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AJAYI CROWTHER UNIVERSITY, OYO



Inaugural Lecture

TITLED: HOLISTIC MARKETING ROUTE TO ORGANIZATIONAL DESTINATION: A STRATEGIC MANAGEMENT APPROACH

BY

PROF. IBOJO, BOLANLE ODUNLAMI
NCE (ORO), B.Sc (UNAD), M.Sc (Ilorin), PhD (LAUTECH)
Professor of Business Administration and Marketing

Thursday, 7th August, 2025



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Professor of Business Administration and Marketing



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HOLISTIC MARKETING, ROUTE TO ORGANISATIONAL DESTINATION: A STRATEGIC MANAGEMENT APPROACH

PREAMBLE

Mr. Vice Chancellor sir, I am very grateful to the Almighty God for giving me the opportunity to present this inaugural lecture today. This is the third inaugural lecture from the Department of Business Administration and the Faculty of Management Sciences.

Today marks a very great day in my life, a day showing the fulfillment of my desire to be among the top rated academia in the

world. As a first class product of the University of Ado Ekiti, and a former staff of Unilever Nigeria PLC, Oregun Lagos, I joined Ajayi Crowther University as a pioneer staff in January 3rd 2006. I started this academic race as a Graduate Assistant and rose to the position of Professor. I give God all the glory, praise and adoration for this beautiful academic elevation.

Determination and focus are vital tools for success. As a young man with a family, resident then in Ibadan, working in Ajayi Crowther University, Oyo and also a former postgraduate student in the University of Ilorin, Kwara State and later Ladoke Akintola University of Technology, Ogbomosho, it was not an easy experience but the accumulation of knowledge was a necessity for higher level. The completion of my Master of Science (M.Sc) degree in the University of Ilorin gave birth to my being enrolled at the Ladoke Akintola University of Technology, Ogbomosho for the completion of my Ph.D in Management Sciences under the supervision of Prof. Amos Ogunsiji.

I was privileged to embark on a year sabbatical from January to December 2022 at the Department of Business Administration, Faculty of Social and Management Sciences, Hallmark University, Ijebu-Itele, Ogun State, for which I am grateful to the Vice Chancellor - Prof. Timothy Abiodun Adebayo for giving me the opportunity to embark on the academic exercise. I am also grateful to my Dean, Prof P. A. Akanbi for approving and supporting my drive for the sabbatical. I also appreciate Hallmark University Management for accepting and giving me the opportunity to lead the Department of Business Administration during this period.

Mr. Vice Chancellor Sir, I want to appreciate your role as a strong facilitator of my promotion to the position of Professor of Business

Administration, you are a source of blessing to me, my family, and the University community in general. In addition, I thank the University Management and everyone who contributed to the attainment of my academic destination may God bless you all.

Mr. Vice Chancellor Sir, an inaugural lecture is usually given by Professors to illuminate the overview of their contributions in their fields of study. Sir, as a Professor of Business Administration, and with my experience in the Industrial World (Tonobi Plastic Company and Unilever Nigerian PLC) in 2005 before joining Ajayi Crowther University, Oyo in January 2006 as a pioneer staff, I discovered that marketing is the centre/focus of any business organisation in attaining its destination. It is therefore germane to capture a concept that will serve as a catalyst for reaching/achieving and attaining organisational destination, hence the topic Holistic Marketing route to organisational destination: a strategic management approach. It is important to state that organisations are established for the realisation of certain goals. These goals vary and must be achieved. Every individual has a destination, likewise every organisation. Destination also pin points what and where an organisation tends to be in the future and how to get there. Thus, the only route available for reaching any organisational destination is Holistic Marketing.

Mr. Vice Chancellor Sir, Holistic Marketing is a concept in marketing. It is necessary to understand the broader concept of marketing before unbundling the components of holistic marketing. Sir, Marketing is a concept that identifies, defines, measures and produces goods and services to satisfy the needs and wants of the target market (Ibojo, 2015). In other words, it identifies the needs of the target market, how the needs can be satisfied, and the production of goods and services in satisfying

the needs. It determines which target market the organisation can serve best, and also on the appropriate products that can be used in meeting the needs of the target market at a profit. It also determines the price and programmes of producing the needed products in satisfying consumers, and at the same time achieving organisational objectives.

For an organisation to achieve and attain its destination such as profit maximisation, growth, expansion, increase in sales turnover and increase in market share, or a combination of two or more of these, it is necessary for such an organisation not to only combine its resources in an effective and efficient manner but to also consider the application of a number of strategies to the marketing variables.

The major aim of marketing is to know and understand the customers so well, identify their needs and create the product or service that fits them well. Having identified a customer who is willing and able to buy, making the product or service available is not all that is needed to achieve the organisational objectives; but also, a clear understanding of the environmental intervening variables of the market is a must if a workable integrative marketing web is to be institutionalised. Application of strategies to the marketing mix variables is important in ensuring the realisation of the corporate objectives. Marketing identifies, defines and produce goods and services while marketing management is the process of decision making, planning and controlling the marketing aspects of a company in terms of the marketing concept (Parag, 2005).

Marketing Management; Marketing Management can be seen as the process involving analysis, planning, implementation, and control of programmes designed to create, build and maintain

beneficial exchanges and relationship with the target market for the purpose of achieving organisational objectives (Azhar, 2008). This is a complex area of interest in organisations of different types and sizes within and outside the business arena. Thus, marketing management becomes central to any organisational development, and it involves choosing a specific target market or a combination of target markets, creating, delivering and communicating superior customer value to the target market(s) in order to achieve the organisational objectives. It is therefore obvious that no organisation can operate optimally without the introduction and application of effective and efficient marketing management. Thus, marketing management becomes a significant driving force behind business organisational performance for creating sustainable and favorable customer relationship.

Sir, the central figure of any business organisation is the target market. Implicitly, the ultimate existence of business organisation is hinged on the realisation of customer satisfaction through strategic marketing mix variables (Pride and Ferrell, 2008). Only a balanced or proportionate mix of these variables can achieve the desired customer satisfaction in the target market being served.

Based on the importance attached to the target market, the dynamism of any business organisation is a necessity for the actualisation of its business objectives. Having realised the fact that the target market is a critical factor in the actualisation of business objectives, every organisation must not only be progressive but also be correspondingly dynamic in nature and structure because the environment and nature of target market are always changing. Organisations must therefore constantly watch the degree of target market dynamism, and be able to

adjust accordingly to such market dynamics. These changes will affect all the identifiable marketing mix and help in creating successful and favourable relationships with the target market. This will necessitate the strategic perspectives of the marketing mix.

Sir, strategic marketing mix must focus on the product, pricing, promotion and placement of items in order to make the organisation a success. These 4ps are traditional Ps. In addition, there are other 3Ps. such as process, people, and physical environment.

Sir, the essence of creating a favourable relationship with the target market engenders a long lasting, mutually beneficial relationship that will help in satisfying the needs of the target market as well as achieving the objectives of the organisation. The objectives of organisations are many and varied; some of which are profit maximization, customer satisfaction, growth, expansion, and increase in market share (Bamiduro, 2006). It is the desire of any business oriented organisation not to just sell products to target market, but also to create a friendly atmosphere that will promote repeat purchase, good organisational image, brand loyalty, and continuous relationship between the organisation and the target market.

Sir, the achievement of business objectives cannot be without the effective management of marketing mix variables. In other words, strategic marketing mix serves as the desideratum of any market- driven organisation because it is the elements for reaching the target market.

The marketer s major task is to devise strategic marketing strategies for assembling fully integrated marketing programmes

to create, communicate, and deliver value for customers (Kotler, 1993). Such marketing programmes may consist of numerous decisions on value enhancing marketing activities. Frank (2006) saw strategic planning as the process by which an organisation envisions its future and develops the necessary procedures and operations to achieve that future. The basic steps of the strategic planning process include information gathering and analysis, identification of critical issues facing the organisation, development of a strategic vision, mission review/revision and the development of strategic goals and strategies. Marketing mix can be seen as the set of marketing tools which the organisation uses to pursue its marketing objectives (Kotler & Keller, 2006).

The place of marketing mix is worth researching into in order to have effective functioning of the organisation. Taking into consideration the marketing mix that will boost the organisation in terms of profit and sales turnover, marketing mix helps the management of any organisation to design products that will satisfy the interest of their respective target markets and by so doing, create and encourage responses from their customers.

Marketing mix allows organisations to decide on the various pricing strategies that would help in meeting customers needs, and at the same time achieving organisational objectives (Kotler & Armstrong, 2006).

Marketing mix - product, price, promotion, and place serve as link between the organisation and the target market e.g placement helps the organisation in deciding its locations at strategic places that are easily accessible by their target market. Aside from producing goods at affordable prices, it is necessary to place such goods in strategic locations that can be accessed by the target market (Kotler, 1993).

Marketing mix decisions encourage organisations to engage in various promotional strategies such as advertising, publicity, sales promotion, personal selling etc. which bring about increase in sales and profitability, thereby giving room for actualisation of business objectives (Adebisi & Babatunde, 2011).

Having understood the fact that marketing mix elements cannot be overemphasized in the achievement of business objectives, it is therefore, imperative to know that organisations should not just apply marketing mix variables but also apply the adoption of strategies to the marketing mix variables in order to achieve their objectives effectively.

Furthermore, the adoption of marketing mix variables by an organisation may help the organisation to survive in a complex and dynamic environment but the application of strategic marketing mix variables may not only help the organisation to survive but also to succeed, by giving it an edge over competitors, and achieve its objectives optimally, this will pave way for strategic management approach.

Strategic Management Approach

Mr. Vice Chancellor Sir, strategic management is the formulation and implementation of plans and strategies of activities relating to the matters which are of vital and continuing importance to the organisation. It gives room for the satisfaction of stakeholders of the organisation. The stakeholders are groups or individuals who can significantly affect or be affected by an organisation's activities.

Strategic Management involves the formulation and implementation of the major goals and initiatives taken by a

company's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments in which the organisation competes (Nag et al, 2007). Strategic management is the process of drafting, implementing and evaluating cross-functional decisions that will enable an organisation to achieve its long-term objectives. It is the process of specifying the organisation's mission, vision and objectives, including developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives and then allocating resources to implement the policies, and plans, projects and programs (David, 1989).

Strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly [i.e. regularly] to determine how the process has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment., or a new social, financial, or political environment (Lamb, 1984).

It is interesting to note that some studies such as Azhar (2008) and Glueck (1984) have also concluded that strategic planners out performed non-strategic planners. More support for the role of strategic management in achieving and attaining organisational destination has also emerged from the work of Ansoff (1990). The consensus is that, organisations which practice strategic management have a high probability of success than those which do not.

In his own view, Ansoff (1984) opined that strategic management is a systematic approach to a major and increasingly important responsibility of general management to position and relate the firm to the environment in a way that will assure its continued success and make it secure from surprises. This definition also emphasized environmental and organisational relationship for the purpose of achieving the objective of continued success and for remaining protected from environmental surprises through the adoption of a systematic approach to general management.

Considering the above definitions, strategic management can be said to mean the act of formulating, implementing and evaluating cross-functional decisions that will enable an organisation to achieve and attain its destination. It is the process of specifying the organisation's objectives, developing policies and plans to achieve stated objectives, and allocating resources to implement the policies and plans in order to achieve the organisation's destination. Strategic management, therefore, combines the activities of the various functional areas of a business to achieve organisational destination.

Holistic Marketing, route to organisational destination, a strategic management approach Sir, the competitive and dynamic nature of the environment has made it imperative for organisations to understand its destination and the strategies to be adopted in reaching the destination. In other words, every organisation must adopt a comprehensive holistic marketing as a route for reaching and attaining its destination.

Mr. Vice Chancellor Sir, holistic marketing is a marketing philosophy in which each and every department must work together towards the success of the organisation. Holistic

Marketing recognises that everything matters with marketing and that a broad, integrated perspective is necessary to attain the organisational destination. It is an approach to marketing that is based on the premise that the whole is greater than the sum of its parts.

Sir, holistic marketing philosophy is of the view that the business and all its parts should focus on single- goal which is the attainment of destination. More so, all activities, processes and departments must align together to attain the desired destination. Holistic Marketing is a strategy that focuses on the whole business as one entity. In marketing strategy, all the company s departments and all the different components of the marketing strategy work together to accomplish shared goals. Holistic marketing is a technique that considers all areas of marketing in order to develop a cohesive and united plan.

In this type of marketing concept, it is expected that each department must utilize resources to achieve the desired objectives. The key point of every organisation is customer satisfaction at a desired destination. In other words, satisfying customers needs and at the same time achieving organisational destination. The destination is the point of customer satisfaction, expansion, growth, stakeholder satisfaction, shareholder satisfaction and maximisation of profit.

Mr. Vice Chancellor Sir, Holistic marketing is considered one of the modern concepts and methods that business organisations must formulate, implement and evaluate as route to organisational destination. In the light of the forgoing sir, I have unbundled the four concepts of Holistic Marketing that must

constantly interact effectively for organisations to attain their destinations. These are integrated marketing, internal marketing, relationship marketing and social responsibility marketing.

INTEGRATED MARKETING: This concept aims to deliver the same message to customers through various marketing channel. It is a planned process designed to make sure that all marketing activities have been utilised in an integrated and balanced manner in order to create, communicate and deliver value to their customers. Sir, this variable will be measured through the following dimensions: mix of product, price, place/distribution channel, and marketing communication mix. However, there is the need to understand the concept of marketing mix which involves the marketing tools for attaining marketing destination.

The Marketing Mix Approach

The term marketing mix was first popularised by Borden (1964). The ingredients in Borden marketing mix include product planning, pricing, branding, distribution channels, personal selling, advertising, promotion, packaging, display, servicing, physical handing and fact findings and analysis. Frey (1961) suggests that marketing variables should be divided into two parts: the offering (product, packaging, brand, price and service) and the methods and tools (distribution channel, personal selling, advertising, sales promotion and publicity. On the other hand, Lazer and Kelly, (1962) and Lazer, et al (1973) suggested three elements of marketing mix: the goods and service mix, the distribution mix, and the communication mix.

The Borden (1964) ingredients have been grouped by McCarthy (1964) into the four variables that are known today as the 4ps of marketing. These four Ps are the parameters that the marketing

managers can control, subject to the internal and external constraints of the marketing environment. However, the goal is to make decisions that center on the four Ps and the customers in order to create perceived values and generate a positive response.

The marketing mix can be used to develop both long-term strategies and short-term tactical programmes (Palmer, 2004). The marketing mix management paradigm has dominated marketing thought, research and practice (Grönroos, 1994), and as a creator of differentiation (Van, 1987) since it was introduced in 1940s. Kent (1986) refers to the 4Ps of the marketing mix as the holy quadruple of the marketing faith written in tablets of stone. Marketing mix has been extremely influential in informing the development of both marketing theory and practice (Möller, 2006). The main reasons the marketing mix is a powerful concept are; It makes marketing seem easy to handle, allows the separation of marketing from other activities of the firm and allows for the delegation of marketing tasks to specialists. It should be noted that the components of the marketing mix can change a firm's competitive position (Grönroos, 1994). All managers have to allocate available resources among various demands, and the marketing manager will in turn allocate these available resources among the various competitive devices of the marketing mix. In doing so, this will help to instill the marketing philosophy in the organisation.

However, Möller (2006) highlighted that the shortcomings of the 4Ps marketing mix framework, as the pillars of the traditional marketing management have frequently become the target of intense criticism. A number of critics even go as far as rejecting the 4Ps altogether, proposing alternative frameworks.

The concept of 4Ps has been criticised as being a production-oriented definition of marketing, and not a customer-oriented (Popovic, 2006). Lauterborn (1990) claimed that each of these variables should also be seen from a consumer's perspective. This transformation is accomplished by converting product into customer solution, price into cost to the customer, place into convenience, and promotion into communication, or the 4Cs. Möller (2006) highlighted 3-4 key criticisms against the Marketing Mix framework: The Mix does not consider customer behaviour but is internally oriented, the Mix regards customers as passive; it does not allow interaction and cannot capture relationships, the Mix is void of theoretical content; it works primarily as a simplistic device focusing the attention on management, the Mix does not offer help for personification of marketing activities. In spite of its deficiencies, the 4Ps remain a staple of the marketing mix (Kent & Brown, 2006).

The marketing mix framework was useful in the early days of the marketing concept when physical products represented a larger portion of the economy. Today, with marketing being more integrated into organisations, and with a wider variety of products and marketing, some authors have extended the approach by proposing a fifth P as packaging. However, another approach has extended the 4Ps to 7Ps. (Booms & Bitner, 1982; Medha, 2008) and (Blythe, 2006). This approach takes cognizance of the original version of the 4Ps-Product, price, place and promotion while introducing three new Ps- people, process and physical environment. Medhae (2008) is of the opinion that the theory of the 4Ps has been long used for the product industry while the 7Ps approach has emerged as a successful proposition for the service industry.

Sir, in line with the above, Kotler and Armstrong (2006) viewed marketing mix as the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand for its product. The possibilities can be collected into four groups of variables known as the four Ps- Product, Price, Place and Promotion.

An effective marketing program blends all of the marketing mix elements into a coordinated program designed to achieve the company's marketing objectives by delivering value to consumers. The marketing mix constitutes the company's tactical tool kit for establishing strong positioning in target markets.

Mr Vice Chancellor Sir, the marketing mix is the set of marketing tools the firm uses to pursue its marketing objectives. The four Ps represent the seller's view of the marketing tools available for influencing buyers. From a buyer's point of view, each marketing tool is designed to deliver a customer benefit while seller's four Ps correspond to customer's four Cs.

| Four Ps | Four Cs |
|-----------|-------------------|
| Product | Customer Solution |
| Price | Customer Cost |
| Place | Convenience |
| Promotion | Communication |

The marketing mix is a combination of marketing tools that are used to satisfy customers and company's objectives. Consumers

often call the marketing mix "the offering." This offer is controlled by the following variables often referred to as the four Ps in marketing: Product, Price, Place (Distribution) and Promotion

Sir, Borden (1964) described the marketing manager as a "mixer of ingredients". The ingredients in Borden's (1964) marketing mix include product, planning, pricing, branding, distribution channels, personal selling, advertising, promotions, packaging, display, servicing, physical handling, fact finding and analysis. McCarthy later grouped these ingredients into the four categories that today are known as the 4 P's of marketing, depicted below:

The Marketing Mix



Source; Kotler (2003); Marketing Management

These four P's are the parameters that the marketing manager can control, subject to the internal and external constraints of the marketing environment. The goal is to make decisions that centre the four P's on the customers in the target market in order to create perceived value and generate a positive response.

Sir, marketing mix is the unique blend of pricing, promotion and product offering and a distribution system designed to reach a specific group of customers. Marketing mix is the mixture of controllable marketing variables that the firm uses to pursue the sought level of sales in the target market. It can therefore be deduced from this definition that:

- The Mixture of controllable marketing variables imply the mixing together of the four variable of marketing which are price, promotion, product and physical distribution. These can be used in winning success in the market by marketers.
- The sought level of sales refers to the pre-determined goals as regards to sales that the organisation has budgeted for. The term marketing mix can be said to be the marketing tools used by organisations in achieving their objectives. It serves as tools for reaching the target market.

However, because of the economic complexity and indeed the complexity of the organisational environment, including consumer unpredictability, the need to integrate the 4Ps in attaining the desired destination becomes more critical than ever before.

Products

Sir, product is a physical good, idea, person or place that is capable of offering tangible and intangible attributes that individuals or organisations regard as so necessary, worthwhile or satisfying that they are prepared to exchange for money, patronage or some other unit of value in order to acquire it. The definition includes tangible products, intangible products (service e.g. hairdressing, consultancy) and ideas.

Product is the goods and services combination the company offers to the target market. Product is anything that can be offered to a market for attention, acquisition, use or consumption and that might satisfy a want or need. Product is the most important aspect of marketing mix for two main reasons. Firstly, for manufacturers, products are the market expression of the company's productive capabilities and determine its ability to link with consumers. Market indicators such as profits, sale, image, reputation are dependent on products. Secondly, it is imperative to realise that the product of any organisation is both a component and a determinant of the marketing mix as it has a great influence on the other elements of the mix.

Sir, product is anything that is capable of satisfying customer needs while to Schwartz (1981), product is regarded as something a firm market which will satisfy personal want or fill a business or commercial need. It is necessary therefore for a product to match the needs and wants of consumers in its market, hence developing the right product for the target market. Ofoegbu and Ibojo (2015) saw product as the needs satisfying offering of a firm. They viewed product policy as of paramount and fundamental strategic importance in marketing.

Product - A tangible object or an intangible service that is mass produced or manufactured on a large scale with a specific volume of units. Intangible products are service based like the tourism industry and the hotel industry or codes-based products like cell phone load and credits. Typical examples of a mass produced tangible object are the motor cars and the disposable razor. A less obvious but ubiquitous mass produced service is a computer operating system.

The product strategies form the basis for executing a product road map and subsequent product releases. One can agree that the product strategies enable an organisation to focus on a specific target market and feature set, instead of trying to be everything to everyone.

It was on the foregoing that Bamigboye (1997) saw products as the needs satisfying offering of a firm. He was of the opinion that product strategies will change overtime as one learns more about the market, (as if) one decides to enter different markets. It is therefore agreed that listening to the market and developing the product strategy is a circular process, as you learn more, you will evolve your product strategies and solve more problems, as product strategy is perhaps the most important function of the company, it must take into account the capabilities in terms of engineering, production, distribution (Sales), existing in the company or of time to acquire them (by hiring or by merger). It must evaluate the customers expectations at the time of delivery. It must estimate the competition (including new entrants) probable moves to enter the same market. Strategic

product decisions therefore involve taking cross functional decisions on product variables interms of the quality, sizes, packaging, and varieties in order to constantly satisfy customers needs.

Price

Price is the value that is placed on something; it is measured in money, as a convenient medium of exchange that allows prices to be set quite precisely. It is a flexible element of the marketing mix.

Price is the amount a customer pays for the product. It is determined by a number of factors including market share, competition, material costs, product identity and the customer's perceived value of the product. The business may increase or decrease the price of product if other stores have the same product. Some examples of pricing decisions to be made are: pricing strategy (skimming, penetration, etc.), suggested retail price, volume discounts and wholesale pricing, cash and early payment discounts, seasonal pricing, bundling, price flexibility and price discrimination.

Sir, price is the amount of money customers have to pay to obtain the product. Price is the amount of money charged for a product or service, or the sum of the value that consumers exchange for the benefits of having or using the product or service. Price is the sum of all the values that consumers exchange for the benefit of having or using the product or service.

Pricing is basically setting a specific price for a product or service offered. In a simplistic way, Kotler and Armstrong (2004) referred to the concept of price as the amount of money that customers have to pay to obtain the product.

Price is the easiest element of the marketing variable to adjust. It is the mechanism through which a firm communicates to the market, its intended positioning of its products. Consumers rely heavily on price as an indicator of a product quality especially when they must make purchase decisions with incomplete information

The issue of organisational destination is not only vital to private organisations but also to the public as well. In fact, the trend now is the adoption of strategic marketing view. An organisation may fail to realise its objectives if it does not implement strategically the essential marketing mix (Price). This is a concept that links the organisation to its target market, growing and delivering superior customer value (Ibojo & Ogunsiji, 2011). Bamigboye (2001) viewed price as the worth of a product on an offer, usually expressed in monetary terms. It is necessary for managers to strategically place vital emphasis on price because it portrays the worth of the product. Before an organisation can effectively strategise its pricing variable, such organisation must take into consideration the pricing strategies, objectives for setting prices and factors determining the choice of pricing strategies. It is necessary for any objective oriented organisation to effectively apply strategy to its price because it forms the core value for the realisation of the organisational objectives.

Sir, price is the value that is placed on something, measured in money and must be priced effectively. If products are not strategically priced, it may devalue the product(s), thereby affecting negatively on the performance of the organisation. Price is a flexible element of the marketing mix. It should not be rigid because the environment is dynamic. From this point of

view, one can agree that the environment is dynamic in nature; therefore, the prices of products should move in line with the dynamic environment.

Sir, price is the mechanism through which a firm communicates to the market, its intended positioning of its products. It is a vital tool and should be strategically looked into because it also shows the image of the organisation and the products.

Ibojo and Ogunsiji (2011) opined that strategic pricing is the art and science of formulating, implementing and evaluating cross functional decisions on pricing strategy that will enable an organisation to achieve its objectives. To us, it is necessary for organisations to formulate, implement and evaluate cross functional decisions on pricing strategy because it can make or maim the organisation. We also went further by saying that before an organisation can effectively strategise its pricing variable; such organisations must take into consideration the pricing strategies, objectives for setting prices and factors determining the choice of pricing strategies.

Sir, pricing decision becomes very important and directly affects every element of the marketing mix. This is based on the fact that the strategized price should envelope the cost of other marketing mix elements.

Place

Place can be likened to a channel of distribution. According to Frances and Stephen (2006), a marketing channel can be defined as the structure linking a group of individuals or organisations through which a product or service is made available to the customers or industrial users.

Place includes company activities that make the product available to target consumer. A marketing channel or distribution channel is a set of interdependent organisations involved in the process of making a product or service available for use or consumption by the consumer or business users.

Placement under marketing mix involves all company activities that make the product available to the targeted customer. Based on various factors such as sales, communications and contractual considerations, it involves various ways of making products available to customers.

On a general note, while planning placement strategy under marketing mix analysis, companies consider six different channel decisions including choosing between direct access to customer or involving middlemen, choosing single or channels of distributions, the length of the distribution channel, the types of intermediaries, the numbers of distributors and which intermediary to use based on their quality and reputation

Sir, decisions about the marketing channel system are among the most critical factors facing management. The channel chosen affect all other marketing decisions. The company's pricing depends on whether it uses mass merchandisers or high-quality. The firm's sales force and advertising decisions depend on how much training and motivation dealers need. In managing its intermediaries, the firm must decide how much effort to devote to push versus pull marketing. A push strategy involves the producer using its sales force and trade promotion money to induce intermediaries to carry, promote and sell the products to end users. Push strategy is appropriate where there is low brand loyalty in a category. A pull strategy involves the producer using advertising and promotion to persuade consumers to ask

intermediaries for the product, thus inducing the intermediaries to order it.

Channel of distribution refers to the system of marketing institution through which goods or services are transferred from the original producers to the ultimate users or consumers.

Distribution is about getting the products to the customer. Some examples of distribution decisions include: Distribution channels, market coverage (inclusive, selective, or exclusive distribution), specific channel members, inventory management, warehousing, distribution centres, order processing, transportation and reverse logistics.

For product focused companies, establishing the most appropriate distribution strategies is a major key to success, defined as maximising sales and profits. A marketing channel is a set of independent organisations involved in the process of making product or services available for consumption by the consumer or business users. Derived from this, it is advisable for organisations to strategise its distribution process in order to get the products to target markets.

The distribution strategy may be exclusive distribution (limiting the distribution to only one intermediary in the territory. At times, it may be intensive distribution (distribution from many outlets as possible to provide location convenience or it may be selective distribution (appoint several but not all retailers). Strategic placement decisions therefore involve taking cross functional decisions activities such as channels, coverage, transportation and logistics in order to make products available to target customers.

Promotion

Sir, promotion mix is the direct way in which an organisation attempts to communicate with various target audiences. It consists of five main elements: advertising, sales promotion, personal selling, public relation and direct marketing. It involves activities that communicate the merits of the product and persuade target customers to buy it. Promotion mix can be seen as the specific blend of advertising, sales promotion, public relation and direct marketing tools that the company uses to pursue its marketing objectives.

Promotional strategies include all means through which a company communicates the benefits and values of its products and persuades targeted customers to buy them. Promotion is the company strategy to cater for the marketing communication process that requires interaction between two or more people or groups, encompassing senders, messages, media and receivers.

Promotion represents all of the communications that a marketer may use in the marketplace. Promotion has four distinct elements: advertising, public relations, personal selling and sales promotion. Advertising covers any communication that is paid for, from cinema commercials, radio and the Internet adverts through print media and billboards. Marketers engage in public relations in order to develop a favourable image of the organisation's products in the eyes of the public. They direct these activities to induce target consumers. From this, public relations can be seen as a broad set of communicational efforts used to create and maintain favourable relationship between organisation and the public.

Promotion is any marketing effort whose function is to inform or persuade actual or potential customers about the merits of a given product or service for the purpose of inducing a consumer either to start purchasing or to continue purchasing the firm's product or service. To communicate with individuals, groups and organisations, several types of promotional methods can be used. The specific combination of promotional methods used are advertising, personal selling, sales promotion and public relations.

1. **Advertising:** Advertising is the impersonal promotion to groups that is paid for by an identified sponsor. It focuses upon group of people rather than upon individuals. It is a form of mass communication. This method allows the marketers to address large numbers of target consumers at a low cost per consumer contracted.
2. **Sales Promotion:** Sales promotion is an activity and/or material that acts as a direct inducement, offering added value or incentive for the products to middlemen, sales person or consumers.
3. **Public Relation:** Marketers engage in public relations in order to develop a favourable image of their organisational products in the eyes of the public. They direct these activities to induce target consumers. From this, public relation can be seen as a broad set of communicational efforts used to create and maintain favourable relationship between an organisation and its public.
4. **Personal Selling:** Personal selling is an oral presentation of ideas about products or services with the aim of

persuading potential buyers to buy such products or services from which they can derive maximum satisfaction.

Promotional mix is one of the elements of marketing mix. From the view of Adebisi and Babatunde (2011), the aim of an organisational promotional strategy is to bring existing and potential customers to a state of relative awareness of the organisation's products. They are of the view that organisations should strategise their promotional mix in order to effectively create awareness. Promotional mix strategy is used in bringing customers from a state of unawareness to a state of actively adopting the products. It is a means of communicating with individuals, groups and organisations to directly or indirectly facilitate exchange of informing and persuading one or more audiences to accept an organisation's product. In line with this, Ross (2001) sees promotional mix as the total marketing communication programme of a particular product. He viewed the promotional means strategy as all activities towards creating marketing communication programme about a product. Promotional strategies as the marketing efforts whose function is to inform or persuade actual or potential customers about the merit a product possess for the purpose of inducing a customer to either start buying or continue to purchase the firm's products.

Promotional strategies include all means through which a company communicates the benefits and values of its products and persuade targeted customers to buy. Promotion is the company's strategies to cater for the marketing communication process that requires interactions between two or more people or groups encompassing senders, messages, media and receivers.

It is agreed that an organisation should apply strategies to its promotional mix in order to effectively communicate favourably with the target market. Without creating effective awareness of the organisation and the products through communication, it will be difficult for an organisation to achieve its stated objectives. Strategic promotion involves taking cross functional decisions on promotional activities in order to effectively communicate favourably with the target market.

Mr. Vice Chancellor Sir, a comprehensive analysis of advertising as a tool for increasing consumer products was examined. For any organisation to attain a point of destination which must be clearly defined and measured, robust analysis of the marketing mix must be ascertained. Advertising which is an integral part of the promotional mix involves communicating information about a product or service and thus, stimulating demand, is one of the subcomponents of integrated marketing. Advertising which is also considered as any paid form of non-personal presentation and promotion of ideas, goods and services by an identified sponsor helps to create customers awareness. Developing and maximizing customers are points of destination of business organisations. It was concluded that advertising has positive relationship with organisational sales, however, advertising should be a regular programme because of its impact on customers and desired destination. More so, organisation should concentrate in making advertising efforts more interactive.

Sales promotion which is viewed as those marketing activities other than personal selling, advertising and publicity that stimulate consumer purchasing. It is also a direct inducement that offer an extra value or incentive for the product to the sale force, distributor or the ultimate consumer with the primary

objective of creating an immediate sale. The effects of this concept on organisational performance was examined. It was discovered that it encourages purchase of large size, generating trials among non-users, persuading retailers to carry new items and higher level of inventory, encouraging off season buying profitability and building brand loyalty. All these are integral parts of organisational destination. This is because sales promotion significantly affects organisation destination.

Sir, for an organisation to succeed in this global competitive environment, there is a need for such organisation to effectively incorporate the idea of marketing management into her management portfolio. The use of marketing management is not only vital to private organisations but also to public organisations as well. In fact, the trend now is the adoption of strategic marketing view (Ibojo & Ogunsijo, 2011), An organisation may fail to attain its destination if it does not implement strategically the essential marketing mix (price). Marketing management rested on four component of marketing mix variables. The four basic components of marketing mix variables are product, price, place, and promotion. At times, these variables are called the 4ps of marketing.

Sir, communication is a vital tool in promoting organisational performance. It can be viewed as the process by which information is exchanged and understood mutually by two or more people usually with the intent to motivate or influence behavior. Marketing communication can be defined as promotional tools that favorably communicate information about the organisation and its products to the target market. Having known the defined destination and understood the target market in the environment, it is necessary to effectively select appropriate marketing tools that can be used in communicating

with the target market in order to achieve marketing objectives which is the integral part of organisational destination.

Integrated Marketing communication which is the totality of the various communication tools used in communicating an organisation s image and products with the target market must be utilized in order to get to the Promised Land destination. These tools are advertising, personal selling, public relations and sales promotion. The implementation of these tools are routes to organisational destination.

Sir, service is any act of performance that one party can offer to another that is essentially intangible and does not result in the ownership of something. Service marketing formed the bedrock of the fundamental concept of marketing, and this over the years have evolved in accordance with the philosophy of customer orientation. In most of the service companies, the philosophy is manifested in terms of the customers being seen as kings. Therefore, the discovery of customers need is a vital tool in the hand of service provider in order to ensure preferred customer satisfaction. Kindly note that customer satisfaction is one of the points of organisational destination. Service marketing tools in proxy can be termed to be widely known as 4ps which recently has extended to 7ps ie product, price, promotion, people, process and physical environment.

Mr. Vice Chancellor Sir, organisations must not only produce basic products in meeting customers needs but also consider the packaging view of the products for effective attractiveness. Packaging has various attributes that can attract and increase consumer purchase intention. These attributes include color, design, shape e.t.c. these help consumers to identify the products and differentiate the products from competitive

products, more so, it helps in attracting and sustaining consumers attention. The competitive nature of the business environment has increased the effectiveness of the role of packaging in projecting the attractiveness and the nature of consumer purchase intention. Packaging is an instrument used by organisations to penetrate new and existing market. In addition, packaging becomes a critical factor in the consumer decision making process because it communicates to consumers.

Mr. Vice Chancellor Sir, the need for organisations to take strategic and cross functional decisions on their products variables has made it a necessity not to only create effective customer satisfaction but also aid in the actualization and attainment of organisational destination. The incorporation of these variables into the management of organisational products portfolio helps the organisation to present a well refined image building and needs satisfying products that will project and build a positive and favourable relationship with target market. It is an undisputable fact that the main perspective of every customer is to derive customer satisfaction from the product of the organisation, it is therefore necessary for organisations not only to think of producing goods but also to consider some variables that must be taken into cognizance in order to meet the needs of the customers. These variables are varieties, packaging and quality. These variables help in attracting and sustaining the degree of customer patronage based on the level of satisfaction derived from the product. (Ofoegbu & Ibojo, 2015). Taking cross functional decisions on organisational products will assist in achieving and pave room for organisational destination.

Mr. Vice Chancellor Sir, the need for global competition has made organisations to adopt online marketing as an integral

strategy of attaining organisational destination. In line with this, organisations have adopted this strategy in order to have competitive advantage.

Globalisation has made the world a global village, necessitating organisations that want to operate effectively and efficiently to key/fit into the community of the global setting through information and technological communication. This has made it necessary for organisation to operate through the internet. Based on the significance of the internet, it is therefore necessary for organisations to be technologically driven in order to operate in the global setting. This will give room for joint and individual effect of online marketing application, online marketing order and delivery, online advertising, and online payment system on organisational destination.

Sir, delivering quality service means conforming to customer expectation on a consistent basic. Therefore, there is need for organisations to produce product of high quality for customer satisfaction. To a large extent, one can presume that the level of service quality has a significant relationship with customer repurchase intention if the level of service quality received exceeds the expectation of customers, definitely, there will be a favourable relationship between the customer based on service quality received and the intention to repurchase more of the products.

Mr. Vice Chancellor Sir, every destination minded organisation must not only create products with high quality and promotional strategies but also design and create effective placement for product availability and accessibility. This involves creating effective channel of distribution.

Service Marketing

Sir, service providers should ensure that concerted efforts are geared towards managing the multitude of attraction that together will sum up to a positive consumption experience. Service according to Kotler and Keller (2009) can be described as any act of performance that one party can offer to another that is essentially intangible and does not result in the ownership of something. This view was shared with Institute of Customer Relationship Management (ICRM), (2012) who described service as an act, a process or performance hence activities like medical, banking, cleaning, maintenance, barbing, hair dressing. involve servicing Consequently, service can be more widely described as economic activities that added value and provide benefit or satisfaction to customers or organisation hence this explained why there is need for serious-minded organisation to take its operational function of handling complaint, answering questions, taking orders and dealing with queries to modern business activities such as after sale services, personalised service, on time delivery, and quality service product.

INTERNAL MARKETING

Mr. Vice Chancellor Sir, employees are critical assets of the organisation, therefore, they must be motivated for effective realisation of organisational destination. The vital nature of any business minded organisation does not only rest on the availability of human capital utilization but also on the quality of human resources that will combine other resources- time, material, technology, etc in the right/most appropriate manner in order to achieve and attain organisational destination. In essence, there is need for manpower planning. It is therefore necessary for organisations to plan the need for effective qualified manpower needed for the actualisation of organisational destination.

Sir, aside from effective planning of needed manpower to realise organisational destination, there is also the need for organisations to motivate their employees for effective functioning of the organisation. The essence of provision of motivational tools for employees is to create a high level of job satisfaction for employees performance. Having understood the fact that employees are vital tools on the path to organisational destination, it is therefore necessary to create high level of satisfaction through pay, safe and conducive working conditions, promotion etc. in order to actualise the stated destination.

Sir, compensation management is an integral part of human resource management approach to productivity improvement. It deals with the design, implementation and maintenance of compensation system. This can be done through good working conditions, good welfare services. etc. Employees must be compensated where necessary in order to motivate employees potentials as a path to organisational destination.

Manpower Planning

Mr. Vice-Chancellor Sir, the vital nature of any business oriented organisation does not only rest on the availability of capital utilization but also on the quality of human resources that will combine other resources-time, materials, capital, technology etc. in the most appropriate manner in order to attain organisational destination. Manpower planning services as a tool for identifying an organisations current and future human resources requirements, developing and implementing plans to meet these requirements and monitoring their overall effectiveness.

Sir, manpower planning is a process by which an organisation ensures that it has the right number of people and the right kind of people, at the right place and at the right time, doing the right

thing. The purpose of manpower planning is to provide continuity of efficient manning of the business/organisation and attainment of organisational destination.

Sir, in planning the human resources of the organisation, there is a need for demand forecasting, which concerned with estimating the numbers of people and types of skills needed for future purposes.

Mr. Vice Chancellor Sir, having understood the fact that organisation is not the building nor the equipment but the personnel that made up the organisation, there is a need to plan for the right quality and quantity of personnel that will take the organisations to her destination. In essence, there is need to plan for effective and efficient personnel that will handle both operating and managerial functions to attain destination. Sir, the effectiveness of organisational personnel can only be known through job evaluation.

Job Evaluation

Sir, the human resources are the most vital resources in any organisation. This is because the human resources plan, coordinate and control other resources time, material, technology, capital etc in the most appropriate form in order to attain the desired destination. Having understood the vitality of the human resources, there is need to evaluate the jobs and performance of employees.

In order to attain desired destination, there is need to evaluate the worth of the jobs to be performed by different employees in order to establish a rational pay structure which will promote employee s performance. There is also the need to measure the performance of employees in order to promote efficiency. Having

understood the fact that human resource constitutes the organisation, there is the need to appraise the performance of human resources in order to improve on their performance, understand their strength and weaknesses, motivates them and finally improve the degree of attainment of organisational destination. The success or otherwise of the above comes through effective communication.

Marketing Communication

Sir, the effectiveness of communication cannot be over emphasized when considering factors that project cordial relationship between organisation and their potential customers, and also within the organsation for effective realisation and attainment of desired destination. For an organisation to succeed in their competitive business environment, there is the need to manage the marketing communication system for effective performance as well as for the promotion of sales.

Sir, communication is the process by which a person or group shares and imparts information to another so that both people clearly understand each other. It is an exchange of facts, ideas, opinions, feelings or emotion by two or more animated objects while marketing communication can be seen as the promotional tools that favorably communicate information about the organisation and its products to their respective target marketing. Mr. Vice Chancellor Sir, having understood the importance of the target market and the environment, it is therefore necessary to effectively select appropriate marketing tools that can be used in communicating with the target market in order to reach and attain the desired destination.

Compensation Management

Sir, Compensation Management is one of the most complex and

dynamic issues in the field of human resources. For an organisation to reach, and attain its destination there is the need to effectively manage the human resources, taken into cognizance one of the core aspect of resources management known as compensation management. The ability of the manager to reach and attain organisational destination to a large extent depends on the effective formulation, implementation of compensation packages in order to motivates the subordinates and employees within and beyond their expectations.

Sir, compensation management plays a crucial and functional role because it is the heart beat of human resource management. It is vital to both employees and employers. This is because employees typically depend on wages and salaries, and must be equivalent to the work done. It is an obvious fact that effective formulation, implementation and evaluation of favorable compensation management will not only aid in stabilizing and retaining employee but also helps in reducing labour turnover in organisations. Compensation Management refers to the process of establishing the wage structure for the various positions, designing incentive systems, setting individual wages and incentive systems, setting individual wages and implementation of strategies and policies that aim to compensate people fairly, equitably and consistently in accordance with the values of the organisation.

Good Working Conditions

The attainment of the realisation of the desired destination can be achieved through the provision of good working conditions and relationship between management and the employees. The realisation of the stated objectives of an organisation can be achieved based on the relationship between management and the employees. The relationship centres on various factors which

include the level of motivation, good welfare service, compensation packages and enabling conducive environment. The working environment is so large and complex that it incorporates the working conditions and other vital factors that may hinder or promote peaceful co-existence and interaction between employees and the management. The working condition refers to the working environment and all existing circumstances affecting labour in the work place, including job hours, physical aspects., legal rights and responsibility, organisational climate and work load. From all indications, it is glaring and obvious that working condition is an integral part of the environment that may hinder or promote the performance of employees. It is therefore paramount to have enabling environment that will actualise desired destination.

Motivation

Sir, motivation is the most important aspect of any organisation either in public or private sector. For an organisation to succeed effectively either in public or private sector, there is the need to motivate its human resources for optimum performance and the realisation of desired distinction. It is easy for organisations to exchange their resources, materials, needs, goods and service but the only resource which is not easily exchangeable is human resources. It is therefore necessary to say that employees are the most competitive asset of any organisation that cannot be exchangeable. In line with this, it is vital for organisations to constantly monitor, and create friendly relationship with their employees in order to increase job performance.

Motivation as a concept is of much interest to psychologists and behavior scientists. It is being widely practiced by all organisations because of its importance in the field of management and for improves performance.

Mr. Vice Chancellor Sir, organisations are set up for the realisation and achievement of goals and objective such as profitability, sales, increase in customer satisfaction, expansion, growth, employee s satisfaction, stakeholders satisfaction among others (Ibojo & Olawepo, 2012). In attaining and achieving these destinations, it is necessary to understand the human resources and how to create a high level of job satisfaction in order to increase the level of employees performance. Having understood the vitality of the effectiveness of the human resources in the realisation of desired destination, it is therefore necessary and germane for organisation not to only create conducive environment but also formulate, implement and evaluate motivational policies and strategies that will aid in the realisation and attainment of the desire destination.

Training

Mr. Vice Chancellor Sir, for organisations to navigate successfully in this competitive and dynamic environment, there is the need to train and retrain their human resources for effective development of potentials and improved performance. This is also due to the fact that the success or otherwise of the organisation depends largely on the performance of the employees. It is necessary to say that training is an attempt to improve current and future employees performance by increasing an employee s ability to perform through learning usually by changing the employees attitude or increasing his/her skills and knowledge.

Relationship Marketing

Sir, due to the competitive and dynamic nature of the business environment, the market focus has shifted from transaction marketing to relationship marketing. This change came about when organisations recognized that a sustainable competitive

advantage in the globally recognized economy requires organisations to become trusted partners in various set of strategic alliance.

Sir, the need to create and maintain favorable and friendly relationship with customers has made it necessary for organisations not only to focus on profit maximisation but also on creating mutual and long lasting relationship with their customers. This has placed more emphasis on relationship rather than transactional marketing.

Marketing is a concept that identifies defines, measures and produces goods and services to satisfy the needs and wants of target market (Kether, 1993). Having identified and produced goods and services for the satisfaction of customers needs, there is the tendency to create friendly relationship that gives birth to relationship marketing.

Sir, the major aim of marketing is to know and understand the customers so well, identify their needs and create/design the products or services that fits them well. Having identified a customer who is willing and able to buy, making the product available is not all that is needed to achieve the stated objectives, but also a clear understanding of the relationship marketing between the two parties. The inclusion and application of relationship marketing into management decision making portfolio helps not only in creating favourable relationship between management and employees but also help in attaining a desired destination, thus, relationship marketing becomes a vital and significant driving force for creating a sustainable and favourable customer relationship that will pare way for customer satisfaction as an element of desired destination.

Sir, it is necessary to say that employees are integral part of the human resource managed in order to effectively perform beyond expectations. It is also sufficient to say that employees must be provided with clean and good working conditions if the distinction of the organisation is to be reached, achieved and attained. More so, the welfare services and packages must be friendly and favourable if employees will perform adequately and beyond expectation.

Sir, it has been recalled that relationship marketing influence customer satisfaction to a greater extent. It is therefore necessary for financial and non-financial sectors to embrace and include relationship marketing in their management portfolio.

Sir, it is obvious that customer s satisfaction as a whole jointly contributed immensely to the profitability level of an organisation. More so, customer satisfaction is a driving force for the realization of desired destination. It is therefore clear that customer satisfaction is a necessity for the sustenance and existence of business organisations. The level of satisfaction received by customers will dictate the level of loyalty which will pave room for customer retention.

SOCIAL RESPONSIBILITY MARKETING

Social Responsibility Marketing involves considering the vitality of the society at large. It requires that organisation align with rules and regulations that promotes and uplift the image of the society. Social responsibility also requires that marketers carefully consider the role that they are playing and could play in terms of social welfare. Organisation must incorporate societal welfarism into their management portfolio. The cause and effects of marketing clearly extend beyond the company and the consumer to the society as a whole. It requires that organisations

should follow societal and business ethics that will promote standard of living in the society. It involves improving societal social responsibilities. It also involves giving back to the society through the provision of social amenities for the development of the society.

Sir, organisational destination depends on the interaction between the organisation and environment. No organisation can isolate itself from the society because it forms an integral part of the society and therefore must contribute towards the growths and development of the society. Implicitly it is a subsystem contribution to the efficiency and development of the environmental system.

Mr. Vice Chancellor Sir, the success of any profitable and socially responsible organisation is to create a favourable, friendly and successful relationship with the environment. More so, it is vital for organisation to have cordial and favourable relationship with the target market because it forms the end point of marketing.

Sir, the word organisation does not envelope the building walls, chairs nor machinery but it involves the human resource who combine other resources materials, financial, time, human etc. in an appropriate form and manner in the most desirable way in achieving and attaining organisational destination. It is therefore noted that a favourable and successful relationship between the organisation and the environmental actors and forces will no doubt help in the actualisation of organisational destination.

Sir, organisations should always consider the society in which they operate and find a way of developing the society. The social responsibility marketing states that organisations must understand the needs of the target market and satisfy the needs

more effectively than competitors in such a way that will enhance the societal wellbeing. This concept shows that organisations must take into cognizance the enhancement and wellbeing of the society when producing goods and services. The cause and effect of marketing clearly extend beyond the company and the customer to society as a whole. Societal responsibility also requires that marketers carefully consider the role that they are playing and could play in terms of social welfare

THINKING OUTSIDE THE BOX

Aside from the four components of holistic marketing integrated marketing, relationship, social responsibility and internal marketing, there is need to think outside the box which allows for customer satisfaction and management decision making for effective organisational destination.

CUSTOMER SATISFACTION

Sir, the mindset of every business oriented organisation, is to create high level of customer satisfaction which is the pathway to organisational destination. Considering the level of destination such as the maximisation of profit, minimisation of cost, organisation of resources such as human, time, technological capital, natural etc. there is the need to consider customer satisfaction as a path to destination through the satisfaction of stakeholders and shareholders in an effective and efficient manner. The degree at which stakeholders derive satisfaction from organisational products and services reflects the degree of actualisation and attainment of organisational destination.

Sir, organisations should not only concentrate on customer satisfaction only but also on customer retention in order to promote high level of customer loyalty. The sole purpose of business is the creation of customers. If this is acceptable, then

there is need for organisations to strategise various ways of retaining and increasing the number of new customers. The degree of satisfaction received by customers will dictate the level of loyalty which will pave room for customer retention. This is to say that any destination minded organisation must be able to create effective customer satisfaction to a greater extent, create a favourable avenue for customer loyalty and maintain favourable relationship with the customers in order to retain large customer base.

Sir, customer satisfaction can also be seen as an operational variable of organisational destination. In other words, an organisational vision and decision may focus on achieving effective customer satisfaction. If this view is taken into consideration, it is therefore vital and critical for organisations to apply strategic marketing concepts in their management decision process. This involves the art and science of formulating, implementing, and evaluating cross functional decisions that enable an organisation to achieve its marketing objectives. This will help an organisation to capitalize on their strength, overcome their weaknesses, take advantage of opportunities and defend themselves against threats. Strategic marketing is the process tool for finding the best future for the organisation and the best path to reaching desired destination. Having understood the vitality of strategic marketing, there is the need for effectiveness of marketing research in achieving customer satisfaction. This involves the systematic design, collection and reporting of data and findings relevant to a specific marketing situation facing the organisation. In other words, for an organisation to achieve high degree of customer satisfaction, there is the need to carry out research on the needs of the target market.

Customer satisfaction is an important concern for management due to concentrated competition. It is therefore necessary for every organisation to focus on the degree at which they satisfy their customers. Any organisation that fails to satisfy its customers will gradually move to organisational grave/ extinction.

Customer satisfaction is seen as integral part of organisational destination. The extent at which an organisation achieves customer satisfaction promotes the level of attainment of organisational destination.

MANAGEMENT DECISION MAKING

Mr. Vice Chancellor sir, there is need for management to take critical decisions in order to attain and achieve organisational destination. There is need to take decisions on system and structure responsible for assisting management in taking strategic decisions. Such structure and system can be termed marketing information system. Marketing information system is a continuing and interacting structure consists of people, equipment and procedures designed to gather, sort, analyse, evaluate and distribute needed timely and accurate information to marketing decision makers (Shaker, 2011). Information and communication have made the world a global village, therefore necessitating any business oriented organisation to be vast and equipped with the needed and current information in order to compete favourably with global organisations.

Sir, there is need to formulate a business policy which has a far-reaching effect on the attainment of organisational destination. Business policy is a principle or group of principles or related

principles along with their consequent rule(s) of action which provides the successful achievement of organisational destination. Workplace and organisational culture policies are needed for the attainment of organisational destination.

Sir, the attainment and effectiveness of organisational destination depends on the interaction between the organisation and its environment. No organisation can isolate itself from the environment because it forms an integral part of the system. Implicitly it is a sub-system contributing to the efficacy and development of the environmental system. Aside from the fact that it is a sub-system, it will be disastrous to have an insignificant relationship between the organisation and the elements in the entire environment. The success of any business oriented and socially responsible organisation is to create favourable, friendly and successful relationship with the environment.

Marketing environment can be seen as the actors and forces outside marketing that affects marketing management ability to build and maintain successful relationship with target customers. However, such relationship can be affected by the actors, institutions and forces which constitute the marketing environment. Suffice to this, successful organisations must understand the vital importance of constantly watching and adapting to the changing environment. Environment is dynamic and rapid; therefore, any successful organisation operating in any environment must be rapid and dynamic with the trends and changes in the environment.

Organisations must create friendly relationship with micro and macro environments. The micro environmental factors are the suppliers; marketing intermediaries, customers, public, to

mention but a few while the macro environmental forces are demographic, economic, technology, natural, political, cultural and legal environment.

Organisational Destination

Organisational Destination can be defined as the desired states of affairs or preferred results that organisations attempt to attain and achieve. It is a target that must be reached and achieved. Objectives are by nature more specific than the mission statements and terms against which results can be measured. Organisational destination can be stated in terms of turnover, profitability, market share e.t.c.

CONCLUSION

Mr. Vice Chancellor sir, I have been able to capture holistic marketing as a pathway to organisational destination, I have also attributed some factors outside the box in order to effectively achieve and attain organisational destination.

My research over the years has shown that there is a significant relationship between integrated marketing and organisational destination. Integrated marketing has been measured using advertising, sales promotion, effective pricing, promotion, quality service, strategic placement, marketing communication and strategic product. Advertising is a marketing strategy commonly employed by companies operating in a competitive environment. It was concluded that there is a positive correlation between advertising expenditure and sales of plastic company, which implies that an increase in advertising expenditure will lead to increase in sales of the organisation. It is necessary to say that sales promotion has significant effect on organisational performance. It is an initiative undertaken by an organisation to promote an increase in sales. More so, the effective

implementation of sales promotional tools lead to increase in sales volume and invariably higher profits.

Sir, the implementation of marketing communication (promotion) has not only helped organisations to create awareness but also helped (organisations) in increasing the sales of the organisational products. It is certain to say that price as one of the elements of marketing mix has positive relationship with organisational sales and profitability. It is a manipulative tool used in controlling the share of the market. It can be used by organisations to increase the sales volume of the company's products.

It is pertinent to say that strategic products decision is a construct that must be taken seriously by organisations. This is because of the diverse changes in customers taste, fashion and social aspects, this will definitely lead to effective customer satisfaction. This is buttressed by the fact that the sub variables (packaging, quality and varieties) independently and jointly predict customer satisfaction. More so, there is a significant relationship between strategic product and customer satisfaction.

Mr. Vice Chancellor sir, the zeal to understand the needs of customers by organisational and institutions and respond positively and appropriately cannot be overemphasised when considering the effectiveness and efficacy of organisations. It was concluded that service quality has positive effects on behavioral intentions. In addition, service reliability has positive effect on behavioral intentions, and finally service quality and service responsiveness jointly predict behavioral intentions.

Sir, considering the impact of strategic placement on product accessibility, the result shows that there is significant relationship

between coverage and product accessibility, a significant relationship between channels and product accessibility and a significant relationship between location and product accessibility

Mr. Vice-chancellor Sir, there are various product variables such as size, features, varieties, brand name, quality etc. However, product packaging has various attributes that can attract and increase customer purchase intention. These attributes include the color, design, shapes etc. This helps consumers to identify the products and differentiate the products from competitor's products. More so, it helps in attracting and sustaining customers attention.

The competitive nature of the business environment has increased the effectiveness of the role of packaging in projecting the attractiveness and the nature of consumers purchase intention. This has made it vital for organisations to package their products in a way that will present the uniqueness and the effectiveness of the product among competitive products. Packaging is an instrument used by organisations to penetrate new and existing market.

Mr. Vice-Chancellor sir, one of my studies shows that labelling, color combination and picture quality independently and jointly predict consumer purchase intention. Since there is a significant relationship between packaging and consumer purchase intention. Sir, one can confidently say that packaging influences consumer purchase intention.

Mr. Vice-Chancellor sir, it is the responsibility of any service rendering institution to provide services beyond the expectations of their customers. It is therefore necessary for these institutions

to make sure that the services rendered are of good quality compared with not only the services of competitors but also within the expectation of their respective customers. There are certain expectations of services in the minds of customers, therefore, institutions must render services to customers in order to meet the needs and the expectations of their customers.

Sir, it is crucial to say that the quality of services rendered by institutions go a long way in determining the future of the institutions. Every institution has certain objectives to achieve, in achieving these objectives, it is the expectations of the institutions to expand its customer base. This expansion of customer base can be achieved if the quality of services rendered supersedes the perceived expectation of their customers. Customers sometimes try to make some comparisons of the service quality of some organisation before deciding on their intention to transact business with the chosen organisation. The level of service quality rendered will go a long way in dictating the behavioral intention of the customers in deciding which organisation to transact business with.

Sir, service quality is usually viewed from customer's perception. This can be seen from different angles and perspectives based on the fact that business incorporate some features/elements which are difficult to measure, more subjective, and are more intangible in nature. It is therefore necessary to say that service quality is a critical determinant of organisation destination.

Sir, to a large extent, one can presume that the level of service quality received has a significant relationship with customer repurchase intention if the level of service quality received exceeds the expectation of customer, definitely, there will be a favorable relationship between the customer based on service

quality received and the intention to repurchase more of the products.

Sir, for an organisation to effectively operate successfully in this competitive environment, there is also the need for such an organisation to effectively apply marketing communication as a tool of promoting the sales of organisation's products. The implementation of promotion as mix has not only helped organisations to create awareness but also helped in reaching and attaining organisational destination.

Mr. Vice Chancellor Sir, internal marketing which is an integral component of holistic marketing involves the process of hiring, training and motivating employees for the purpose of realizing organisational destination. This component was measured using motivation, training, compensation management, manpower planning, and good working conditions.

Sir, motivation is a tool for increasing employees performance for the realization of organisational performance. Motivating employees can be done through welfare packages, staff training, fringe benefits etc. All these motivational packages are catalysts for effective employees performance.

Mr. Vice Chancellor Sir, relationship management has the aim of building mutually satisfying long term relationship with key parties. Organisations must create and maintain positive and friendly relationship with customers, suppliers, distributors and other marketing parties.

Sir, relationship marketing is one of the best contemporary marketing strategies of holistic marketing, and a route to organisational destination.

Mr. Vice Chancellor Sir, the imperativeness of social responsibility marketing cannot be under estimated in projecting the realization and attainment of organisational destination. This is because the organisation is a sub system of the environment and must create positive relationship with the environment through the provision and enhancement of societal values and norms.

Sir, having understood the integration of the four components of holistic marketing internal, integrated, relationship, and social responsibility marketing, there is also the need for management to take critical decisions in researching into the needs of target markets. Marketing organisations have to understand the varied needs of the target market, and this can be done by carrying out effective marketing research.

Mr Vice Chancellor Sir, considering and adopting the functionality of holistic marketing and the need to look outside the box in taking critical decisions, it is hereby concluded that holistic marketing is the route to organisational destination, using strategic management approach.

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