, how to control the whole process once implemented and determining what was achieved

### **2.11 Integrated Marketing Communication**

Successful marketing communication campaign requires the use of various tools of marketing communication to send effective message to target audience (Markwick and Fill, 1997) and the backbone of effective marketing communications is the consistency of sent messages through various channels of communication. Lamons (2003) emphasized the importance of integration of tools not only in the communication of messages, but also in all marketing communication in



order to achieve the greatest possible synergistic effect. The first study on integrated marketing communication (IMC) carried out by the American association of advertising agencies define integrated marketing communication as the concept of marketing communication which sees the added value in an all-inclusive plan.

The plan takes into account the strategic importance of the various tools of marketing communication - such as advertising, sales promotion, public relations, direct marketing - and a combination of these tools to ensure clarity, consistency and maximum communication impact (Schultz, Tannenbaum, and Lauterborn,1994). The IMC framework is built on the premise that if multiple marketing communication tools are employed appropriately, they can enhance one another's contribution (Belch and Belch, 2003). According to Reid (2003), the IMC concept has been described as both a relational process and a business competency because its goal and outcome are often linked to building relationship with customers and other stakeholders (Smith, Gopalakrishna and Smith, 2004) determined that as a business competency, IMC incorporates integrated management of multiple media to achieve superior outcomes.

Nevertheless, various authors support the contention that there is ambiguity surrounding the definition of IMC, with no consistent or mutually agreed upon meaning and with many areas in need of clarification, for example, Cornelissen, 2001; Kitchen and Schultz, 1999; Low, 2000; Phelps and Johnson, 1996). This complexity in the definition of IMC will have impact on the development of measures to operationalize and assess IMC in organizations. Indeed, Pickton and Hartley (1998: 450) stated that it is very difficult to conceptualize the big picture and to muster all the organizational influences needed to achieve integration.

Thus, there are many levels and dimensions to integration and all posing their individual and collective difficulties (Reid, Luxton, and Mavondo, 2005). However, some authors defended the concept, because they believe that through an integrated marketing communication organizations could achieve comparative advantage (Caywood and Ewing, 1991) and that IMC is based on integrity and interactivity built on complex relationship.

Tactical coordination is the initial level of integration of all communication activities in order to create a basis for the IMC followed by redefinition of the role of marketing communication which focuses on the external aspect of the integration and seek to cover all contact points of the organization of its target audience. The organization at this stage integrates both external and internal communication activities. The application of information technology, especially the aspect that deal with application of new information technology, especially the digital media to store data, understand data, monitor and evaluate the process.

Finally, the financial and strategic integration is the highest level of integration and combining the previous three aspects of integration, this level of integration involves the ability of measuring the financial effects of the use of IMC. A study conducted by Low (2000), revealed that implementing IMC may be strongly related to better marketing results in terms of sales, market share and profits for an organisation. The common explanation is that, through IMC, a firm can integrate all of their marketing communication tools and the synergy will lead to performance benefits.

Hence, the synergy ensures that the use of alternate communication tools is mutually reinforcing leading to a level of enhanced productivity and performance (Duncan and Moriarty, 1997).

Every tool of marketing communication is appropriate and effective in achieving specific communication goal and these tools must be linked and coordinated.

Current study revealed that the major benefit of IMC is that a consistent set of messages is conveyed to all target audiences by means of all available forms of contact and message channels. Given that IMC is perceived to be cost-effective and has also been shown to reduce media wastage, it does appear to provide companies with a greater competitive edge than would otherwise be the case (Duncan and Everett, 1993) Even when IMC still have some issues that need to be addressed and resolved (Cornelissen and Lock, 2000), IMC seem to be widely accepted and adopted by marketing practitioners all over the world as shown in recent studies (Duncan and Everett, 1993; Linton and Morley, 1995; Schultz and Kitchen, 1997; 1998; Reid, 2005).

Thus, integrated marketing communications attempt to coordinate and control the various elements of the communication mix—advertising, personal selling, public relations, publicity, direct marketing, and sales promotion—to produce a unified customer-focused message and, therefore, achieve various organizational objectives (Boone and Kurtz, 2007:488). Consumers' ability to communicate with one another limit the amount of control companies have over the content and dissemination of information.

According to Vollmer and Precourt (2008), in this era of social media consumers are in control; they have greater access to information and greater command over media consumption than ever before (p. 5). Guilin (2007) pointed out that conventional marketing knowledge has long held that a dis-satisfied consumer tells ten people at intervals, but that statement has been overtaken in the present dispensation of social media, because in this era a dis-satisfied consumer has the tools to tell 10 million people instantly. This shift in the information control needle is dramatically

influencing the way consumers receive and react to market information (Ramsey, 2006). Consequently, marketing managers are seeking ways to incorporate social media into their IMC Strategies (Li and Bernoff, 2008).

The traditional communication paradigm which rely on the classic promotional mix to craft IMC strategies must give way to a new paradigm that include all forms of social media as potential tools in designing and implementing IMC strategies. Contemporary marketing practitioners cannot ignore the phenomenon of social media because it has rapidly become the *de factomodus operandi* for consumers who are either seeking or searching for information. The Internet reaches more than 60% of all United States consumers for an average weekly usage rate of more than 100 minutes because consumers are turning away from the traditional sources of advertising: radio, television, magazines, and newspapers. Consumers also consistently demand more control over their media consumption as they require on demand and immediate access to information at their own convenience (Rashtchy, Kessler, Bieber, Shindler, Tzeng, 2007; Vollmer and Precourt, 2008).

Thus consumers are turning more frequently to various types of social media to conduct their information search and to make their purchasing decisions (Lempert, 2006) because Social media is perceived by consumers as a more trustworthy source of information regarding products and services than corporate-sponsored communications transmitted via the traditional elements of the promotion mix. Advertising which is the dominant tool in use by the BPE is not a separate activity but one of a series of interrelated marketing tools that support each other.

Although marketing communication campaign takes different forms, they are core elements that are crucial to the successful development of an integrated marketing strategy (Smith, 2004). In

an integrated approach, the elements support each other, for example, an advertising campaign with reply coupon is integrated with a direct mail programme which is followed up by telemarketing, therefore, without the support of the other marketing tools, advertising and direct marketing may not achieve expected results but together they reinforce each other to create real impact. Smith (2004) listed the integrated social marketing strategies as; advertising, direct marketing, telemarketing, press information, relationship marketing, sales support and publications.

## **2.12 Adopting New Behaviour**

In analysing Venezuela's economic reforms in the late 1980s and the early 1990s, Naim (1993) concluded that the missing link was an effective marketing communication strategy. Naim (1993) lamented that the Venezuelan government did not adequately appreciate the need to grant public communication the same attention, resources, and seriousness as the other reforms it introduced. An example of the contribution that marketing communication can make to a privatization programme is found in a study conducted by the World Bank's operations evaluation department (OED) on Cape Verde's privatization programme (Cabanero-Verzosa and Mitchell, 2002).

The study concluded that the programme success is based on strategic communications focused on political commitment and support to privatization; ownership building and stakeholder participation; labour retrenchment through consultation and communication campaigns to build public support and ensure transparency. World Bank's OED reached the same conclusion in its study of economic reform in Cote d'Ivoire when it was reported that economic reforms succeed

when they are understood and supported by the people most affected by them. Policy makers often leave the task of persuading the public about the benefits of reform to public relations professionals, advertising agencies and the media believing that a media blitz, persuasive speechmaking and political campaigning are all that is needed to gain popular support.

Similarly, reformers often assume that the purpose of communicating policy reform is merely to raise awareness of the reform programme after the programme has been formulated by technocrats and policy advisers and agreed to with government officials. They even believe that people will be prepared to support reform once they become aware of the programme but this perception is not true. Stakeholders need more than campaign to participate in reform policies. A more comprehensive and strategic use of marketing communication as tool in the areas of economic reform, social transformation, behaviour change, and consensus-building is still in its infancy (Cabanero-Verzosa and Mitchell, 2002) and requires that it will be developed beyond this stage to make marketing more attractive. However, there is a small but growing body of empirical evidence that indicates that the use of strategic communication in economic reform programmes can substantially reduce political risk and promote acceptance of reform.

In a study of senior public service and civil society representatives from 60 developing countries and emerging economies conducted by the World Bank, (Cabanero-Verzosa, 2002) reported that respondents cited the public's poor understanding of economic reform as a key obstacle to its success. Similarly, a study by Campbell-White and Bhatia (1998) listed the lack of consensus as one of the top five constraints of privatization in Africa. These two studies observed a total of 15 impediments to economic reforms the majority of which relates to weak communication and a

lack of public understanding and consensus about privatization. Only three to four impediments to privatization are associated with the technical design of the policy or programme.

The major economic reform failures have usually resulted from ignoring the political, social and cultural context within which the reform take place and from a failure to build consensus ó and not from a failure to put in place the right policy environment. In another example, Campbell-White and Bhatia (1998) cited the case of Senegal where the privatization programme came to a halt because the programme was launched when there was no consensus in favour of privatization. Politicians, employees of public enterprises, and the general public resisted the concept of privatization. In the aftermath analysis of the communication aspect of privatization and commercialization, Cabanero-Verzosa and Mitchell (2002) noted that there was no public announcement of the policy coupled with weak efforts to involve stakeholders in the reform process and feeble attempts to directly address people's concern about how privatization will alleviate poverty.

Hence, the outcome ó strong resistance to privatization ó is hardly surprising. No change without behaviour change and implicit in the process of economic reform is the need for people to engage in new behaviours which may be at odds with long-standing pattern of behaviour. For example, when a country undergoes pension reform, people's willingness to trust new institutions with their hard-earned money for a more secured financial future determines the initiative's success. Similarly, when large, inefficient state-owned enterprises are privatized, many government employees lose their jobs. Government employees' willingness to retrain for another job in the newly privatized company or the labour union's acceptance of their stake in the reform and their new role in a market-driven economy influence the eventual success of

privatization, therefore, when utilities are privatized and government subsidies are removed people must undertake the new behaviour of paying for water, power, or other services previously provided free or heavily subsidized by government.

Marketing communication focuses on the need of beneficiaries and seeks to find ways to overcome the specific barriers they confront in adopting a new behaviour, whether those barriers are cultural, structural, social or personal. Marketing communication could be a powerful tool for tapping into public concern, perceptions and motivations. This is a different approach from using marketing communication merely for disseminating information to sell economic policy because the goal for communication is not only to inform the public about economic reforms, but also to create an environment that facilitates the adoption of new behaviours that help reform succeed, therefore, the policy makers must take responsibility for marketing communication. Communication is no longer restricted to communication specialists, public relations practitioners, political pundits and strategy advisers, but has become part of the process of implementing policy programmes by engaging stakeholders groups in constructive dialogue, promoting participation and encouraging debate (Cabanero-Veroza and Mitchell, 2012).

Policy makers adopting economic policies should begin the process by developing a marketing communication master plan to help build understanding of the political, social, and cultural environments and to guide strategic operational choices that will help build understanding and support for the new initiative. Making the decisions to guide communication sharpens understanding of the reform itself from the client's perspective, and paves the way for a two-way process of communication among key stakeholders. The development communication unit of the World Bank has used a communication planning process that begins with a communication audit



to identify communication issues and determine the political risk and the structure to mitigate the risk.

The communication audit identifies the potential winners and losers in the reform programme by (a) assessing the importance of each of these groups to the success of economic reform and their relationship to each other (b) describing the role of media and their understanding of economic reform issues (c) assessing the ability of government to communicate and implement a strategic communication programme (d) reviewing attitudinal research that has been completed and identifying gaps and (e) analysing the political risk of reform.

### **2.13 Engaging Different Stakeholder Groups**

Communication strategies involve developing a list of themes and issues to communicate as well as understanding the context within which the communication will take place (Ramirez and Quarry, 2004). Developing communication strategy begins with segmenting the audience and targeting different stakeholder groups by learning their communication pattern and how they understand the change that is about to take place. The process include the perception of different stakeholder groups about the exercise, the marketing communication tool(s) these stakeholder groups prefer when receiving privatisation and commercialisation messages, who are the vehicles or sources the stakeholders trust to convey the message, the difference between gender preferred time for receiving campaign messages, what feedback mechanism exist for interested investors to respond and the funding policy implementers appropriates to achieve privatisation objective.

## **2.14 Planning Guidelines for Marketing Communication**

Fill (2009) proposed a marketing communication planning guidelines which could be adopted and integrated into privatization and commercialization strategic planning process. The sequence involves assembling the communication team; meeting with the director of communication to discuss communication plan and set goals; requesting the director to select target audience; holding a small workshop to initiate participation and coordination in the first step of designing a communication plan; assessing the importance of other relevant projects within the privatization for potential collaborations; assessing the presence and role of media in the privatization; institutional capacity mapping to identify potential partner institutions/investors; identify the key issues to be communicated; identify key target audience; gaining an understanding of audiences perceptions and constraints; ensuring that services are in synchrony with the strategy (readiness); developing messages and materials; pretesting, assessing and selecting channels of communication for each target audiences.

However, CIM (2009) suggested four simple steps on how to plan marketing communication ó Start by deciding your objectives; set an appropriate budget; decide what you want to say about your business or product/service and select your target audience.

## **2.15 Communication Programme for Policy Implementation**

If an organisation charged with implementing privatization and commercialisation programmes possess limited managerial communication competence, marketing communication techniques and access to communication networks, the organisation's campaign efforts is likely to be haphazard, informal, unstructured and reactive (Gilmore, Carson and Grant, 2001). A strategic communication programme for privatization and commercialization serve two broad purposes (Calabrese, 2008). First, it helps to avert failure by identifying current and potential sources of

both support and opposition; hence, this information is crucial not only in setting priorities for communication objectives, developing effective messages, and selecting the best possible marketing communication tools, but also in using those marketing communication tools effectively.

Marketing communication research can raise awareness by uncovering public perception on a range of sensitive issues such as the drain on public funds due to poor management of resources, political interference, clientelism and nepotism, but well-designed marketing communication programme can explain the role of private sector in creating incentives that will develop the economy. Secondly, an effective employment of marketing communication strategy helps to achieve a well-structured privatization and commercialization serving as a two-way check and feedback mechanism at every stage from policy formulation to implementation. Therefore, nonó inclusion of effective communication master plan at the policy formation stage will have negative consequences witnessed in many failed privatisation policy reforms. The consensus building process is important at every stage from the conception of strategic plan through to implementation.

Therefore when setting up privatization initiatives (Calabresse, 2008) the government and its reform consultants should make substantial efforts to engage political parties, managers of publicly owned enterprises, unions, workers, civil servants, business leaders, potential investors, civil society organizations and consumers for the programme implementation. General consensus may not be possible, but free flow of information among stakeholder groups is panacea for success in the range of privatization initiatives. According to Ramirez and Quarry (2004) communication for development has different functions because it goes beyond public relations.

Ramirez and Quarry (2004) noted that a good marketing communication strategy can also address human resource development goals, organisational performance and field implementation; hence, specialised skills in planning and managing the strategies are increasingly important. A good understanding of the audience will be a basic starting point to learn about what stakeholders already know and what communication tools they can readily access. The implication of the above statement is that effective communication needs serious planning, and not only that, privatization and deregulation of public enterprises requires fundamental changes in skills, attitudes and relationships.

The employment of effective marketing communication strategy can fast-track the programme and guarantee a smooth and successful transition. There is need to train various categories of BPE staff involved in the design of the communication strategy for policy implementation because if the agency outsource the communication unit entirely, they will lose the capacity to manage and adapt a contingency plan when the need arises. Government should approve communication budget to allocate enough resources for development of communication strategies to enable every group involved in the process to learn and understand the new policies and also explore the environment in terms of the new relationship and roles that each group is expected to play.

Deregulation and privatization are two conditions given by the World Bank and IMF to the developing countries as condition for bilateral assistance and multilateral financial support, therefore, newly privatised economies will have to dedicate enough resources to studying the marketing communication strategies adopted by successful economies because the transition is a

complex process and one which many stakeholders are ignorant of the enormous challenges confronting the process of implementation.

Communication for development is the application of marketing communication tools to develop a strategy that will assist people to understand economic policies and in that manner seek the opportunity to erase doubts, resolve conflicts and convince stakeholders to accept changes for sustainable development. Communication for development help people to acquire the knowledge and skills required to improve their condition and consequently improve the effectiveness of institutions (Fraser and Restrepo-Estrada, 1998). The development of effective messages includes understanding of the context which the communication occurs and identifying the partners that will contribute positively to the development plan.

### **2.16 Marketing Communication Strategy**

Marketing communication strategy refers to the various combination and different degrees of intensity of marketing communication tools (media and content) to develop in order to communicate effectively with a target audience (Fill, 2009). According to Steyn (2000) many organisations do not develop and implement a communication strategy, rather they develop brand strategies, advertising strategies and indeed some form of integrated marketing communication strategies but there is little evidence of organisations developing corporate-led communication strategies.

Hegazy (2000) provide a useful insight into this when he suggested that it is not how well we say things as sender or source that matters, but how well we are understood by the receivers of the message. Therefore, it is not words, colour prints or nice slogans, but mutually satisfying interrelation of human beings trying to share experience and trying to implant ideas into each

others mind that counts. In his contribution to communication in privatization, Gordon J. (1990) determined that insensitivity to stakeholders need and desires, lack of marketing know-how and inadequate funds for employing marketing communication tools are typical characteristics of state-owned enterprises (SOEs).

Similarly, Idornigie (2010) opined that one major lesson that Nigeria must learn is how to develop communication strategies to articulate the availability of these marketing communication tools in Nigeria because technically sound economic policy programmes can fail without a full understanding of the socio-political dynamics and the value of communication in the design implementation. Holum (2006) determined that those responsible for organisation strategic leadership and decision-making appear to lack insight, awareness and the skills regarding communication. Undoubtedly topics dealing with communication strategy have not always been well understood because it is complicated and there is a major discrepancy of what constitutes corporate communication and marketing communication strategies (Fill, 2009).

Recent findings indicate that marketing communication strategy is concerned with two key issues: who is the target audience and the methods through which the audience understand the services they are receiving. According to Hegazy (2000) message context must consider the realities of the environment where the target audience resides because different receivers live in different environment and different environmental factors affect them. Therefore, each of the stakeholders' fears should be addressed in the cause of developing the campaign message. Policy makers should consider the capabilities of the targeted audience which implies that privatization message must account for the different background and demographics of the target audience. Since the demographics of the foreign investors is totally different from that of a sub-Saharan

African employee, the policy maker cannot convince the foreign investor with the same communication strategy.

Therefore the policy maker needs to capture the emotion of the receiver because convincing and effective communication is built upon emotional bonding between the sender of the message and the receiver. Thus, effective communication has more to do with trust and receiver's perception of the source than realities and rationale. Clarity of message is also important because simplicity penetrates minds and easily convinces. SPT is an acronym for short, precise, to the point which implies that end result of message simplicity is for privatization message to mean the same thing to both the receiver and the sender.

The credibility of the sender builds trust and confidence when the source is transparent so that the receiver will react to the message positively. In fact, the only way a policy maker can build trust and credibility among the stakeholder groups is through transparency. Apart from that, message should be repeated to show consistency and continuity because doing so will create awareness, reinforce message content and increase the believability of the message.

The policy maker should engage the mind of the receiver with the message content in order to get as many as possible of their senses activated. Radio activates the hearing sense while print activates the sight sense. Thus Television or Radio messages may not be enough or relevant given the nature of the receiver. Therefore, the receiver should be familiar with the medium or channel employed by the policy maker for communicating the message.

### **2.17 Characteristics of Effective Message**

Marketing communication messages sent from credible source is the most convincing (Goebel, Marshall and Locander, 2004). According to Biehal and Sheinin (2007), in the evaluation of product or service consumers are looking for useful information about the product to be purchased as well as useful properties of the product, additional service and quality of the product which they are likely to purchase. Therefore, an ideal marketing communication message should enhance the learning process of the consumer (Garretson and Burton, 2005) while the effectiveness of integrated marketing communication will be strengthened by the coherence and consistency of marketing communication employed to deliver the message (Kitchen and Schultz, 2003).

### **2.18 Stakeholders Reaction**

One of the most important changes in today's marketing environment is the increased number and diversity of communication options available to marketers to reach stakeholders. Marketing communications represent the voice of a brand and the means by which companies can establish good relationships with consumers using their product. Marketing audience varies on a lot of different characteristics, namely: demographic (age, gender and race); psychographic (attitudes towards self and others, possessions); behavioural (brand choices, usage, and loyalty) and these attributes serve as the basis of market segmentation and the development of distinct marketing programmes (MacInnis and Jaworski, 1989).

Marketing audience may also differ in knowledge especially in terms of what they know about the products or services of the enterprise to be privatized. The challenge for bureau of public enterprise is to create an enabling environment equipped with knowledgeable materials in order that potential investors and other relevant stakeholders can have unlimited access to information.



Therefore, BPE should integrate and coordinate different communication tools to achieve the expected result.

Stakeholders' response to the application of marketing communication tools can be broken down into different categories reflecting the process or outcome associated with their exposure to the tools (Keller, 2001). According to Beerli and Santana (1999) the best way to evaluate individual response is to evaluate the three stages of cognition, affection and conation. In fact, Lavidge and Steiner (1961) hierarchy and effects model employed the three dimensions to form the basis of the theory and the model has dominated the advertising literature since the 1960s (Vakratas and Ambler, 1999) and even then the emphasis has been on purchasing behaviour measures such as sales, market share, loyalty and brand choice. Many marketing researchers have treated conation as the consumer's behavioural response (Schiffman and Kanuk, 2000), however, the hierarchy is criticised for not following a logical sequence (Vakratas and Ambler, 1999) but it continued to be applied in advertising.

According to Keller (2001) in marketing communication, studying the effect of individual characteristics requires understanding how different types of consumers (stakeholders) respond to different brand or communication-related tasks. The customer response to the use of different marketing communication tools has three functional phases that is, framing perception, enhancing experience, and organizing memory (Hall 2004).

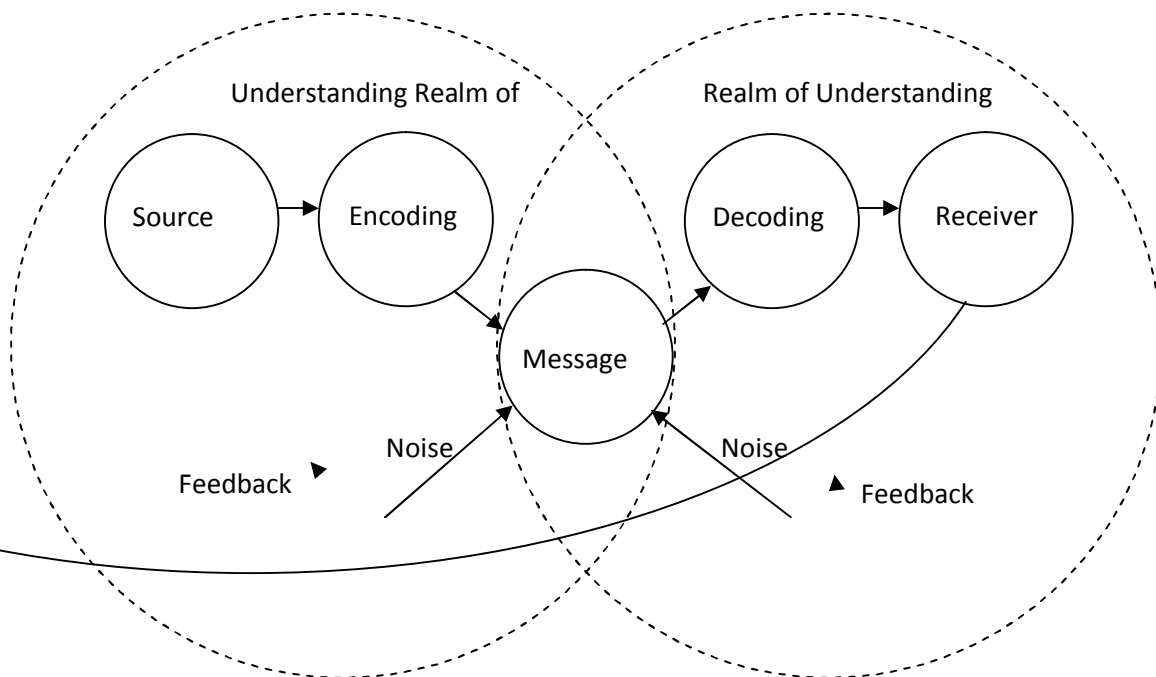
### **2.19 Review of Related Theories and Models: Theoretical Framework**

According to Smith and Taylor (2003), what is interesting in communication is exchange of information, thus, one-way signal by any means without feedback from the intended receiver is not a successful flow of information. Communication occurs, for example, when the stakeholders to privatization and commercialization receive adequate information as intended by the privatization policy makers and consequently react positively or negatively.

Therefore, talking to someone or releasing a one-way message does not imply successful communication. Fill (2009) observed that communication itself is the process by which individuals share meanings, therefore, feedback should be sought to find out if messages were received and understood (Ugorji, 2008: 7). Several authors has successfully discoursed a number of communication models which the researcher intends to examine.

### 2.19.1 Linear Model of Communication

Chris Fill (2009) observed that in 1955, Wilbur Schramrn developed what is today accepted as the basic model of mass communication. Fill (2009) listed seven basic components of the linear model of communication as: source (sender), encoding (transfer), signal (using a particular media), decoding (understanding), receiver (receiving message), feedback (reaction from receiver back to the source) and Noise ó (any form of distortion of the communication process).



**Figure 2.1 Linear Model of Communication**

Source: Fill, C. (2009). Marketing Communication, (5<sup>th</sup> Ed.), Essex: Prentice ó Hall, p.42

Theodorson and Theodorson (1969) stressed that the linear model emphasizes the transmission of information, ideas, attitudes, or emotion from one person or group to another primarily through symbols. Schramm model is straight forward but the quality of the linkages between the various elements in the process is what determines whether a communication event will be successful. The bureau of public enterprise is expected to use medium that will communicate the exact message meaning and intentions to differentiate categories of stakeholders because a different tool or combination of tools can communicate effectively to different stakeholder groups.

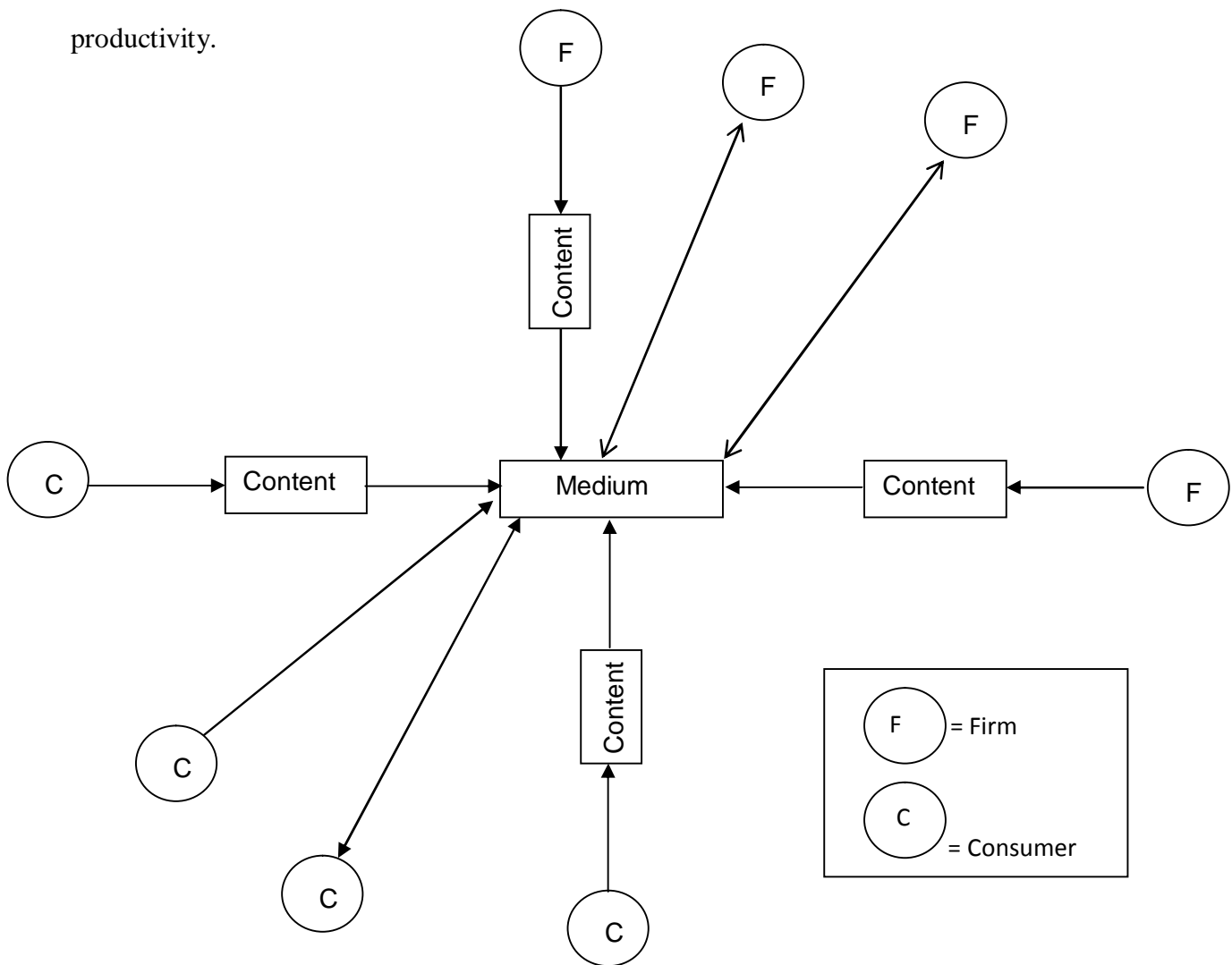
### **2.19.2 Hoffman and Novak Model**

Hoffman and Novak, (1996: 50-68) noticed a gap in conventional linear model and suggested a model of marketing communication in a computer mediated environment. Hoffman and Novak (1996) believed that the linear model was proposed when people's interactivity was not supplemented by machine interactivity or digital media. According to Fill (2009), a model proposed in 1955 cannot represent all forms of communication and will require future contributors to rely on the established principles to expand and develop contemporary models that will address modern challenges posed by introduction of digital-based technology.

The Hoffman and Novak model (1996) considered speed at which responses are generated by the consumers of digital-based technology and believe that delay may be dangerous because electronic speed demands that at the touch of bottom or click of an icon, responses are generated spontaneously. Since dialogue takes place in a familiar environment, Hoffman and Novak (1996) advised the use of direct marketing especially the internet for consumers of leisure.

The implication of this advice for privatization and commercialization policy implementers is to load the website with relevant information and subsequently provide technically trained staff of

the bureau communication department to handle e-mails and other instant messages. This is because most internet users are information seekers and expect organised website that will be up-to-date with facts and figures bordering on areas of interest. Before now, lack of information, insufficient facts and inaccurate figures have marred the interest of potential investors; therefore, it became difficult for them to participate in the exercise. If transaction that was previously handled by manual machines is presently captured by digital machines, the least expected of policy makers is to load the website with sufficient, current and relevant materials to enhance productivity.



**Figure 2.2 Model of Marketing Communication in a ‘Hypermedia’ Computer – Mediated Environment.**

Source: Fill, C. (2009). Marketing Communication, (5<sup>th</sup> Ed.), Essex: Prentice ó Hall, P.48.

According to Steuer, (1992:73-93), modern communication exist in a mediated environment and not just between sender and receiver. Thus, between the firm (F) and the consumer (C), what exists is a common marketplace (medium) where everyone interacts and establishes relationship that should be sustained. Therefore, the message content should be interactive and dynamic. The major difference between the linear model and Hoffman & Novak model of communication is that the former assumes one-way directional information traffic that only flows from the organization while the later assumes twoóway feedback mechanism. The linear model was proposed at the time when consumers wait and react to information flowing from the manufacturers and in that era, public relations were seen as vendor of propaganda.

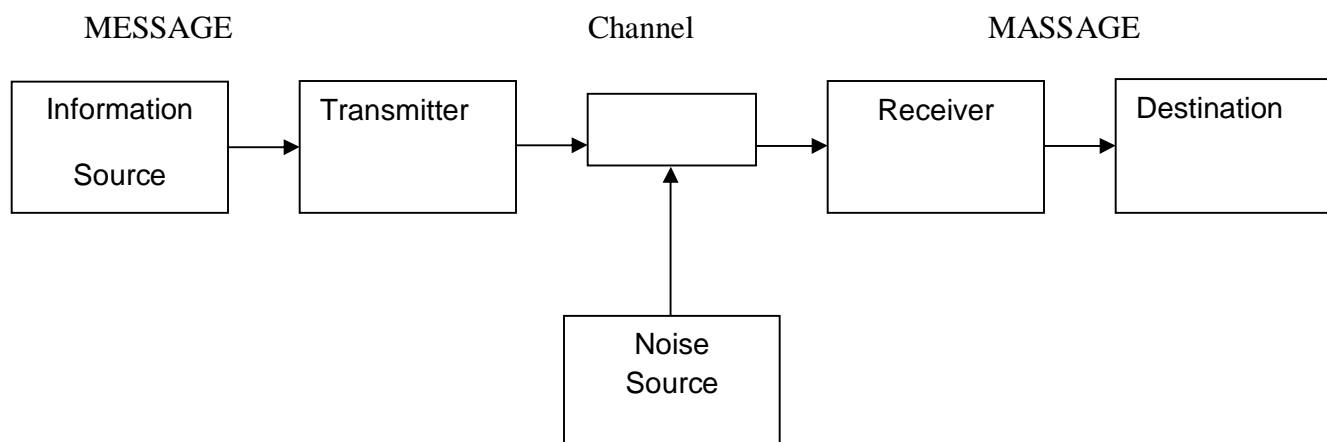
Now the digital media has empowered the consumers to be more knowledgeable and these consumers could shock or embarrass organizations by providing authentic probing questions. Since the digital media has made communication instantaneous, Daft and Lengel (1986:560) suggested that ability of sender to change understanding within a time interval is what makes the media rich and such change is possible because of instant feedback mechanism put in place. Fill (2009) argued that rich media have a greater capacity to reduce ambiguity and allow for more complex issues to be effectively communicated by directing the right media to the right task.

### **2.19.3 Shannon and Weaver Model**

Proposed in 1949, Shannon and Weaver developed what they called the Transmission model of Communication to reduce communication to a process of transmitting information; consequently the model is widely accepted as the main seed from which communication studies have grown (Fiske 1982: 6). When the two engineers developed this model, Claude Shannon and Wearren Weaver were working for Bell Telephone Laboratory in the United States (Chandler, 1994) and

were not social scientists, so their primary goal was to develop a communication model that will ensure maximum efficiency of telephone cables and radio waves.

Initially, this theory proved valuable for communication engineers who are interested in knowing the capacity of various communication channels, but future development revealed that it was indeed the mother of mathematical study of information theory. Chandler (1994) claimed that Shannon and Weaver's model has a much application to human communication than a purely technical one.



**Figure 2.3: The Transmission Model of Communication**

Source: <http://www.aber.ac.uk/media/Documents/short/trans.html>. Retrieved: 15/03/13. 19.55

Shannon and Weaver noted that there are three levels at which problems may occur in communication; Technical (how accurately can the message be transmitted); semantic (how precisely is the meaning conveyed); effectiveness (how effectively does the received meaning affect behaviour). The interesting thing about this theory is that it has scientific background but is more useful for social and humanitarian purpose. Chandler (1994) believed that the strength of this model is in its simplicity, generality and quantifiability.

The sender in this order is the person handling telephone on one end and willing to communicate through the wire (channel) and the signal means an electrical current or sound wave while noise is the cracking from the wire or any form of distraction along the line of transmission. Ironically, Shannon and Weaver model is applicable to human communication where the channels become the communication tools that the organization employs in sending message across to the consumers or the public.

One major weakness of transmission theory is that the model may be adequate for many purposes, but in the context of modern digital media and communication the concept needs critical reframing. Chandler (1994) noted that this model is a dangerously misleading misrepresentation of the nature of human communication but the researcher believes that Shannon and Weaver at that time saw communication as a one-way traffic which did not foresee the dynamics and synergy of contemporary marketing communication. In fact Carey (1985:15) referred to this as highly mechanistic model of communication that is based on a transport metaphor. Carey (1985) argued that in the nineteenth century the movement of information is the same as the transport of goods or people but today communication is about meaning rather than information.

Therefore Carey (1985) warned that organizations have to be alert indeed to avoid falling into the clutches of such transmissive information. There is a whole lot of difference between transferring information on one hand and conveying meaning or getting the idea across to the receiver on the other hand. The researcher believes that policy makers are only keen on releasing privatization and commercialization messages without further investigation on whether different stakeholder groups applied the same meaning to information received. In fact words accomplish its purposes by containing the same thoughts and feelings when it is conveyed to the receiver

through the appropriate marketing communication tool (Lakoff and Johnson 1980:10). If communication is simple, learning would be effortless and accurate (Reddy, 1979).

Messages and information are received in the process of viewing, listening and reading, therefore, Individuals actively make sense out of what they read, hear and see. To them, meaning is not extracted, but constructed. Hence, this model may work for interpersonal communication but not mass communication where diverse interest is represented. In Shannon and Weaver model, the source is seen as the active decision-maker who determines the meaning of the message where the destination is the passive target. In fact it is a linear one-way model, ascribing a secondary role to the receiver who is perceived as absorbing information.

Chandler (1994) argued that communication is not a one-way street and that even in the watching on television, listening to radio and reading of books people are more interpretative to form their opinion. In Shannon and Weaver model, there is no provision for feedback and noise is only seen from the sender's mental window. Feedback which is the reaction from the receiver enables the source to adjust its strategy or tactics to meet the need and response of the audience. Chandler, (1994) reviewed how message content was addressed in Shannon and Weaver model and reported that transmission model tends to equate content and meaning whereas there may be varying degree of divergence between the intended meaning and the meaning generated by receiver.

According to Meeuwissen (1998), Shannon himself was well aware of the fact that his theory did not address meaning because transmission model did not believe that ~~meanings~~ meaning is key to communication. Hence, it is out of place to suggest this model to policy makers for communicating with privatisation stakeholder groups where ~~meanings~~ meaning of message is of utmost



priority because Shannon and Weavers believed that "meaning" is contained in the message rather than in its interpretation.

There is no single or fixed meaning in any message because individuals bring varying attitudes, expectations and understandings to communicative situations. A receiver may have different interpretation even if he receives the exact message from the sender. Carey (1989:15) opined that this model is manipulative because it treats communication as a means to a predetermined end while Chandler (1994) declared that this model did not address body language that is typical of contemporary marketing communication. Shannon and Weaver model did not recognize "context" for example; situational, social, institutional, political, cultural and historical.

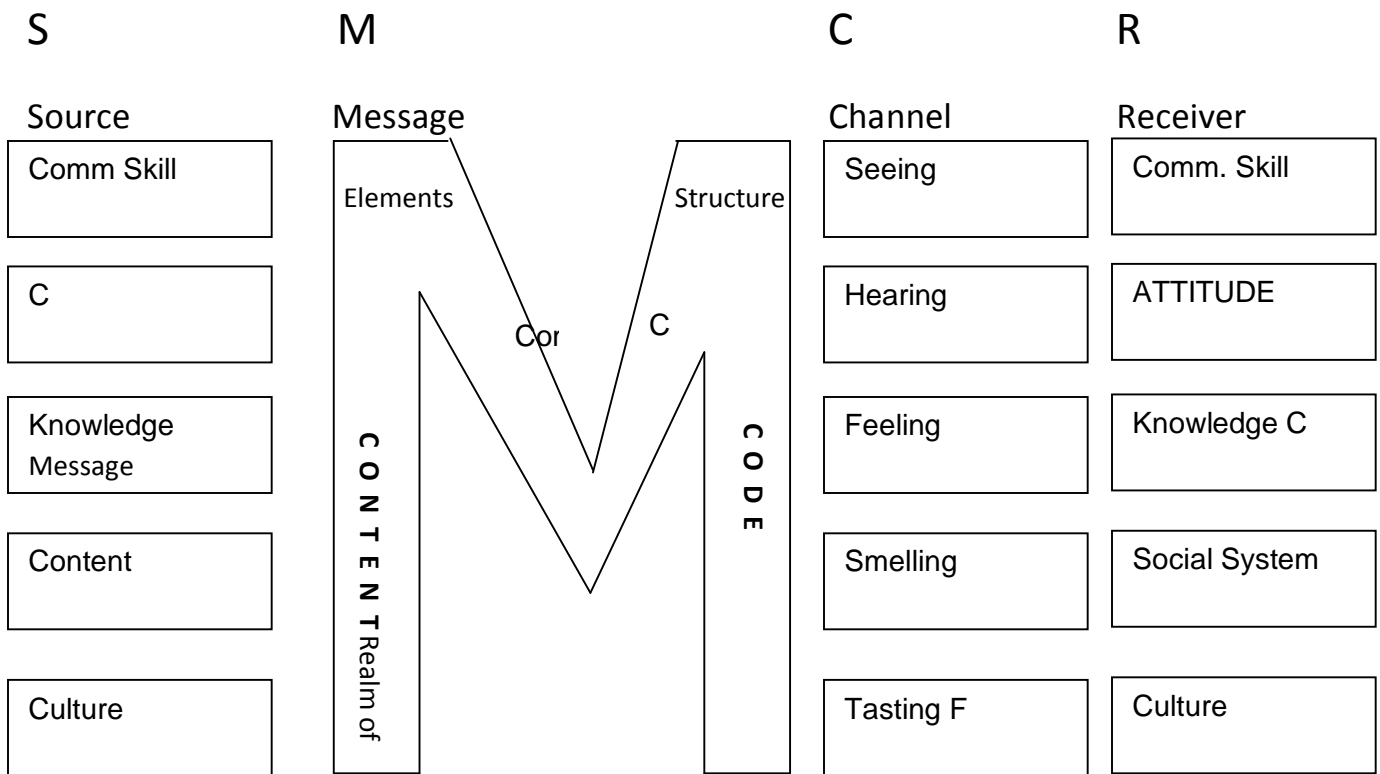
Shannon and Weaver model is also criticized for not envisaging contemporary communication attributes of relationship, dynamic change of time, medium and the nature of medium. In short, the transmissive model is of little direct value to social science research into human communication because it underestimates the creativity of the act of interpretation. Therefore, Shannon and Weaver model could only be effective for the transmission of a straight forward message where both parties have a similar knowledge base and expectations.

#### **2.19.4 David Berlo's S-M-C-R Model**

David K. Bello, a communication theorist and consultant, in his book "The Process of Communication" (1960) pointed out the importance of psychology in his communication model. The four parts of his model are Source, Message, Channel and Receiver. According to Lee (1993), Bello's "Source" could be one person, a group of people, a company, and organization or an institution such as government, hence, many issues could determine how the source will release information. Source determinant include; communication skills, ability to think, write,

draw and speak. Other determinants are attitude towards audience, the subject matter, and knowledge of the subject, the audience, the situation and the social background.

The code or language of the receiver is also important when constructing messages as some countries will prefer messages in their national language, for example, English, Spanish, German, Chinese and others. Languages could also mean music, art, gesture which could be easy or difficult for audience to understand. Lee (1993) warned that if the source makes a poor choice in the combination of channels, the message will fail, for example, a message directed to people living in hinterlands should not be sent through the television because of incessant power outages in Nigeria and the radio may not even be as effective as using the local opinion leaders, town criers and village heads so that language used for communicating the message will not become a problem.



**Figure 2.4: David Bello's S-M-C-R Model of Communication**

Source: <http://www.uri.edu/artsci/Lsc/Faculty/Carson/508/03Website/Haydon/berlo.html>.  
Retrieved 15/03/13. 20.08

In David Bello's model, channels are treated as senses of smelling, tasting, feeling, hearing and seeing but marketing practitioners and consultants will always see channels in the light of marketing communication tools and what employment of one or combination of communication tools can achieve. The researcher would like to treat channels as the method or vehicle which the message is transmitted, for example, telephone, television, newspapers, radio, letters and newsletters, posters and periodicals. Therefore, the combination of channels to employ for communication depends on the objectives of the campaign. In Bello's model, the receiver is the final link in the communication process.

The model was structured in such a pattern that the source and the receiver are operating in the same frequency; therefore they share the same attribute which is not always the case in the contemporary marketing environment. Lee (1993) critical review of David Bello's S.M.C.R model revealed that as in other models, messages sometimes fail to accomplish their purposes for many reasons, for example, source may be unaware of receiver's perception and channels may not be as effective in some situations, hence, tuning and re-tuning of communication strategies until the objective of campaign is achieved is essential. In a situation where campaign message did not fit a particular communication tool, insisting on further application of that communication tool is a waste of resources and time.

#### **2.19.5 Maletzke's Model of the Mass Media**

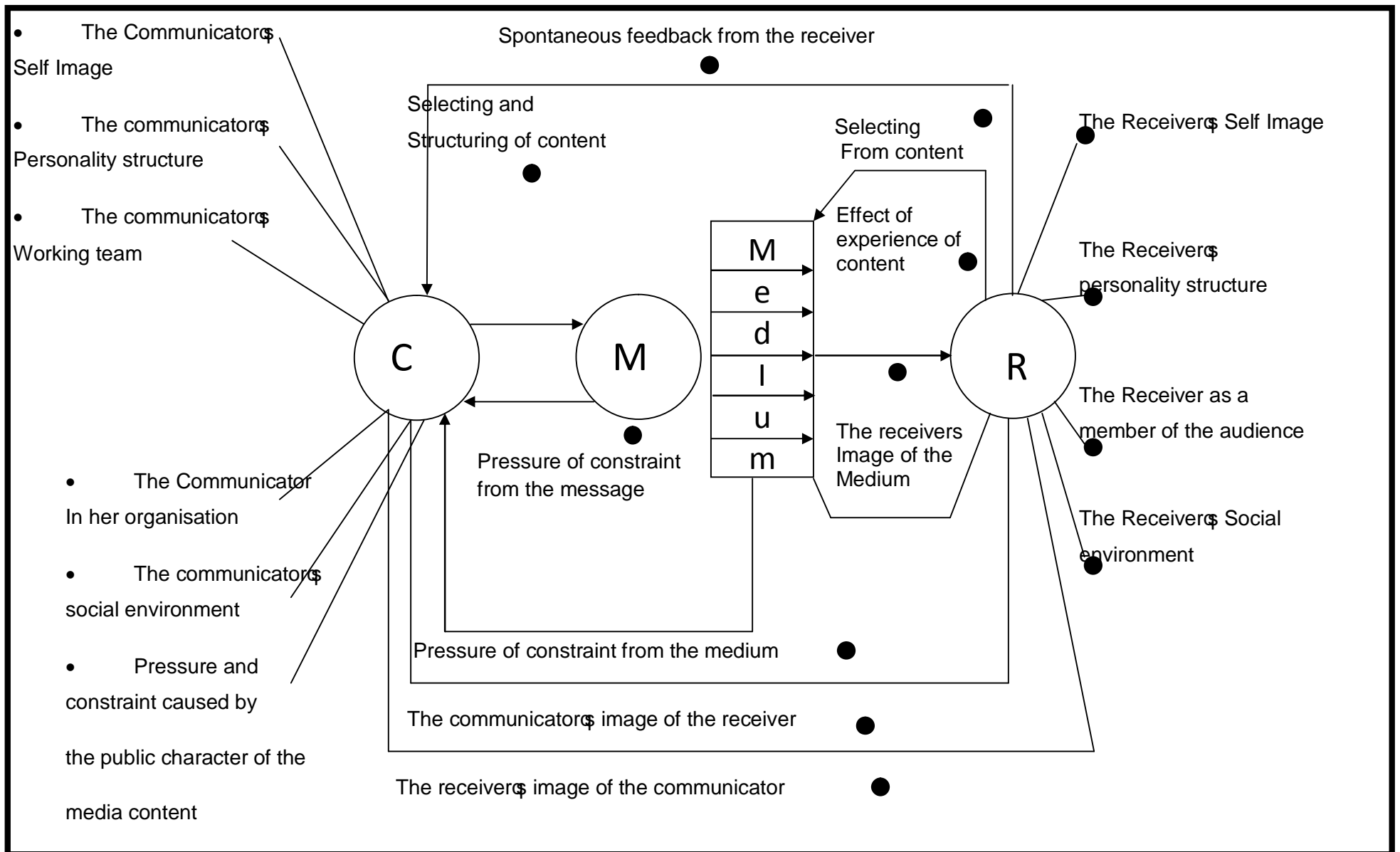
A more relevant model which defines the possible relationship between the Nigerian public and the government on one hand and the Nigerian government and its investors on the other hand is the model proposed by a German scholar, Maletzke. The elements of Maletzke model are Communicator (c), Message (m) Medium and Receiver (R). Maletzke model was developed in 1963 and one of the model's unique qualities is that each party perceives the other before

receiving a message. Maletzke's model shows communication as a very complicated social psychological process and regards the communication process as the product of many factors.

McQuail and Windahl, (1982) further identified two important components of Maletzke's model between the medium and receiver, that is; pressure of constraints from the message and the receiver's image of the medium. According to McQuail and Windahl (1982), medium has its possibilities and limitations and the characteristics of the medium must be regarded as influencing receiver perception and it is also affected by the media content. A play transmitted through the radio cannot give the same effect as that transmitted through television. McQuail and Windahl (1982) stated that image of the medium as perceived by the receiver causes expectation of media content and may be assumed to have an influence on the receiver's choice of content, experience and response.

Hence, the prestige and credibility of the medium are important components of image. The above statement raises three issues, namely; the receiver's self-image, the personality structure of the receiver and the receiver's social context. The receiver's self-image refers to the person's self-perception, roles, attitudes and values that create a disposition to receive information.

In fact it has been proven that we tend to reject information that is inconsistent with values we ascribe to ourselves (McQuail and Windahl, 1982; Fauconnier, 1981). According to Fauconnier (1981) the personality structure of the receiver has to do with individual differences in terms of development, age, experiences, intelligence, interest, views and so on. Each of these is important and could be a determinant of response pattern. The receiver's social context is the surrounding society, the community in which the receiver lives, the groups he or she belongs to and the individuals with whom he or she interacts.



**Figure 2.5: Maletzke' Model of the Mass Media**

**Source:** <http://www.google.com.ng/search?q=maletzke+mod>. Retrieved 15/03/13. 20.15

According to Fawkes (2004), Gerhard Maletzke model offered a map of communication showing all players emphasizing the psychological characteristics of the participants and the context for communication including the culture of all participants and the constraints (technical and social) affecting mass communication. Fawkes (2004) advised practitioners willing to adopt this model to identify ethical issues before launching a campaign and it should be done in connection to organization's corporate ethics and values. The researcher is adopting Maletzke's model for this study because the properties or elements of the model are compatible with the framing of the Nigerian society.

## **2.20 Summary of Literature Review**

The essence of reviewing the related literature is to compare notes with other contributors in this area of study and consequently use it as a guide to the main work. There is very few literature that deal specifically on the marketing communication tools employed in the privatization and commercialization of state-owned enterprises and non on the assessment of its application to the Nigeria situation. However, marketing principles remain the same on the role of these tools while the degree of application is relative to task.

Thus, the role of advertising remain the same as it is basically used to increase awareness but advertising must be funded to be effective in order to achieve its objective, for example, advertising must be repeated to ~~stick~~to the mind and not to be abandoned at the middle of a campaign when the impact is not felt by the target audience. In a contemporary marketing environment, advertising could be merged with other marketing communication tools to give expected result in what is referred to as Integrated Marketing Communication (IMC).

Similarly, the introduction of digital media has made direct marketing a very useful tool of communication in the area of business to business relationship and reaching out faster to a distant target audience. But direct marketing cannot replace sales force which handles

relationship more personal. Integrated marketing communication involves mixing and matching different communication options to establish the desired awareness and image in the minds of consumers.

A single tool of marketing communication cannot do the work alone in constructing corporate campaign messages for privatisation and commercialisation because the marketing environment has changed enormously from what it was in the past. Technology and the internet are changing the way the world interacts and communicates (Aaker and Joachimsthaler, 2000). Policy makers should brand privatisation to look exciting in the public eyes with emphasis on the benefits and the overall objectives. Different marketing communications tools perform many functions for stakeholder groups and should be assigned the best role for maximum effect, for example, public relations and direct marketing will serve better for culturally and linguistically diverse audience who should be contacted in their preferred languages because the two media guarantees feedback and quick response.

According to Elliott (2006), although advertising is often a central element of a marketing communications programme, in this new communication era, it is usually not the only one - or even the most important - in terms of building brand equity and driving sales. For example, Nike used a combination of communication tools to sell the latest sneakers to a young generation and at a point in the campaign, 400,000 copies of DVDs were distributed to highlight the importance of sales promotion. In fact, marketers should ~~mix~~ and ~~match~~ communication options to build brand equity for privatisation - that is, choose a variety of different communication options that share common meaning and content but also offer different, complementary advantages so that the whole is greater than the sum of the parts (Duncan and Mulhen, 2004).

According to Sisodia and Telrandhe (2010), the objective of any marketing communication process is to create brand awareness, deliver information, educate the market, and advance a positive image of the product brand. Thus, integrated marketing communication is synergistic effect of all marketing tools, approaches, and resources within a company which result into maximum profit at minimum cost. There are significant challenges which the researcher would like to point out in dealing with communication at the bureau of public enterprises. These challenges are; lack of strategic consistency in privatisation campaign messages, lack of needed skill sets among marketing staff, scarcity of creativity and innovation, insufficient marketing budget, lack of a standard measurement process, lack of technology advancement support, ambiguity on the issue of privatisation and complexity in dealing with cultural and social values.

The various models reviewed are not explicit on environmental scanning of stakeholder, primarily, because they are not originally designed for privatization and commercialization, nevertheless a proper application of marketing communication principles will guarantee healthy relationship between policy makers and the beneficiaries. Therefore, identification of groups and individuals who perceive the consequences of organisational decisions as problematic in the on-going reform, and involving them in decision making, for example; civil servants, trade union leaders, communities and investors will have a far-reaching effect. The media has important role to play in this regard. The researcher is of the view that various models serve as foundation stone on which corporate communication strategy for this study is built; strategies that will incorporate policy objectives, planning, implementation and evaluation of marketing communications tools employed.

To this, the researcher opined that the role of corporate strategy will include building and enhancing the policy maker's reputation and that of Nigeria as investment destination.



Corporate communication strategies in privatization and commercialization will focus on key stakeholder relationships and issues that may constrain or enhance government ability to achieve its reform objectives which is the effective employment of the marketing communication tools.

Now that the privatization and commercialization policy implementation has obvious hiccups, a marketing communication master plan that is both corrective and informative is advised. This is because unrealistic opinion about the policy reform has been formed by different stakeholders. This communication master plan will base on what Steyn, (2000) listed as key strategic issues that differentiates between: (a) (Strategic) organisational issues - - where communication is not the cause of the problem, but can either provide a solution, or at least explain the issue; (b) (Strategic) communication issues -- where too little or no communication with external stakeholders or employees caused the problem, and (c) (Tactical) communication issues where messages are not reaching the target groups.

## REFERENCES

- Aaker, D., and Joachimsthaler, A. (2000). *Brand leadership*. New York: Free Press.
- Aboyade, O. (1974). *Nigerian Public Enterprise as an Organizational Dilemma in Public Enterprises in Nigeria*. Proceedings of the 1973 Annual conference of the Nigerian Economic Society.
- Adam Smith International. (2000). *Privatization Communications Project Technical Proposal*. London: Jordan Press.
- Adam, C. W. Cavendish and Mistry, P. (1992). *Adjusting Privatization. Case Studies from Developing Countries*: London: James Curry.
- Agba, A. (2004). *An Appraisal of Labour Management Relations and Industrial Peace: A Case Study of Flour Mills Calabar: Unpublished M.Sc Thesis of the University of Calabar, Nigeria*.
- Ajakaiye, O. (1990). *Public Enterprises Policies in Nigeria*, Ibadan: Nigeria Institute of Social and Economic Research.
- Anderson, J. Lee, Y. and Murrell, P. (2000). *Do Competition And Ownership Affect Enterprises Efficiency In The Absence Of Market Institutions? Evidence after Privatization in Mongolia*, Working Paper: Department of Economics and IRIS Centre, University Of Maryland, College Park, Maryland.
- Andreasen, A. R. (1997). *Challenges for the Science and Practice of Social Marketing* (I M. E. Goldberg, M. Fishbein and S. E. Middlestadt (Eds.), *Social Marketing: Theoretical and Practical Perspectives*) (pp. 3-19). Mahwah, NJ: Lawrence Erlbaum Associates.
- AntalóMokos, Z.(1998). *Privatization Politics and Economic Performance in Hungary*, Cambridge: CUP.
- Anyia, A. O. (2000). *Privatization in Nigeria*, <http://www.nigerianembassy.nl/>. Retrieved August 25, 2010.
- Aslund, A. (1995). *How Russia Become a Market Economy*: Washington, D.C: Brookings Institution.
- Avery, E. J. (2010). *The Role of Source and the Factors Audiences Rely on in Evaluating Credibility of Health Information*, *Publicv Relations Review*, 36 (1): 81-83.
- Ayodele, S. (1988). *Privatization and Commercialization of Public Enterprises and their Implications*, In Adedotun P. Ed. *Economic Policy and Development in Nigeria Ibadan, Nigeria*: Nigeria Institute of Economic Research Ibadan.

- Bak, M. and Kulawczuk, P. (1997). *Foreign Investment Withdrawals from Poland: Case Studies and Recommendation mimeo*, the Institute of Private Enterprise and Democracy, War saw.
- Bala, J.J. (1994). *The Impact of Privatization on Distributional Equity*, In V. Ramanadham, (ed): *Privatization and Equity*. London and New York: Rutledge.
- Barnett, S. (2000). *Evidence on the Fiscal and Macroeconomic Impact of Privatization*, *IMF Working Paper*, July, Washington D.C: IMF.
- Berli, A., and Santana, M. J. (1999). *Design and Validation of an Instrument for Measuring Advertising Effectiveness in the Printed Media*, *Journal of Current Issues and Research in Advertising*, Vol. 21: (No. 2).
- Belch G. E. and Belch, M. A. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*, Boston: McGraw-Hill.
- Berger, B. (1999). *The Halcion Affair: Public Relations and the Construction of Ideological World View*, *Journal of Public Relations Research*, 11(3): 185-203.
- Bhatia, A. and Campbell-White, O. (1998). *Privatization in Africa: Directions in Development Series*, Washington, D.C.: The World Bank.
- Biehal, G. J. and Sheinin, D. A. (2007). *The Influence of Corporate Messages on the Product Portfolio*, *Journal of Marketing*, Vol. 71: 126-25.
- Bishop, M. and Kay, J. (1988). *Does Privatization Work? Lessons from the U.K* London: London Business School.
- Blasi, J. Kroumova, M. and Kruse, D. (1995). *Kremlin Capitalism: Privatizing the Russian Economy*, Ithaca: Cornell University Press.
- Boone, L. E., and Kurtz, D. L. (2007). *Contemporary Marketing*: Mason, OH: Thomson/South-Western.
- Boubakri, N. and Cosset, J. (1998). *The Financial and Operating Performance of Newly Privatized Firms: Evidence from Developing Countries*, *The Journal of Finance*, LIII (3): 108-110.
- Boycko, M., Shleifer, A., and Vichny, R. (1996). *A Theory of Privatization*, *Economic Journal*, Vol.106: 309-319
- Briukner, H. (1997). *Privatization in Eastern Germany: A Neo-Institutional Analysis*, London: Cass.
- Bruce, T. and Tini, T. (2008). *Unique Crisis Response Strategies in Sports Public Relations: Rugby League and the Case for Diversion*, *Public Relations Review*, 34: 108-115.
- Cabanero-Verzosa, C. and Mitchell, P. (2002). *Communicating Economic Reform: Development Communication Division*, Washington D.C: The World Bank.

- Calabrese, D. (2002). "Public Communication Programmes for Privatization Projects: A Toolkit for Task Team Leaders and Clients." Washington D.C: The World Bank.
- Calabrese, D. (2007). "Strategic Communication for Privatization Public-Private Partnerships and Private Participation in Infrastructure Projects", World Bank, <http://siteresources.worldbank.org/>.
- Campbell White, O. and Bhatia, A. (1998). "Privatization in Africa: Communicating Economic Reforms", Washington D.C. The World Bank.
- Carey, (1989). *Communication as Culture*, New York: Routledge.
- Caywood, C. and Ewing, R. (1991). "Integrated Marketing Communications: A New Master's Degree Concept", *Public Relations Review*, Vol. 17(No. 3): 237-244.
- Chambers, B. (2008). "A Critical Appraisal of Privatization in Nigeria", <http://www.hg.org/> Retrieved August 19, 2010.
- Chandler, D. (1994). "The Transmission Model of Communication", [www.aber.ac.uk/](http://www.aber.ac.uk/)
- Claessens, S. and S. Djankov. (1999). "Ownership, Concentration and Corporate Performance in the Czech Republic", *Journal of Comparative Economics*, 27(3): 498-513.
- Coombs, T. (2007). *On-going Crisis Communication: Planning, Managing, and Responding*. Thousand Oaks, CA: Sage.
- Cornelissen, J. P. (2001). "Integrated Marketing Communications and the Language of Marketing Development", *International Journal of Advertising*, Vol. 20(No. 4): 483-498.
- Cornelissen, J. P. and Lock, A. R. (2000). "Theoretical Concept or Management Fashion? Examining the Significance of IMC", *Journal of Advertising Research*, 40 No.5: 231-245.
- Cunningham, P. (1999) "In Disguise under Current", [www.Pearsoned.ca/](http://www.Pearsoned.ca/)
- Daft, R.L. and Lengel, R.H, (1996). "Organizational Information Requirements, Media Richness and Structural Design", *Journal of Managerial Science*, 32: 554-171.
- Darley, W. and Luethge, D. (2003). "Cross-Cultural Communications and Promotion", In Rugimbana, R and. Nwankwo, S (eds); *Cross-cultural marketing*. (pp. 141-160). Melbourne: Thomson Learning.
- Donovan, R. and Henley, N. (2003). *Social marketing: Principles and practice*. Melbourne: IP Communications.
- Donovan, R. J., Mick, L., Holden, S.J.S., and Noel, J. (1997). "Underage Drinking Amongst Aboriginal and Islander Youth in the Northern Territory", *Report to the Northern Territory Department of Health*. Perth: Donovan Research.
- Duncan, T., and Mulhern, F.(2004). "Status, Scope, and Future of IMC", *White Paper*, Daniels College of Business at the University of Denver: March.

- Duncan, T. and Moriarty, S. (1997). *Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships*, New York: McGraw Hill.
- Duncan, T. R. and Everett, S. E. (1993). "Client Perceptions of Integrated Marketing Communications", *Journal of Advertising Research*, 33, No.3: 30-39.
- Eckel, C. Eckel, D and V. Singal, (1997). "Privatization and Efficiency: Industry Effects of the Sale of British Airways", *Journal of Financial Economics*, 43(2): 275-698.
- Elias, A. (2001). "The Performance of Privatized Firms in Nigeria", In D. Mahamoud *Privatization and Poverty Reduction in Nigeria: <http://www.odi.org/>*
- Elliott, S. (2006). "Nike Reaches Deeper into New Media to Find Young Buyers", *Wall Street Journal*, October 31.
- Emenuga, C. (1997). "Implementing Privatization through the Stock Market: Lessons from Nigeria", *Economic Research Paper No. 32*. African Development Bank.
- Fawkes, J. (2004). "Public Relations Models and Persuasion Ethics: A New Approach", University metropolitan.
- Fill, C. (2009). *Marketing Communications: Contexts, Contents and Strategies*, London: Prentice Hall.
- Fiske, J. (1982). *Introduction to Communication Studies*, London: Routledge
- Fraser, C. and Restrepo-Estrada, S. (1998). *Communicating for Development: Human Change for Survival*, London: I.B. Taurus.
- Garretson, J. A. and Burton, S. (2005). "The Role of Spokes Characters as Advertisement and Package Cues in Integrated Marketing Communications", *Journal of Marketing* Vol. 69: 118-132.
- Gullin, P. (2007). *The New Influencers: A Marketer's Guide to the New Social Media* Sanger, CA: Quill Driver Books.
- Gilmore, A., Carson, D. and Grant, K. (2001). "SME Marketing in Practice", *Marketing Intelligence and Planning*, 19 No.1: 6-11.
- Goebel, D. J., Marshall, G. W. and Locander, W. B. (2004). "An organizational Communication-Based Model of Individual Customer Orientation of Non-marketing Members of a Firm", *Journal of Strategic Marketing*, Vol. 12.
- Good, A.C. (1994). "Communication That Blocks Learning", *Harvard Business Review*: July-August 1994: 77-86.
- Gordon, J. and Pellegrin, P. (2008). "Social Constructionism and Public Relations", in T. Hansen-Horn and B. Neff), *Public Relations: From Theory to Practice* (pp. 104-121), Boston On Business Policy And Planning Research: Pearson.

- Guislain, P. (1997). 'The Privatization Challenge: A Strategic, Legal, and Institutional Analysis of International Experience', Washington D.C: World Bank.
- Hall, E. T. (1960). 'The Silent Language in Overseas Business' *Harvard Business Review*, 38(3): 87- 96.
- Hall, E. T. (1976). *Beyond Culture*: Garden City, NY: Doubleday.
- Hallahan, K. (1999). 'Seven Models of Framing: Implications for Public Relations' *Journal of Public Relations Research*, 11(3): 205-242.
- Hanson, A. H. (1972). *Public Enterprises and Economic Development*: London: Kegan Page.
- Heath, R. (2001). 'A Rhetorical Enactment Rationale for Public Relations: The Good Organisation Communicating Well' In R. Heath, *Handbook of Public Relations*: pp. 441-444). Thousand Oaks, CA: Sage.
- Hegazy, I. (2000). 'Effective Communication in Selling Privatization to Stakeholders' Fourth Pan African Summit, Abuja: July 2000.
- Hellriegel, D. and Slocum, Jr. J. W. (1996). *Management*, Ohio: International Thomson Publishing.
- Hoffman, D.L., and Novak, P.T. (1986). 'Marketing in Hyper Computer ó Mediated Environments: Conceptual Foundations' *Journal of Marketing*, 60 (July): 50-68
- Hofstede, G. H. (1984). *Culture's Consequences: International Differences in Work-Related Values*, Beverley Hills, CA: Sage.
- Holland, J. and Gentry, J. W. (1999). 'Ethnic Consumer Reaction to Targeted Marketing: A Theory of Intercultural Accommodation' *Journal of Advertising*, 28(1): 65-78.
- Ibanga, I. (2005). 'The Economics of Privatizing and Deregulating the Nigerian Downstream Oil sector' <http://www.florin.com>, Retrieved August 30, 2010.
- Idornigie, P.O. (2010). 'Private Partnerships: The Issues, Prospects and Challenges' *Privatization Digest, Journal of the Bureau of Public Enterprises*, Jan ó Mar 2010: 26 - 39, Abuja.
- Igbuzor, O. (2003). 'Privatization in Nigeria: Critical Issues of Concern to Civil Society' <http://www.dawodu.com/>. Retrieved August 12, 2010.
- Ihlen, O. and Nitz, M. (2008). 'Framing Contests in Environmental Disputes: Paying Attention to Media and Cultural Master Frames' *International Journal of Strategic Communication*, 2(1): 1- 18.
- Iyoha, M. A. (2000). 'Public Policy and Public Sector Investment' In *ILO Project Report or Nigeria*. Lagos: ILO.

- James, M. (2010). 'The Use of Intentional Positioning Techniques in Government Agencies' Communication Campaigns', In D. Veri and S. Krishnamurthy (eds.) *Government Communication: Proceedings of the 17<sup>th</sup> International Public Relations Research Symposium*, 140-147. Ljubljana: Pristop.
- James, M. (2011). 'Ready, Aim, Fire: Key Messages in Public Relations Campaigns *Prism*', 8(1): <http://www.prismjournal.org/>
- Jao, Y.C. (1996). 'Financial Deepening and Economic Growth: A Cross Section Analysis', *The Malayan Economic*, XXI (1): 47-58.
- Jerome, A. (1999). 'Public Enterprise Reform in Nigeria: Expectations, Illusion and Reality', In A. Ariyo (ed.), *Economic Reform and Macroeconomic Management in Nigeria*: Ibadan: University of Ibadan Press.
- Jerome, A. (2002). 'Public Enterprise Reform in Nigeria: Evidence from the Telecommunications Industry', *AERC Research Paper No. 129*. African Economic Research Consortium, Nairobi, Kenya. <http://www.aercafrica.org/>
- Jerome, A. (2005). 'Privatization and Regulation in South Africa: An evaluation', In E. Amann (ed.) *Regulating Development Evidence from Africa and Latin America*. Cheltenham: Edward Elgar Publishing.
- Kitchen, P.J., *Public Relations: Principles and Practice*. London: International Thomson Business Press.
- Keller, L. K. (2001). 'Mastering the Marketing Communications Mix: Micro and Macro perspectives on Integrated Marketing Communication Programmes', *Journal of Marketing Management*, Vol. 17: 819-847.
- Kikeri, S., Nellis, J., and Shirley, M. (1994). *Privatization: The Lessons of Experience* Washington D.C.: World Bank.
- Kitchen, P. J. and Schultz, D. E. (1999). 'A Multi-Country Comparison of the Drive for IMC', *Journal of Advertising Research*: 39. No.1: 21-38.
- Kitchen, P. J. and Schultz, D. E. (2003). 'Integrated Corporate and Product Brand Communication, Advances In Competitiveness Research', Vol. 11(No.1): 66-86.
- Kotler, P., and Zaltman, G. (1971). 'Social Marketing: An Approach to Planned Social Change', *Journal of Marketing*, 35 (3): 3-12
- Kotler, P., Brown, L., Adam, S., and Armstrong, G. (2004). *Marketing*, Sydney: Pearson.
- Laffont, J.J. and M. Meleu. (1999). 'A Positive Theory of Privatization for Sub-Saharan Africa', *Journal of African Economies*: 8: 30-67.
- Lakoff, G. and Johnson, M. (1980). *Metaphors We Live By*. Chicago: Chicago press.

- Lamons, B. (2003). "Wish List For Marketers Begs Work Changes" *Marketing News*, Vol: 37(No. 2): 9.
- Lavidge, R.J. and Steiner, G. (1961). "A Model for Predictive Measurements of Advertising Effectiveness" *Journal of Marketing*: Vol. 25 (No. 6): 596-62.
- Lee, J., Woeste, J., and Heath, R. (2007). "Getting Ready for Crises: Strategic Excellence" *Public Relations Review*: 33: 334-336.
- Lee, D. (1993). "Developing Effective Communication" [www.extensionon.missouri.edu/](http://www.extensionon.missouri.edu/) Retrieved July 30, 2010.
- Leitch, S. and Motion, J. (2010). "Public and Public Relations: Effecting Change" In R. Heath (ed.), *The Sage Handbook of Public Relations*, 99- 110. Thousand Oaks, CA: Sage.
- Lempert, P. (2006). "Caught in the Web Progressive Grocer" 85 (12), 18.
- Li, C., and Bernoff, J. (2008). *Groundswell: Winning in a World Transformed by Social Technologies*, Boston: Harvard Business.
- Linton, I. and Morley, K. (1995), *Integrated Marketing Communications*, Oxford: Butterworth-Heinemann.
- Low, G. S. (2000). "Correlates of Integrated Marketing Communications" *Journal of Advertising Research*, Vol. 40: 276-39.
- MacFadyen, L., Stead, M., and Hastings, G. (1999). "A Synopsis of Social Marketing" <http://www.ism.stir.ac.uk/> Retrieved June 25, 2010.
- MacInnis, D. J. and Jaworski, B. J. (1989). "Information Processing from Advertisements: Toward an Integrative Framework" *Journal of Marketing*, Vol. 53 (October): 1-23.
- Macnamara, J. (2006). "The Fork in the Road of Media and Communication Theory and Practice" <http://www.instituteforpr.org/> Retrieved August 10, 2010.
- Mahmoud, D. (2004). "Privatization and Poverty Reduction in Nigeria" <http://www.odi.org> Retrieved August 14, 2010
- Mallen, B. (1977). *Principles of Marketing Channel Management*: Lexington, MA: Lexington Books.
- Markwick, N. and Fill, C. (1997). "Towards A Framework for Managing Corporate Identity" *European Journal of Marketing*: Vol. 31(No. 5/6): 396-409.
- Martin, S. and Parker, D. (1997). *The Impact of Privatization: Ownership and Corporate Performance in the UK*, London: Routledge.
- McQuail, D. and Windahl, S. (1981). *Communication Models*: London: Longman.



- Meggison, W and Netter, J. (2001). *From State to Market: A Survey of Empirical Studies on Privatization*, *Journal of Economic Literature*, Vol.39: 321-389
- Meggison, W., Nash, R., and Van Randenborgh, M. (1994). *The Financial and Operating Performance of Newly Privatised Firms: An International Empirical Analysis*, *Journal of Finance*, Vol.49: 403-452
- Meyer, Klaus E. (2002). *Management Challenges in Privatization Acquisitions in Transition Economies*, *Journal of World Business*. 37, No. 4: 266 ó 276.
- Milat, A.J., Carroll, T.E., and Taylor, J.J. (2005). *Culturally and Linguistically Diverse Population Health Social Marketing Campaigns in Australia*, <http://www.meyrcarroll/> Retrieved August 10, 2010.
- Miller, R. (1994). *Business Day, Dallas Morning News*’, November 16, 2006.
- Moloney, K. (2006). *Rethinking Public Relations*: Oxon, UK: Routledge.
- Naim, M (1993). *Paper Tigers and Minotaurs: The Politics of Venezuela’s Economic Reforms*, Carnegie Endowment for International Peace, *Communicating Economic Reform* Vol 3, 21/8/02
- Ndebbio, J. E. U. (2000). *Industrial Investment ó Macro perspective*, *In ILO Project Study Report for Nigeria*. Lagos: ILO.
- Nwoye, M. I. (1997). *Management Practices and Performance Determinants of Public and Private Sector Enterprises in Anambra, Edo and Delta States of Nigeria*, In M. I. Nwoye (ed.), *Privatization of Public Enterprises in Nigeria: The Views and Counterinterviews*, <http://www.globalizacija.com/> Retrieved August 19, 2010.
- Nwoye, M. I. (2010). *Privatization of Public Enterprise in Nigeria: The Views and Counterinterviews*, <http://www.globalizacija.com/>. Retrieved August 19, 2010.
- Obadan, M. I. (2000). *Privatization of Public Enterprises in Nigeria Issues and Conditions for success in the Second Round*’, Ibadan: National Centre for Economic Management and Administration.
- Obadan, M.I. and. Ayodele, S. (1998). *Commercialisation and Privatization Policy in Nigeria*, National Centre for Economic Management and Administration, Ibadan, Nigeria.
- Ogundipe V. (1986). *The Inevitability of Privatization*, *The Guardian*, October 16: pp.7.
- Okigbo, P.(1998). *A Layman’s Guide to Privatization*, *Daily Champion*, July: pp. 24.
- Olson, B. (2001). *Media effects research for public relations practitioners*, In R. Heath (ed.)
- Ostrum, V. and E. Ostrum (1991). *Public Choice: A Difference Approach to the Study of Public Administration*, *Public Administration Review*, 31: 302-316.

- Parker, D. (1999). ~~Private~~ Privatization in the European Union: A Critical Assessment of its Development, Rationale and Consequences, *Economic and Industrial Democracy*, Vol.20: 9-38
- Patzer, G.L.(1983). ~~Source~~ Source Credibility as Function of Communicator Physical attractiveness, *Journal of Business Research*, 11: 229-41.
- Phelps, J. and Johnson, E. (1996). ~~Entering~~ Entering the Quagmire: Examining the Meaning of Integrated Marketing Communications, *Journal of Marketing Communications*: Vol. 2(No. 3): 159-172.
- Pickton, D. and Hartley, B. (1998). ~~Measuring~~ Measuring Integration: An Assessment of The Quality of Integrated Marketing Communications, *International Journal of Advertising*, Vol. 17(No. 1): 447-465.
- Plane, P. (1997). ~~Privatization~~ Privatization And Economic Growth: An Empirical Investigation From A Sample Of Developing Market Economies, *Applied Economics*, Vol.29: 161-178
- Pratt, C. (2004). ~~Crafting~~ Crafting Key Messages And Talking Points Or Grounding Them In What Research Tells Us, *Public Relations Quarterly(Fall)*: 15-20.
- Ramamurti, R. (1997). ~~Testing~~ Testing the Limits of Privatization Argentine Railroads. *World Development*, 25(12): 1973-1993.
- Ramsey, G. (2006). ~~Digital~~ Digital Marketing Strategies in the Age of Consumer Control, <http://www.emarketer.com/>, Retrieved March 16, 2010.
- Rashtchy, F., Kessler, A. M., Bieber, P. J., Shindler, N. H., and Tzeng, J. C. (2007). *The User Revolution: The New Advertising Ecosystem and the Rise of the Internet as a Mass Medium*, Minneapolis, MN: Piper Jaffray Investment.
- Rasberry, R.W. and Lindsay, I. L. (1994). *Effective Managerial Communication*: Boston: Wadsworth.
- Reasberry, R.W. and Lemoine, L.F. (1986) *Effective Managerial Communications*. Boston: Kent.
- Reber, B. and Berger, B. (2005). ~~Framing~~ Framing Analysis of Activist Rhetoric: How the Sierra Club Succeeds or Fails at Creating Salient Messages, *Public Relations Review*, 31(2): 185-195.
- Reddy, M.J. (1979). ~~The~~ The Conduct Metaphor: A Case of Frame Conflict in our Language, *In Andrew, O. (eds.), Metaphor and Thought*. Cambridge: Cambridge University Press.
- Reid, M. (2005). ~~Performance~~ Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes, *Journal of Advertising*: 34. No.4: 41-54.

- Reid, M., Luxton, S., and Mavondo F. (2005). "The Relationship between Integrated Marketing Communication, Market Orientation, and Brand Orientation", *Journal of Advertising*, Vol. 34(No. 4): 11-23.
- Rondinelli, D. A. and Iacono Marx (1996). "Strategic Management of Privatization: A Framework for Planning and Implementation", *Journals of Public Administration and Development*: 16: 247.
- Rossiter, J. R., and Bellman, S. (2005). *Marketing Communications: Theory and Applications*. Sydney: Pearson Education.
- Sanusi, J. O. (2001). "Challenges, Problems and Prospects of Privatization in Developing Economy", *Journal of the Institute of Stockbrokers*, 2 (11): 4-9.
- Schiffman, L.G. and Kanuk, L.L. (2000). *Consumer Behaviour*, New York: Prentice Hall.
- Schultz, D. E. and Kitchen, P. J. (1997). "Integrated Marketing Communications In U.S. Advertising Agencies: An Exploratory Study", *Journal of Advertising Research*, 37, 5: 7-18.
- Schultz, D. E. Tannenbaum, S. I. and Lauterborn, R. F. (1994). *Integrated Marketing Communications*, Chicago: NTC Business Books.
- Shirley, M.M., and P. Walsh. (2000). "Public vs. Private Ownership: The Current State of the Debate." *Policy Research Working Paper 2420, World Bank Development Research Group, Regulation and Competition Policy, World Bank, Washington, D.C.*
- Sisodia, S. and Telrandhe, N. (2010). "Role of Integrated Marketing Communication in Modern Indian Business", *Journal of Art Science and Commerce*. Vol -1, Issue -1, October: 134 - 138
- Smith, P. R., Berry, C. and Pulford, A. (2002). *Strategic Marketing Communications: New Ways to Build and Integrate Communications*: Kogan Page: London.
- Smith, P.R and Taylor, J. (2003). *Marketing Communications and integrate approach*. London; Kogan Page.
- Smith, T. M., Gopalakrishna, S. and Smith, P. M. (2004). *Marketing Communications: An Integrated Approach*. London: Kogan page.
- Starr, R. (1993). "Structural Investments in the CIS Columbia", *Journal of World Business*, 28: 12.
- Stead, M., and Hastings, G. (1997). "Advertising in the Social Marketing Mix: Getting the Balance Right", In M. E. Goldberg, M. Fishbein, and S. E. Middlestadt (eds.), *Social Marketing: Theoretical and Practical Perspectives*: 29-44. Mahwah, NJ: Lawrence Erlbaum Associates.
- Steyn, B. (2000). "A Model for Developing Corporate Communication Strategy", *Communicare*: 19(2):1-33.

- Theodorson, S.A. and Theodorson, G. R. (1969). *A Modern Dictionary of Sociology*. New York: Cromwell.
- Thornton, J. and Milkecava, N. (1998). "The Strategies of Foreign and Foreign Assisted Firms in the Russian Far East: Alternatives to Missing Infrastructure," *Comparative Economic Studies* 38: 85-119.
- Ugorji, E. C. (1995). "Privatization/Commercialization of State-Owned Enterprises in Nigeria: Strategies for Improving the Performance of the Economy," *Comparative Political Studies*, 27(4): 537-560.
- Vakratsas, D., Ambler, T. (1999). "How Advertising Works: What Do We Really know?" *Journal of Marketing*, Vol. 63 (No. 1): 266-44.
- Van der Hoeven, R., and Sziraczki, G. (1997). *Lessons from Privatization: Labour Issues in Developing and Transitional Countries*. Geneva: International Labour Office.
- Vickers, J., and Yarrow, G. (1988). *Privatization: An Economic Analysis*, London: MIT Press
- Vining, A. and Boardman, A. (1992). "Ownership versus Competition: Efficiency in Public Enterprise." *Public Choice*, 73: 205-639.
- Vollmer, C. and Precourt, G. (2008). *Always on: Advertising, Marketing, and Media in an Era of Consumer Control*. New York: McGraw-Hill.
- Walker, G. (2006). "Sense-Making Methodology: A Theory of Method for Public Relations," In C. Botan and V. Hazleton (eds.), *Public Relations Theory II* (Pp. 393-414). Mahwah, NJ: Lawrence Erlbaum.
- World Bank (1991). *The Reform of Public Sector Management*. Washington D.C: Policy and Research Series No. 18.
- World Bank (1995). *Bureaucrats in Business: the Economics and Politics of Reform*, World Bank: Oxford University Press.
- World Bank, (2006). *The PPD Handbook: A Toolkit for Business Environment Reformers*, [http://rru.worldbank.org/Documents/Retrieved August 15, 2010](http://rru.worldbank.org/Documents/Retrieved%20August%2015,%202010).
- World Bank. (1995). *Bureaucrats in Business: The Economics and Politics of Government Ownership*. New York: Oxford University Press.
- World Bank. (2001). "Nigeria Privatization Support Project." *Project Appraisal Document*. Africa Region, Private Sector Unit: Washington, D.C.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter is concerned with the design of the study. It is made up of research design; area of study; population of study; sample size determination; sampling techniques; sources of data, data collection instrument; method of data collection; method of data presentation and analysis.

#### **3.2 Research Design**

According to Madu (1997:32) research design is the plan, structure and strategy of investigation developed so as to obtain answers to research questions and control variance. The plan refers to the overall scheme; the structure is an indication of the outline of the scheme while the strategy is the method to be used in gathering and analysing the data. Survey research method is suggested for this research because it studies participant, for example; stakeholders in their natural setting and also maximizes realism.

#### **3.3 Area of Study**

The area of study for policy makers is the Bureau of Public Enterprise while the area of study for the beneficiaries includes South - East (Enugu), South - South (Rivers), South ó West (Lagos), North ó East (Adamawa), North ó Central (Benue) and North ó West (Jigawa).

#### **3.4 Sources of Data**

The study made use of primary and secondary data. The primary data was collected through survey using questionnaires and interviews while secondary data was generated from literatures materials through journals, newsletters, magazines and periodicals from the Bureau of Public Enterprise.

### 3.5 Population of the Study

In this study the population is made up of beneficiaries, and policy makers/implementers of the privatization and commercialisation programme in Nigeria. The population of the staff of policy makers which is the bureau of public enterprise was 162. while the sample size of 100 represents the trainees, attaché, senior staff and management staff. The December 2006 census population figure was used for the population of the beneficiaries. This figure was released by the National Population Commission which put the population of Nigeria at 140,003,542 (Wikipedia, 7/8/2012). The NPC reported that 54.6% of the population is between 15 ó 65 totalling 76,441,994 which cover the target population of stakeholders of the privatization and commercialization exercise.

### 3.6 Sample Size Determination

The sample size of 100 represents the trainees, attaché, senior staff and management staff of the bureau of public enterprise. Taro Yamane (1967:886) formula was applied to determine the sample size of the beneficiaries / stakeholders. The calculation is shown below:

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

Where:

- n = Sample Size
- N = Population size (76441994)
- e = The level of precision ( $\pm 3\%$ )
- I = Constant value.

$$n = \frac{76441994}{1 + 76441994 (0.03)^2}$$

$$n = \frac{76441994}{1 + 76441994 (0.0009)^2}$$

$$n = \frac{76441994}{1 + 68798}$$

$$n = \frac{76441994}{68799}$$

$$n = 1,111.09164$$

*Approximately 1111*

### 3.7 Sampling Techniques

The researcher made use of judgemental / purposeful sampling technique. The obtained sample size was distributed proportionately among the geopolitical zones as shown in table 3.1 below.

Table 3.1 Distribution of Sample Size

Geopolitical zone	State	Population	Sample size
SouthóEast (SE)	Enugu	3267837	124
South-South (SS)	Rivers	5198716	197
South-West (SW)	Lagos	9113605	345
North-East (NE)	Adamawa	3178950	120
North-Central (NC)	Benue	4253641	161
North-West (NW)	Jigawa	4361002	164
<b>Total Sample Size</b>		<b>29,373,751</b>	<b>1111</b>

**Selected States: Sample Size Ratio =**

(1) *S.E. (Enugu)*

$$= \frac{3267837}{29373751} \times \frac{1111}{1}$$

$$= 123.599022$$

*Approx.124*

(2) *S.S.(Rivers)*

$$= \frac{5198716}{29373751} \times \frac{1111}{1}$$

$$= 196.630436$$

*Approx.197*

(3) *S.W.(Lagos)*

$$= \frac{9113605}{29373751} \times \frac{1111}{1}$$

$$= 344.702831$$

*Approx.345*

(4) *N. E. (Adamawa)*

$$= \frac{3178950}{29373751} \times \frac{1111}{1}$$

$$= 120.237059$$

*Approx.120*

(5) *N.C(Benue)*

$$= \frac{4253641}{29373751} \times \frac{1111}{1}$$

$$= 160.884973$$

*Approx.161*

(6) *N.W (Jigawa)*

$$= \frac{4361002}{29373751} \times \frac{1111}{1}$$



= 164.945676

*Approx.164*

### **3.8 Data Collection Instrument**

The study made use of questionnaire and interview schedules as primary data collection instrument.

### **3.9 Method of Data Analysis**

Data from the study was analysed using frequencies and descriptive statistics while hypotheses were tested using one-way Analysis of Variance (ANOVA), Z-test, one sample Binomial and Kolmogorov-Smirnov statistical tool. SPSSWIN Version 21 was used to analyse the data obtained from survey.

## REFERENCES

- Kerlinger, F. N (1973). *Foundations of Behavioural Research*. San Fransisco Co: Holt, RENEHART and WINSTON Inc.
- Madu, E. (1997). *Research Methodology for Social Sciences and Business Studies* ENUGU: Associate Press.
- Yamane, T. (1967). *Statistics an Introductory Analysis*, New York: Harper and Row.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Presentation of Data

In this chapter, the data from the study were presented using tables of frequencies, means, and standard deviations.

#### Data presentation (for policy makers/implementers of the privatisation and commercialisation programme)

**Table 4.1.1 Questionnaire Distribution and Retrieval**

No of questionnaires distributed	100	100%
No of questionnaire returned	58	58%
No of questionnaires unreturned	42	42%

Source: Field Survey (2014)

Out of 100 copies of questionnaire administered to stakeholders of public and private enterprises, 58 copies were correctly filled and returned and used for analysis. This accounted for 58% return rate. 42 copies representing 42% of questionnaires were either not returned or suitable for analysis.

**Table 4.1.2 Gender Distribution of Respondents**

	Frequency	Percent
Valid Male	32	55.2
Female	26	44.8
Total	58	100.0

Source: Field Survey (2014)

As presented in the table above, 32 of the sampled respondents (55.2%) are males while 26 of the sampled respondents (44.8%) are females.

**Table 4.1.3 Age Distribution of Respondents**

	Frequency	Percent
Valid 18-25	18	31.0
26-35	25	43.1
36-45	14	24.1
46-65	1	1.7
Total	58	100.0

Source: Field Survey (2014)

As presented in the table above, 18 of the sampled respondents (31.0%) between 18-25 years of age, 25 of them (43.1%) are between 26-35 years of age, 14 of them (24.1%) are between 36-45 years of age, and 1 respondent (1.7%) is between 46-65 years of age.

**Table 4.1.4 Education Distribution of Respondents**

	Frequency	Percent
Valid WASC	4	6.9
Diploma/NCE	10	17.2
B.Sc/Postgraduate	44	75.9
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 4 of the sampled respondents (6.9%) possess the West African School Certificate (WASC), 10 of the respondents (17.2%) possess Diploma/NCE, and 44 of them (75.9%) possess B.Sc/Postgraduate degrees.

**Table 4.1.5 Length of Service Distribution of Respondents**

	Frequency	Percent
Valid Below 5 years	40	69.0
6-10 years	6	10.3
11-15 years	9	15.5
Above 20 years	3	5.2
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 40 of the sampled respondents (69.0%) have worked for less than 5 years in their enterprises, 6 of the respondents (10.3%) has worked 6-10 years with their firms, 9 of them (15.5%) possess 11-15 years of experience, and 3 of them (5.2%) possess more than 20 years of experience.

**Table 4.1.6 Designation Distribution of Respondents**

	Frequency	Percent
Valid NYSC/Attachee	29	50.0
IT/Servicom	1	1.7
Executive officers	4	6.9
Enterprise officers	10	17.2
Chief Executive officers	4	6.9
Senior and principal/other officers	10	17.2
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 29 of the sampled respondents (50.0%) are NYSC/attaché members, 1 of the sampled respondents (1.7%) is an IT//Servicom personnel, 4 of the sampled respondents (6.9%) are executive officers, 10 of them (17.2%) are enterprise officers, 4 of them (6.9%) are chief executive officers, and 10 of them (17.2%) are either senior and principal officers or belong to other groups of officers.

**The extent to which Advertising Media was utilized in creating awareness of privatization and commercialization of state-owned enterprises**

**Table 4.1.7.1 Television Advertising**

	Frequency	Percent
Valid Very low extent	7	12.1
Low extent	9	15.5
High extent	17	29.3
Very high extent	25	43.1
Total	58	100.0

Source: Field Survey (2014)

As presented in the table above, 7 of the sampled respondents (12.1%) noted that televisions advertising was used to a very low extent, 9 of the sampled respondents (15.5%) noted that it was used to a low extent, 17 of them (29.3%) noted that it was used to a high extent, and 25 of them (43.1%) noted that it was used to a very high extent.

**Table 4.1.7.2 Radio Advertising**

	Frequency	Percent
Very low extent	5	8.6
Low extent	10	17.2
Valid High extent	28	48.3
Very high extent	15	25.9
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 5 of the sampled respondents (8.6%) stated that radio advertising was used to a very low extent, 10 of them (17.2%) to a low extent, 28 of them (48.3%) to a high extent and 15 of them (25.9%) to a very high extent.

**Table 4.1.7.3 Newspaper/Magazine Advertising**

	Frequency	Percent
Very low extent	4	6.9
Low extent	8	13.8
Valid High extent	22	37.9
Very high extent	24	41.4
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 4 of the sampled respondents (6.9%) stated that newspaper/magazine advertising were used to a very low extent, 8 of them (13.8%) stated that it was used to a low extent, 22 of them (37.9%) to a high extent and 24 of them (41.4%) to a very high extent.

**The extent to which Public Relations Media was utilized in creating awareness of privatization and commercialization of state-owned enterprises**

**Table 4.1.8.1 Press Releases**

	Frequency	Percent
Very low extent	6	10.3
Low extent	7	12.1
Valid High extent	25	43.1
Very high extent	20	34.5
Total	58	100.0

Source: Field Survey (2014)

From the table above, 6 of the sampled respondents (10.3%) indicated that press releases were used to a very low extent, 7 of them (12.1%) indicated to a low extent, 25 of them (43.1%) to a high extent, and 20 of them (34.5%) to a very high extent.

**Table 4.1.8.2 Press Conferences and Briefings**

	Frequency	Percent
Very low extent	6	10.3
Low extent	13	22.4
Valid High extent	21	36.2
Very high extent	18	31.0
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 6 of the respondents (10.3%) indicated that press conferences and briefings were used to a very low extent, 13 of them (22.4%) to a low extent, 21 of them (36.2%) to a high extent, and 18 of them (31.0%) to a very high extent.

**Table 4.1.8.3 Seminars/Workshops**

	Frequency	Percent
Very low extent	9	15.5
Low extent	24	41.4
Valid High extent	14	24.1
Very high extent	11	19.0
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 9 of the sampled respondents (15.5%) noted that seminars/workshops were used to a very low extent, 24 of them (41.4%) to a low extent, 14 of them (24.1%) to a high extent, and 11 of them (19.0%) to a very high extent.

**Table 4.1.8.4 Newsletters**

	Frequency	Percent
Very low extent	7	12.1
Low extent	20	34.5
Valid High extent	20	34.5
Very high extent	11	19.0
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 7 of the sampled respondents (12.1%) stated that newsletters were used to a very low extent, 20 of the respondents (34.5%) to a low extent, another 20 of them (34.5%) to a high extent, and 11 of them (19.0%) to a very high extent.

**Table 4.1.8.5 Feature Articles**

	Frequency	Percent
Very low extent	15	25.9
Low extent	20	34.5
Valid High extent	17	29.3
Very high extent	6	10.3
Total	58	100.0

Source: Field Survey (2014)

From the above table, it is seen that 15 of the sampled respondents (25.9%) indicated that feature articles were used to a very low extent, 20 of them (34.5%) to a low extent, 17 of them (29.3%) to a high extent, and 6 of them (10.3%) to a very high extent.



**The extent to which Direct Marketing was utilized in creating awareness of privatization and commercialization of state-owned enterprises**

**Table 4.1.9.1 Direct mails/E-mails**

	Frequency	Percent
Very low extent	15	25.9
Low extent	16	27.6
Valid High extent	16	27.6
Very high extent	11	19.0
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 15 of the sampled respondents (25.9%) noted that direct mails/e-mail was used to a very low extent, 16 of them (27.6%) to a low extent, another 16 of them (27.6%) to a high extent, and 11 of them (19.0%) to a very high extent.

**Table 4.1.9.2 Interactive Phone-in radio/TV Programmes**

	Frequency	Percent
Very low extent	5	8.6
Low extent	9	15.5
Valid High extent	30	51.7
Very high extent	14	24.1
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 5 of the sampled respondents (8.6%) states that interactive phone-in radio/TV programmes were used to a very low extent, 9 of the sampled respondents (15.5%) to a low extent, 30 of them (51.7%) to a high extent, 14 of them (24.1%) to a very high extent.

**Table 4.1.9.3 Fax Transmission**

	Frequency	Percent
Very low extent	26	44.8
Low extent	17	29.3
Valid High extent	10	17.2
Very high extent	5	8.6
Total	58	100.0

Source: Field Survey (2014)

From the above table, it is seen that 26 of the sampled respondents (44.8%) noted fax transmission was used to a very low extent, 17 of them (29.3%) to a low extent, 10 of them (17.2%) to a high extent, and 5 of them (8.6%) to a very high extent.

**Table 4.1.9.4 Direct Responses**

	Frequency	Percent
Very low extent	16	27.6
Low extent	18	31.0
Valid High extent	15	25.9
Very high extent	9	15.5
Total	58	100.0

Source: Field Survey (2014)

It is seen from the table above that 16 of the sampled respondents (27.6%) indicates that direct responses were used to a very low extent, 18 of them (31.0%) to a low extent, 15 of them (25.9%) to a high extent, and 9 of them (15.5%) to a very high extent.

**Table 4.1.9.5 Social Media/Weblogs**

	Frequency	Percent
Very low extent	14	24.1
Low extent	16	27.6
Valid High extent	18	31.0
Very high extent	10	17.2
Total	58	100.0

Source: Field Survey (2014)

It is seen from the above table that 14 of the sampled respondents (24.1%) noted that social media/weblogs were used to a very low extent, 16 of the respondents (27.6%) indicated that they were used to a low extent, 18 of them (31.0%) to a high extent, and 10 of them (17.2%) to a very high extent.

**Table 4.1.9.6 Internet Discussions**

	Frequency	Percent
Very low extent	17	29.3
Low extent	16	27.6
Valid High extent	17	29.3
Very high extent	8	13.8
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 17 of the sampled respondents (29.3%) noted that internet discussions were used to a very low extent, 16 of them (27.6%) to a low extent, 17 of them (29.3%) to a high extent, and 8 of them (13.8%) to a very high extent.

**Descriptive Statistics for Hypothesis One**

**Table 4.1.9.7 Advertising Media**

		Descriptive							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Tele visions Advertising	1	58	3.0345	1.04236	.13687	2.7604	3.3086	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.7672	.78139	.07255	2.6235	2.9109	1.00	4.00
Radio Advertising	1	58	2.9138	.88426	.11611	2.6813	3.1463	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.7069	.65630	.06094	2.5862	2.8276	1.00	4.00
Newspaper/Magazine Advertising	1	58	3.1379	.90705	.11910	2.8994	3.3764	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.8190	.71444	.06633	2.6876	2.9504	1.00	4.00
Billboard Advertising	1	58	2.1897	1.03376	.13574	1.9178	2.4615	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.3448	.74429	.06911	2.2079	2.4817	1.00	4.00
Catalog and Brochure Advertising	1	58	2.4483	1.09500	.14378	2.1604	2.7362	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.4741	.77135	.07162	2.3323	2.6160	1.00	4.00
ADSCORE	1	58	2.7448	.65512	.08602	2.5726	2.9171	1.20	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.6224	.47733	.04432	2.5346	2.7102	1.20	4.00

**Table 4.1.9.8 Public Relations Media**

**Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
						Press Releases	1		
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.7586	.71470	.06636	2.6272	2.8901	1.00	4.00
Press Conferences and Briefings	1	58	2.8793	.97473	.12799	2.6230	3.1356	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.6897	.71218	.06612	2.5587	2.8206	1.00	4.00
Seminars/Workshops	1	58	2.4655	.97721	.12831	2.2086	2.7225	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.4828	.68820	.06390	2.3562	2.6093	1.00	4.00
Newsletters	1	58	2.6034	.93545	.12283	2.3575	2.8494	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.5517	.66063	.06134	2.4302	2.6732	1.00	4.00
Feature Articles	1	58	2.2414	.96082	.12616	1.9887	2.4940	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.3707	.68879	.06395	2.2440	2.4974	1.00	4.00
PRSCORE	1	58	2.6414	.68851	.09041	2.4603	2.8224	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.5707	.48990	.04549	2.4806	2.6608	1.00	4.00

**Table 4.1.9.9 Direct Marketing Media**

	Descriptives							
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Direct mails/E-mail	58	2.3966	1.07507	.14116	2.1139	2.6792	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.4483	.75866	.07044	2.3087	2.5878	1.00	4.00
Interactive Phone-in Radio/TV programmes	58	2.9138	.86419	.11347	2.6866	3.1410	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.7069	.64292	.05969	2.5887	2.8251	1.00	4.00
Telephone	58	2.3448	1.13248	.14870	2.0471	2.6426	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.4224	.80110	.07438	2.2751	2.5697	1.00	4.00
Fax Transmission	58	1.8966	.98568	.12943	1.6374	2.1557	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.1983	.75722	.07031	2.0590	2.3375	1.00	4.00
Direct Responses	58	2.2931	1.04308	.13696	2.0188	2.5674	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.3966	.74167	.06886	2.2601	2.5330	1.00	4.00
Social Media/Weblogs	58	2.4138	1.04352	.13702	2.1394	2.6882	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50

	116	2.4569	.73594	.06833	2.3215	2.5922	1.00	4.00
Internet Discussions	58	2.2759	1.03945	.13649	2.0026	2.5492	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.3879	.74041	.06874	2.2518	2.5241	1.00	4.00
DMSCORE	58	2.3621	.74746	.09815	2.1655	2.5586	1.00	4.00
	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	116	2.4310	.53077	.04928	2.3334	2.5286	1.00	4.00

## 4.2 Test of Hypothesis

### 4.2.1 Test of Hypothesis One

#### **Marketing communication tools were not utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria**

In testing this hypothesis, responses presented in tables 4.1.7.1 to 4.1.9.6 were tested using one-way Analysis of Variance (ANOVA) for comparison of means. The results obtained are summarized below (see appendix for details).

## Results

**Table 4.2.1 ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Tele visions Advertising	Between Groups	8.284	1	8.284	15.250	.000
	Within Groups	61.931	114	.543		
	Total	70.216	115			
Radio Advertising	Between Groups	4.966	1	4.966	12.701	.001
	Within Groups	44.569	114	.391		
	Total	49.534	115			
Newspaper/Magazine Advertising	Between Groups	11.802	1	11.802	28.689	.000
	Within Groups	46.897	114	.411		
	Total	58.698	115			
Billboard Advertising	Between Groups	2.793	1	2.793	5.227	.024
	Within Groups	60.914	114	.534		
	Total	63.707	115			
Catalog and Brochure Advertising	Between Groups	.078	1	.078	.129	.720
	Within Groups	68.345	114	.600		
	Total	68.422	115			
ADSCORE	Between Groups	1.738	1	1.738	8.100	.005
	Within Groups	24.463	114	.215		
	Total	26.202	115			

**Table 4.2.2 ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Press Releases	Between Groups	7.759	1	7.759	17.349	.000
	Within Groups	50.983	114	.447		
	Total	58.741	115			
Press Conferences and Briefings	Between Groups	4.172	1	4.172	8.783	.004
	Within Groups	54.155	114	.475		
	Total	58.328	115			
Seminars/Workshops	Between Groups	.034	1	.034	.072	.789
	Within Groups	54.431	114	.477		
	Total	54.466	115			
Newsletters	Between Groups	.310	1	.310	.709	.401
	Within Groups	49.879	114	.438		
	Total	50.190	115			
Feature Articles	Between Groups	1.940	1	1.940	4.202	.043
	Within Groups	52.621	114	.462		
	Total	54.560	115			
PRSCORE	Between Groups	.580	1	.580	2.446	.121
	Within Groups	27.021	114	.237		
	Total	27.600	115			



**Table 4.2.3 ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Direct mails/E-mail	Between Groups	.310	1	.310	.537	.465
	Within Groups	65.879	114	.578		
	Total	66.190	115			
Interactive Phone-in Radio/TV programmes	Between Groups	4.966	1	4.966	13.298	.000
	Within Groups	42.569	114	.373		
	Total	47.534	115			
Telephone	Between Groups	.698	1	.698	1.089	.299
	Within Groups	73.103	114	.641		
	Total	73.802	115			
Fax Transmission	Between Groups	10.560	1	10.560	21.739	.000
	Within Groups	55.379	114	.486		
	Total	65.940	115			
Direct Responses	Between Groups	1.241	1	1.241	2.282	.134
	Within Groups	62.017	114	.544		
	Total	63.259	115			
Social Media/Weblogs	Between Groups	.216	1	.216	.396	.531
	Within Groups	62.069	114	.544		
	Total	62.284	115			
Internet Discussions	Between Groups	1.457	1	1.457	2.697	.103
	Within Groups	61.586	114	.540		
	Total	63.043	115			
DMSCORE	Between Groups	.552	1	.552	1.975	.163
	Within Groups	31.846	114	.279		
	Total	32.397	115			

**Table 4.2.4 Descriptives**

TOTSC

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	58	2.5828	.52345	.06873	2.4451	2.7204	1.33	3.79
2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
Total	116	2.5414	.37086	.03443	2.4732	2.6096	1.33	3.79

**Table 4.2.5 ANOVA**

TOTSC

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.199	1	.199	1.450	.231
Within Groups	15.618	114	.137		
Total	15.817	115			

## **Interpretation**

The average expected mean for creating awareness by these marketing tools is 2.5. The descriptive statistics (see appendix) show that television and newspapers/magazines have mean scores of 3.03 and 3.13 respectively indicating that they were useful in creating a very high level of awareness. Radio advertising has a mean score of 2.91 indicating a high level of awareness creation. However, billboard advertising, catalog and brochure advertising have mean scores of 2.19 and 2.45 indicating a low level of awareness creation. The total mean score of advertising (ADSCORE) is 2.6 which is an indication that the advertising medium was used to create awareness about the commercialization and privatization programme to stakeholders to a reasonably high extent.

The descriptive statistics (see appendix) show that press releases with a mean score of 3.01 was the only public relations tool that created awareness about the programme to a very high extent. Press conferences and briefings and newsletters with mean scores of 2.87 and 2.6 respectively both created awareness about the programme to a high extent. Seminars/workshops and feature articles with mean scores of 2.46 and 2.24 have a low level of awareness creation about the program. The total mean score of Public Relations (PRSCORE) is 2.64 which is an indication that the Public Relations medium created awareness about the program to a high extent.

The descriptive statistics (see appendix) show that none of the direct marketing tools helped in creating awareness about the programme to a very high extent because none of the individual mean scores is very far from the working mean value of 2.5. However, interactive phone-in radio/TV programs created awareness about the program to a high extent. The other direct marketing tools were not effectively utilized, and so produced mean values lesser than

2.5. The total mean score of direct marketing (DMSCORE) is 2.4 indicating that they collectively created awareness about the programme to a low extent.

The descriptive statistics above show a total mean score of 2.58 which is only very little above the mean score, thus, is statistically insignificant (0.231) at a 5% (0.05) level of significance.

### **Decision**

Based on the results and discussion above, the null hypothesis is hereby not rejected which states that Marketing communication tools were not utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria

### **Determining the effectiveness of these marketing communication tools in facilitating the privatization and commercialization process.**

**Table 4.1.10.1 Provision of adequate information**

	Frequency	Percent
Very low extent	3	5.2
Low extent	3	5.2
Valid High extent	30	51.7
Very high extent	22	37.9
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 3 of the sampled respondents (5.2%) stated that a very low amount of adequate information was provided, another 3 of the sampled respondents (5.2%) stated that a low amount of adequate information was provided, 30 of them (51.7%) stated that a high amount of adequate information was provided and 22 of them (37.9%) stated that a very high amount of adequate information was provided.

**Table 4.1.10.2 Provision of information on timely basis**

	Frequency	Percent
Very low extent	5	8.6
Low extent	12	20.7
Valid High extent	23	39.7
Very high extent	18	31.0
Total	58	100.0

Source: Field Survey (2014)

On whether information was provided on timely basis, 5 of the sampled respondents (8.6%) noted that it was done to a very low extent, 12 of them (20.7%) noted that to a low extent, 23 of them (39.7%) to a high extent, 18 of them (31.0%) to a very high extent.

**Table 4.1.10.3 Accessibility of media of information by everybody**

	Frequency	Percent
Very low extent	7	12.1
Low extent	16	27.6
Valid High extent	18	31.0
Very high extent	17	29.3
Total	58	100.0

Source: Field Survey (2014)

On rating the extent to which media of information was made accessible to everybody, 7 of the respondents (12.1%) indicated that it was made available to a very low extent, 16 of the respondents (27.6%) said it was available to a low extent, 18 of them (31.0%) to a high extent, and 17 of them (29.3%) to a very high extent.

**Table 4.1.10.4 Informing stakeholders on the issue as and when due**

	Frequency	Percent
Very low extent	10	17.2
Low extent	10	17.2
Valid High extent	21	36.2
Very high extent	17	29.3
Total	58	100.0

Source: Field Survey (2014)

On rating the extent to which stakeholders were informed on the issue as and when due, 10 of the respondents (17.2%) stated that they were informed to a low extent, 25 of them (36.2%) to a high extent, and 17 of them (29.3%) to a very high extent.

**Table 4.1.10.5 Provision of accessible hotlines and avenues for further inquiry**

	Frequency	Percent
Very low extent	13	22.4
Low extent	11	19.0
Valid High extent	23	39.7
Very high extent	11	19.0
Total	58	100.0

Source: Field Survey (2014)

On rating the extent to which hotlines and avenues were made accessible for further inquiry, 13 respondents (22.4%) stated that it was only done to a very low extent, 11 respondents (19.0%) stated that it was done to a low extent, 23 (39.7%) respondents stated that it was done to a high extent, and another 11 respondents (19.0%) stated that it was done to a very high extent.

**Table 4.1.10.6 Informing stakeholders about where to channel their responses**

	Frequency	Percent
Very low extent	7	12.1
Low extent	15	25.9
Valid High extent	25	43.1
Very high extent	11	19.0
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 7 respondents (12.1%) agree to a very low extent that stakeholders were informed about where to channel their responses, 15 respondents (25.9%) agree to a low extent, 25 respondents (43.1%) agree to a high extent, and 11 respondents (19.0%) agree to a very high extent.

#### 4.2.2 Test of Hypothesis Two

### Marketing communication tools were not effective in facilitating the privatization and commercialization process

In testing this hypothesis, responses presented in tables 4.1.10.1 to 4.1.10.6 were tested using one-way ANOVA for comparison of means. The results obtained are summarized below.

**Table 4.2.6 Descriptives**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Adequate Information is being provided	1	58	3.2241	.77331	.10154	3.0208	3.4275	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.8621	.65470	.06079	2.7417	2.9825	1.00	4.00
Information is provided on timely basis	1	58	2.9310	.93400	.12264	2.6855	3.1766	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.7155	.69227	.06428	2.5882	2.8428	1.00	4.00
Media of information is accessible to everybody	1	58	2.7759	1.00948	.13255	2.5104	3.0413	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.6379	.72408	.06723	2.5048	2.7711	1.00	4.00
Stakeholders are informed on the issue as and when due	1	58	2.7759	1.06034	.13923	2.4971	3.0547	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.6379	.75925	.07049	2.4983	2.7776	1.00	4.00
Accessible hotlines and avenues are provided for further inquiry	1	58	2.5517	1.04583	.13732	2.2767	2.8267	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.5259	.73675	.06841	2.3904	2.6614	1.00	4.00
Stakeholders are informed about where to channel their responses	1	58	2.6897	.92161	.12101	2.4473	2.9320	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.5948	.65579	.06089	2.4742	2.7154	1.00	4.00
EFCOMS	1	58	2.8247	.72978	.09582	2.6328	3.0166	1.00	4.00
	2	58	2.5000	.00000	.00000	2.5000	2.5000	2.50	2.50
	Total	116	2.6624	.53904	.05005	2.5632	2.7615	1.00	4.00

**Table 4.2.7 ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Adequate Information is being provided	Between Groups	15.207	1	15.207	50.859	.000
	Within Groups	34.086	114	.299		
	Total	49.293	115			
Information is provided on timely basis	Between Groups	5.388	1	5.388	12.353	.001
	Within Groups	49.724	114	.436		
	Total	55.112	115			
Media of information is accessible to everybody	Between Groups	2.207	1	2.207	4.331	.040
	Within Groups	58.086	114	.510		
	Total	60.293	115			
Stakeholders are informed on the issue as and when due	Between Groups	2.207	1	2.207	3.926	.050
	Within Groups	64.086	114	.562		
	Total	66.293	115			
Accessible hotlines and avenues are provided for further inquiry	Between Groups	.078	1	.078	.142	.707
	Within Groups	62.345	114	.547		
	Total	62.422	115			
Stakeholders are informed about where to channel their responses	Between Groups	1.043	1	1.043	2.456	.120
	Within Groups	48.414	114	.425		
	Total	49.457	115			
EFCOMS	Between Groups	3.058	1	3.058	11.483	.001
	Within Groups	30.357	114	.266		
	Total	33.415	115			

### Interpretation

The average expected mean for effective facilitation of the privatization and commercialization process is 2.5. The descriptive statistics show that all the specific parameters of communication used in this research were effective in facilitating the privatization and commercialization process. However, the ANOVA table indicates that the parameters which are statistically significant are: provision of adequate information, provision of information on timely basis, accessibility of media of information to everybody, and informing stakeholders on the issue as and when due. The other parameters are not statistically significant. The total mean score for effective communications (EFCOMS)

however is 2.8 which is reasonably higher than the mean score, thus is statistically significant (0.001). However, it is important to state that while it may be true that communication generally facilitated the commercialization and privatization process, not all the parameters were effective in achieving this. The result shows that some of the marketing communications tools were not effective in facilitating the process. Of specific mention are that hotlines and avenues provided for further inquiry were not accessible, and stakeholders were not adequately informed about where to channel their responses.

**Decision**

Based on the results and discussion above, the null hypothesis is hereby not rejected, which states that marketing communication tools were not effective in facilitating the privatization and commercialization process.

**Ascertaining the impact of the perceived level and effectiveness of marketing communication on public/stakeholders’ participation. in privatization and commercialization.**

**Table 4.1.11.1 Increased cohesion of government agencies**

	Frequency	Percent
Valid Yes	38	65.5
No	20	34.5
Total	58	100.0

Source: Field Survey (2014)

From the table above, 38 respondents (65.5%) indicated that there was increased cohesion of government agencies, while 20 respondents (34.5%) indicated that it did not play any such role.



**Table 4.1.11.2 Identifying government policy with public interest**

	Frequency	Percent
Valid Yes	27	46.6
No	31	53.4
Total	58	100.0

Source: Field Survey (2014)

The table above shows that 27 respondents (46.6%) indicated that government policy was aligned with public interest while 31 respondents (53.4%) indicated that it did not.

**Table 4.1.11.3 Reducing implementation problems**

	Frequency	Percent
Valid Yes	20	34.5
No	38	65.5
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 20 respondents (34.5%) indicated that problems associated with privatization and commercialization were reduced while 38 respondents (65.5%) indicated that the problems did not reduce.

**Table 4.1.11.4 Assuring stakeholders of a more open and integrated government**

	Frequency	Percent
Valid Yes	21	36.2
No	37	63.8
Total	58	100.0

Source: Field Survey (2014)

From the above table, 21 respondents (36.2%) indicated that the marketing communication practices assured them of a more open and integrated government while 37 respondents (63.8%) indicated that there was no such assurance.

**Table 4.1.11.5 Eliminating doubt and correcting misconceptions**

	Frequency	Percent
Valid Yes	32	55.2
No	26	44.8
Total	58	100.0

Source: Field Survey (2014)

From the table above, 32 respondents (55.2%) indicated that the marketing communication practices played the role of eliminating stakeholders' doubts and correcting their misconceptions, while 26 respondents (44.8%) indicated that they did not play any such role.

**Table 4.1.11.6 Guaranteeing peace and order in the society**

	Frequency	Percent
Valid Yes	19	32.8
No	39	67.2
Total	58	100.0

Source: Field Survey (2014)

The table above shows 19 respondents (32.8%) indicated that the marketing communication tools played the role of guaranteeing peace and order in the society, while 39 respondents (67.2%) indicated that they did not.

**Table 4.1.11.7 Creating a better informed and creative decision making in the society**

	Frequency	Percent
Valid Yes	31	53.4
No	27	46.6
Total	58	100.0

Source: Field Survey (2014)

The above table shows that 31 respondents (53.4%) indicated that the marketing communication tools played a role in providing better informed and creative decision making, while 27 respondents (46.6%) indicated that they did not perform such roles.

**Table 4.1.11.8 Encouraging an economically sustainable environment**

		Frequency	Percent
Valid	Yes	41	70.7
	No	17	29.3
	Total	58	100.0

Source: Field Survey (2014)

The table above shows that 41 respondents (70.7%) indicated that the marketing communication tools encouraged an economically sustainable environment in the commercialization and privatization programme. 17 respondents (29.3%) indicated that it did not play any such role.

**Descriptive Statistics for Hypothesis Three**

**Table 4.1.11.9 Multiple Response**

Case Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$ROLE <sup>a</sup>	49	84.5%	9	15.5%	58	100.0%

a. Dichotomy group tabulated at value 1.

**Table 4.1.11.10 Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Increased cohesion of government agencies	58	1.00	2.00	1.3448	.47946
Identified government policy with public interest	58	1.00	2.00	1.5345	.50317
Reduces implementation problems	58	1.00	2.00	1.6552	.47946
Assures more open and integrated government	58	1.00	2.00	1.6379	.48480
Eliminates doubts and corrects misconceptions	58	1.00	2.00	1.4483	.50166
Guarantees peace and order in the society	58	1.00	2.00	1.6724	.47343
Provide better informed and more creative decision making	58	1.00	2.00	1.4655	.50317
Encourages an environmentally and economically sustainable privatization and commercialization programme	58	1.00	2.00	1.2931	.45916
Valid N (listwise)	58				

### 4.2.3 Test of Hypothesis Three

**The perceived level of effectiveness of marketing communication tools in the privatization and commercialization programme has not hindered public/stakeholders' participation**

In testing this hypothesis, responses presented in table 4.1.12 were tested using one-way ANOVA and further strengthened by running one-sample (non-parametric) tests.

#### Results

**Table 4.1.11.11 Descriptives Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Rating of overall stakeholder participation in the programme	58	1.00	2.00	1.7586	.43166
Valid N (listwise)	58				

**Table 4.1.11.12 ANOVA**

Rating of overall stakeholder participation in the programme

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.621	48	.180	.808	.705
Within Groups	2.000	9	.222		
Total	10.621	57			

### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The categories defined by Rating of overall stakeholder participation in the programme = low and high occur with probabilities 0.5 and 0.5.	One-Sample Binomial Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

**Figure 4.2.1**

## Interpretation

The average expected mean for rating overall stakeholder participation is 2.5. from the ANOVA table, the overall mean score for stakeholdersø participation is given as 1.75, however, this result does not show statistical significance at 0.705. The one sample independent test was also carried out to further confirm test result.

## Decision

Based on the results and discussion above, the null hypothesis is hereby rejected. Therefore perceived level of effectiveness of marketing communication tools in the privatization and commercialization programme has hindered public/stakeholdersø participation

**Determine the role marketing communication played in promoting a people-participatory and acceptable privatization and commercialization programme in Nigeria.**

**Table 4.1.12 Rating of overall stakeholder participation in the privatization and commercialization programme**

	Frequency	Percent
Very low	8	13.8
Low	6	10.3
Valid High	32	55.2
Very high	12	20.7
Total	58	100.0

Source: Field Survey (2014)

From the above table, 8 respondents (13.8%) noted that overall stakeholders participation in the programme is very low, 6 respondents (10.3%) noted that overall stakeholdersø participation is low, 32 respondents (55.2%) noted that it is high, and 12 respondents (20.7%) noted that it is very high.

**Table 4.1.13 Challenges of ineffective utilization of marketing communication tools for programme implementation**

	Frequency	Percent
Information and communication problems	51	87.9
Distant relationship with stakeholders	1	1.7
Absence of reasonable support from stakeholders	4	6.9
Others	2	3.4
Total	58	100.0

Source: Field Survey (2014)

From the table above, it is seen 51 respondents (87.9%) identified that information and communication problems as major challenges that could arise when marketing communication tools are not effectively utilized. 1 respondent (1.7%) identified distant relationships with stakeholders as a major challenge, 4 respondents (6.9%) indicated that absence of reasonable support from stakeholders was a major challenge, while 2 respondents (3.4%) stated some few other unclassified reasons.

**Table 4.1.14 Prospects of using marketing communication tools in dealing with stakeholder groups of public and private enterprises**

	Frequency	Percent
Increased responsiveness	36	62.1
Ease of implementation of change	15	25.9
Delay in decision making	1	1.7
Others	6	10.3
Total	58	100.0

Source: Field Survey (2014)

From the table above, 36 respondents (62.1%) are of the opinion that an important prospect of using marketing communication tools in dealing with stakeholders of public and private enterprises. 15 respondents (25.9%) indicated that ease of implementation of change is

another important prospect, 1 respondent (1.7%) mentioned delay in decision making as a negative prospect, while 6 respondents (10.3%) identified several other prospects associated with the use of these marketing communication tools.

**4.2.4 Test of Hypothesis Four**

**The role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization is inactive.**

In testing this hypothesis, responses presented in tables 4.1.11.1 to 4.1.11.8 were tested using one-sample Kolmogorov-Smirnov test. The results obtained are summarized below.

**Results**

**Table 4.2.10 \$ROLE Frequencies**

		Responses		Percent of Cases
		N	Percent	
Role played by marketing communication <sup>a</sup>	Increased cohesion of government agencies	38	16.6%	77.6%
	Identified government policy with public interest	27	11.8%	55.1%
	Reduces implementation problems	20	8.7%	40.8%
	Assures more open and integrated government	21	9.2%	42.9%
	Eliminates doubts and corrects misconceptions	32	14.0%	65.3%
	Guarantees peace and order in the society	19	8.3%	38.8%
	Provide better informed and more creative decision making	31	13.5%	63.3%
	Encourages an environmentally and economically sustainable privatization and commercialization programme	41	17.9%	83.7%
Total	229	100.0%	467.3%	

a. Dichotomy group tabulated at value 1.

- **Multiple response**

### Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Increased cohesion of government agencies is normal with mean 1.345 and standard deviation 0.48.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
2	The distribution of Identified government policy with public interest is normal with mean 1.534 and standard deviation 0.50.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
3	The distribution of Reduces implementation problems is normal with mean 1.655 and standard deviation 0.48.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
4	The distribution of Assures more open and integrated government is normal with mean 1.638 and standard deviation 0.48.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
5	The distribution of Eliminates doubts and corrects misconceptions is normal with mean 1.448 and standard deviation 0.50.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
6	The distribution of Guarantees peace and order in the society is normal with mean 1.672 and standard deviation 0.47.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
7	The distribution of Provide better informed and more creative decision making is normal with mean 1.466 and standard deviation 0.50.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.
8	The distribution of Encourages an environmentally and economically sustainable privatization and commercialization programme is normal with mean 1.293 and standard deviation 0.46.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 4.2.2



## Interpretation

The \$ROLE frequencies table above shows multiple responses and describes the rate of affirmation of respondents for each of the roles that marketing communication has played. 5 roles out of the 8 roles presented have high percentages. The hypothesis test summary above provides an overall glance of the means and standard deviations of each of the roles which marketing communication has played in this programme in Nigeria.

## Decision

Based on the results and discussion, the null hypothesis is hereby not rejected. Thus, the role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization is inactive.

## Data presentation (for Beneficiaries of the privatisation and commercialisation programme)

**Table 4.1.15 Questionnaire Return Rate**

<b>Sn</b>	<b>Questionnaire</b>	<b>Frequency</b>	<b>Percent</b>
I	Copies of questionnaire administered	1111	100.00
Ii	Copies of questionnaire returned	904	81.37
Iii	Copies of questionnaires unreturned	207	18.63
	<b>Total</b>	<b>1111</b>	<b>100.00</b>

*Source: Survey 2013*

The total number of questionnaire administered to the beneficiaries of the programme is 1111. The total number of questionnaire returned was 904 and number of questionnaire unreturned was 207. This gave a response rate of 904 out of 1111 giving a percentage response of 81.37%.The non- response rate was 207 out of 1111 giving a percentage non-response of 18.63%

## Demographic Information of Respondents

**Table 4.1.16 Gender of Respondents**

		Frequency	Percent
Valid	Male	623	68.9
	Female	281	31.1
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked to indicate their gender in the questionnaire. It was revealed that out of 904 that responded, 623 (68.9%) were male while 281 (31.1%) were female.

**Table 4.1.17 Place of Residence of Respondents**

		Frequency	Percent
Valid	Urban	842	93.1
	Rural	62	6.9
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked to indicate their place of residence against the space provided in the questionnaire. Those that reside in the urban areas were 842 (93.1%) while 62 (6.9%) dwell in the rural areas.

**Table 4.1.18 Regional Response Rate of Questionnaire**

		Frequency	Percent
Valid	South-East	106	11.7
	South-South	170	18.8
	South-West	255	28.2
	North-East	100	11.1
	North-Central	127	14.0
	North-West	146	16.2
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Out of the 904 questionnaires collated, 106 (11.7%) were collected from the South-East, 170 (18.8%) was gathered from South-South, South-West completed and returned 255 (28.2%), North-East returned 100 (11.1%), 127 (14.0%) were received from North Central and 146 (16.2%) were collected from North-West.

**Table 4.1.19 Age Group of Respondents**

		Frequency	Percent
Valid	18 ó 35	435	48.1
	36 ó 50	392	43.4
	above 50	77	8.5
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were requested to tick against their age group. The age from 18 ó 35 were 435 representing 48.1% of the respondents, from 36-50 were 392 representing 43.4% of the respondent and above 50 were 77 representing 8.5% of the respondent.

**Table 4.1.20 Academic Qualification of Respondents**

		Frequency	Percent
Valid	WASC and below	145	16.0
	Diploma	97	10.7
	HND & Degree	662	73.2
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were requested to indicate their academic qualification in the questionnaire distributed. It was found that 145 (16.0%) obtained West African School Certificate, 97 (10.7%) hold National Diploma or National Certificate of Education and 662 (73.2%) possess Higher National Diploma, the equivalent and post graduate degree.

## Awareness of Privatization and Commercialization Policy By Respondents

**Table 4.1.21.1 Awareness of Policy by Respondents**

		Frequency	Percent
Valid	Yes	773	85.5
	No	131	14.5
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Beneficiaries were asked whether they know that the federal government has been privatizing and commercializing State- Owned Enterprises. It was revealed that 773 representing 85.5% were aware while 131 representing 14.5% of the respondent were not aware.

**Table 4.1.21.2 Awareness of BPE as Government Agency**

		Frequency	Percent
Valid	Yes	705	78.0
	No	199	22.0
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether they know that Bureau of Public Enterprise is government agency. It was discovered that 705 representing 78% of the total respondents affirmed while 199 representing 22.0% did not know.

**Table 4.1.21.3 Knowledge of Participation**

		Frequency	Percent
Valid	Yes	567	62.7
	No	337	37.3
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether they know that they can participate in privatization and commercialization exercise. 567 (62.7%) were positive while 337 (37.3%) were negative.

**Table 4.1.21.4 Media Consciousness**

		Frequency	Percent
Valid	Yes	625	69.1
	No	279	30.9
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Respondent were asked to indicate whether they were informed through these communication medium; television, newspapers and internet about benefits of privatization and commercialization. 625 (69.1%) revealed that they were informed while 279 (30.9) were not informed.

**Table 4.1.21.5 Opinion about Tools Employed**

		Frequency	Percent
Valid	Yes	259	28.7
	No	645	71.3
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked if they are satisfied with the marketing communication tools employed by government to inform them about privatization and commercialization. The number of respondents who were satisfied is 259 representing 28.7% of the total respondents, while 645 representing 71.3 were dissatisfied.

**Table 4.1.21.6 Periodicals about Reform Benefits**

		Frequency	Percent
Valid	Yes	79	8.7
	No	825	91.3
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked to indicate whether they have received newsletters or brochure about privatization and commercialization. The number of respondents that received was 79 representing 8.7% of the total respondents, while 825 representing 91.3% did not receive.

**Table 4.1.21.7 Policy Awareness Programmes**

		Frequency	Percent
Valid	Yes	98	10.8
	No	806	89.2
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether they have been invited to any Seminar on privatization and commercialization. Out of the 904 that responded, 98 (10.8%) were positive, while 806 (89.2%) were negative.

**Table 4.1.21.8 Consciousness of Policy Benefits**

		Frequency	Percent
Valid	Yes	489	54.1
	No	415	45.9
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked if they know that they are beneficiaries of privatization and commercialization. 489 representing 54.1% agreed while 415 representing 45.9% did not agree.

**Table 4.1.21.9 Policy Impact Assessment**

		Frequency	Percent
Valid	Yes	673	74.4
	No	231	25.6
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether they believe that privatization and commercialization has positive impact on Nigerian economy. 673 representing 74.4% of the respondent believe that the exercise will positively impact the Nigerian economy while 231 representing 25.6% believe that privatization did not have positive impact.

**Table 4.1.21.10 Perception of Campaign Strategy**

		Frequency	Percent
Valid	Not serious at all	111	12.3
	Not serious	355	39.3
	Somewhat serious	180	19.9
	Serious	156	17.3
	Very serious	102	11.3
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

In a different pattern that provided alternative answers, respondents were asked what they perceived as government strategy for communicating privatization and commercialization. Out of 904 respondents, 111 (12.3%) indicated that government is not serious at all, 355 (39.3%) believed government is not serious, 180 (19.9%) perceive the exercise as somewhat serious, 156 (17.3%) agreed that government is serious and 102 (11.3%) identified government approach as serious.

**Table 4.1.21.11 Early Communication of Reform**

		Frequency	Percent
Valid	Not informed at all	96	10.6
	Not well informed	276	30.5
	Somewhat informed	116	12.8
	Informed	333	36.8
	Very informed	83	9.2
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Out of 904 respondents, 96 (10.6%) were not informed at all about privatization and commercialization of public enterprise, 276 (30.5%) were not well informed, 116 (12.8%) were somewhat informed, 333 (36.8%) were informed and 83 (9.2%) were very informed.

**Marketing Communication Tools Employed in the Privatization and Commercialization Processes**

**Table 4.1.22.1 Assessment of Tools Employed**

	Frequency	Percent
Valid Very bad	91	10.1
Bad	226	25.0
Fair	388	42.9
Good	152	16.8
very good	47	5.2
<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked to assess marketing communication tools employed by government to inform the public about privatization and commercialization policy objectives. 91 (10.1%) revealed that the tools used to communicate to them are very bad, 226 (25.0%) showed that the tools are bad, 388 (42.9%) disclosed that the tools are fair, 152 (16.8%) agreed that the tools are good and 47 (5.2%) submitted that they are very good.



**Table 4.1.22.2 Media Evaluation**

		Frequency	Percent
Valid	Very dissatisfied	127	14.0
	Dissatisfied	318	35.2
	Somewhat satisfied	264	29.2
	Satisfied	175	19.4
	Very satisfied	20	2.2
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: Survey 2013*

In their rating of medium used in communicating privatization and commercialization, 127 respondents representing 14.0% were very dissatisfied, 318 respondents representing 35.2% were dissatisfied, 264 representing 29.2% were somewhat satisfied, 175 representing 19.4% were very satisfied and 20 respondents representing 2.2% were very satisfied.

**Table 4.1.22.3 Information flow**

		Frequency	Percent
Valid	Hardly ever	554	61.3
	Part of the time	200	22.1
	Most of the time	73	8.1
	Nearly always	50	5.5
	Always	27	3.0
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Reacting to question on how beneficiaries receive information from policy makers, 554 respondents representing 61.3% hardly ever received, 200 representing 22.1% received part of the time, 73 respondents representing 8.1% received most of the time, 50 representing 5.5% nearly always receive and 27 representing 3.0% always receive messages or information.

**Table 4.1.22.4 Distribution of Periodicals**

		Frequency	Percent
Valid	Never	707	78.2
	Yearly	58	6.4
	Every six months	28	3.1
	Quarterly	52	5.8
	Monthly	59	6.5
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Respondents were asked mention the pattern for collecting privatization newsletters, bulletin and periodicals. 707 (78.2%) replied never, 58 (6.4%) indicated yearly, 28 (3.1%) responded that they receive these items every six months, 52 (5.8%) answered quarterly and 59 (6.5%) disclosed that they receive monthly.

**Table 4.1.22.5 Activity Awareness**

		Frequency	Percent
Valid	I never heard of it	121	13.4
	I know just the name	280	31.0
	I am fairly informed	297	32.9
	I am informed	179	19.8
	I am highly informed	27	3.0
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Respondents were requested to mark how informed about the activities of the Bureau of Public Enterprise. 121 respondents representing 13.4 % indicated that they never heard of it, 280 representing 31.0% of total respondents know just the name, 297 representing 32.9% were fairly informed, 179 representing 19.8 were informed, and 27 representing 3.0 were highly informed.

**Table 4.1.22.6 Beneficiaries Policy Assessment**

		Frequency	Percent
Valid	strongly oppose	39	4.3
	Oppose	86	9.5
	Indifferent	232	25.7
	in favour	299	33.1
	strongly in favour	248	27.4
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Respondents were requested to assess the policy. 39 respondents representing 4.3% strongly oppose, 86 representing 9.5% opposed, 232 representing 25.7 are indifferent, 299 which is 33.1% are in favour and 248 representing 27.4% are strongly in favour of the policy

**Table 4.1.22.7 Effective Communication Strategy**

		Frequency	Percent
Valid	very negative	48	5.3
	Negative	28	3.1
	no change	60	6.6
	Positive	394	43.6
	very positive outcome	374	41.4
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Out of the 904 respondents that returned the questionnaire, 48 (5.3%) were very negative about using effective communication to communicate messages to beneficiaries of policy reform, 28 (3.1%) were negative, 60 (6.6%) respondents believed that there will be no change, 394 (43.6%) agreed that the outcome will be positive and 374 (41.4%) believed that effective communication strategy will have very positive outcome.

**Table 4.1.23 List of Items with Mean and Standard Deviation**

<b>Item</b>	<b>Mean</b>	<b>Standard Deviation</b>
What do you perceive as government approach to communication	2.7600	1.20488
How informed are you about privatization and commercialization	3.0343	1.21085
What is your assessment of marketing communication tools	2.8208	.99887
How satisfied are you with medium used in communicating privatization and commercialisation	2.6051	1.02029
How often do you receive information or messages from policy makers	1.6681	1.03667
How informed are you about activities of Bureau of Public Enterprise	2.6803	1.03033
What is your feeling about privatization and commercialization policy	3.6980	1.09996
What is your opinion on using effective communication strategy to communicate	4.1261	1.03302
<b>Valid N (list wise)</b>		

*Source: 2013 Survey*

**Table 4.1.24.1 Stakeholders Engagement**

	<b>Frequency</b>	<b>Percent</b>
Valid Strongly disagree	32	3.5
Disagree	28	3.1
Neutral	42	4.6
Agree	323	35.7
Strongly Agree	479	53.0
<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The Likert 5 ó scale point was used in the questionnaire. The respondents were asked whether the formulation of privatization and commercialization policy should start with consultation of stakeholders. Out of the 904 (100%) respondents, 32 (3.5%) strongly disagree, 28 (3.1%) disagree, 42 (4.6%) were neutral, 323 (35.7%) agree and 479 (53.0%) strongly agree that stakeholders should be consulted before policy formulation.

**Table 4.1.24.2 Building Consensus for policy Implementation**

		Frequency	Percent
Valid	Strongly disagree	160	17.7
	Disagree	284	31.4
	Neutral	112	12.4
	Agree	186	20.6
	Strongly Agree	162	17.9
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether the public were consulted by the policy makers before the implementation of privatization and commercialization policy. 160 representing 17.7% strongly disagree, 284 representing 31.4% disagree, 112 representing 12.4% were neutral, 186 representing 20.6% agree and 162 representing 17.9% strongly agree.

**Table 4.1.24.3 Early Consultation of Stakeholders**

		Frequency	Percent
Valid	Strongly disagree	102	11.3
	Disagree	260	28.8
	Neutral	214	23.7
	Agree	211	23.3
	Strongly Agree	117	12.9
<b>Total</b>		<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether they were communicated and consulted in advance and summaries of issues discussed published afterwards. Out of 904 (100%) respondents, 102 (11.3%) strongly disagree, 260 (28.8%) disagree, 214 (23.7%) were neutral, 211 (23.3%) agree, 117 (12.9%) strongly agree.

**Table 4.1.24.4 Adopting Pro-active Communication Strategy**

		Frequency	Percent
Valid	Strongly disagree	140	15.5
	Disagree	330	36.5
	Neutral	177	19.6
	Agree	183	20.2
	Strongly Agree	74	8.2
<b>Total</b>		<b>904</b>	<b>100.0</b>

Source: 2013 Survey

The respondents were asked whether the level of awareness of benefits of privatization is high among stakeholder groups. 140 representing 15.5% strongly disagree, 330 representing 36.5 disagree, 177 representing 19.6% were neutral, 183 representing 20.2% agree and 74 representing 8.2% strongly agree.

**Table 4.1.24.5 Effectiveness of Campaign Strategy**

		Frequency	Percent
Valid	Strongly disagree	137	15.2
	Disagree	326	36.1
	Neutral	170	18.8
	Agree	208	23.0
	Strongly Agree	63	7.0
<b>Total</b>		<b>904</b>	<b>100.0</b>

Source: 2013 Survey

The beneficiaries were asked whether the policy makers employed effective communication strategy in privatization and commercialization campaign. 137 (15.2%) strongly disagree, 326 (36.1%) disagree, 170 (18.8%) were neutral, 208 (23.0%) agree and 63 (7.0%) strongly agree.

**Table 4.1.24.6 Frequency of Messages**

		Frequency	Percent
Valid	Strongly disagree	139	15.4
	Disagree	311	34.4
	Neutral	166	18.4
	Agree	191	21.1
	Strongly Agree	97	10.7
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked to indicate whether Policy makers consistently undertake Public Relations campaign to keep the public informed on privatization and commercialization programmes. Out of 904 (100%) respondents, 139 representing 15.4% strongly disagree, 311 representing 34.4 % disagree, 166 representing 18.4% were neutral, 191 representing 21.1% agree and 97 representing 10.7% strongly disagree.

**Table 4.1.24.7 Campaign Assessment**

		Frequency	Percent
Valid	Strongly disagree	144	15.9
	Disagree	326	36.1
	Neutral	198	21.9
	Agree	165	18.3
	Strongly Agree	71	7.9
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether campaigns aimed at communicating privatization and commercialization to the public has so far attracted huge patronage. 144 (15.9%) strongly disagree, 326 (36.1%) disagree, 198 (21.9%) were neutral, 165 (18.3%) agree and 71 (7.9%) strongly agree.

**Table 4.1.24.8 Aptness of Tools so far Employed by BPE**

		Frequency	Percent
Valid	Strongly disagree	138	15.3
	Disagree	351	38.8
	Neutral	182	20.1
	Agree	174	19.2
	Strongly Agree	59	6.5
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether marketing communication tools employed by policy makers in sending information are appropriate and effective. Out of 904 representing 100% of the respondents, 138 representing 15.3% strongly disagree, 351 representing 38.8% disagree, 182 representing 20.1% were neutral, 174 representing 19.2% agree and 59 representing 6.5% strongly agree.

**Table 4.1.24.9 Public Access to Journals and Publications**

		Frequency	Percent
Valid	Strongly disagree	233	25.8
	Disagree	390	43.1
	Neutral	134	14.8
	Agree	102	11.3
	Strongly Agree	45	5.0
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether the public do not have problem accessing periodicals on privatization and commercialization. The respondents that strongly disagree were 233 representing 25.8%, the respondents that disagree were 390 representing 43.1%, neutral



respondents were 134 representing 14.8%, the respondents that agree were 102 representing 11.3% and the respondents that strongly agree were 45 representing 5.0%.

**Table 4.1.24.10 Media Preference**

		Frequency	Percent
Valid	Strongly disagree	62	6.9
	Disagree	120	13.3
	Neutral	209	23.1
	Agree	316	35.0
	Strongly Agree	197	21.8
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether using their preferred medium to communicate policy benefits is better than stereotype. 62 (6.9%) strongly disagree, 120 (13.3%) disagree, 209 (23.1%) were neutral, 316 (35.0%) agree and 197 (21.8%) strongly agree.

**Table 4.1.24.11 Policy Communication Approach**

		Frequency	Percent
Valid	Strongly disagree	336	37.2
	Disagree	324	35.8
	Neutral	78	8.6
	Agree	105	11.6
	Strongly Agree	61	6.7
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether policy makers should not bother to communicate effectively to the beneficiaries as long as the intention is for public good. 336 (37.2%)

strongly disagree, 324 (35.8%) disagree, 78 (8.6%) were neutral, 105 (11.6%) agree and 61 (6.7%) strongly agree.

**Table 4.1.24.12 Suitability of Tools Employed**

		Frequency	Percent
Valid	Strongly disagree	191	21.1
	Disagree	396	43.8
	Neutral	159	17.6
	Agree	96	10.6
	Strongly Agree	62	6.9
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

Respondents were asked whether the communication tools employed so far by policy makers were enough to send messages across all categories of beneficiaries. The number that strongly disagree were 191 (21.1%), 396 (43.8 %) respondents disagree, 159 (17.6%) were neutral, 96 (10.6%) agree and 62 (6.9%) strongly agree.

**Table 4.1.24.13 Public Engagement**

		Frequency	Percent
Valid	Strongly disagree	25	2.8
	Disagree	37	4.1
	Neutral	30	3.3
	Agree	194	21.5
	Strongly Agree	618	68.4
	<b>Total</b>	<b>904</b>	<b>100.0</b>

*Source: 2013 Survey*

The respondents were asked whether privatization will be more successful if the public are highly informed. 25 representing 2.8% strongly disagree, 37 representing 4.1% disagree, 30 representing 3.3% were neutral, 194 representing (21.5%) agree and 618 representing 68.4% strongly agree.

**Table 4.1.24.14 Understanding Pro-active Communication Strategy**

		Frequency	Percent
Valid	Strongly disagree	44	4.9
	Disagree	73	8.1
	Neutral	157	17.4
	Agree	325	36.0
	Strongly Agree	305	33.7
	<b>Total</b>	<b>904</b>	<b>100.0</b>

Source: 2013 Survey

The respondents were asked to react to the statement that privatization and commercialization policy makers do not totally understood the significance of employing marketing communication tools in policy implementation. 44 (4.9%) strongly disagree, 73 (8.1%) disagree, 157 (17.4%) were neutral, 325 (36.0%) agree and 305 (33.7%) strongly agree that policy makers do not understand the significance of employing marketing communication tools in policy implementation.

**Table 4.1.25 List of Items with the Mean, Standard Deviation, F-Value and P-Value**

Item	Mean	Std. Deviation	F-value	P-value	Remark
Formulation of Privatization and Commercialization	4.3153	.95939	1.699E3	.000	Significant
Policy makers adequately consulted the public and stakeholders	2.8960	1.39141	5.049	.025	Significant
communication and consultations of stakeholders are announced in advance	2.9790	1.22117	.268	.605	Not Significant
the level of awareness of benefit of privatization	2.6914	1.19193	60.609	.000	Significant
policy makers employed effective communication strategy	2.7058	1.17925	56.284	.000	Significant
policy makers consistently undertake public relations campaign	2.7743	1.24513	29.694	.000	Significant

campaigns aimed at communicating privatization and commercialization	2.6604	1.17502	75.513	.000	Significant
communication tools employed by policy makers in sending information	2.6294	1.14742	94.293	.000	Significant
the public do not have problem accessing relevant materials	2.2655	1.11184	394.531	.000	Significant
using preferred medium by the beneficiaries to communicate	3.5155	1.16795	176.099	.000	Significant
policy makers should not bother to communicate effectively	2.1493	1.22851	433.438	.000	Significant
the communication tools employed so far by policy makers are enough	2.3827	1.13320	268.220	.000	Significant
privatization and commercialization will be more successful	4.4856	.94583	2.230E3	.000	Significant
privatization and commercialization policy makers do not actually understand	3.8562	1.11930	528.958	.000	Significant

Source: Data Analysis 201

### Test of Hypothesis Five

**Table 4.1.26 The Determination of the level of Public Participation in the Privatization and Commercialization Programme**

Item	Questionnaire	SA	%	A	%	N	%	D	%	SD	%	Total No	Total %
1	Policy makers employed effective communication strategy in privatization and commercialization campaign	63	7	208	23	170	19	326	36	137	15	904	100
2	Policy makers consistently undertake public relations campaign to keep the public informed on privatization and commercialization programme	97	11	191	21	166	18	311	35	139	15	904	100
3	Campaign aimed at communicating privatization	71	8	165	18	198	22	326	36	144	16	904	100

and commercialization to the public has attracted huge patronage													
--	--	--	--	--	--	--	--	--	--	--	--	--	--

**Table 4.1.26.1 Computation of Mean and Standard Deviation of Item 1 of Table 4.11**

S/n	Responses	x	f	fx	$(x - \bar{x})^2$	$f(x - \bar{x})^2$
1	SA	5	63	315	5.2634	331.5942
2	A	4	208	832	1.6750	348.4000
3	N	3	170	510	0.0866	14.7220
4	D	2	326	652	0.4982	162.4132
5	SD	1	137	137	2.9098	398.6826
	<b>Total</b>		<b>904</b>	<b>2446</b>		<b>1255.7720</b>

$$\text{Sample mean}(\bar{x}) = \frac{\sum fx}{\sum f} = \frac{2446}{904} = 2.7058$$

$$\text{Sample Variance } S^2 = \frac{\sum f(x - \bar{x})^2}{\sum f - 1} = \frac{1255.7220}{903} = 1.3907$$

$$\text{Sample Standard Deviation } S = \sqrt{S^2} = \sqrt{1.3907} = 1.1793 \text{ approx}$$

**Table 4.1.26.2 Computation of Mean and Standard Deviation of Item 2 of Table 4.11**

S/n	Responses	x	f	fx	$(x - \bar{x})^2$	$f(x - \bar{x})^2$
1	SA	5	97	485	4.9537	480.5089
2	A	4	191	764	1.5023	286.9393
3	N	3	166	498	0.0509	8.4494
4	D	2	311	622	0.5995	186.4446
5	SD	1	139	139	3.1481	437.5859
	<b>Total</b>		<b>904</b>	<b>2508</b>		<b>1399.9280</b>

$$\text{Sample mean}(\bar{x}) = \frac{\sum fx}{\sum f} = \frac{2508}{904} = 2.7743$$

$$\text{Sample Variance } S^2 = \frac{\sum f(x - \bar{x})^2}{\sum f - 1} = \frac{1399.928}{903} = 1.5503$$

$$\text{Sample Standard Deviation } S = \sqrt{S^2} = \sqrt{1.5503} = 1.2451 \text{ approx}$$

**Table 4.1.26.3 Computation of Mean and Standard Deviation of Item 3 of Table 4.11**

S/n	Responses	x	f	fx	$(x - \bar{x})^2$	$f(x - \bar{x})^2$
1	SA	5	71	355	5.4737	388.6327
2	A	4	165	660	1.7945	296.0925
3	N	3	198	594	0.1153	22.8294
4	D	2	326	652	0.4361	142.1686
5	SD	1	144	144	2.7569	396.9936
	<b>Total</b>		<b>904</b>	<b>2405</b>		<b>1246.7168</b>

$$\text{Sample mean } (\bar{x}) = \frac{\sum fx}{\sum f} = \frac{2405}{904} = 2.6604$$

$$\text{Sample Variance } S^2 = \frac{\sum f(x - \bar{x})^2}{\sum f - 1} = \frac{1246.7168}{903} = 1.3806$$

$$\text{Sample Standard Deviation } S = \sqrt{S^2} = \sqrt{1.3806} = 1.1750 \text{ approx}$$

**Table 4.1.26.4 Mean and Standard Deviation of Item 1- 3 of Table 4.11**

ITEM	MEAN	STANDARD DEVIATION
1	2.7058	1.1793
2	2.7743	1.2451
3	2.6604	1.1750
<b>GRAND MEAN</b>	<b>2.7135</b>	<b>1.1998</b>

Item 1 as shown in table 4.11 revealed that policy makers employed effective communication strategy in privatization and commercialization campaign. 63 (7%) strongly agree, 208 (23%) agree, 170 (19%) were neutral, 326 (36%) disagree while 137 (15%) strongly disagree. The corresponding mean response in table 4.11d for this item is 2.7058

Item 2: table 4.11 revealed that policy makers consistently undertake public relations campaign to keep the public informed on privatization and commercialization programme. 97 (11%) of the respondents strongly agree, 191 (21%) agree, 166 (18%) were neutral, 311 (35%) disagree while 139 (15%) strongly disagree. The mean response of 2.7743 is shown in table 4.11d for item 2

Item 3 of table 4.11 indicated that campaign aimed at communicating privatization and commercialization to the public has so far attracted huge patronage. 71 (8%) strongly agree, 165 (18%) agree, 198 (22%) were neutral, 326 (36%) disagree while 144 (16%) strongly disagree, and the mean response of the same item shown in table 4.11d is 2.6604

### Test of hypothesis

**H<sub>0</sub> (Null): The level of public participation in privatization and commercialization is not high**

### Decision rule:

Reject H<sub>0</sub> (Null) if  $Z_c > Z_t$ , that is, if the calculated table value is greater than tabulated table value, accept otherwise.

$$\text{Population mean } (\mu) = \frac{1 + 2 + 3 + 4 + 5}{5} = \frac{15}{5} = 3$$

$$\frac{s - \bar{x}}{\sqrt{n}} = \frac{2.7133 - 3}{\sqrt{904}} = \frac{1.1998}{\sqrt{904}}$$

$$\frac{0.2865 \times \sqrt{904}}{1.1998} = \frac{-8.6141}{1.1998} = -7.1796$$

$$Z_c = -7.1796$$

$$Z_{0.05} = 1.645$$

Since  $Z_c(-7.1796) > Z_{0.05}(1.645)$ , we do not reject the null showing that there is sufficient statistical evidence to conclude that the level of public participation in privatization and commercialization is low.

### Test of Hypothesis Six

**The specific marketing communication tool that has so far been used by the body charged with privatization and commercialization is not rationalized**

**Table 4.1.27.1 Multiple Responses Case Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
\$qc4a	881	97%	23	2.5	904	100%

A. Dichotomy Group Tabulated at Value I

**Table 4.1.27.2 \$qc4 Frequencies**

Communication tools	Responses		Percent of Cases
	N	Percent	
<b>Communication Tools Used</b> Sales Promotion	95	8.5%	10.8%
Public relation	194	17.4%	22.0
Personal Selling	83	7.4%	9.4%
Advertising	381	34.1%	43.2
Direct Marketing	68	6.1%	7.7%
Combination of two or more	86	7.7%	9.8%
None of the above	211	18.8	24.0
<b>Total</b>	<b>1118</b>	<b>100%</b>	<b>126%</b>

A. Dichotomy Group Tabulated at Value I

### Decision

The result above shows that the specific marketing communication tools that has so far been used by the body charged with privatization and commercialization is not rationalized

### 4.3 Discussion of Findings



**Research Objective One: Determine the extent to which marketing communication tools were utilized in creating awareness of privatization and commercialization of state-owned enterprise in Nigeria**

The descriptive statistics (see appendix) show that none of the direct marketing tools helped in creating awareness about the programme to a very high extent because the individual mean scores is very far from the working mean value of 2.5. However, interactive phone-in radio/TV programs created awareness about the program to a high extent. The other direct marketing tools example Seminar/workshop, featured articles, billboard, catalog and brochure were not effectively utilized, and so produced mean values lesser than 2.5. The total mean score of direct marketing (DMSCORE) is 2.4 indicating that they collectively created awareness about the programme to a low extent.

Drawing our interpretation from the result of the analysis Diouf (1994) concurred that any development programme that regards people as mere recipients rather than as the actual creators of change and progress, usually fails. It is only by effective communication that project beneficiaries become the principal actors to make development programmes successful. Educating the stakeholders at the beginning empowers them to recognise important issues and find common grounds for action, and build sense of identity and participation in order to implement their decision

In fact Food and Agricultural Organization (FAO) of United Nations in their corporate document repository (1996) observed that privatization and other economic development policies of government can only be successful and achieve its objectives if knowledge and technology are shared among the participants. Thus the public ought to be sensitized and motivated so that they will be committed to the overall success. Unless the beneficiaries are the driving force of their own development, no amount of investment or provision of technology and inputs will bring about any lasting improvements in their living standards.

This finding is also in agreement with Uchara (2013:3) that for far too long, the people have been made to believe their views do not matter in decision making processes.

**Research Objective Two: Determine the effectiveness of these marketing communication tools in facilitating the privatization and commercialization process.**

The result shows that some of the marketing communications tools were not effective in facilitating the process especially hotlines and avenues provided for further inquiry which were not accessible, and stakeholders were not adequately informed about where to channel their responses. As noted by Lehmann (1994:62) in Urban, Weinberg, and Hauser (1996:34) consumers typically have to learn about new benefits in order to appreciate really new products.

A visit by the researcher to the BPE library in February 2013 where the last publication of newsletter was July 2012 revealed that production was inconsistent and staggered. Further confirmation by the BPE staff interviewed - that update of website is lagging a little bit (Appendix V) confirmed the position of former US President Jimmy Carter in Neman (2002) that access to information is crucial element in the effort to reduce corruption, increase accountability , and deepen trust among citizens and their government. Public access to government held information allows individual to better understand the role of government and the decision being made on their behalf. With an informed citizenry, government can be held accountable for their policies.

According to OECD (1996) citizens has right to know the policies and activities of government because it is the duty of government to provide reliable and timely information to

the public in a democratic dispensation. Thus any policy that requires institutional change or demand new roles from the public should inculcate public views right from the formulation. OECD (1996) further observed that when the public is allowed further to understand the development of a policy, it is easier for government to build support and implement it. Adam Smith International (2005:3) confirmed that it may not always be possible to achieve a broad consensus, but informing stakeholders about privatization and its effect will almost be a prerequisite for success. They went further to list Tanzania, India, Lesotho and Bangladesh as examples of countries where communication programmes ensured that information is communicated effectively about the objectives of the privatization programme, the benefits and the issues associated with the enterprise reform.

**Research Objective 3: Ascertain the impact of the perceived level and effectiveness of marketing communication on public/stakeholders' participation in privatization and commercialization.**

The average expected mean for rating overall stakeholder participation is 2.5. From the ANOVA table, the overall mean score for stakeholders' participation is given as 1.75; however, this result does not show statistical significance at 0.05. The one sample independent test was also carried out to further confirm test result. Lack of bilingual receptionist and automatic PABX system suggested that many international callers may have either been frustrated or completely trapped. In fact BPE staff interviewed stated that "I got once in a while a call that the conversation will become more like sign language over the phone, but if I have a bilingual receptionist or staff, I will ask the person to pick the phone and do the interpretation for me".

Cunningham (1999:542) reiterates the importance of using different communication tools to promote campaign when he stated that all too often; companies fail to integrate their various communication channels. The result is a hodgepodge of communication to customers; for example, mass advertisement says one thing, a price promotion sends a different signal, a product label creates still another message, company website seems out of sync with everything else. From the interview conducted, it was obvious that basic tools of advertising, for example, radio, television and newspapers were deployed while other marketing communication tools that will provide personalized relationship with beneficiaries is neglected.

**Research Objective Four: Determine the role marketing communication played in promoting a people-participatory and acceptable privatization and commercialization programme in Nigeria.**

The frequencies table shows multiple responses and describes the rate of affirmation of respondents for each of the roles that marketing communication has played. 5 role out of the 8 role presented have high percentages indicating that marketing communication plays a role of promoting a people-participatory and acceptable privatization and commercialization programme. However, effective communication entails using specific tools for specific purpose especially where it will have maximum impact and provoke positive reaction.

**Research Objective Five: Find out the level of public participation in the privatization and commercialization programme**

The result agreed that policy makers employed communication tools but not effectively, therefore the level of participation is low. According to Caywood, Schutz and Wang (1991:2) integrated marketing communication planning recognizes the added value of a

comprehensive plan that evaluates the strategic roles of variety of communication discipline and combines these disciplines to provide clarity, consistency and communication impact. It entails using specific tools for specific purpose especially where it will have maximum impact and provoke positive reaction.

Kanu (1985:1) observed that marketing is in the business of creating and maintaining public understanding through effective communication. In other words, marketing is a continuous and constructive exchange between business or interest groups and its beneficiaries or clients. Nightingale and Pindus (1997) observe that privatization is not inherently good or bad, but the poor performance or effectiveness depends on implementation.

**Research Objective Six:** Find out whether the specific marketing communication tools that have so far been used by the body charged with privatization and commercialization was rationalized

Multiple responses were used to find out the percentage of marketing communication tools used by the policy makers in communicating the benefits of privatization and commercialization policy.

The individual frequency showing the responses is as stated below, the analysis show that poor communication strategy were used. The percentage of

Sales Promotion	is	8.5%
Public Relations	is	17.4%
Personal Selling	is	7.4%
Advertising	is	34.1%
Direct Marketing	is	6.1%
Combination of two or more	is	7.7%
None of the above	is	18.8%

The major communication tool used was advertising which is not up to 35% of the total response. In fact out of 904 respondents, only 95 (8.5%) accepted that they were contacted through Sales Promotion while 194 (17.4%) agree that they have access to information through Public Relations. The number of respondents that accepted being contacted through Personal Selling was 83 (7.4%) and advertising has the largest number of contacts as 381 (34.1%). Direct Marketing was used to contact 68 (6.1%) respondents while respondents that were contacted with combination of two or more communication tools attracted 86 (7.7%). The number of respondents who were not contacted with any of the communication tools was 211 which are 18.9% of the respondents.

#### **4.4 Stakeholders' Engagement and the Marketing Implications**

Stakeholders' engagement should be at the heart of any sustainable development agenda. Without engaging stakeholder, there can be no common enduring agreement, ownership or support for a particular project. No government can claim to work for the interest of the public without first engaging them as partners in the project. A venture is more as likely to succeed, especially in the long term, if it takes into consideration the environment in which it operates and endeavour to meet the needs of the stakeholders affected by it.

As noted by Borough (2007) stakeholders' engagement could be viewed as risk management. Many projects, but not necessarily all will need to engage with a wide range of stakeholder groups, each with their own concern, need, conflict of interest and level of influence. Irrespective of the bold face put up by the staff of BPE during the interview, various arm of government at different for a acknowledged that our privatization has not done well, for example, in an article titled "my critics implemented a shoddy privatization programme" online publication; Punch newspaper, September 24,2013, the President Goodluck Jonathan

while addressing Nigerian professionals the previous day said that privatisation of public utilities by his administration was being done in a transparent manner against past administration.

He further stated that ÷in the country's past privatization, we know what happened there and yet those who sat over the exercise (privatization and commercialization) are the same people who are opening their mouths wide to attack this administration. The statement confirmed the fears of the civil servants and the Nigerian public that government is not transparent in the sales of public enterprise as stated in the oral interview with staff of BPE.

Although this paper is not trying to investigate corruption, but if the public who are the major stakeholder of the policy has doubt about transparency and integrity of the exercise, the marketing communication tools has a job of erasing the acrimonies of affected stakeholder groups by identifying the issues and taking responsibility for the outcome of the programme. The best means of communication with stakeholders within an overall strategy will vary. There may be a number of communication strategies to choose from and the decision depends on timing and roll-out of the strategy as project becomes progressively elaborate

## REFERENCES

- Diouf, J. (1994), *Communication: A Key to Human Development, Natural Resources Management and Environment Development*, *Food and Agricultural Organization of United Nations*, FAO
- Uhara, E.(2013), *The Nigerian Voice, Bridging Communication Gap Between Government and the People*, 24 March 2013,  
<http://www.TheNigerianvoice.Com/Nvnews///0556/1/1>
- Lehmann, D.(1994), *Characteristics of Really New Products*, (ed.), Marjorie Adams and Joseph Lacugna, *Cambridge: Marketing Institute Report*, No.94 ó 124
- Urban, G., Weinberg, B., and Hauser, J.(1996), *Premarket Forecasting of Really ó New Product* *Journal of Marketing*, 60, January, 47 ó 60
- Newman, L.(2002), *Access to Information: A Key to Democracy*, The Carter Centre, November 2002, <http://Www.Cartercenter.Org/Documents1272.Pdf>
- OECD,(1996), *Effective Communication between the Public Service and the Media*, SIGMA Paper, No 9 OECD Publishing  
<Http://www.Dx.Doi.Org/10.1787/5km/6gbm8zjl-Em>
- Adam Smith International, (2005) *Privatization Communication Master Plan*, June
- Cunningham, P.(1999), *Blue Chip Marketers Join the Ranks of the Informal True Believers*, Marketing On-Line,  
[Www.Pearsoned.Ca/Highered/Divisions/Virtual\\_T](Www.Pearsoned.Ca/Highered/Divisions/Virtual_T)
- Caywood, C., Schultz, J., and Wang, P.(1991), *Integrated Marketing Communication*, North Western University Medill School of Journalism, Evanston
- Kanu, O. (1985), *Guide to Public Relations Practice in Nigeria*, New Africa Publishing Company, Lagos
- Borough, T.,(2007), *Stakeholder Engagement Toolkit*, [Http:www.Revit-Nweurope.Org/Selfguidingtrail/27\\_St](Http:www.Revit-Nweurope.Org/Selfguidingtrail/27_St)



Odebode, N., and Alechenu, J., (2013), *Punch Newspapers Online Publication*, September 24, <http://www.punch.com>

Mills, G., and Walter, H., (2004), *Technical Writing*, New York: Holt Rinehart and Winston.

Podsakoff, P. M., and Dalton, D., (2006), *Research Methodology In Organisational Studies*, *Journal Of Management*, September, Vol. 4

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSION, RECOMMENDATIONS, CONTRIBUTION TO KNOWLEDGE AND FURTHER RESEARCH

#### 5.1 Summary of Major Findings

The following major findings from the study are as follows:

- (a) Marketing communication tools were not utilized in creating awareness of privatization and commercialization of state-owned enterprise to stakeholders in Nigeria.
- (b) Marketing communication tools were not effective in facilitating the privatization and commercialization process
- (c) The perceived level of effectiveness of marketing communication tools in the privatization and commercialization programme has not hindered public/stakeholders' participation
- (d) The role of marketing communication in promoting a people-participatory and acceptable privatization and commercialization is inactive.
- (e) The level of public participation in privatization and commercialization is not high
- (f) The specific marketing communication tools that have so far been used by the body charged with privatization and commercialization is not rationalized.

#### 5.2 Conclusion

The researcher examined the marketing communication tools employed in the privatization and commercialization of State-Owned enterprises in Nigeria. The policy makers reported

that the legislators embarked on Stakeholder Engagement by taking the bill to their respective constituencies for debate before the bill was passed. The BPE public communication unit should partner with the legislators to monitor the process of debates at constituency level in order to get first-hand information and direct feedback from the constituents. Moreover, the legislator may not have as much access to the communication medium as the BPE public communication unit which was established for that purpose.

Likewise, sufficient statistical evidence revealed that the level of awareness provided is low. From 1999 up till 2013 when this interview was conducted, the public communication unit were yet to train staff who will manage the website and update materials. BPE accepted that there is currently no budget for the public communication unit as the donor agencies who were sponsoring the campaign has stopped remitting money. No marketing communication unit can function without sufficient budget; hence, it is unlikely that the department would achieve much without communication budget. Government should set aside sufficient money to carry out marketing communication campaign. The public communication unit should recruit competent marketers to handle corporate communication campaign and redeploy few staff from the I.T department to handle the website before embarking on the training of the unit staff. BPE should also sponsor legislators to seminars, workshops in countries where privatization has succeeded so that they can tell the success stories to their constituencies when they return.

The finding established that marketing communication tools were not effective in facilitating the privatization and commercialization process. There are no professionals that can perform marketing task better than marketers. The consultants who carry out BPE campaign are not marketing professionals; otherwise they should be acquainted with the ethics of marketing professionalism.

BPE may have deployed various marketing communication tools but the results revealed that tools were not appropriately employed to solve specific problems. For example, direct marketing has the ability to target a specific set of investors, measure return on investment and test different strategies before implementation. As such toll-free calls and telemarketing could be employed as direct marketing for foreign investors before mails, catalogue, e-mail, response advertising, telephone and other internet functions, but then the importance of employing bilingual or multilingual receptionist to compliment the efforts cannot be overemphasized.

Inappropriate deployment of marketing communication tools will produce low participation because people who do not understand the essence of the exercise will not participate. Public relations enable organisation to build and maintain relationships through understanding the audience attitude, opinion and values because it is planned, deliberate and two-way. Press release, publicity, product placement, sponsorships are some of channels that could be supplement to other tools at any point in time. Therefore, It is important that policy makers understand the purpose of which each marketing communication tool is employed. Advertising is a non-personal tool of marketing communication that can offer high degree of control and reach to campaign strategists for design and delivery of message, but its ability to persuade the target to think, act and behave in a particular way is suspect. Hence, depending totally on advertizing when the public doubt the integrity of policy makers is not advisable. It has been reported so many times that advertising has low credibility because the audience are less likely to believe messages delivered through it, but then, the flexibility of advertising is good because it can be used to communicate with national audience. The cost of advertising can be extremely high but the coverage is high too. Advertising could be used when the same message is sent across all stakeholder groups because it has the lowest cost per contact of all tools in the mix. Apart from using direct marketing, Policy makers can embark on extensive

public relation and publicity to engage local and foreign investors for direct investment, management expertise and transfer of technology.

Direct marketing is a shift in focus from mass to personalised communication. In particular, the use of direct mail, telemarketing, interactive communications represent through the online communication by removing the face-to-face aspect of personal selling and replacing it with an email communication, a telephone conversation or direct mail letter. By using direct marketing many facets of salesmanship can be removed, freeing them to concentrate on their key skill area. A policy implementer lacking up-to-date website having installed automatic PABX is condemnable and should be reversed.

An investor who visits website seeking information and discover that articles were last updated six months ago will definitely think that the owner is unserious. So are foreign investors who call direct line but find out that the contact has programmed an automatic PABX machine to receive or transfer calls. The elements of communication mix are set of complementary ingredients, each drawing on the potential of others. The tools are to a limited extent partially interchangeable and in different circumstances different tools are used to meet different objectives.

### **5.3 Recommendations**

The study makes the following recommendations;

- The body charged with implementing privatization and commercialization policy should restructure the public communication unit to include marketing professionals.
- The body charged with implementing privatization and commercialization policy should transfer the management of website from I.T department to public communication unit to sustain continuous update.

- The body charged with implementing privatization and commercialization policy should engage marketing professionals that will study the policy, the environment and different stakeholder groups in order to produce effectual marketing communication master plan.
- The policy implementer should employ multilingual receptionists and translators for the public communication unit.
- The policy implementers should be consistent in the publishing of privatization and commercialization newsletter and ensure that sufficient copies are released to Nigeria foreign missions as well as embassies in Nigeria.
- The government should release funds by way of budget to the public communication unit to sponsor series of campaigns that will attract participation of each segment of stakeholders.
- Policy Implementer should encourage the application of integrated Marketing Communication for synergistic effect while communicating with stakeholder groups; as such each tool or combination of tools should be deployed timely for effective communication.

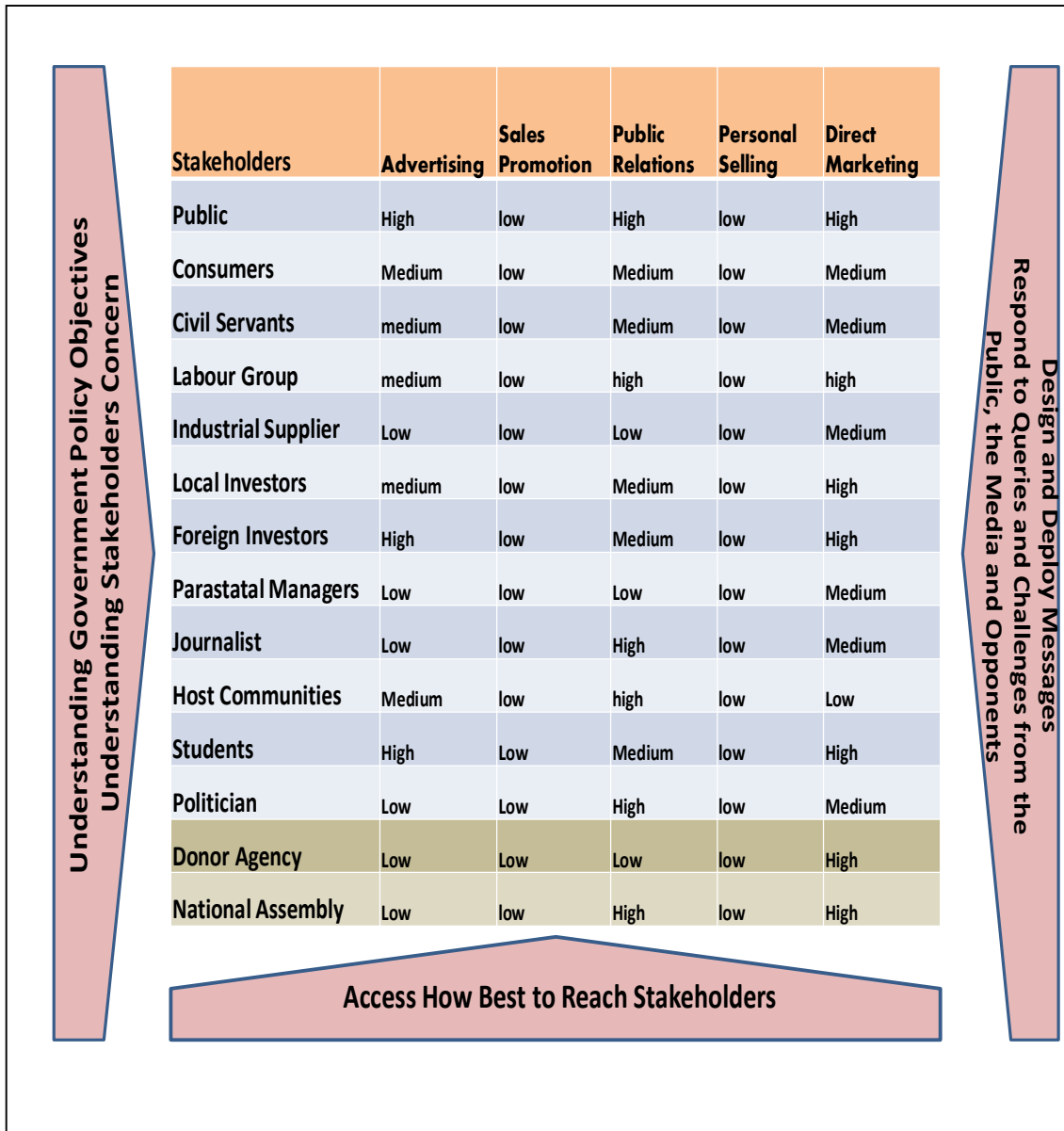
#### **5.4 Contribution to Knowledge**

After reviewing several models of marketing communication for the purpose of filling the gap in knowledge, the researcher has developed a framework for the policy makers or any other organization embarking on similar programme. The various findings of the investigation carried out have revealed the need to develop a communication strategy that will enhance the participation of different stakeholder groups in privatization and commercialization of State-Owned Enterprise.

Presently, we can measure the impact of the communication programme by the action taken and the attitude shift of the target stakeholder group, and if this statement is true, there should be a proactive measure that entails best possible combination of marketing communication tools to attract patronage. Therefore, it is imperative that policy implementers should generate positive initiatives for public communication staff to pursue. Effective, unified organisational communication demands a professional, dedicated unit with working reputation for achieving quality result.

The findings of this study revealed that the marketing communication tools employed so far in privatization and commercialization is not effective. One of the ways in which most successful privatization resemble one another is privatization procedure; where in order to earn trust of Investors and the public, most government adhere strictly to basic rules of international best practices for public policy communication to ensure that government communicates effectively and successfully without overlooking a key stakeholder or step in the communication process.

**Marketing Communication Frameworks for Privatization and Commercialization Policy**



**Figure 5.1: The Modified Frameworks of the Tools of Marketing Communication by Chris Fill and Barbara Jamieson (2011).**

Source: Adopted by the Researcher

The modified framework for communicating privatization and commercialization is developed based on the findings of the study. It was developed based on response that



strategy employed for privatization and commercialization campaign are staggered and not rationalized. The key criteria governing an organizations and use of each tool are the degree of control required over the delivery of the message, the financial resources available to pay a third party to transmit messages; the level of credibility that each tool bestows on the organization and the size and geographical dispersion of the target stakeholder groups.

#### **5.4.1 Features of the Framework for Communicating Privatization and Commercialization**

1. The framework recognizes the need for policy implementers to first understand the policy and stakeholders concern before developing a strategy to reach out.
2. The framework recognizes the essence of designing message after assessment of the marketing communication tools to penetrate each stakeholder group.
3. The framework recognizes the importance of feedback and relevance of strategizing when there is challenge.
4. The framework recognizes management's ability to adjust in the engagement of the marketing communication tools as circumstances change.
5. The framework interprets relationship between communication process and key characteristics of marketing communication tools.

#### **5.5 Suggestions for Further Research**

This study has provided an insight into the marketing communication tools employed by policy makers in the privatization and commercialization of State-Owned Enterprises. The researcher believes that the completion of this work will open up areas marketing scholars need to research.

The researcher encourages further research on assessing stakeholder engagement before passage of bills at National Assembly. This is because it has been said that most of the legislators do not have constituency office, irrespective of provision of the law that allows for bills to be debated at all state house of assembly before passage.

Finally, further research could be carried out on the effect of privatization and commercialization on the Nigerian marketing environment; the role of marketing on foreign direct investment in Nigeria; and accessing the role of marketing in Nigeria economic policy reforms.

## REFERENCES

Lloyd, J. (1997), "Cut Your Rep Free; Pharmaceutical Marketing", *The Pharmaceutical Journal* September, 30-2

Mexican Statement. (1978), "The Place of Public Relation in Management Education", *Public Relation Trust*, June

## BIBLIOGRAPHY

- Aaker, D., and Joachimsthaler, A. (2000). *Brand leadership*. New York: Free Press.
- Aboyade, O. (1974). "Nigerian Public Enterprise as an Organizational Dilemma in Public Enterprises in Nigeria." Proceedings of the 1973 Annual conference of the Nigerian Economic Society.
- Adam Smith International. (2005). "Bureau of Public Enterprises Privatization and Communications Master Plan." August 2005 CMER HR Capacity Review.
- Adam Smith International. (2005). "Privatization Communications Project Technical Proposal." London: Jordan Press.
- Adam, C. W. Cavendish and Mistry, P. (1992). *Adjusting Privatization. Case Studies from Developing Countries*: London: James Curry.
- Agba, A. (2004). "An Appraisal of Labour Management Relations and Industrial Peace: A Case Study of Flour Mills Calabar: Unpublished M.Sc Thesis of the University of Calabar, Nigeria.
- Ajakaiye, O. (1990). *Public Enterprises Policies in Nigeria*, Ibadan: Nigeria Institute of Social and Economic Research.
- Anderson, J. Lee, Y. and Murrell, P. (2000). "Do Competition And Ownership Affect Enterprises Efficiency In The Absence Of Market Institutions? Evidence after Privatization in Mongolia." Working Paper: Department of Economics and IRIS Centre, University Of Maryland, College Park, Maryland.
- Andreasen, A. R. (1997). "Challenges for the Science and Practice of Social Marketing" (In M. E. Goldberg, M. Fishbein and S. E. Middlestadt (Eds.), *Social Marketing: Theoretical and Practical Perspectives*) (pp. 3-19). Mahwah, NJ: Lawrence Erlbaum Associates.
- AntalóMokos, Z.(1998). *Privatization Politics and Economic Performance in Hungary*, Cambridge: CUP.
- Anya, A. O. (2000). "Privatization in Nigeria." <http://www.nigerianembassy.nl/>. Retrieved August 25, 2010.
- Aslund, A. (1995). *How Russia Become a Market Economy*: Washington, D.C: Brookings Institution.
- Avery, E. J. (2010). "The Role of Source and the Factors Audiences Rely on in Evaluating Credibility of Health Information." *Public Relations Review*, 36 (1): 81-83.
- Ayodele, S. (1988). "Privatization and Commercialization of Public Enterprises and their Implications." In Adedotun P. Ed. *Economic Policy and Development in Nigeria Ibadan*, Nigeria: Nigeria Institute of Economic Research Ibadan.

- Bak, M. and Kulawczuk, P. (1997). *Foreign Investment Withdrawals from Poland: Case Studies and Recommendation* mimeo, the Institute of Private Enterprise and Democracy, War saw.
- Bala, J.J. (1994). *The Impact of Privatization on Distributional Equity*, In V. Ramanadham, (ed): *Privatization and Equity*. London and New York: Rutledge.
- Barnett, S. (2000). *Evidence on the Fiscal and Macroeconomic Impact of Privatization*, *IMF Working Paper*, July, Washington D.C: IMF.
- Berli, A., and Santana, M. J. (1999). *Design and Validation of an Instrument for Measuring Advertising Effectiveness in the Printed Media*, *Journal of Current and Research in Advertising*, Vol. 21: (No. 2).
- Belch G. E. and Belch, M. A. (2003). *Advertising and Promotion: An Integrated Marketing Communication Perspective*, Boston: McGraw-Hill.
- Berger, B. (1999). *The Halcion Affair: Public Relations and the Construction of Ideological World View*, *Journal of Public Relations Research*, 11(3): 185-203.
- Bhatia, A. and Campbell-White, O. (1998). *Privatization in Africa: Directions in Development Series*, Washington, D.C.: The World Bank.
- Biehal, G. J. and Sheinin, D. A. (2007). *The Influence of Corporate Messages on the Product Portfolio*, *Journal of Marketing*, Vol. 71: 12625.
- Bishop, M. and Kay, J. (1988). *Does Privatization Work? Lessons from the U.K* London: London Business School.
- Blasi, J. Kroumova, M. and Kruse, D. (1995). *Kremlin Capitalism: Privatizing the Russian Economy*, Ithaca: Cornell University Press.
- Boone, L. E., and Kurtz, D. L. (2007). *Contemporary Marketing*: Mason, OH: Thomson/South-Western.
- Borough, T., (2007), *Stakeholder Engagement Toolkit*, [Http://www.RevitNweurope.Org/Selfguidingtrail/27\\_St](http://www.RevitNweurope.Org/Selfguidingtrail/27_St)
- Boubakri, N. and Cosset, J. (1998). *The Financial and Operating Performance of Newly Privatized Firms: Evidence from Developing Countries*, *The Journal of Finance*, 111(3): 108-110.
- Boycko, M., Shleifer, A., and Vichny, R. (1996). *A Theory of Privatization*, *Economic Journal*, Vol.106: 309-319
- Briukner, H. (1997). *Privatization in Eastern Germany: A Neo-Institutional Analysis*, London: Cass.

- Bruce, T. and Tini, T. (2008). "Unique Crisis Response Strategies in Sports Public Relations: Rugby League and the Case for Diversion" *Public Relations Review*, 34: 108-115.
- Cabanero-Verzosa, C. and Mitchell, P. (2002). "Communicating Economic Reform: Development Communication Division" Washington D.C: The World Bank.
- Calabrese, D. (2002). "Public Communication Programmes for Privatization Projects: A Toolkit for Task Team Leaders and Clients." Washington D.C: The World Bank.
- Calabrese, D. (2007). "Strategic Communication for Privatization Public-Private Partnerships and Private Participation in Infrastructure Projects", World Bank, <http://siteresources.worldbank.org/>.
- Campbell White, O. and Bhatia, A. (1998). "Privatization in Africa: Communicating Economic Reforms" Washington D.C. The World Bank.
- Carey, (1989). *Communication as Culture*, New York: Routledge.
- Caywood, C. and Ewing, R. (1991). "Integrated Marketing Communications: A New Master's Degree Concept" *Public Relations Review*, Vol. 17(No. 3): 237-244.
- Caywood, C., Schultz, J., and Wang, P. (1991), "Integrated Marketing Communication" North Western University Medill School of Journalism, Evanston
- Chambers, B. (2008). "A Critical Appraisal of Privatization in Nigeria" <http://www.hg.org/article>. Retrieved August. 19, 2010.
- Chandler, D. (1994). "The Transmission Model of Communication" [www.aber.ac.uk/](http://www.aber.ac.uk/)
- Claessens, S. and S. Djankov. (1999). "Ownership, Concentration and Corporate Performance in the Czech Republic" *Journal of Comparative Economics*, 27(3): 498-513.
- Coombs, T. (2007). *On-going Crisis Communication: Planning, Managing, and Responding*. Thousand Oaks, CA: Sage.
- Cornelissen, J. P. (2001). "Integrated Marketing Communications and the Language of Marketing Development" *International Journal of Advertising*, Vol. 20(No. 4): 483-498.
- Cornelissen, J. P. and Lock, A. R. (2000). "Theoretical Concept or Management Fashion? Examining the Significance of IMC" *Journal of Advertising Research*, 40 No.5: 231-245.
- Cunningham, P. (1999) "In Disguise under Current" [www.Pearsoned.ca/](http://www.Pearsoned.ca/)
- Cunningham, P. (1999), "Blue Chip Marketers Join the Ranks of the Informal True Believers" [Marketing On-Line, Www.Pearsoned.Ca/HigherEducation/Divisions/Virtual\\_T](http://www.Pearsoned.ca/HigherEducation/Divisions/Virtual_T)
- Daft, R.L. and Lengel, R.H. (1996). "Organizational Information Requirements, Media Richness and Structural Design" *Journal of Managerial Science*, 32: 554-171.

- Darley, W. and Luehge, D. (2003). "Cross-Cultural Communications and Promotion" In Rugimbana, R and. Nwankwo, S (eds); *Cross-cultural marketing*. (pp. 141-160). Melbourne: Thomson Learning.
- Diouf, J. (1994), "Communication; A Key to Human Development, Natural Resources Management and Environment Development" *Food and Agricultural Organization of United Nations*, FAO
- Donovan, R. and Henley, N. (2003). *Social marketing: Principles and practice*. Melbourne IP Communications.
- Donovan, R. J., Mick, L., Holden, S.J.S., and Noel, J. (1997). "Underage Drinking Amongst Aboriginal and Islander Youth in the Northern Territory", *Report to the Northern Territory Department of Health*. Perth: Donovan Research.
- Duncan, T. and Moriarty, S. (1997). *Driving Brand Value: Using Integrated Marketing to Manage Profitable Stakeholder Relationships*, New York: McGraw Hill.
- Duncan, T. R. and Everett, S. E. (1993). "Client Perceptions of Integrated Marketing Communications" *Journal of Advertising Research*, 33. No.3: 30-39.
- Duncan, T., and Mulhern, F.(2004). "Status, Scope, and Future of IMC" *White Paper*, Daniels College of Business at the University of Denver: March.
- Eckel, C. Eckel, D and V. Singal, (1997). "Privatization and Efficiency: Industry Effects of the Sale of British Airways" *Journal of Financial Economics*, 43(2): 275-698.
- Elias, A. (2001). "The Performance of Privatized Firms in Nigeria. In D. Mahmoud (eds.) *Privatization and Poverty Reduction in Nigeria*", <http://www.odi.org.uk/>. Retrieved August. 19, 2010.
- Elliott, S. (2006). "Nike Reaches Deeper into New Media to Find Young Buyers" *Wall Street Journal*, October 31.
- Emenuga, C. (1997). "Implementing Privatization through the Stock Market: Lessons from Nigeria" *Economic Research Paper No. 32*. African Development Bank.
- Fawkes, J. (2004). "Public Relations Models and Persuasion Ethics: A New Approach" University metropolitan.
- Fill, C. (2009). *Marketing Communications: Contexts, Contents and Strategies*, London: Prentice Hall.
- Fiske, J. (1982). *Introduction to Communication Studies*, London: Routledge
- Fraser, C. and Restrepo-Estrada, S. (1998). *Communicating for Development: Human Change for Survival*, London: I.B. Taurus.

- Garretson, J. A. and Burton, S. (2005). "The Role of Spokes Characters as Advertisement and Package Cues in Integrated Marketing Communications", *Journal of Marketing*, Vol. 69: 118-132.
- Gilmore, A., Carson, D. and Grant, K. (2001). "SME Marketing in Practice", *Marketing Intelligence and Planning*, 19 No.1: 6-11.
- Goebel, D. J., Marshall, G. W. and Locander, W. B. (2004). "An organizational Communication-Based Model of Individual Customer Orientation of Non-marketing Members of a Firm", *Journal of Strategic Marketing*, Vol. 12.
- Good, A.C. (1994). "Communication That Blocks Learning", *Harvard Business Review*: July ó August 1994: 77-86.
- Gordon, J. and Pellegrin, P. (2008). "Social Constructionism and Public Relations" in T. Hansen-Horn and B. Neff), *Public Relations: From Theory to Practice* (pp. 104-121), Boston On Business Policy And Planning Research: Pearson.
- Guislain, P. (1997). "The Privatization Challenge: A Strategic, Legal, and Institutional Analysis of International Experience", Washington D.C: World Bank.
- Gullin, P. (2007). *The New Influencers: A Marketer's Guide to the New Social Media* Sanger, CA: Quill Driver Books.
- Hall, E. T. (1960). "The Silent Language in Overseas Business", *Harvard Business Review*, 38(3): 87- 96.
- Hall, E. T. (1976). *Beyond Culture*: Garden City, NY: Doubleday.
- Hallahan, K. (1999). "Seven Models of Framing: Implications for Public Relations", *Journal of Public Relations Research*, 11(3): 205-242.
- Hanson, A. H. (1972). *Public Enterprises and Economic Development*: London: Kegan Page.
- Heath, R. (2001). "A Rhetorical Enactment Rationale for Public Relations: The Good Organisation Communicating Well" In R. Heath, *Handbook of Public Relations*: pp. 441-444). Thousand Oaks, CA: Sage.
- Hegazy, I. (2000). "Effective Communication in Selling Privatization to Stakeholders", Fourth Pan African Summit, Abuja: July 2000.
- Hellriegel, D. and Slocum, Jr. J. W. (1996). *Management*, Ohio: International Thomson Publishing.
- Hoffman, D.L., and Novak, P.T. (1986). "Marketing in Hyper Computer ó Mediated Environments: Conceptual Foundations", *Journal of Marketing*, 60 (July): 50-68
- Hofstede, G. H. (1984). *Culture's Consequences: International Differences in Work-Related Values*, Beverley Hills, CA: Sage.



- Holland, J. and Gentry, J. W. (1999). "Ethnic Consumer Reaction to Targeted Marketing: A Theory of Intercultural Accommodation", *Journal of Advertising*, 28(1): 65-78.
- Ibanga, I. (2005). "The Economics of Privatizing and Deregulating the Nigerian Downstream Oil Sector", <http://www.florin.com/>. Retrieved August. 20, 2010.
- Idornigie, P.O. (2010). "Private Partnerships: The Issues, Prospects and Challenges", *Privatization Digest, Journal of the Bureau of Public Enterprises*, Jan ó Mar 2010: 26 ó 39, Abuja.
- Igbuzor, O. (2003). "Privatization in Nigeria Critical Issues of Concern to Civil Society", <http://www.dawodu.com/>. Retrieved August. 19, 2010.
- Ihlen, O. and Nitz, M. (2008). "Framing Contests in Environmental Disputes: Paying Attention to Media and Cultural Master Frames", *International Journal of Strategic Communication*, 2(1): 1- 18.
- Iyoha, M. A. (2000). "Public Policy and Public Sector Investment", In International Labour Organisation Project Report for Nigeria. Lagos: Ilo
- James, M. (2010). "The Use of Intentional Positioning Techniques in Government Agencies' Communication Campaigns", In D. Ver i and S. Krishnamurthy (eds.) *Government Communication: Proceedings of the 17<sup>th</sup> International Public Relations Research Symposium*, 140-147. Ljubljana: Pristop.
- James, M. (2011). "Ready, Aim, Fire: Key Messages in Public Relations Campaigns *Prism*", 8(1): <http://www.prismjournal.org/>
- Jao, Y. C. (1996). "Financial Deepening and Economic Growth: A Cross- Section Analysis", *The Malaysian Economy*. (1): 47 -58. Retrieved August. 20, 2010.
- Jerome, A. (1999). "Public Enterprise Reform in Nigeria: Expectations, Illusion and Reality", In A. Ariyo (ed.), *Economic Reform and Macroeconomic Management in Nigeria*: Ibadan: University of Ibadan Press.
- Jerome, A. (2002). "Public Enterprise Reform in Nigeria: Evidence from the Telecommunications Industry", *AERC Research Paper No. 129*. African Economic Research Consortium, Nairobi, Kenya. <http://www.aercafrica.org/>
- Jerome, A. (2005). "Privatization and Regulation in South Africa: An evaluation", In E. Amann (ed.) *Regulating Development Evidence from Africa and Latin America*. Cheltenham: Edward Elgar Publishing.
- Kanu, O. (1985), "Guide to Public Relations Practice in Nigeria", New Africa Publishing Company, Lagos
- Keller, L. K. (2001). "Mastering the Marketing Communications Mix: Micro and Macro perspectives on Integrated Marketing Communication Programmes", *Journal of Marketing Management*, Vol. 17: 819 ó 847.

- Kerlinger, F. N (1973), *Foundations of Behavioural Research*. San Fransisco Co: Holt, Renehart and Winston Inc.
- Kikeri, S., Nellis, J., and Shirley, M. (1994), *Privatization: The Lessons of Experience* Washington D.C.: World Bank.
- Kitchen, P. J. and Schultz, D. E. (1999), "A Multi-Country Comparison of the Drive for IMC", *Journal of Advertising Research*: 39. No.1: 21-38.
- Kitchen, P. J. and Schultz, D. E. (2003), "Integrated Corporate and Product Brand Communication, Advances In Competitiveness Research", Vol. 11(No.1): 66686.
- Kitchen, P.J., (2004), *Public Relations: Principles and Practice*. London: International Thomson Business Press.
- Kotler, P., and Zaltman, G. (1971). "Social Marketing: An Approach to Planned Social Change", *Journal of Marketing*, 35 (3): 3-12
- Kotler, P., Brown, L., Adam, S., and Armstrong, G. (2004), *Marketing*, Sydney: Pearson.
- Laffont, J.J., and Meleu. M., (1999), "A Positive Theory of Privatization for Sub-Saharan Africa", *Journal of African Economies*: 8: 30667.
- Lakoff, G. and Johnson, M. (1980). *Metaphors We Live By*. Chicago: Chicago press.
- Lamons, B. (2003). "Wish List For Marketers Begs Work Changes", *Marketing News*, Vol: 37(No. 2): 9.
- Lavidge, R.J. and Steiner, G. (1961). "A Model for Predictive Measurements of Advertising Effectiveness", *Journal of Marketing*: Vol. 25 (No. 6): 59662.
- Lee, D. (1993). "Developing Effective Communication", [www.extensionon.missouri.edu/](http://www.extensionon.missouri.edu/) Retrieved July 30, 2010.
- Lee, J., Woeste, J., and Heath, R. (2007). "Getting Ready for Crises: Strategic Excellence", *Public Relations Review*: 33: 334-336.
- Lehmann, D. (1994), "Characteristics of Really New Products" (ed.), Marjorie Adams and Joseph Lacugna, *Cambridge: Marketing Institute Report*, No.94 ó 124
- Leitch, S. and Motion, J. (2010). "Public and Public Relations: Effecting Change", In R. Heath (ed.), *The Sage Handbook of Public Relations*, 99- 110. Thousand Oaks, CA: Sage.
- Lempert, P. (2006). "Caught in the Web Progressive Grocer", 85 (12), 18.
- Li, C., and Bernoff, J. (2008). *Groundswell: Winning in a World Transformed by Social Technologies*, Boston: Harvard Business.

- Linton, I. and Morley, K. (1995), *Integrated Marketing Communications*, Oxford: Butterworth-Heinemann.
- Lloyd, J. (1997), *Cut Your Rep Free; Pharmaceutical Marketing*, *The Pharmaceutical Journal* September, 30-32
- Low, G. S. (2000). *Correlates of Integrated Marketing Communications*, *Journal of Advertising Research*, Vol. 40: 27639.
- MacFadyen, L., Stead, M., and Hastings, G. (1999). *A Synopsis of Social Marketing*'' <http://www.ism.stir.ac.uk/> Retrieved June 25, 2010.
- MacInnis, D. J. and Jaworski, B. J. (1989). *Information Processing from Advertisements: Toward an Integrative Framework*, *Journal of Marketing*, Vol. 53 (October): 1-23.
- Macnamara, J. (2006). *The Fork in the Road of Media and Communication Theory and Practice*, <http://www.instituteforpr.org/> Retrieved August 10, 2010.
- Madu, E. (1997). *Research Methodology for Social Sciences and Business Studies* Enugu: Associate Press.
- Mahmoud, D. (2004). *Privatization and Poverty Reduction in Nigeria*, <http://www.odi.org.uk>. Retrieved August. 17, 2010.
- Mallen, B. (1977). *Principles of Marketing Channel Management*: Lexington, MA: Lexington Books.
- Markwick, N. and Fill, C. (1997). *Towards A Framework for Managing Corporate Identity*, *European Journal of Marketing*: Vol. 31(No. 5/6): 3966409.
- Martin, S. and Parker, D. (1997). *The Impact of Privatization: Ownership and Corporate Performance in the UK*, London: Routledge.
- McQuail, D. and Windahl, S. (1981). *Communication Models*: London: Longman.
- Meggison, W and Netter, J. (2001). *From State to Market: A Survey of Empirical Studies on Privatization*, *Journal of Economic Literature*, Vol.39: 321-389
- Meggison, W., Nash, R., and Van Randenborgh, M. (1994). *The Financial and Operating Performance of Newly Privatised Firms: An International Empirical Analysis*, *Journal of Finance*, Vol.49: 403-452
- Mexican Statement. (1978), *The Place of Public Relation in Management Education*, *Public Relation Trust*, June
- Meyer, Klaus E. (2002). *Management Challenges in Privatization Acquisitions in Transition Economies*, *Journal of World Business*. 37, No. 4: 266 ó 276.

- Milat, A.J., Carroll, T.E., and Taylor, J.J. (2005). *Culturally and Linguistically Diverse Population Health Social Marketing Campaigns in Australia*, <http://www.meyrcarroll/> Retrieved August 10, 2010.
- Miller, R. (1994). *Business Day, Dallas Morning News*, November 16, 2006.
- Mills, G., and Walter, H., (2004), *Technical Writing*, New York: Holt Rinehart and Winston.
- Moloney, K. (2006). *Rethinking Public Relations*: Oxon, UK: Routledge.
- Naim, M (1993). *Paper Tigers and Minotaur: The Politics of Venezuela's Economic Reforms*, Carnegie Endowment for International Peace, *Communicating Economic Reform* Vol 3, 21/8/02
- Ndebbo, J. E. U. (2000). *Industrial Investment ó Macro Perspective*, In International Labour Organisation Project Study Report for Nigeria, Lagos: Ilo
- Newman, L. (2002), *Access to Information: A Key to Democracy*, The Carter Centre, November 2002, <http://www.Cartercenter.Org/Documents1272.Pdf>
- Nwoye, M. I. (1997). *Management Practices and Performance Determinants of Public and Private Sector Enterprises in Anambra, Edo and Delta States of Nigeria: A Factor Analysis*, In M. I. Nwoye (eds) *Privatization of Public Enterprises in Nigeria. The Views and CounterViews*. <http://www.globalizacija.com/doc>. Retrieved August. 20, 2010
- Nwoye, M. I. (2010). *Privatization of Public Enterprise in Nigeria: The Views and CounterViews*, <http://www.globalizacija.com/>. Retrieved August 19, 2010.
- Obadan, M. I. (2000). *Privatization of Public Enterprises in Nigeria Issues and Conditions for success in the Second Round*, Ibadan: National Centre for Economic Management and Administration.
- Obadan, M.I. and. Ayodele, S. (1998). *Commercialisation and Privatization Policy in Nigeria*, National Centre for Economic Management and Administration, Ibadan, Nigeria.
- Odebode, N., and Alechenu, J., (2013), *Punch Newspapers Online Publication*, September 24, <http://www.punch.com>
- OECD, (1996), *Effective Communication between the Public Service and the Media*, SIGMA Paper, No 9 OECD Publishing <Http://www.Dx.Doi.Org/10.1787/5km/6gbm8zjl-Em>
- Ogundipe V. (1986). *The Inevitability of Privatization*, The Guardian, October 16: pp.7.
- Okigbo, P.(1998). *A Layman's Guide to Privatization*, Daily Champion, July: pp. 24.
- Olson, B. (2001). *Media effects research for public relations practitioners*, In R. Heath (ed.)

- Ostrum, V. and E. Ostrum (1991). "Public Choice: A Difference Approach to the Study of Public Administration", *Public Administration Review*, 31: 302-316.
- Parker, D. (1999). "Privatization in the European Union: A Critical Assessment of its Development, Rationale and Consequences", *Economic and Industrial Democracy*, Vol.20: 9-38
- Patzer, G.L.(1983). "Source Credibility as Function of Communicator Physical attractiveness", *Journal of Business Research*, 11: 229-41.
- Phelps, J. and Johnson, E. (1996). "Entering the Quagmire: Examining the Meaning of Integrated Marketing Communications", *Journal of Marketing Communications*: Vol. 2(No. 3): 159-172.
- Pickton, D. and Hartley, B. (1998). "Measuring Integration: An Assessment of The Quality of Integrated Marketing Communications", *International Journal of Advertising*, Vol. 17(No. 1): 447-465.
- Plane, P. (1997). "Privatization And Economic Growth: An Empirical Investigation From A Sample Of Developing Market Economies", *Applied Economics*, Vol.29: 161-178
- Podsakoff, P. M., and Dalton, D., (2006), "Research Methodology In Organisational Studies", *Journal Of Management*, September, Vol. 4
- Pratt, C. (2004). "Crafting Key Messages And Talking Points – Or Grounding Them In What Research Tells Us", *Public Relations Quarterly(Fall)*: 15-20.
- Ramamurti, R. (1997). "Testing the Limits of Privatization Argentine Railroads". *World Development*, 25(12): 1973-1993.
- Ramsey, G. (2006). "Digital Marketing Strategies in the Age of Consumer Control", <http://www.emarketer.com/>, Retrieved March 16, 2010.
- Rasberry, R.W. and Lindsay, I. L. (1994). *Effective Managerial Communication*: Boston: Wadsworth.
- Rashtchy, F., Kessler, A. M., Bieber, P. J., Shindler, N. H., and Tzeng, J. C. (2007). *The User Revolution: The New Advertising Ecosystem and the Rise of the Internet as a Mass Medium*, Minneapolis, MN: Piper Jaffray Investment.
- Rasberry, R.W. and Lemoine, L.F. (1986) *Effective Managerial Communications*. Boston: Kent.
- Reber, B. and Berger, B. (2005). "Framing Analysis of Activist Rhetoric: How the Sierra Club Succeeds or Fails at Creating Salient Messages", *Public Relations Review*, 31(2): 185-195.
- Reddy, M.J. (1979). "The Conduct Metaphor: A Case of Frame Conflict in our Language", *In Andrew, O. (eds.), Metaphor and Thought*. Cambridge: Cambridge University Press.

- Reid, M. (2005). *Performance Auditing of Integrated Marketing Communication (IMC) Actions and Outcomes*, *Journal of Advertising*: 34. No.4: 41-54.
- Reid, M., Luxton, S., and Mavondo F. (2005). 'The Relationship between Integrated Marketing Communication, Market Orientation, and Brand Orientation', *Journal of Advertising*, Vol. 34(No. 4): 11-23.
- Rondinelli, D. A. and Iacono Marx (1996). *Strategic Management of Privatization: A Framework for Planning and Implementation*, *Journals of Public Administration and Development*: 16: 247.
- Rossiter, J. R., and Bellman, S. (2005). *Marketing Communications: Theory and Applications*. Sydney: Pearson Education.
- Sanusi, J. O. (2001). *Challenges, Problems and Prospects of Privatization in Developing Economy*, *Journal of the Institute of Stockbrokers*, 2 (11): 4-9.
- Schiffman, L.G. and Kanuk, L.L. (2000). *Consumer Behaviour*, New York: Prentice Hall.
- Schultz, D. E. and Kitchen, P. J. (1997). *Integrated Marketing Communications In U.S. Advertising Agencies: An Exploratory Study*, *Journal of Advertising Research*, 37, 5: 7-18.
- Schultz, D. E. Tannenbaum, S. I. and Lauterborn, R. F. (1994). *Integrated Marketing Communications*, Chicago: NTC Business Books.
- Shirley, M.M., and P. Walsh. (2000). *Public vs. Private Ownership: The Current State of the Debate*. *Policy Research Working Paper 2420, World Bank Development Research Group, Regulation and Competition Policy, World Bank, Washington, D.C.*
- Sisodia, S. and Telrandhe, N. (2010). *Role of Integrated Marketing Communication in Modern Indian Business*, *Journal of Art Science and Commerce*. Vol -1, Issue -1, October: 134 - 138
- Smith, P. R., Berry, C. and Pulford, A. (2002). *Strategic Marketing Communications: New Ways to Build and Integrate Communications*: Kogan Page: London.
- Smith, P.R and Taylor, J. (2003). *Marketing Communications and integrate approach*. London: kogan Page.
- Smith, T. M., Gopalakrishna, S. and Smith, P. M. (2004). *Marketing Communications: An Integrated Approach*. London: Kogan page.
- Starr, R. (1993). *Structural Investments in the CIS Columbia*, *Journal of World Business*, 28: 12.
- Stead, M., and Hastings, G. (1997). *Advertising in the Social Marketing Mix: Getting the Balance Right*, In M. E. Goldberg, M. Fishbein, and S. E. Middlestadt (eds.), *Social Marketing: Theoretical and Practical Perspectives*: 29-44. Mahwah, NJ: Lawrence Erlbaum Associates.

- Steyn, B. (2000). *Model for Developing Corporate Communication Strategy*, *Communicare*: 19(2):1-33.
- Theodorson, S.A. and Theodorson, G. R. (1969). *A Modern Dictionary of Sociology*. New York: Cromwell.
- Thornton, J. and Milkecava, N. (1998). *The Strategies of Foreign and Foreign Assisted Firms in the Russian Far East: Alternatives to Missing Infrastructure*, *Comparative Economic Studies*, 38: 85 ó 119.
- Ugorji, E. C. (1995). *Privatization/Commercialization of State-Owned Enterprises in Nigeria: Strategies for Improving the Performance of the Economy*, *Comparative Political Studies*, 27(4): 537-560.
- Uhara, E. (2013), *The Nigerian Voice, Bridging Communication Gap between Government and the People*, 24 March 2013, <http://www.TheNigerianvoice.Com/Nvnews///0556/1/1>
- Urban, G., Weinberg, B., and Hauser, J. (1996), *Premarket Forecasting of Really ó New Product*, *Journal of Marketing*, 60, January, 47 ó 60
- Vakratas, D., Ambler, T. (1999). *How Advertising Works: What Do We Really know?*, *Journal of Marketing*, Vol. 63 (No. 1): 26ó44.
- Van der Hoeven, R., and Sziraczki, G. (1997). *Lessons from Privatization: Labour Issues in Developing and Transitional Countries*. Geneva: International Labour Office.
- Vickers, J., and Yarrow, G. (1988). *Privatization: An Economic Analysis*, London: MIT Press
- Vining, A. and Boardman, A. (1992). *Ownership versus Competition: Efficiency in Public Enterprise*, *Public Choice*, 73: 205ó39.
- Vollmer, C. and Precourt, G. (2008). *Always on: Advertising, Marketing, and Media in an Era of Consumer Control*. New York: McGraw-Hill.
- Walker, G. (2006). *Sense-Making Methodology: A Theory of Method for Public Relations*, In C. Botan and V. Hazleton (eds.), *Public Relations Theory II* (Pp. 393-414). Mahwah, NJ: Lawrence Erlbaum.
- World Bank (1991). *The Reform of Public Sector Management*. Washington D.C: Policy and Research Series No. 18.
- World Bank (1995). *Bureaucrats in Business: the Economics and Politics of Reform*, World Bank: Oxford University Press.
- World Bank, (2006). *The PPD Handbook: A Toolkit for Business Environment Reformers*, <http://rru.worldbank.org/Documents/Retrieved> August 15, 2010.

World Bank. (1995). *Bureaucrats in Business: The Economics and Politics of Government Ownership*. New York: Oxford University Press.

World Bank. (2001). "Nigeria Privatization Support Project". *Project Appraisal Document* Africa Region, Private Sector Unit: Washington, D.C.

Yamane, T. (1967). *Statistics, An Introductory Analysis*, New York: Harper and Row.



## **APPENDIX I**

### **QUESTIONNAIRE (For Policy Makers/ Implementers)**

Department of Marketing  
Faculty of Business Administration  
University of Nigeria,  
Enugu Campus  
Enugu.

Letter to Respondents

Dear Sir/Madam

I am a doctoral student of the Department of Marketing, Faculty of Business Administration, University of Nigeria, Enugu Campus, and I am conducting a study Assessing Marketing Communication Tools employed in the Privatization and Commercialization of State-Owned Enterprises in Nigeria.

Consequently, you are please requested to complete the attached questionnaire about the study.

I want to stress that your participation in this study is voluntary and all efforts to protect your identity and keep the information confidential will be taken.

Thank you very much for your cooperation

Yours faithfully,

**Okocha Chukwunonso**

**MARKETING COMMUNICATION TOOL EMPLOYED IN PRIVATISATION AND  
COMMERCIALISATION OF STATE-OWNED ENTERPRISES**

**Section A:**

Kindly indicate your opinion by ticking [ ] in the appropriate box.

1. Gender: Male [ ] Female [ ]
2. Age: 18-25 [ ] 26-35 [ ] 36-45 [ ] 46-65 [ ] Above 65 [ ]
3. Education: W.A.S.C [ ] Diploma/N.C.E. [ ] B.Sc./Post Graduate [ ]
4. Length of Service: í
5. Designation: í

**Section B:**

Kindly indicate your opinion by ticking ( ) in the appropriate column using the following key. **VHE** = Very High Extent, **HE** = High Extent, **LE** = Low Extent, **VLE** = Very Low Extent

**Indicate in your opinion the extent to which these marketing communication tools were utilized in creating awareness of privatization and commercialization of state-owned enterprise**

S/N	Items	VHE	HE	LE	VLE
1	<b>Advertising</b> Televisions Advertising				
2	Radio Advertising				
3	Newspaper/Magazine Advertising				
4	Billboard Advertising				
5	Catalog and brochure Advertising				
6	<b>Public Relations</b> Press Releases				
7	Press Conferences/Briefings				
8	Seminars/Workshops				
9	Newsletters				
10	Feature Articles				
11	<b>Direct Marketing</b> Direct Mails/E-mail				
12	Interactive Phone-in Radio/TV programmes				
13	Telephone				
14	Fax Transmission				
15	Direct Responses				
16	Social Media / Weblogs				

17	Internet Discussions				
----	----------------------	--	--	--	--

**To what extent were the following characteristics of effective communication handled in the privatization and commercialization process?**

S/N	Items	VHE	HE	LE	VLE
18	Adequate information is being provided				
19	Information is provided on timely basis				
20	Media of information is accessible to everybody				
21	Stakeholders are informed on the issue as and when due				
22	Accessible hotlines and venues are provided for further inquiry				
23	Stakeholders are informed on where to channel their responses				

**Indicate in your opinion the roles (if any) marketing communication played in the privatization and commercialization programme of Nigeria (multiple responses is allowed)**

S/N	Items	Tick
24	Increased cohesion of government agencies	
25	Identified government policy with public interest	
26	Reduces implementation problems	
27	Assures more open and integrated government	
28	Eliminates doubts and corrects misconceptions	
29	Guarantees peace and order in the society	
30	Provide better informed and more creative decision making	
31	Encourages an environmentally and economically sustainable privatization and commercialization programme	

**Section C:**

**1. How do you rate the overall stakeholder participation in the privatization and commercialization programme of Nigeria?**

- (a) Very high [ ]
- (b) High [ ]
- (c) Low [ ]
- (d) Very Low [ ]

**2. What are the challenges of effective utilization of marketing communication tools in the implementation of privatisation and commercialization programme?**

- (a) í
- (b) í

(c) í

(d) í

**3. What are the prospects of engaging appropriate marketing communication tools in the implementation of privatisation and commercialization programme?**

(a) í

(b) í

(c) í

(d) í .....,

Thanks for your contribution

## APPENDIX II

### Validity and Reliability Test

Reliability estimates were used to evaluate the stability of measures administered using the equivalent of sets of items from the same test or of different observers scoring a behaviour or event using the same instrument. The extent to which data agree on scores of each contestant and the degree of which individuals' response on a survey stayed the same over time is also a sign of reliability. Thus the research instrument for this study and the method of analysis are valid and reliable.

### Reliability

Scale: ALL VARIABLES

#### Case Processing Summary

		N	%
Cases	Valid	848	93.8
	Excluded <sup>a</sup>	56	6.2
	Total	904	100.0

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

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.797	14

**Item Statistics**

	Mean	Std. Deviation	N
Formulation of Privatization and Commercialization	4.3408	.91201	848
Policy makers adequately consulted the public and stakeholders	2.9092	1.38298	848
communication and consultations of stakeholders are announced in advance	3.0212	1.20194	848
the level of awareness of benefit of privatization	2.7205	1.17770	848
policy makers employed effective communication strategy	2.7441	1.16697	848
policy makers consistently undertake public relations campaign	2.8113	1.24545	848
campaigns aimed at communicating privatization and commercialization	2.6922	1.17162	848
communication tools employed by policy makers in sending information	2.6639	1.14437	848
the public do not have problem accessing relevant materials	2.2818	1.10149	848
using preferred medium by the beneficiaries to communicate	3.5790	1.10420	848
policy makers should not boarder to communicate effectively	2.1710	1.23421	848
the communication tools employed so far by policy makers is enough	2.4080	1.12649	848
privatization and commercialization will be more successful	4.5248	.86754	848
privatization and commercialization policy makers do not actually understand	3.9033	1.05798	848

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.055	2.171	4.525	2.354	2.084	.552	14
Item Variances	1.305	.753	1.913	1.160	2.541	.084	14

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
42.7712	74.713	8.64365	14

### **APPENDIX III**

#### **QUESTIONNAIRE (For Beneficiaries)**

Department of Marketing  
Faculty of Business Administration  
University of Nigeria,  
Enugu Campus  
Enugu.

Letter to Respondents

Dear Sir/Madam

I am a doctoral student of the Department of Marketing, Faculty of Business Administration, University of Nigeria, Enugu Campus, and I am conducting a study Assessing Marketing Communication Tools employed in the Privatization and Commercialization of State-Owned Enterprises in Nigeria.

Consequently, you are please requested to complete the attached questionnaire about the study.

I want to stress that your participation in this study is voluntary and all efforts to protect your identity and keep the information confidential will be taken.

Thank you very much for your cooperation

Yours faithfully,

**Okocha Chukwunonso**



## Section A: Beneficiaries

This section has close-ended questions.

### Instruction:

Please tick [] inside the appropriate box for your answer.

1. Are you a citizen of the Federal Republic of Nigeria?  
Yes [] No []
  
2. Do you know that the federal government has been privatizing and commercializing State-Owned Enterprises?  
Yes [] No []
  
3. Are you aware that Bureau of Public Enterprise is the government agency implementing privatization and commercialization policy reform?  
Yes [] No []
  
4. Do you know that you can participate in the privatization and commercialization exercise?  
Yes [] No []
  
5. Were you informed through any of these communication media: radio, television, newspapers and internet about benefits of privatization and commercialization?  
Yes [] No []
  
6. Are you satisfied with the marketing communication tools employed in informing the public about privatization and commercialization?  
Yes [] No []

7. Have you received newsletter or brochure about privatization and commercialization?  
 Yes [ ] No [ ]

8. Have you been invited to any programme on privatization and commercialization of state-owned enterprise?  
 Yes [ ] No [ ]

9. Do you know that you are a beneficiary of privatization and commercialization programme?  
 Yes [ ] No [ ]

10. Do you believe that privatization and commercialization has positive impact on Nigerian economy?  
 Yes [ ] No [ ]

**Section B**

This section uses Likert 5-point rating scale: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

**Instruction**

Please Tick [√] inside the appropriate box for your answer

		<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	Formulation of privatization and commercialization policy should start with consultations of the beneficiaries					
2	Policy makers adequately consulted the public and other stakeholders before implementing privatization and commercialization programme.					
3	Communication and consultations of stakeholders are announced in advance and summaries published afterwards.					

4	The level of awareness of benefit of privatization among beneficiaries is high and commendable					
5	Policy makers employed effective communication strategy in privatization and commercialization campaign.					
6	Policy makers consistently undertake public relations campaign to keep the public informed on privatization and commercialization programmes.					
7	Campaigns aimed at communicating privatization and commercialization to the public has so far attracted huge patronage.					
8	Communication tools employed by policy makers in sending information are appropriate and effective.					
9	The public do not have problem accessing relevant materials on privatization and commercialization					
10	Using the preferred medium by the beneficiaries to communicate policy benefits is better than stereotype					
11	Policy makers should not border to communicate effectively to the beneficiaries as long as the intention is for public good.					
12	The communication tools employed so far by policy makers is enough to send messages across all category of beneficiaries					
13	Privatization and commercialization will be more successful if the public were highly informed.					

14	Privatization and commercialization policy makers do not totally understand the significance of employing marketing communication tools in policy implementation					
----	--	--	--	--	--	--

### Section C

This section has alternative answers.

#### Instruction

Please tick [√] inside the appropriate box for your answer.

1. What do you perceive as government approach to communicating privatization and commercialization messages to the public?

- i. Very Serious [ ]
- ii. Serious [ ]
- iii. Somewhat serious [ ]
- iv. Not serious [ ]
- v. Not serious at all [ ]

2. How informed are you about privatization and commercialization programme?

- i. Very informed [ ]
- ii. Informed [ ]
- iii. Somewhat informed [ ]
- iv. Not well informed [ ]
- v. Not informed at all [ ]

3. What is your assessment of marketing communication tools employed to inform the public about privatization and commercialization policy objectives?

- i. very good [ ]

- ii good [ ]
  - iii fair [ ]
  - iv bad [ ]
  - v very bad [ ]
4. What communication tool(s) was used to inform you about privatization and commercialization programmes? (**Multiple Response**)
- i. Sales Promotion [ ]
  - ii. Public Relations [ ]
  - iii. Personal Selling [ ]
  - iv. Advertising [ ]
  - v. Direct Marketing [ ]
  - vi. Combination of two or more [ ]
  - vii. None of the above [ ]
5. How satisfied are you with the medium used in communicating privatization and commercialization?
- i. Very satisfied [ ]
  - ii. Satisfied [ ]
  - iii. Somewhat satisfied [ ]
  - iv. Dissatisfied [ ]
  - v. Very dissatisfied [ ]
6. If dissatisfied or very dissatisfied, list medium(s) you prefer in order of priority?
- i. \_\_\_\_\_
  - ii. \_\_\_\_\_

iii. \_\_\_\_\_

iv. \_\_\_\_\_

v. \_\_\_\_\_

7. How often do you receive information or messages from policy makers on privatization and commercialization?

i. Always [ ]

ii. Nearly always [ ]

iii. Most of the time [ ]

iv. Part of the time. [ ]

v. Hardly ever. [ ]

8. How often do you receive privatization newsletter, bulletin and periodicals?

i. Monthly [ ]

ii. Quarterly [ ]

iii. Every six months [ ]

vi. Yearly [ ]

v. Never [ ]

9. How informed are you about the activities of bureau of public enterprise?

i. I am highly informed [ ]

ii. I am informed [ ]

iii. I am fairly informed [ ]

iv. I know Just the name [ ]

v. I never heard of it [ ]

10. From which location do you access the internet? **(Multiple Response)**

- i. Home [ ]
- ii. Office [ ]
- iii. Cyber café [ ]
- iv. Other locations [ ]
- iv. Do not access [ ]

11. What is your opinion about privatization and commercialization policy?

- i. Strongly in favour [ ]
- ii. In favour [ ]
- iii. Indifferent [ ]
- iv. Oppose [ ]
- v. strongly oppose [ ]

12. What is your opinion on using effective communication strategy to communicate messages to beneficiaries of policy reform?

- i. Very positive outcome [ ]
- ii. Positive [ ]
- iii. No change [ ]
- iv. Negative [ ]
- v. Very negative [ ]

13. **Bio-Data**

1. Gender: male [ ] female [ ]

2. State: \_\_\_\_\_

3. Place of Residence urban [ ] rural [ ]

4. Occupation \_\_\_\_\_

5. Age: 18 ó 35 [ ] 36 ó 50 [ ] above 50 [ ]
6. Qualification: WASC and below [ ] Diploma [ ] HND & Degree [ ]
7. Information facilities available/accessible to you. **(Multiple Response)**
- Radio [ ]
  - Television [ ]
  - Mobile phone [ ]
  - Internet [ ]
  - Others (specify) \_\_\_\_\_

Thanks for your contribution.



## APPENDIX IV

### INTERVIEW GUIDE

1. Has the government undertaken a process for formulating a privatization and commercialization strategy?
2. Has the process included key objectives: potential constraints to meeting these objectives, a process for sequencing necessary reforms and a communication plan?
3. Does the government undertake communication and consultation activities to inform and educate stakeholders about its privatization objectives and policies?
4. Are the communications tools and materials targeted at broad section of stakeholders?
5. Are consultations announced in advance and the summary of the outcome published as communiqués afterwards?
6. Has the government established the Bureau of public enterprise to implement privatization and commercialization programme?
7. Is the BPE adequately staffed to embark on this unique reform programme?
8. Are these PR firms and advertising practitioners competent in using modern communication tools to communicate to different stakeholder groups?
9. How often does the government undertake consultations and communication campaign to enhance participation across different stakeholder groups?
10. Is there an existing process that monitors the impact of communication tools employed in privatization and commercialization of state-owned enterprises?
11. What assumptions or understanding are evident about the marketing environment?
12. What concept underpins the development of key messages?
13. What are the characteristics of key messages developed for communicating reform process?
14. What is the perception of the stakeholders about the Nigeria government and its policy reforms?

15. At what stage of the planning process was communication incorporated in the whole privatization and commercialization agenda?
16. Is there relationship between effective marketing communication strategy and realization of the privatization and commercialization objectives?
17. Is the government ready to improve on marketing communication budget for effective communication?

## APPENDIX V

### INTERVIEW RESPONSE

My name is Chukwunonso Okocha; I am a doctoral student of marketing, university of Nigeria, Enugu campus. I am conducting a study on marketing communication tools employed by the government in the privatisation and commercialization of state ó owned enterprises in Nigeria.

***Q: May I know you sir?***

***A:*** I am \*\*\*, I head the \*\*\*\* department of the Bureau of Public Enterprise. Bureau of Public enterprise is the implementation arm of the National council on Privatisation. NCP is the policy making body

***Q: What is the key objective of the Bureau of Public Enterprises?***

***A:*** The key objective is to transfer the ownership of Government-Owned enterprise or State-owned Enterprise to the private sector and the areas we are not transferring complete ownership, we want to privatize them so that they can operate in a private sector orientation and we are doing the transfer because we all come to realize, the government has come to realize that if Public-Owned Enterprise are not working, and they are not efficient, we will spend more money running them than running other government enterprises that require support ó like health care, like schools and all that and we have had some set of informal request showing us that no government, no public enterprise in the last 40 years have remitted one kobo to the federal treasury, instead they have been draining the federal treasury so that government made the decision to privatize them.

***Q: In trying to achieve these objectives, do you have constraint?***

***A:*** Yeah, yes we do have constraints. First of all, it is like when you want to dismantle an empire, the kings and queens and stakeholders of the empire will fight you to a standstill and until you defeat them you cannot be able to dismantle the empire. So we liken that to the parastatal managers and other people who benefit from the rot in the system and they have been fighting us ever since and then we also have other politicians who serve on these boards who believe that when you privatize a company, they are not going to seat on that board. They are going to fight you. We also have the labour who also believes that when you privatize, they will lose their job and we totally agree with them and we also empathize with them. Some may lose their job but may not want to lose their job but we have over and over again emphasize that we will create more jobs and even better paying jobs and also in finances, we have also financial constraint and sometimes we have the opportunity of going to international funding agencies to assist us to roll out the programme, but out of these

constraints we fulfil our objectives which is to hand over the privatized companies to the private sector.

***Q: So if you must achieve this, it means communication is key?***

***A:*** Communication is key, it is the first item you need to let people know what you are doing, how you are going to do it, and everybody must be in the know. So it is the very first thing in planning to privatize, the first thing in the agenda.

***Q: So what is the communication master plan or strategy employed to reach out to your stakeholders?***

***A:*** Before we started, we first of all enact a law that says we must privatize these companies. The law was so comprehensive that it even listed the enterprises that will be privatized. So with that, before that law is passed, you have to do stakeholder management through the National Assembly to convince them that there is a necessity for this. So when the national Assembly believes that there is a necessity and pass the law, then you have been equipped to go and tell the public the need to do this and why we should do this and then get them to understand that it is absolutely necessary. If you achieve that then you move to Enterprise Marketing Communications. Each enterprise you want to privatize, then you segment the stakeholders who are in that industry, and then reach out to them and either through meetings, through what you call steering committees. Bureau of Public Enterprise will converge and plan how to go about the privatization and that is Enterprise marketing and we've done that in the few years after we have more or less drum this into their ears that there is a need to do this and like every other Nigerian project, some people still believe that there will be mago mago and there is something there that you are not telling them. Who is buying, they need to know who is buying. The initial part of the programme was so controversial because you taught about the stock exchange and that everybody will go there and buy. It wasn't successful because there was nobody to take control. People and core investors believe that when you give major stake to an investor, they are either your friends or family members. So that posed another communication challenge. So you need to convince them that this exercise is transparent and that there is this need to make them understand that there is this somebody to hold responsible for failure or success of the enterprise.

***Q: Our Society is like any other where you have the educated section of the public and the illiterates so how do you inform the illiterates who can also participate in the programme so that they can be on the same page with the people who tend to understand what privatization is all about?***

***A:*** It appears to us that all marketing tools are geared toward the educated so in that process we leave out the so called illiterates especially the people in the hinterlands, so we have decided, thanks to radio, we use radio extensively in the local languages and we have decided in what we call Stakeholders Engagement. We visit the traditional rulers to pass the message down to their subject. We, mostly when we started, we divided ourselves every other months to six geopolitical zones so every other month we go to the geopolitical zones and visit the traditional rulers and in that process we buy radio air time, and television air time, mostly

radio, because we know that those people who watch television are the same people who read newspapers. So we concentrate on radio, particularly in local languages, but we also do extensive work with television and newspapers and billboards, but we have eased off on the use of billboard because billboards are no longer as necessary as it used to be when we need to educate people on the concept. Now we believe that people are aware of the concept. What is now being questioned is the transparency. So we are now mostly using other communication tools like radio, television, newspapers and all that and we also do Stakeholders Engagement, but it is no longer as necessary as it used to be for us

***Q: How do you react to this; Nigerians believe that government do not consult the public before embarking on major economic policy reform? How do you react to it as it affects privatization?***

***A:*** No, we totally disagree, if we believe that the people we elected at the national Assembly are there to represent us, so if you consulted them you will believe that they will go back to their constituency and pass the message, when we talked about starting the privatization programme, we took the law to the national Assembly. In their wisdom, they consulted widely. They did Stakeholder Engagement, they took the bill to the zone and people debated and finally the bill was passed. I thought that was a great great way to consult the Nigerians through their elected officials and not even going directly to them and when the law was finally passed, during the implementation stage, we also spent a lot of money and time to consult with all the stakeholders, every single segment of the Nigerian population and even in the international, we took Investors Forum to all over the world and we do that in every single enterprise we are marketing. So we do wide consultation and then we believe that wide consultation has worked and it is still working.

***Q: What are the specific marketing communication tools that you employed to take these messages to the public and can you tell us about the campaign proper?***

***A:*** ok like I said earlier, each stage of the programme is segmented and we design communication strategy to help us address that stage. In the initial stage when our major headache so to say was to sell the concept, because most people didn't understand the concept, we taught door-to-door campaign was absolutely necessary, with billboard, we believed that Stakeholders Engagement or if you like town hall meetings were absolutely necessary. We employ those tools at that time. We, like I said, employed eight consultants, one is the national coordinating communication consultant, and then we have six coordinating zonal consultants. The zonal one reports to the national one, the national one report to us. We have the eighth consultant who monitor their performances and monitor some sort of do a feedback on what we call Media Monitoring Service which gives us a feedback on the perception of the Nigerian people, how they are reacting to the messages, if we need to adjust our strategy. So it was a major, major, major innovation for most people at the time and because most government programme is centred on taking 30 minutes every week on radio and telling people what we are doing and no feedback and hardly do you see government agencies doing call-in shows those days because they don't want to subject themselves to criticism. So they just do a 30 minutes programme, tell people what they do

and no opportunity to ask question. We changed all that, we let people know that you can criticize us and we are going to use your criticism get better. We have done that and we are happy to do that.

***Q: Now that we are emphasizing International Best Practices, how do you organize your workshops and seminars, was it organized by Bureau of Public Enterprise or do you outsource it to consultants, and if you outsource it, does the marketing consultants know what it takes to communicate in the contemporary world and do you have equipment compatible with modern marketing communication?***

***A:*** Yes, to an extent, it depends on the size of the workshop or stakeholder engagement and some we outsource, some we do in house and we have what we call database of all marketing consultants in Nigeria and most part of the world, the major ones and when we want to do most things because most of our funding is coming from the World Bank, we must advertise and do what we call Soul Sorting and we do quality and control cost selection process. Apart from your cost being reasonable, your quality control must be exceptional. So when we assemble our process base on best cost and best quality, we utilize international consultants a lot because we use international money and we have to follow their process about getting the best.

***Q: Now you organise some campaign in house, what is your staff strength, is the Bureau of Public Enterprise adequately staff and are these staff competent to handle campaigns and do you have staff who could monitor the performance of your consultants to find out if jobs given to them were executed effectively – like yielding positive result?***

***A:*** Yes in terms of competency, I will say when I started we were not what you could call a communication department, then, it was I, my secretary, and another colleague. I told my management that it is not going to work for this kind of assignment, because I was in the media and I have opportunity of reporting privatization programme in some part of the world and I know how difficult it was. It came to a time when one Zambian President has to come to Washington to address us and tell us the difficulties they are facing. So with all that I told my management from what I know and from where I was being of our proximity to Mexico, when it was happening, I know how many people who were murdered in cold blood as they were prosecuting privatisation in that country. So I told my management that we have to beef up our communication efforts and if we are going to do that, we are going to employ seasoned hands and thank God they understood with me and gave me the free hand to hire people that will assist us. So we have to go and pouch the people we consider the best in the industry at the time. We went to the newspapers and we hired nobody below the rank of Editor at the time and we also went to marketing and advertising agency to hire some of the account Directors and all that to beef up our unit. Then with that and efforts of the consultants, we believe that we have done reasonably well.

***Q: In this era, we are talking about emerging economies, serious competition especially championed by the group known as BRICS, that is, Brazil, Russia, India, China and South Africa, do you have bilingual or multilingual receptionist or staff that can handle external calls or transactions from these emerging economies because we believe that when they speak in their languages they will be confident?***

***A:*** Yeah, you are absolutely right. We in the beginning, for a number of years, we were very conscious of that. We, unfortunately for us, we have English, French, and at a time Spanish. With information technology, our PABX is now decentralized and we have receptionist who is actually not receptionist in the real sense of it because the PABX is automatic, it automatically transfers the call to the department. But when we had centralized PABX, we had bilingual receptionist. But right now, I think it seems necessary because sometimes I got, once in a while I got a call that the conversation will be more like sign language over the phone. But if I have bilingual receptionist or staff, I will ask the person to pick the phone and do the interpretation for me.

***Q: We believe that advertising is one-way traffic, you release message in a one-size-fit-all and it goes to the public. We believe that there are other marketing communication tools that have information coming in opposite direction, now how do you get your feedback, what is your feedback mechanism?***

***A:*** I said earlier that we employ what we call Media Monitor. They are about eight consultants. I remember when I told you that we have six zonal consultants and one national consultant and we also have one media monitor. They relay to us what the media is saying, the reactions and all that and we also have an internal mechanism and what we call Issue Management Meeting every Monday. The entire management will meet and we look at reviewing the media comments about us and decide how we get to the areas we need to make changes, we make changes, areas we need to respond, we respond, we have what we call ~~Ask BPE~~ that people use that opportunity to tell us what they feel about what we are doing and then ask us questions and we respond to them.

***Q: Talking about your monitoring, how do you monitor and evaluate, what I call impact assessment of your marketing communication tools and the campaign? How are you sure that the public has received the message the way you want them to receive it?***

***A:*** Well sometimes it is a little difficult if you need to go by numbers but we just assume that a particular campaign or message impacted. We react to it. We use the reaction of those we call the minority to measure the impact and it will be naive for us to believe that everybody that is impacted by the message will respond. Base on the response of the few, if the response is negative. We believe that the majority got the message if a lot of people react the way we expect them to react. So we tend to restructure our message and proceed from there if the people are reacting negatively.

***Q: Let's talk about your website, sometime ago, I visited your website and some of the blogs, the journals were outdated and I also discovered that it was long you distributed your periodicals, that is, the newsletters?***

***A:*** Yeah, you are absolutely right, it was also giving us concern here in the public communication, we made that case to even the management, that when we, that when it was outsourced, the update was more like on daily bases, but since our internal information technology department took over, the update is lagging a little bit so the management has agreed that the public communication should take over the management of the site. We believe that in the coming weeks or months, the public communication department should take charge. We are in the process of assembling some staff to do short training on web management. When they come, we dedicate a few people to make sure that information coming from the department will represent the organisation. So in the past few years the website was not what it used to be and we quickly regret that and like I said, we are working on improving on it.

***Q: Considering the volume of work on your desk, how do you rate your budget, the money that was allocated or appropriated to your department, is it enough for you to carry these campaigns to various stakeholder groups and how do you achieve the kind of result you expect?***

***A:*** Well, like I said in the beginning, when the issue was marketing the concept of the privatization, I was getting a lot of support especially from International Funding Agency and say particularly USAID, DFID, World Bank, but since these funds dried up and depending on budgetary allocation it's been abysmal, we are getting next to nothing and this is one media department that has not have a dedicated budget. The budget was when we were getting international funding; now we are getting nothing.

***Q: Who are your stakeholders and how often do you send message to them?***

***A:*** We said that the entire Nigeria public is our stakeholder group and the international community is our stakeholder group, then with that we have to segment what we call key stakeholders; we are not saying that every Nigerian is not a key stakeholder, because what we are selling belong to all of them, but there are people that inevitably we have to deal with to get things done. The National Assembly is a key stakeholder, we say the parastatal managers are key stakeholders, the workers themselves who work in those parastatal are key stakeholders, and our investors who are one of the most important key stakeholders, the donor agencies are key stakeholders. Now you would say that without them our job will be made a little difficult. So we communicate with each segment in a different way, for the investors we organize what we call Investors For a, we move around the world and in the country talking to them about the benefits of investing in each sector and how our investment planet, our return on investment has greatly improved under the democratic administration and for the workers we do what we call Workeróto- Worker and then we engage them and then we bring workers from already privatized enterprises to go and meet with workers from enterprise to be privatized and share experiences to allay their fears that privatization doesn't



necessarily mean job losses and then for National Assembly I remember one year we counted before the end of the year we appeared before them forty seven times and then you begin to wonder when do we have the time to do the work. But my people will say that whatever stopped work is work in itself so we engaged with each stakeholder, for the Nigerian public apart from engaging with the National Assembly, we go to their traditional rulers and then we meet some traditional rulers who will call their village people and village heads and we will discuss what we are doing and how it will impact them and ask for their support. So each segment of our stakeholder group we have ways of engaging with them.

***Q: Talking about donor agencies, is it that the Nigerian government does not have the capacity to sponsor marketing communication campaign. Why do we need donor agencies?***

***A:*** No they have the capacity to sponsor it but you know, we all know that government process, like they say the wheel of democracy grinds slowly and then if we have to wait for the treasury funding, it will probably take two years to do one project and then the programme we are prosecuting does not have much time. So and donor agencies in their case, it is faster so we prefer, em, and the truth is that it is also free money and so federal government should have used what will be allocated to us to allocate to health, because we also understand and that most agencies don't know how to access international funding. So if we can do that, we now allow government to use what should have been giving to us to improve the health sector, improving education.

***Q: Ok, is it possible to mention some of these donor agencies?***

***A:*** Yes USAID has helped a lot, apart from helping our public communication department; they have sponsored every Director, every Deputy Director to go to Harvard to spend three months which is a huge capacity building for us. Most of our Directors and Deputy Directors are trained and we also get some fund from DFID, World Bank, World Bank has also assisted us a lot and I remember when we finished policy and regulatory framework in telecommunication sector, we were faced with the possibility of a regulator because regulating bodies will bully them. So we talked to World Bank and they said they are going to give us fund to enhance them. So we got credit and increased the capacity of National Communication Commission and make sure they are well paid over the people they are regulating if not better paid. And that is why the National Communication Commission was able to face the mortar we are now seeing in the telecommunication industry. Otherwise if they were receiving the kind of remuneration they were receiving at that time, the telecom operators would have bought all of them over and we will be in a bigger mess now.

***Q: The credit what do you call it, is it loan or what?***

***A:*** Yes a credit but not a grant. A credit from DFID and all other agencies are grant. The difference between a credit and loan is that credit the interest is between 0.50 and 0.75 and then you have a moratorium of ten years before the interest will start running. So it is like you get the money and you pay back and the money is almost free.

***Q: If I ask you to be the Judge of your case, do you think that Nigerians are well informed about privatization and commercialisation?***

**A:** We believe so; we actually believe that they are well informed. Like I said earlier, we have done couple of research. I commissioned a couple of research and the result even shocked some of us about the percentage of Nigerians who are aware but what we are still working on now is that they believe it is absolutely necessary to privatize. They believe that the companies are inefficient, they believe that something should be done about them, but they still don't believe that the way we are going about them is transparent enough and we are working under and you don't blame them because the system made them believe that nothing will ever be transparent in the system and then it's a bug we all try to remove from our eyes and nothing happens in this country without a reason, that there is no way you can privatize these companies without taking some of them or without calling your friends to take over some of them on your behalf. It is not about privatization, it is about entire system because the people we have in authority has not giving them reason to believe that the person doing it cannot do it without benefiting from it.

***Q: I recall, you said you take campaign to the hinterland, how do you cover the six geopolitical zones, do you communicate to them in their own native dialect when you get to the town hall meeting?***

**A:** Like I said earlier, we visit; we have what we call Publicity and Mobilization Committee from National Council on Privatization which is co-chaired by National President of Nigerian Chamber of Commerce, Industry, Mines and Agriculture (NACCIMA) and then Minister of Information. So what that committee does is they divide themselves into six and each group goes to the zone and their pact is to meet all traditional rulers in each zone and address them and when you are sharing people into such zones you take cognisance of their ability to understand the language of such zone and then when you are meeting with their Igwes and Obis and Emirs, you get the Emirs to also call their subjects to come and be part of the meetings. Sometimes we also organize town hall meeting and we use radio, local languages extensively to reach the people in the hinterland.

***Q: What about your newsletter, I read some of them – I mean your periodicals, you are still going to produce more of them. How do you make sure that it hits target by meeting the section of the public that needs them and by that I mean that it will get to embassies of countries in Nigeria and Nigerian embassies in foreign land?***

**A:** Yeah, we actually have two publications, one is the one you mentioned, the Privatization Digest, and then the other one is what we call Info Privatization, the Info Privatization is more like a newsletter which we circulate to our stakeholders in our immediate vicinity, our staff, the media, our sister agencies. The Privatization Digest is the journal and that journal, our effort in that journal is more like documentation of our efforts in details, the processes we went through to do that particular transactions and that journal is distributed to all Nigerian Universities especially in their library. It is distributed, like you said, to Nigerian Mission abroad, and then all the embassies and high commission in Nigeria. At a point it was actually

in service journal of Dana Airline, but we took a break, there was also break in communication with them. It got to government offices and we were glad when somebody visited President and the President gave him a copy of the journal and got responses that it was quite educative. Somebody also told us that there was one article we did about Variation that he had to take it to Harvard Business School to, when there was a debate on valuation it educated them on how valuation is done. So, like I said, the next one we are dedicating on power reform and privatization. Our major objectives is that it becomes a research journal any other country that will like to do power reform on privatization will use our journal as a reference journal to start their process.

***Q: Talking about the power sector, your relationship with the workers, the union has not been cordial. How do you see the Nigerian Marketing environment, what do you have to say about taking privatization to the door step of the typical Nigerian, judging your relationship in the recent time with the workers in the power sector?***

***A:*** Well, the first thing is that we should always differentiate between workers and union. The workers are the people who are actually engaged in that sector. The union are professionals who tend to manage or claim to manage the welfare of the workers across sector, not just in one sector; sometimes they manage one particular sector. Our relationships with the workers are excellent to the best of our knowledge. You could say that we are still working on our relationship with the union. The unions sometimes don't understand what goes on in the work environment and what goes on in a particular sector, but the workers who are there know what they are going through. I know that workers in the power sector are in constant contact with me and my other colleague telling us that we are moving too slow in jobs about privatization in that sector but we also ask them to be patient because power sector is so delicate that we are not going to be in a mad rush. We've been in the tube for donkey years, and we don't want to be, they want us to be so fast, we ruin all efforts so we in a nutshell we have great relationship with workers. For most workers the important thing to them is if you want to exit them, you pay them all their entitlements and we have promised them that nobody will short-change them and then when you, they also understand what happened in the telecom sector, like I said earlier we have what we call worker ó to - worker programme. The workers in the telecom industry will meet the workers in power sector and this is what they will tell them that when we reformed the telecom sector we taught that our job will be lost but more jobs were created, better paying jobs and now people are going outside the country looking for experts to come and work for them. The telecom industry is growing. Now if what we see in the telecom industry we think it is great, what we see in power is going to be mind-blowing because all the engineers in this country may not be enough to feed that industry and in anticipation of that we have established what we call Power Training Institute that will give Engineers coming out of school refresher course to work in the sector.

***Q: Ok, what concept underpins the development of key messages? If campaign is about the message, what are the active ingredients in the conventional message you are giving to the public?***

***A:*** First of all, you start with what do they want to understand first. First of all, when we started we said ok, you say privatization, do people even know what privatization is all about. Do they understand the concept, do they know what you will do in their lives, how you come, so you structure your message to first of all explain to them the concept of privatization, then when you think they have a fair understanding of the concept, then you begin to tell them the benefits, you begin to allay their fears because if you have heard about privatization in the United Kingdom, and acrimonies it generated and you hear that it is coming to Nigeria, you will be edgy even before you understand what it means. So messages will be designed to say ok, this is what it means. Secondly, this is the benefit of it and then when you finish with that, you get to each enterprise and tell them look, when we revamp this sector, when we privatize this sector, these are the benefits. I remember when we were doing the Pension Reform, they say people are chopping our money and you have gone to bring something else that will increase corruption. You said ok, give us a chance. So we took our time, draft the bill, begged the National Assembly, they then pass the law and then we have about the best Pension Reform in the world. If we had that Pension Reform we have now, everybody will have his own pension, every month I have alert that is my pension. When I retire, this is money I will have in my account, but before it wasn't like that. So we take our time to explain to them that this is what will happen if this is done. You take telecom sector, people never believed that, even former Minister who is now a senior member of government was quoted as saying that telephone is not for the poor people. If for instance, if when we were marketing to get people to come and buy in the telecom sector, I tried Vodacom, they said I should send them list of Nigerian people who are making \$20,000 or more, that these are the people that will afford telephone, so they can know exact number they are looking at. I said that statistics is not available in Nigeria, but people that came, brave the storm and came, invested, discovered that those who are making zero dollars a year are making more phone calls than people who are making \$100,000 a year. Students spend more monies making calls than legislators. So, ok, like I said you segment the message from the concept until you move up to each enterprise and market them that way.

***Q: Ok, at what stage did you incorporate or introduce the communication plan, is it recognized right from the beginning, at the formulation stage or introduced at the implementation stage?***

***A:*** Like I said earlier, right from the beginning when you are pushing the bill to the time when it is passed into law, you do extensive communication. So you do communication from the beginning to the completion of the programme ó policy formulation or legal communication stage, you do extensive policy communication programme; you do extensive consultation which is part of communication. You probably will not have anybody to pass the bill if they know what happened in Mexico, know what happened in Britain and Brazil and Argentina where privatization started before us but you need to take time to explain to them

the importance for it, the need for it and then get them to understand that it is necessary. So communication starts from legal and policy formulation stage until the end of it.

***Q: What difference does it make when there are oppositions to the reform?***

***A:*** Like I said if people don't understand what you are doing, they will always oppose it. I understand that there are people who don't want to understand, who will not like to understand and once you tell them they oppose, they oppose, they oppose. Now if you recall what somebody told Aminu Kano one day that even if you make Aminu Kano President, one day he will carry placard and protest. There are people that will always oppose, but you are not going to use that as the parameter, you are going to continue to take the message to them until they understand, like I said, you will continue to repeat the message to them until they understand, like you said, you will continue to repeat the message to them and make sure they buy into it, you have an alternative than making them to buy into your programme. Majority of them, not just one or few of them.

***Q: What do you have for the doubtful members of Nigerian public and the stakeholder group about the success of privatization in Nigeria?***

***A:*** What we tell them is, that is why we introduce what we call Worker ó to ó Worker programme. Look, it's no longer a novel idea; it has been tested and proven. Go to First Bank and ask them how it before was and how is it now, go to Union Bank, go to UBA, go to Fidelity Bank. All those banks we privatized, ask their workers how is it then, how is it now, ask their shareholders how much dividend they are making then and how much dividend they are making now. Go to workers in Eleme Petrochemicals and ask them how was Eleme then and how is it now. Government never received a single dime in Eleme, today we are making four thousand naira per share dividend, and the shares are now selling over seventeen thousand naira per share in Eleme Petrochemical. Go to the people in the telecom sector, ask them, twelve or fifteen years ago, how many people have mobile phone and how is it now. Ask workers who are retiring today how their pension before was and how is it now. Take each sector we have worked on, go back to them and find out how are those sector now, then you can come back to us and say I am still oppose to it, then you probably never be informed in your life. For our applicants we like to find out who wants to implement our programme as we want it. You don't just call in because you are a communication consultant or advertising agency, no, we have what we call the Deliverables, we tell you these and these and this, we tell you the minimum we want from you when we hire you, if you don't meet what we call KPI, a sort of Performance Indicator, we let you go.

***Q: Ok, these communication consultants, do you believe that they have modern marketing communication equipment and tools that they can use to campaign and pass messages to the stakeholder groups?***

***A:*** Absolutely!

***Q: If they have, sometime ago, you were publishing what you call Privatization Digest, I believe now you've stop doing that?***

***A:*** No, we are still doing it. We are working on the next issue which is dedicated to the power sector.

***Q: What about your website, do you update it, how often do you update your website?***

***A:*** We, the Information technology department was updating at about probably every two months but we've lodged complaint to the management that it should be, because of the new development in the information sector, that it should be on a daily bases or hourly bases. So the management has actually approved that the public communication department unit should take over the management of our website. So in a month or two, we are sending our colleagues to Lagos to in the next one week or two weeks train them on how to run a website. So when they come back our unit will take over the communications, I mean the website management full time. Our website will now become interactive. So we can , if you ask any question or if you make any request, it will be on interactive bases. We can answer your questions right away.

***Q: Ok, will you also include training of bilingual or multilingual staff, because of your investors who may be communicating in foreign languages, do you have receptionists now who can speak French or Chinese language, or do you expect any caller or anybody making request to do that in English?***

***A:*** I will say between 2000 and 2009, we had bilingual receptionist, but our PABX has been sort of decentralized. Enquiries are mostly directed to the department. It, PABX has automatic function that once you say who you are looking for, it will automatically direct you. Since then, we just have one receptionist who handles the PABX maybe so that when the call is back to the PABX, she will direct it to the department. Before the technology, we have bilingual receptionist mostly French. At a time we had one who spoke Spanish, but it has always been French and the English.

***Q: Ok, we believe that advertising is one way traffic, how do you get feedback from the stakeholders, how do they get back their feeling to the BPE so that you can be able to adjust?***

***A:*** Well we have several ways of getting feedback like I said, we have consultants, we have employed one firm called RMS, they do media monitoring services and we employed them to beef up in that and more so there is what we call Issues Management. The issue management

meeting is that all the Directors meet every Monday morning. Every Directors and every Project managers meet every Monday morning to review all the issues in the media, for example, radio, television and bring it to that meeting and look at what every media is saying about privatization and see what responses we have and the ones we have responses, sometimes the responses will be just making a phone call, just call the people and say look this is how it is and then if we need to respond in the media, we issue a release by responding to them. Some we have what we call Ask BPE where our stakeholders who are IT compliant get to send us email and ask questions about certain issues and we respond to them and what media monitoring unit does is that every week they send us what we call Perception Measurement Index to tell us this is how people feel on a particular issue.

***Q: Ok, so through that way, you are going to assess their impact on what you've done so far..,***

Cut in...

***A:*** Yep!

***Q: .. Get result?***

***A:*** Yep or we adjust, maybe.

***Q: How do you see the marketing environments of Nigeria, the people of Nigeria, are they supportive or hostile?***

***A:*** Well we have to separate, well, but I will say the majority probably, about 80, 90 percent of Nigerians based on our research we have commissioned two research companies to work on the Impact Assessment of the privatization. The result showed that about 80 percent or more are in favour of privatization and the other segment that are definitely not in favour of that is labour. We also understand because there is this fear that privatization is about retrenchment, but we have also try as much as we can to allay their fears that it is not about retrenchment. What we want to do is that we open up the sector. When you open up the sector, you create more enterprises in a sector, subsequently you create more jobs. So we always talk about issues in telecom sector, when we were doing reform in that sector, people were oppose to it, but instead of having one NITEL with about 400,000 staff, we have three major operators and other small small operators, the job creation is running into millions now and you know, we say that majority are in favour. They say public enterprises are not performing, they are not efficient, and they just want privatization that will ensure efficiency and those that do not ensure efficiency, because if you are not performing you die so that those who are performing will live. So that like NITEL which is not performing those who are performing can live. So it is competition brought about by private sector participation.

***Q: Let's go to the budget, do you think that money appropriated to your department is enough to take this campaign to the stakeholder group. Is it enough?***

***A:*** We've always complained that it is not enough, our bosses have also told us that no budget is enough for public affairs department but that we have to keep managing what we

have and we still believe that what we are getting is grossly grossly not enough to execute the kind of work that we want to do.

***Q: So do you think that it has affected your overall result?***

***A:*** Not necessarily, what has happened is that when you compare your peers in other environment, with check Mexico and others, it is like other environment, they tell us that in their own environment, it is like a secret service because those of them who work in the agency are afraid of being murdered because they think you are just after retrenching people, so they go after them. In our case we have we have done good enough job to get people to understand the impact it will have, the reason for that and then the need for that and Nigerians now know but there are those who no matter how much information you give them they are already fixated. They don't want to move from their camp that this is bad, that is bad but those who have open mind we have been able to penetrate them quickly and they are the majority, but for those who are fixated, we continue working on them and we are going to continue working on them and keep with them to see the reason for this.

***Q: What is your relationship with the media in trying to help you develop good relationship especially with people from the power sector, the workers from the power sector; it seems they don't understand the benefits of privatization?***

***A:*** No I think our relationship with the media is excellent, what I also caution people, both the workers from the power sector that actually know the benefit and they subscribe to it and let's not confuse those of the labour union and the workers. The labour union leaders are the professional union leaders. While the workers in the sector understand what is going on and they are working with us but the labour who so to say people see in the media who speak in the media are speaking base on their own self-interest most of them driven by what they call Take Off Dues they get, so they actually don't want reforms in that sector, they don't want privatization because they will lose their membership. So those are the people you see in the media. At our interaction with the workers, sometimes they actually call us to find out why it is taking so long for this thing to be done because they put in a lot of efforts but have not seen their efforts because funding on the part of government is not working. So we need to differentiate between the workers and the union.

***Q: Some may say that it is important but I see it as crucial the relationship between effective communication strategy and realization of privatization and commercialization objectives?***

***A:*** I think they are closely related. You can't do without the other. Like I say, if not because of our interaction with other clients that are privatizing, maybe we were able to succeed in Nigeria because of the robust marketing strategy we adopted, we penetrated, in the early days we penetrated, we visited every geopolitical zone, we visited all the governors and almost all the local government chairmen to seek their support and with, that robust interactive strategy worked for us because everybody got to know what privatization is about, why we are privatizing and the need to privatize. We took it to them; the media more or less was like a



forgone conclusion, so you can't do effective privatization without adopting a robust marketing strategy and communication strategy.

***Q: has the public felt your impact in all six geopolitical zones, if yes, have you been visiting the hinterlands, and when you get to them, have you been communicating in their native language, have you had a forum where you inform them specifically about the benefits and how to participate in privatization?***

***A:*** I've done that extensively and I believe they've also because we have from our feedback mechanism those of them actually call us and ask when is the next issue coming up because the privatization Act says that when you privatize you have to also set aside a certain percentage for the Nigerian public which will be given to them through the Nigerian Stock Exchange and then all the companies we privatized, when they do their initial public offering, the shares are divided equally among the 360 federal constituencies in the country and all the constituencies will get their own and for all the constituencies, for all the state which their citizens were not able to take up all their shares, we encourage the state government to take up all their shares on behalf of the citizens and sell to them at a later day and for what they always, especially people who are interested in a particular sector, they are always calling to find out when is the next one and because of the early interaction, we have to embark on radio programme in local languages because of those people to let them know what we are doing and apart from the networks we have our pamphlets we printed in local languages but I realized that it is only the Hausa pamphlets that is being utilized more and from our feedback mechanism we find out that the other languages can do with English language and will not use the local language version.

***Q: what about your presence in foreign embassies in Nigeria and Nigerian embassies oversea?***

***A:*** What we use to do is those they call the Economic Attachés we use to invite them all to Abuja a sort of Investor's Forum and tell them the opportunities in the privatization programme in Nigeria and ask them to take this message to their home countries. They also help us take it to their countries and give to investment communities in their countries. We use to go to Nigerian mission overseas and some of them use to organize investment for a and invite us to come and speak to investors in those countries. So some of our publications we distribute to our economic attachés and whatever we publish we send to our missions.

***Q: Have you organized symposium or workshop or seminar in any of the Nigerian Universities?***

***A:*** We used to do that and the other thing we use to do is we visit NYSC orientation camps when they open, we send our colleagues to them in those camps and then Nigerian law school we also use to send when their class begins, those people to go and make presentations and some of the universities. These days it's like more on weekly or monthly bases, Economics students of universities are visiting us to learn more, and the lecturers, we are even working with some of them to set up privatization department in some of their schools.

***Q: Will it be right to say that level of awareness or rate of participation is low?***

***A:*** Well awareness, I don't think so. Awareness I think is very very high, I don't think that there is anybody in Nigeria today that you will ask about privatization that they tell you they don't know what it is; participation why we would say that it is quite high is that the public offer is easily oversubscribed. Except one or two, except hotels that people are not interested in, but the other companies we get oversubscription. So it means that the participation is quite high. We are not expecting everybody, it is not for everybody. Even in power for the seventeen companies we are selling, we got over nine hundred expression of interest. It is a record in the whole world because nobody has ever gotten that kind of level of expression of interest

***Q: So it is right to say that you are satisfied with the responses of the public in the implementation of privatisation and commercialization?***

***A:*** Oh yes, considering, because like in said in some clan, the implementers of such programme are being murdered or if you like they put a kind of flash light on their heads but in Nigeria they realize that the system is inefficient and so everybody more or less there is a concern that this should be done. That what some quarrel is that you are not doing it transparently enough, but in terms of should it be done? Nigerians said it must be done but they also expect you to do it transparently not give it your friends.

## APPENDIX VI

<b>COMPREHENSIVE LIST OF ENTERPRISES PRIVATIZED PRIOR TCPC -2007</b>									
S/N	NAME OF ENTERPRISE	Original Investment	METHOD OF DIVESTITURE	DATE OF SALE	NAME OF INVESTOR	% of FG Holding	% SOLD	GROSS PROCEED (NAIRA)	REMARKS
<b>Enterprises Privatized Prior to TCPC</b>									
1	Nigeria Diaries Co. Ltd		Asset Sale on Competitive basis	Prior to TCPC	NA			18,604,497.11	Privatised by Ministry of Agriculture before TCPC
2	Nigeria Poultry Production Co Ltd		Asset Sale on Competitive basis	Prior to TCPC	NA	100			Privatised by Ministry of Agriculture before TCPC
3	Madara Dairy Co. Plc		Asset Sale on Competitive basis	Prior to TCPC	NA	100			Privatised by Ministry of Agriculture before TCPC
4	National Life stock Production Company Ltd Kaduna		Asset Sale on Competitive basis	Prior to TCPC	NA	100			Privatised by Ministry of Agriculture before TCPC
5	Poultry Prod. Unit Jos, Ilorin & Kaduna		Asset Sale on Competitive basis	Prior to TCPC	NA				
6	Kano Abattoir Co. Plc		Asset Sale on Competitive basis	Prior to TCPC	NA				
7	Nigerian Beverages Prod. Co. Ltd Yola		Asset Sale on Competitive basis	Prior to TCPC	NA	100		4,125,000.00	Privatised by Ministry of Agriculture before TCPC
8	Mokwa Cattle Ranch		Asset Sale on Competitive basis	Prior to TCPC	NA				
9	Bauchi Meat Factory & Galabi Cattle Ranch		Asset Sale on Competitive basis	Prior to TCPC	NA			4,800,000.00	Privatised by Ministry of Agriculture before TCPC
10	Umuahia Pig Farm		Asset Sale on Competitive basis	Prior to TCPC	NA	100		129,000.00	Privatised by Ministry of Agriculture before TCPC,120,000
11	Giant Cold Store Kano		Asset Sale on Competitive basis	Prior to TCPC	NA	100			
12	National Freight Co. Ltd Kaduna		Asset Sale on Competitive basis	Prior to TCPC	NA				
13	Nigerian Ranchers Co. Ltd. Kaduna		Asset Sale on Competitive basis	Prior to TCPC	NA	100			Privatised by Ministry of Agriculture before TCPC
14	Nigerians Foods Company Ltd Maduguri		Asset Sale on Competitive basis	Prior to TCPC	NA			815,169.96	
15	Kaduna Abattoir & Cold Meat Market		Asset Sale on Competitive basis	Prior to TCPC	NA				
16	Minna Farm Minna		Asset Sale on Competitive basis	Prior to TCPC					Privatised by Ministry of Agriculture before TCPC
17	Manchock Cattle Ranch, Manchok		Asset Sale on Competitive basis	Prior to TCPC	NA			270,000.00	Privatised by Ministry of Agriculture before TCPC
18	National Animal Feed Company Ltd Port Harcourt		Asset Sale on Competitive basis	Prior to TCPC	NA				
<b>Total Proceeds prior to TCPC</b>								<b>27,032,940.47</b>	

<b>Enterprises Privatised in 1989</b>									
S/N	NAME OF ENTERPRISE	Original Investment	METHOD OF DIVESTITURE	DATE OF SALE	NAME OF INVESTOR	% of FG Holding	% SOLD	GROSS PROCEED (NAIRA)	REMARKS
19	Flour Mills of Nigeria Plc	3,900,000.00	Public Offer	1989	NA	24	100	6,240,000.00	2.46 times subscribed
20	African Petroleum Plc	28,800,000.00	Public Offer	1989	NA	60		32,832,000.00	
21	National Oil and Marketing Company Plc	5,200,000.00	Public Offer	1989	NA		60	164,839,800.00	35,339,104.56 from DFID Consultat
22	United Nigerian Insurance Company Plc	7,320,000.00	Public Offer	1989	NA	42.54	100	17,568,000.00	634747.57 this includes sale of warehoused shares
23	NEM Insurance Company Plc	392,000.00	Public Offer	1989	NA		100	901,600.00	
24	Niger Insurance Plc	1,750,000.00	Public Offer	1989	NA	100	100	6,991,520.00	by DFID consultant. Fully subscribed
25	West African Provisional Insurance Company	334,000.00	Public Offer	1989	NA	33.4		734,800.00	768,200 by DFID Consultant
26	British American Insurance Company Ltd	980,000.00	Public Offer	1989	NA	49		4,312,000.00	4,511,399.05
27	Crusader Insurance Company Plc	490,000.00	Public Offer	1989	NA	45.52		2,548,000.00	Fully subscribed
28	Guinea Insurance Company Plc	627,000.00	Public Offer	1989	NA	24.82		15,037,944.00	1,503,794.40
29	Law Union and Rock Insurance Company Plc	1,173,000.00	Public Offer	1989	NA	39.1		3,714,500.00	3,831,852.24
30	American Intern Insurance Company Plc	588,000.00	Public Offer	1989	NA			6,468,000.00	
31	Prestige Assurance Company Plc	980,000.00	Public Offer	1989	NA	49		3,381,000.00	3,772,271.72
32	Royal Exchange Assurance Nig Plc	564,000.00	Public Offer	1989	NA	47		17,766,126.00	proceed from the sale of warehoused shares is still being awaited
33	Sun Insurance Nig Plc	294,000.00	Public Offer	1989	NA	49		1,470,000.00	
<b>Total Proceeds for 1989</b>								<b>284,805,290.00</b>	
<b>Enterprises Privatised in 1990</b>									
34	Ashaka Cement Company plc	36,000,000.00		1990	NA	72	70	42,600,000.00	39,000,000 by DFID Consultant
35	Abatex plc	10,500,000.00	Public Offer	1990	NA	40		18,001,535.00	
36	Benue Cement Co .plc	20,680,800.00	Share Flotation&Core Investor Sale	1990	NA	53.91		42,606,646.00	
37	Mambilla Cattle Ranch		Asset Sale on Competitive basis	1990	NA			18,274.00	Privatised by Ministry of Agriculture before TCPC
38	Mokawo Cattle Ranch		Asset Sale on Competitive basis	1990	NA				
39	National Cargo Handling	1,500,000.00	Management/Employee BuyOut	1990	NA	100		3,699,320.00	
40	National Livestock Production Co. Ltd.		Asset Sale on Competitive basis	1990	NA				
41	National Poultry Prod. Co. Ltd.		Asset Sale on Competitive basis	1990	NA				
42	National Root Crop Prod. Co. Ltd.	1,200,000.00	Asset Sale on Competitive basis	1990	NA	100		9,909,530.91	
43	Nigeria Beverage Prod. Co. Ltd Enugu		Asset Sale on Competitive basis	1990	NA				

44	Nigeria Engineering and Construction Co. Ltd.		Asset Sale on Competitive basis	1990	NA			25,920,000.00	
45	Nigeria Food Company Ltd.		Asset Sale on Competitive basis	1990	NA	100		934,820.00	Privatised by Ministry of Agriculture before TCPC,815,169.96
46	Nigeria Grain Prod. Co. Ltd.		Asset Sale on Competitive basis	1990	NA	100		32,955,223.00	
47	Nigerian Yeast & Alcohol Manufacturing	765,000.00	Public Offer	1990	NA	51		3,213,000.00	
48	Okomu Oil Pam Co. Ltd.	300,000.00	Share Flotation	1990	NA	46.8		23,225,544.00	8.04% undersubscribed
49	Opobo Boat PLC		Asset Sale on Competitive basis	1990	NA			1,710,000.00	
50	Road Construction Nig. Ltd.		Asset Sale on Competitive basis	1990	NA	100			In Liquidation by Federal Ministry of Works and Housing
51	Sokoto Integrated Livestock Co. Ltd.		Asset Sale on Competitive basis	1990	NA	100			A still-born project
<b>Total Proceeds for 1990</b>								<b>204,793,892.91</b>	
<b>Enterprises Privatised in 1991</b>									
52	Ayip Eku Oil Palm Company Plc		Share Flotation	1991	NA	40		5,921,002.00	14,74,260, undersubscribed by 57.61% Balance warehoused by TCPC
53	Central Water Transportation Co Plc		Assets Stripped	1991	NA	100		24,261,651.00	20,478,130.00
<b>S/N</b>	<b>NAME OF ENTERPRISE</b>	<b>Original Investment</b>	<b>METHOD OF DIVESTITURE</b>	<b>DATE OF SALE</b>	<b>NAME OF INVESTOR</b>	<b>% of FG Holding</b>	<b>% SOLD</b>	<b>GROSS PROCEED (NAIRA)</b>	<b>REMARKS</b>
54	Durbar Hotel Plc Kaduna	12,270,849.00	Core Investor	1991				90,000,000.00	
			Sale Deferred by Public Offer	1991		100		40,195,867.80	
55	Motor Engineering Services Co. Plc		Asset Sale on Competitive basis	1991	NA	100		4,570,357.00	216,265.00
56	National Salt Co of Nig Plc	9,500,000.00	Share Flotation	1991	NA			9,877,000.00	
57	Nigerian National Fish Co. Ind.		Asset Sale on Competitive basis	1991	NA	66		107,506,167.00	74,800,750.00
58	Nigerian National Shrimp Ind.		Asset Sale on Competitive basis	1991	NA	100		25,000,000.00	
59	Tourist Co. Nig. (Federal Palace Hotel)	27,620,000.00	Defered Public Offer	1991	NA	100		597,549,852.00	493,310,000.00
60	Unipetrol plc	24,000,000.00	Public Offer	1991	NA		100%	96,000,000.00	
<b>Total Proceeds for 1991</b>								<b>1,000,881,896.80</b>	
<b>Enterprises Privatised in 1992</b>									
61	Cement Company of Northern Nigeria Plc	72,000,000.00	Share Flotation&Core Investor Sale	1992		60	30	72,000,000.00	
62	Electricity Meter Co. of Nig		Asset Sale on Competitive basis	1992	NA	7.7		8,100,000.00	
63	F S B International Bank Plc	67,440,000.00	Share Flotation	1992	NA			84,000,000.00	
64	Festac 77 Hotel Plc Lagos	51,968,830.00	Asset Sale on Competitive basis	1992	NA				
65	First Bank of Nigeria Plc	36,153,000.00	Share Flotation	1992	NA	44.8		144,476,628.00	
66	Imperist Bakolori Plc	4,200,000.00	Share Flotation	1992	NA	60		5,880,000.00	Fully subscribed
67	International Merchant Bank Plc	18,900,000.00	Public Offer	1992	NA	60		95,760,000.00	
68	Merchant Bank OF Africa Nigeria Ltd	404,000.00	Asset Sale on Competitive basis	1992		5		6,363,000.00	

69	NAL Merchant Bank Plc	3,150,000.00	Share Flotation	1992	NA	20.53		175,896,000.00	77,616,000.00
70	New Nigeria Salt co Plc	23,350,000.00	Share Flotation	1992	NA	100		45,000,000.00	
71	Nichemtex Industries Ltd	1,200,000.00	Share Flotation	1992	NA			8,460,000.00	
72	Nigeria Hotel Plc	11,300,500.00	Asset Sale on Competitive basis	1992		47.46		700,000,000.00	
73	North Brewery Plc Kano	7,500,000.00	Private Placement to core Group Investor	1992	NA	50		9,000,000.00	
74	West African Distillery co. Plc	2,000,000.00	Private Placement to core Group Investor	1992	NA	100		2,320,000.00	
75	Union Bank Of Nigeria Plc	32,811,000.00	Public Offer	1992	NA	51.67		164,062,584.00	
<b>Total Proceeds in 1992</b>								<b>1,521,318,212.00</b>	
<b>Enterprises Privatised in 1993</b>									
76	Savannah Bank of Nigeria Plc	17,930,000.00	Public Offer	1993	NA	51.34		51,007,022.00	
77	Afribank of Nigeria Plc	30,600,000.00	Public Offer	1993	NA	50		264,452,885.00	
78	Allied Bank Of Nigeria Plc	7,650,000.00	Public Offer	1993	NA	17		14,383,178.00	
79	United Bank For Africa Plc	34,323,000.00	Public Offer	1993	NA	45.76		164,749,824.00	
80	Electric Meter Company of Nigeria	2,700,000.00	Private Placement	1993	NA			11,826,000.00	
81	Nigerian Engineering & Construction Co	3,000,000.00	Private Placement	1993		60		25,920,000.00	
82	West Africa Distillers Ltd		Private Placement	1993				2,320,000.00	
<b>Total Proceeds in 1993</b>								<b>534,658,909.00</b>	
<b>Enterprises Privatised in 2000</b>									
83	Benue Cement Co. Plc		Core Investor Sale	May, 2000	Dangote Industries Limited (Nigeria)		96.18%	918,316,000.00	
<b>S/N</b>	<b>NAME OF ENTERPRISE</b>	<b>Original Investment</b>	<b>METHOD OF DIVESTITURE</b>	<b>DATE OF SALE</b>	<b>NAME OF INVESTOR</b>	<b>% of FG Holding</b>	<b>% SOLD</b>	<b>GROSS PROCEED (NAIRA)</b>	<b>REMARKS</b>
84	Cement Company of Northern Nigeria Plc		Core Investor Sale	July, 2000	Scancem (Norway)		87.38%	622,761,000.00	
85	West African Portland Cement Co. Plc		Core Investor Sale	October, 2000	Bluecircle Industries Limited		58.37%	1,798,550,000.00	
86	Unipetrol Nigeria Plc		Core Investor Sale	May, 2000	Ocean and Oil Nigeria Limited	100	75%	1,593,750,000.00	
87	African Petroleum Plc		Core Investor Sale	October, 2000	Sadiq Petroleum Nigeria Limited		75%	2,308,824,000.00	
88	National Oil & Chemical Marketing Co. Plc (now CONOIL Plc)		Core Investor Sale	October, 2000	Conpetro Nigeria Limited		75%	7,412,916,000.00	
<b>Total Proceeds in 2000</b>								<b>14,655,117,000.00</b>	
<b>Enterprises Privatised in 2001</b>									
89	F S B International Bank Plc		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors	53.9	100%	1,636,415,000.00	84,000,000.00
90	NAL Merchant Bank Plc		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors	20.53	100%	807,803,000.00	

91	International Merchant Bank Plc		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors	60	100%	14,590,000.00	95,760,000.00
<b>S/N</b>	<b>NAME OF ENTERPRISE</b>	<b>Original Investment</b>	<b>METHOD OF DIVESTITURE</b>	<b>DATE OF SALE</b>	<b>NAME OF INVESTOR</b>	<b>% of FG Holding</b>	<b>% SOLD</b>	<b>GROSS PROCEED (NAIRA)</b>	<b>REMARKS</b>
92	Ashaka Cement Co. Plc		Core Investor Sale	March, 2001	Bluecircle Industries Limited.		70.66%	545,158,000.00	
93	Benue Cement Co . Plc		Share Flotation	January, 2001	Institutional Investors		3.82%	42,607,000.00	
94	Cement Company of Northern Nigeria Plc		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors		12.62%	97,835,000.00	
95	West African Portland Cement Co. Plc		Share Flotation	January, 2001	Nigerian Individual and Institutional Investors		41.63%	1,003,138,000.00	
96	Unipetrol Nigeria Plc		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors		25%	1,339,390,000.00	
97	African Petroleum Plc		Share Flotation	May, 2001	Nigerian Individual and Institutional Investors		25%	1,652,053,000.00	
98	National Oil&Chemical Marketing Co. Plc (now CON-OIL Plc)		Share Flotation	April, 2001	Nigerian Individual and Institutional Investors	60	25%	1,599,464,000.00	
99	Nigerdock Nigeria Limited		Core Investor Sale	December, 2001	Global Energy Company Limited		51%	3,408,075,000.00	Payment was made 2002
<b>Total Proceeds in 2001</b>								<b>12,146,528,000.00</b>	
<b>Enterprises Privatised in 2002</b>									
100	African Petroleum Plc		Share Flotation					59,567,000.00	
101	National Oil&Chemical Marketing Co. Plc (now CON-OIL Plc)							231,617,000.00	
102	Assurance Bank Nigeria Plc		Core Investor Sale	Mar-02	Parmex/Gens ec Consortium Ltd.		90%	853,200,000.00	
103	Calabar Cement Company Ltd		Liquidation	Aug-02	Flour Mills & Holcim of Spain	40	46.60%	216,081,000	
104	Niger Cement Plc		Shares sold to Institutional Investors on the Floor of NSE	Oct-02	Nigerian Individual and Institutional Investors		10.72%	187,270,000.00	
105	Capital Hotels Plc (Abuja Sheraton Hotel)		Core Investor Sale	Oct-02	Hans Gremlin Ltd.		51%	4,303,087,000.00	
106	Festac 77 Hotel		Asset Sale on Competitive basis	Jan-02	UAC Properties Plc	100	100%	1,010,000,000.00	
107	<b>Nigeria Hotel Limited</b> (a) Ikoyi Hotel Limited		Asset Sale on Competitive basis	October, 2002	Beta Consortium		100%	2,761,518,000.00	<b>657,000,000.00</b>
108	(b) Caterers' Court, Lagos		Asset Sale on Competitive basis	December, 2002	Reliance Estates		100%		
109	Electricity Metre Company of Nigeria, Zaria		Core Investor Sale	Dec-02	Dantata Investments Ltd.		51%	425,362,000.00	Payment was made 2003
110	Savannah Sugar Company Ltd.		Core Investor Sale	Dec-02	Dangote Ind Ltd (Nig)	75.4	90%	1,350,000,000.00	

111	National Trucks Manufacturers, Kano		Core Investor Sale	Dec-02 and April-04	Art Engineering Limited		75%	876,107,000.00	
112	Nigeria Reinsurance Corporation		Core Investor Sale	December, 2002	Reinsurance Acquisition Group		51%	1,010,000,000.00	
<b>Total Proceed in 2002</b>								<b>1,306,772,800.00</b>	
<b>Enterprises Privatised in 2003</b>									
113	Nigeria Hotel Limited:-Houses No. 8&9 Lease Road, Ikoyi, Lagos		Asset Sale on Competitive basis	April, 2003	Chyzob Enterprises			201,000,000.00	
114	Nigeria Hotel Limited:-Audit Section, Lagos		Asset Sale on Competitive basis	April, 2003	Dangote Group			100,000,000.00	
<b>Total Proceeds in 2003</b>								<b>301,000,000.00</b>	
115	West African Refinery Company Limited, Sierra Leone		Core Investor Sale	April, 2004			72.66%	46,139,100,000.00	
116	National Trucks Manufacturers, Kano		Core Investor Sale	April, 2004			25%	382,270,000.00	
117	Daily Times of Nigera Plc		Core Investor Sale	June, 2004			96.74%	1,250,000,000.00	
118	Central Hotel, Kano		Asset Sale on Competitive basis	July, 2004			100%	642,500,000	
119	Peugeot Automobile Nigeria Limited		Sale to existing shareholder	July, 2004			0.36%	1,855,103,000.00	
120	Ore-Irele Oil Palm		Core Investor Sale	September, 2004		60	60%	130,833,000.00	
121	NPA Quarters, Lagos		Asset Sale on Competitive basis	October, 2004			100%	350,000,000.00	
<b>Total Proceeds in 2004</b>								<b>50,107,306,000.00</b>	
<b>Enterprises Privatised in 2005</b>									
122	Delta Steel Company Limited		Core Investor Sale	February, 2005	Global Infrastructure Limited		80%	1,091,117,000.00	
123	Leyland Nigeria Limited		Revalidation of Sale	April, 2005	Eba-Odan Commercial and Industrial Company Limited	35	100%	175,481,000.00	None
124	Central Packaging Limited		Core Investor Sale	June, 2005	Gobesh (West Africa) Limited		100%	9,477,000.00	None
			<b>Core Investor Sale</b>						
125	a) Ikorodu Bricks		Core Investor Sale	June, 2005	Terracorp Limited		100%	28,394,000.00	None
<b>S/N</b>	<b>NAME OF ENTERPRISE</b>	<b>Original Investment</b>	<b>METHOD OF DIVESTITURE</b>	<b>DATE OF SALE</b>	<b>NAME OF INVESTOR</b>	<b>% of FG Holding</b>	<b>% SOLD</b>	<b>GROSS PROCEED (NAIRA)</b>	<b>REMARKS</b>
126	b) Ibadan Bricks and Clay		Core Investor Sale	June, 2005	Realstone Company Limited		100%	72,842,000.00	None
127	c) Enugu Bricks and Clay		Core Investor Sale	June, 2005	Sijjay Concept Limited		100%	47,793,000.00	None
128	d) Kaduna Bricks and Clay		Core Investor Sale	June, 2005	Rahman Brothers Limited		100%	48,842,000.00	None
129	e) Kano Bricks and Clay		Core Investor Sale	June, 2005	Associated Partners Limited		100%	174,939,000.00	None
130	Ihechiowa Oil Palm		Core Investor Sale	July, 2005	Agrico Multiservices Limited		85%	19,763,000.00	None



131	Afribank Plc		Share Flotation	June, 2005	Various Individual and Institutional Investors		17%	633,691,000.00	None
132	National Fertilizer Company of Nigeria (NAFCON)		Liquidation	August, 2005	O'secul Nigeria Limited	70	100%	844,000.00	
133	Sunti Sugar		Liquidation	September, 2005	Dewo Integrated Firm	90	100%	40,789,000.00	None
<b>Apapa Port Terminals</b>									
134	a) Apapa Container Terminal		Concession	March, 2005	AP Moller Finance SA		N/A	1,285,000,000.00	
135	b) Apapa Port (Terminals C)		Concession	March, 2005	ENL Consortium		N/A	132,000,000.00	
136	c) Apapa Port (Terminals D)		Concession	March, 2005	ENL Consortium		N/A	132,000,000.00	
137	d) Apapa Port (Terminals A)		Concession	October, 2005	Flour Mills of Nigeria		N/A	257,000,000.00	
138	e) Apapa Port (Terminals B)		Concession	October, 2005	Flour Mills of Nigeria		N/A	128,500,000.00	
139	f) Apapa Port (Terminal E)		Concession	October, 2005	Dangote Industries Limited		N/A	385,500,000.00	
<b>Port Harcourt Terminals</b>									
140	a) Port Harcourt Terminal A		Concession	May, 2005	Ports and Terminal Operators Limited		N/A	11,531,600,000.00	
141	b) Port Harcourt Terminal B		Concession	May, 2005	BUA International Limited		N/A	1,570,990,000.00	
<b>Tin-Can Island Port</b>									
142	a) Terminal A		Concession	September, 2005	Joseph Dam & Sons Limited		N/A	1,785,620,000.00	
143	b) Terminal B		Concession	September, 2005	Tin Can Island Continer Terminal Limited		N/A	2,249,100,000.00	
144	c) Terminal C		Concession	September, 2005	Sifax Nigeria Limited		N/A	13,258,800,000.00	
145	d) Roro Terminal		Concession	September, 2005	Comet Shipping Agency Nigeria Ltd		N/A	15,882,620,000.00	
146	e) Lillypond Terminal		Concession	September, 2005	AP Moller Finance SA		N/A	1,228,090,000.00	
<b>Others</b>									
147	a) Onne FLT B		Concession	October, 2005	Intels Nigeria Limited		N/A	1,310,700,000.00	
148	b) Onne FOT B		Concession	October, 2005	Intels Nigeria Limited		N/A		
<b>S/N</b>	<b>NAME OF ENTERPRISE</b>	<b>Original Investment</b>	<b>METHOD OF DIVESTITURE</b>	<b>DATE OF SALE</b>	<b>NAME OF INVESTOR</b>	<b>% of FG Holding</b>	<b>% SOLD</b>	<b>GROSS PROCEED (NAIRA)</b>	<b>REMARKS</b>
149	c) Warri Old Terminal A		Concession	October, 2005	Intels Nigeria Limited		N/A		
150	d) Warri New Terminal B		Concession	October, 2005	Intels Nigeria Limited		N/A		
151	e) Calabar New Terminal A		Concession	October, 2005	Intels Nigeria Limited		N/A		

152	Federal Superphosphate Fertilizer Company		Core Investor Sale	September, 2005	Hekio Consortium	100	90%	311,342,000.00	None
	<b>Quarry Companies</b>		<b>Core Investor Sale</b>						
153	a) Kuru Quarry, Jos		Core Investor Sale	September, 2005	Afrimines Nigeria Limited		100%	12,000,000.00	
154	b) Suleja Quarry, Suleja		Core Investor Sale	September, 2005	Setraco (Nigeria) Limited		100%	35,750,000.00	
155	Nicon Hilton Hotel		Core Investor Sale	October, 2005	Capital Consortium		51%	13,539,823,000.00	
156	Nicon Insurance Plc		Core Investor Sale	October, 2005	Assurance Acquisition		70%	4,020,384,000.00	
157	Volkswagen Nigeria Limited		Core Investor Sale	October, 2005	Barbedos Ventures	35	35%	592,643,000.00	None
158	Ayip-Eku Oil Palm	300,000.00	Core Investor Sale	October, 2005	Interstate Investment		60%	33,441,000.00	
159	Nigerian Sugar Company, Bacita		Liquidation	October, 2005	Joseph Dam & Son	70	100%	984,597,000.00	
160	Oshogbo Steel Rolling Company Limited		Liquidation	November, 2005	Kura Holdings Limited	100	100%	1,758,149,000.00	
161	Jos Steel Rolling Mill		Liquidation	November, 2005	Zuma Steel West Africa Limited	100	100%	800,000,000.00	
162	Katsina Steel Rolling Mill	1,786,003,000.00	Liquidation	November, 2005	Nigeria-Spanish Engineering Limited	100	100%	335,000,000.00	
163	National Aviation Handling Company		Public Offer	November, 2005	Various Individual and Institutional Investors		40%	884,222,000.00	
164	Eleme Petrochemicals Company Limited		Core Investor Sale	December, 2005	Indorama Group		75%	18,807,891,000.00	
165	Nigeria Unity Line		Core Investor Sale	December, 2005	Seaforce Shipping Company Limited		100%	2,487,451,000.00	
<b>Total Proceeds in 2005</b>								<b>98,084,185,000.00</b>	
<b>Enterprises Privatized in 2006</b>									
166	Sunti Sugar Company limited		Liquidation	March, 2006	Supertek Limited			54,325,069,000.00	
167	Warri Port Terminal B		Concession	May 17, 2006	Associated Marine Services			1,040,810,000.00	
168	Calabar New Port Terminal B		Concession	May 17, 2006	Ecomarine Consortium				
169	Koko Port		Concession	May 17, 2006	Gulfainer Bel Consortium				
170	Nigeria Paper Mill, Jebba		Liquidation	June 13, 2006	IMNL Ltd	64.03		330,000,000.00	
171	NITEL		Core Investore	July, 2006	Transcorp Nig Ltd		75%	54,325,069,000.00	
172	Abuja International Hotels Limited (Le-meridian hotel)		Core Investore	August 14, 2006	Hotel Acquisition Ltd		75%	6,092,955,000.00	
173	National Clearing and Forwarding Agency		Core Investore	August 14, 2006	Jorotom International Agency (Nigeria) Ltd			3,010,901,000.00	0.00

S/N	NAME OF ENTERPRISE	Original Investment	METHOD OF DIVESTITURE	DATE OF SALE	NAME OF INVESTOR	% of FG Holding	% SOLD	GROSS PROCEED (NAIRA)	REMARKS
174	Steyr Nigeria Ltd		Core Investore	August 14,2006	Scintilla Prime Investment Ltd	35	75%	560,215,000.00	0.00
175	Ihechiowa Oil Palm		Core Investore	August 14,2006	Omen International Ltd		85%(60% FG,25%Abia State Gov.)	19,763,000.00	0.00
176	Bitumen Block 2		Concession	August 29th, 2006	CGC Overseas/Sinopec		24.87%	2,362,200,000.00	
177	Bitumen Block 1		Concession	August 29th, 2006	Masefield/Gateway Bitumen			539,750,000.00	
178	Igun Gold District (ML 20501,ML20507,ML10904)		Concession	August 29th, 2006	Livinspring Minerals			44,450,000.00	
179	Nigeria Barytes Mining(ML 18706)		Concession	August 29th, 2006	Energy/Ashapura			63,500,000.00	
180	Nigeria Kaolin Package(ML 5543,ML11930,ML5647,ML1939,ML4069)		Concession	August 29th, 2006	Energy/Ashapura			34,925,000.00	
181	Nigeria Feldspar/Quartz(QLS2283,QLS2284,QLS2285,QLS2286)Lokoja		Concession	August 29th, 2006	Livinspring Minerals			41,275,000.00	
182	Nigeria Tin and Allied Mining & Product Ltd, Gurum Plateau		Concession	August 29th, 2006	Energy/Ashapura			24,423,077.90	
183	Nigeria Tin and Allied Mining & Product Titles Rafin Jaki, Bauchi State		Concession	August 29th, 2006	Energy/Ashapura			19,538,461.05	
184	Nigeria Tin and Allied Mining & Product Ltd, Gurum Banke Kaduna		Concession	August 29th, 2006	Energy/Ashapura			488,256.58	
185	ASEPL 202 (Lead,Zinc,Barytes,Copper,Salt)(Ogoja,Cross River)		Concession	August 29th, 2006	Emo Energy & Mining Coy Ltd			12,800,000.00	
186	ASEPL 203 (Lead,Zinc,Barytes,Copper,Salt)(Ogoja,Cross River)		Concession	August 29th, 2006	Emo Energy & Mining Coy Ltd			12,800,000.00	
187	ASEPL 204 (Lead, Zinc, Barytes, Copper, Salt (Ogoja, Cross River)		Concession	August 29th, 2009	Tally Ventures Ltd.			51,200,000.00	
188	Anambra Motor Manufacturing Company Limited		Core Investore	December 13,2006(Le-meridian)	G. U. OKEKE & SONS	35		657,000,000.00	
189	Peugeot Automobile Nigeria Limited		Core Investore	October 3rd,2006	ASD Motor	35		31,975,492.50	
190	Sale of Pegson Crusher and 500KVA Generating Set at Okaba, Kogi State		Core Investore	November,2006	Messrs Itanyi Nigeria Ltd.			12,050,000.00	
191	Nnamdi Azikiwe International Abuja		Concession	November,2006	Abuja Gateway Consortium			101,138,624.00	
192	Central Packages of Nigeria Limited		Core Investore	December 13,2006	Millennium Automations Ltd			190,000,000.00	
193	Iwopin Pulp & Paper Company Limited		Core Investore	December 13,2006	NOXIENNE TECHNOLOGIES LTD CONSORTIUM			805,000,000.00	
194	Nigeria Newsprint Manufacturing company Ltd		Liquidation	December 13,2006	JOHN SILVER NIGERIA LTD	90	100%	6,540,500,000.00	
195	Stallion House,V.I.Lagos		Core Investore	December 22,2006	Luzon Oil & Gas Limited		100%	2,160,000,000.00	

								Total Proceeds in 2006		
								131,249,795,912.003		
S/N	NAME OF ENTERPRISE	Original Investment	METHOD OF DIVESTITURE	DATE OF SALE	NAME OF INVESTOR	% of FG Holding	% SOLD	GROSS PROCEED (NAIRA)	REMARKS	
S/N	NAME OF ENTERPRISE								Original Investment	METHOD OF DI
Enterprises Privatized in 2007										
196	Baker Nigeria Limited		willing buyer/willing seller	January 15, 2007	Baker Hughes nigeria Limited		8.1	21,882,645.00	Total no. of shares 486,281 @ N45	
			willing buyer/willing seller	January 15, 2007	Baker Hughes nigeria Limited		8.1	21,882,645.00	Total no. of shares 486,281 @ N45	
			willing buyer/willing seller	January 15, 2007	Geofluids-Limited/Glad Company Limited		8.1	21,882,645.00	Total no. of shares 486,281 @ N45	
			willing buyer/willing seller	January 15, 2007	Sadiq Petroleum Nigeria Limited		8.1	21,882,645.00	Total no. of shares 486,281 @ N45	
197	Baroid Drilling Chemical Products Nigeria Limited		willing buyer/willing seller	January 15, 2007	Sapid Agencies Limited		8.1	22,161,600.00	Total no. of shares 1,166,400 @ N19	
			willing buyer/willing seller	January 15, 2007	Mineral Watch Consults Limited			22,161,600.00	Total no. of shares 1,166,400 @ N19	
198	Baroid of Nigeria Limited		willing buyer/willing seller	January 15, 2007	Halliburton Operations Nigeria Limited		8.1	35,144,604.00	Total no. of shares 972,000 @ N36.157	
			willing buyer/willing seller	January 15, 2007	Halliburton Operations Nigeria Limited		8.1	35,144,604.00	Total no. of shares 972,000 @ N36.157	
			willing buyer/willing seller	January 15, 2007	Strides Export Nigeria Limited		8.1	35,144,604.00	Total no. of shares 972,000 @ N36.157	
199	Dowell Schlumberger Nigeria Limited		willing buyer/willing seller	January 15, 2007	Bussdor & Company Limited		8.1	162,000,000.00	Total no. of shares 1,620,000 @ N100	
			willing buyer/willing seller	January 15, 2007	Nishan Industries Limited		8.1	162,000,000.00	Total no. of shares 1,620,000 @ N100	
			willing buyer/willing seller	January 15, 2007	Ponitec Limited		8.1	162,000,000.00	Total no. of shares 1,620,000 @ N100	
200	M-I Nigeria Limited		willing buyer/willing seller	January 15, 2007	AP Oilfield Services Limited		8.1	77,760,000.00	Total no. of shares 4,860,000 @ N16	
			willing buyer/willing seller	January 15, 2007	Eurafic Energy Limited		8.1	77,760,000.00	Total no. of shares 4,860,000 @ N16	
			willing buyer/willing seller	January 15, 2007	International Energy Services Limited		8.1	77,760,000.00	Total no. of shares 4,860,000 @ N16	
			willing buyer/willing seller	January 15, 2007	M-I Drilling Fluids AG		8.1	77,760,000.00	Total no. of shares 4,860,000 @ N16	
201	Schlumberger Testing & Production Services Nigeria Limited		willing buyer/willing seller	January 15, 2007	Amazon Energy/Sigmund Consortium		8.1	56,811,780.00	Total no. of shares 1,620,000 @ N35.069	
202	Sedco Forex of Nigeria Limited		willing buyer/willing seller	January 15, 2007	Rosehill Group Limited		8.1	226,800,000.00	Total no. of shares 1,620,000 @ N140	

203	Solus Schall Nigeria Limited		willing buyer/willing seller	January 15, 2007	Baklang Consultants			2,999,998.80	Total no. of shares 1,719 @ N1,745.20
			willing buyer/willing seller	January 15, 2007	Capital Alliance Nigeria			2,999,998.80	Total no. of shares 1,719 @ N1,745.20
			willing buyer/willing seller	January 15, 2007	Hyprops Nigeria Limited			2,999,998.80	Total no. of shares 1,719 @ N1,745.20
			willing buyer/willing seller	January 15, 2007	Solus Ocean System Incorporated			2,999,998.80	Total no. of shares 1,719 @ N1,745.20