

**THE SURVIVAL STRATEGIES OF MANUFACTURING COMPANIES IN
ADAMAWA STATE**

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**A PROJECT PRESENTED TO THE SCHOOL OF MANAGEMENT AND
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YOLA.**

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CERTIFICATION

This is to certify the project titled “ the survival strategies of manufacturing companies in Adamawa state; submitted to the school of management and Information technology (SMIT), Federal University of Technology, Yola, Adamawa State; is a research carried by Nwankow Ngozi Jane (PGDM/MT/08/0071)

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APPROVAL PAGE

This is to satisfy that this research work titled **The survival strategies of manufacturing companies in Adamawa state** (A case study of Bajabure Industrial Complex Limited, Yola) was carried out by Ngozi J.Nwankwo of Department of Management Technology, School of Technology and Information Technology, Yola, Adamawa State, Nigeria and it has not been previously submitted for other award.

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DEDICATION

This research project is dedicated to my loving Lord and Saviour of the World, the Lord Jesus Christ and my wonderful Mother, Mrs. Joy C. Nwankwo.

ACKNOWLEDGEMENTS

A study of this magnitude would not have been possible without the assistance and cooperation of other people. I would have loved to mention the names of all to whom credit is due, for this study, but that will require a whole booklet of its own. However, there are few persons I would like to mention their names.

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This is truly and indeed the Lord's doing and it so marvelous in my sight.
May His Holy name be praised. Amen

ABSTRACT

This research work has assessed the various corporate strategies employed by Bajabure Industrial Complex (B.I.C) limited, Yola in terms of production and distributed strategies well as the functional area strategy which has guaranteed its survival, growth and success; it has also identified the major causes and consequences of business failure (i.e. corporate distress or corporate bankruptcies) in Adamawa State as well as relationship between Corporate Strategy and Corporate performance in B.I.C Ltd Yola

The study made use of primary data, which were collected through questionnaire administration interviews and observation.

The research findings revealed that B.I.C. Ltd must enlarge its focus by targeting more corporate customers rather than targeting only the distributors. B.I.C Ltd should also make use of electronic media in advertising its products in order to boost sales and promotions of its products. Also B.I.C needs to be computerized so that it can catch up with the current trend of globalization.

Chapter one (1) of the research work is the introductory chapter. Chapter two (2) focused on literature review, the concept of strategy, strategic marketing and the need to understand strategies by managers of corporate organizations. Chapter three (3) took care of the methodology used while chapter four (4) which is the heart of the study, analyzed very carefully the data collected for the study and basically dealt with the four p's of marketing. Based on the research findings some recommendations were proffered above which if implemented by B.I.C limited, Yola will go a long

way in enhancing its survival and competitive advantage in foam industry in the whole nation and especially in Adamawa State.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Managers of the successful companies have frequently pursued a strategy of one kind or another without a conscious analysis of their own actions. However, corporate experience indicates that there are substantial advantages in making strategy explicit. The need for an explicit strategy stems from two key attributes of business organization.

First, that success depends on people working together such that their efforts are mutually reinforcing; and second, that success must be accomplished in the context of rapidly changing conditions, otherwise members of the same organization can easily find themselves working at a cross purpose.

Successful strategic planning must concentrate on areas such as identifying flawed decision-making process, finding tactics for coping with organizational politics which will inevitably arise during the planning process and identifying strategic options and conditions that suggest when each strategy is most appropriate. It generally seems to be agreed that strategy should involve the integration of ideas from all the different sub-disciplines of management and from all functional areas.

According to Ansoff (1969), business strategy consist of a set of management guidelines which specify the firms product market position, the direction in which the firms seek to grow and change, the direction in which the firms seek to grow and change, the competitive tools it will employ, the means by which it will enter new markets, the manner in which it will configure its resources, the strengths it will seek to exploit and conversely the weaknesses it will seek to avoid.

Strategy is therefore a concept of the firms business, which provides a unifying theme for all its activities. There are inevitably many different versions of the stages in the overall strategy formulation and implementation process. A business is likely to grow if it can overcome the first hurdle that is survival. The main aim of this study is to examine the importance of strategy i.e corporate strategy in contributing to the survival, growth and corporate success of Bajabure Industrial complex Ltd, and Adama Beverages Ltd.

This involves strategy analysis, strategy evaluation, strategy choice, strategy formulation and implementation; most especially the role of corporate strategy as catalyst for survival, growth and success of Bajabure Industrial Complex (B.I.C) Yola and Adama Beverages Ltd. Thus, this study becomes imperative because all business whether public or private are faced with problem of scarce resources and managerial problem.

Therefore, the roles of corporate strategy and strategic management as a direct contributor to survival, profits, sales volume, financial and general managerial efficiency and effectiveness cannot be over emphasized.

1.2 **STATEMENT OF THE PROBLEM**

The harsh economic climate faced by manufacturing companies in Nigeria and especially in Adamawa State has caused so many manufacturing companies and business concerns to go distressed. Even out of the few surviving ones, some are already exhibiting symptoms of distress.

The issue of manufacturing companies going distressed has become serious because of the significance and economic impacts that the manufacturing companies have on the economic development of Adamawa State. Specifically, manufacturing companies perform development role by providing quality products and services to satisfy customers' wants and needs, revenue generation to the state government in form of company income tax, employment creation (both skilled and unskilled manpower), discharging social responsibility to the host community and maximizing shareholders wealth.

When companies go distressed, a lot of problems become eminent and inevitable. For instance, the staff of the particular company will be thrown out of jobs; there will be complete loss of revenue to the

government. Also, there will be loss of the products or services that the distressed company hitherto used to produce. In addition, there will be loss of social responsibility to the host community.

The above mentioned problems that will be created as a result of a company being distressed are of great concern because they constitute negative indices to economic development.

Thus, this study has attempted to empirically probe the causes of distress in manufacturing companies, the consequence of distress and the turnaround strategies that could be put in place to ensure growth and survival with particular emphasis on Bajabure Industrial Complex Ltd, Yola.

1.3 OBJECTIVES OF THE STUDY

The specific objectives of the study are as follows:

- i. To identify the consequences of the business failures especially manufacturing companies in Adamawa state.
- ii. To assess the various corporate strategies employed by Bajabure Industrial Complex Limited (B.I.C) Yola, in the areas of product pricing, promotion and distribution as well as the functional area strategy.
- iii. To determine the relationship between corporate strategy and corporate performance in B.I.C Limited Yola.
- iv. To suggest effective strategies to B.I.C Limited Yola that will enable it enhance its growth, survival and profitability.

1.4 **THE HYPOTHESIS**

The following hypotheses are formulated to measure the effectiveness and contribution of corporate strategy in enhancing the survival, growth and success of manufacturing companies.

H0: Corporate strategy does not contribute to the survival, growth and success of manufacturing companies.

H1: Corporate strategy does contribute to the survival, growth and success of manufacturing companies.

1.5 **SIGNIFICANCE OF THE STUDY**

The results of this study would ultimately help in revealing the usefulness and significance of formulation, evaluation and implementation of effective corporate strategy and of course its prominent role in contributing to overall success of business organizations.

It would also bring to light corporate strategy as a vital instrument of modern management practice in managing the physical, material, human and financial resources of manufacturing companies efficiently and effectively. And more importantly to examine the types of corporate strategies employed by the Bajabure Industrial Complex Limited, Yola which have guaranteed its survival in an alleged distressed environment.

1.6 **SCOPE OF THE STUDY**

The scope of the research work is limited to Bajabure Industrial Complex Limited (B.I.C) Yola, with the aim to examine the contribution and importance of corporate strategy in manufacturing companies.

The survey covered some of the distributors and customers of Bajabure Industrial Complex Limited, Yola in Yola North and Yola South respectively.

1.7 **LIMITATION OF THE STUDY**

This research work was confronted with some constraints viz:

- i B.I.C Ltd, Yola has chosen to keep its strategic plans secret in order to avoid information to competitors. As a result, it was difficult for the researcher to have access to some required and needed information.
- ii Lastly, the researcher faced some financial difficulties since the study had a wide coverage to gather data from some distributors and customer within the state.

1.8 **DEFINITION OF TERMS**

- i. **STRATEGY:** According to Gerry Johnson and Kevan Scholes (1999), strategy is defined as the direction and scope of an organization through its configuration of resources within a

changing environment, to meet the needs of market and to fulfill stake holder's expectations.

- ii. DISTRESS: A situation in which a company suffers or has great problems because there is no money.
- iii. SURVIVAL: According to Cambridge International dictionary of English (1994), Survival is defined as continuing to live or exist especially after being in a difficult or threatening situation.
- iv. B.I.C Means Bajabure Industrial Complex.

CHAPTER TWO

LITERATURE REVIEW

2.1 HISTORICAL BACKGROUND OF B.I.C LIMITED

The Bajabure Industrial complex Ltd, Yola was incorporated in October, 1978 and commenced operation in 1981 with the following objectives.

- i. To provide employment to state indigenes and Nigeria.
- ii. To bring about rapid industrialization to that state.
- iii. To generate revenue to the governments.
- iv. To provide the Nigeria markets with its products / services.

The initial production line was foam (mattresses and pillows) and over the years, the B.I.C Ltd diversified its production line to include polyethylene products falls under the category of domestic and industrial plastics rubbers and foam considering the categorization made by raw materials Research and development council (RMRDC) Abuja. According to the annual reports of 2001 of the council (RMRDC) under the sector of Domestic and industrial plastics, rubber and foam, capacity utilization for the foam sub-sector exclusively produced house hold consumer items. The raw materials for the foam sub-sector consist of polyol, toluene, diisocyanate and additives. The field survey carried out revealed that inspite of the importation of these raw materials, a short fall of 36% of 61% existed in the industry. The shortfall has been attributed to:

- i. Low manufacturing output level of the petro-chemical industry.

- ii. Lack of foreign exchange to import raw materials and
- iii. Low quality merchandise.

The study confirmed the previous observation that B.I.C Ltd, Yola use manufacturing process that are of single stage mechanism involving mostly compounding injection molding, compression molding,, blow molding and calendaring etc.

2.2. THE CONCEPT OF STATECY

Alex et-al (1980), state that the existence of literature about a subject does not add to its quality. However, it can be of great value to the user if problems related to his research are discussed in the literature. It simply reveals that literature review forms the foundation of the subject matter by showing the extent to which the subject has been discussed and also noting criticisms of peoples exploration of the subject under study.

Osuala (1982) opined that the review of literature serves two (2) purposes in the research report.

Firstly, it sets the theoretical base for research work. Secondly, it sets the current into focus and perspective to show or highlight “the state of art.”

However, the meaning of strategy today is broader. Indeed, strategy refers to the formulations purposes and objective; policies and program strategy to achieve them and methods needed to ensure that strategies are implemented to achieve organizational ends

(Steiner 1997, P.7). According to Andrew (1976), the word strategy refers to management actions in counteracting competitors. This is the traditional approach to strategy. The concept of strategy first gained currency in the area of military activity and was associated with the planning of wars, campaigns and battles. It only began to be widely applied in business and management after the publication of Chandler's book on strategy and structure in 1962. Since then, there have been a very large amount of research and writing relating to the concept of strategy. These writings have encompassed theoretical approaches and empirical studies.

Chandler (1962) was a business historian whose major work was a study of the largest business enterprises in the United States of American (USA). The results of these studies demonstrated very clearly the importance of the concept of strategy in an attempt to understand the behavior and particularly the growths of business firms. It also raised the critical issue of the relationship between company strategy and organizational design or structure.

Although Chandler (1962) emphasized the importance of relationship between company strategy and organizational design or structure, and relationship between company (s) and the market place, his descriptions of the reality of strategy formulation and implementation made it completely obvious that that these relationships were immensely more complex than earlier approaches had suggested.

Ansoff (1969) suggested that business strategy consists of a set of management guidelines which specify the firm's product market position, the directions in which the firm seeks to grow and change, the competitive tools it will employ, the means by which it will enter new market, the manner in which it will configure its resources, the strength it will seek to exploit and conversely the weakness it will seek to avoid. Hofer and Schendel (1978) reviewed the concepts of strategy since Chandlers work was published. They suggested that it was only in the mid 1960's with the publication of books by Andrew and Ansoff (1965) that the formal study of strategy in the business arena could genuinely be said to have started. It generally seems to be agreed that strategy should involve the integration of ideas from all the different sub-disciplines of management studies and from all functional areas. Strategy is therefore a concept of the firm's business, which provides a unifying theme for all its activities.

Two approaches have typically been adapted to the concept of strategy. The first involves a consideration of the companies or dimensions of strategy. The second involves the development of typologies of strategy or what are often called generic strategies. The main components of strategy relate to strategy objectives, the definitions of scope or synergy, resources deployment and organizational structure. Porter (1982) one of the best known writers on strategy has suggested just three (3) generic strategies, namely:-

- a) a cost leadership strategy
- b) a differentiation strategy

c) a focus strategy.

A cost leadership strategy is a situation where a firm seeks to reduce its cost such that it may under price its competitors.

Differentiation strategy is a situation where a firm seeks to be unique in some way which is valued by buyers and may be associated with the ability to charge a premium price.

The focus strategy as defined by Porter (1982) is where a firm selects a segment or group of segment in an industry, which it may dominate to the exclusion of others. He argued that such a strategy could be based on cost advantage or strongly differentiation.

In other words, strategy addresses at least four (4) managerial issues.

- a) How to respond to changing conditions.
- b) How to allocate resources among various business activities, division or organizational units.
- c) How to compete in each one of the business in which the organization is engaged.
- d) Within each of the business line, the organization should address the question of how to manage each function area so as to support the overall business or organizational strategy with the view of one rope that will tie all business together i.e. creation of unified front.

Consequently, what has to be addressed is that there is accompanying rationale for developing a strategic plan at each level of the organization to achieve the objective set at that level. As such strategy makes a clear statement about how management intends to achieve the organizations target objective. Given all the ramifications of the firms situation i.e. objectives are the end and strategy is the means. Strategy is thus a tool to manage with and manage by. It is a vehicle for understanding, rationalizing and communicating what actions are to be taken and reasons.

It is so evident from the above definitions of strategy that certain characteristics are so common to the definitions. Firstly, the descriptions given by the various definitions take the form of systematic research. Virtually every definition talks about strategy as a means to achieve organizational goals and objective. Secondly, almost every definition touches on the fact that strategy involves clear communication about acronym, SWOT i.e. strengths, weakness, opportunities and threats confronting all the organizations. Thirdly another common characteristics of these definitions is the recognition of the fact that strategy talks about competition with other firms and allocation of resources among various units of the firms.

The Importance of Establishing Strategic Objective.

Specific performance targets are needed in all areas affecting the survival and success of an enterprises and they are needed at all levels of management. The act of establishing formal objectives not only converts the direction an organization is headed into specific performance targets to

be achieved but also guards against drift, aimless activity, Confusion over what to accomplish and loss of purpose. Both short run and long run objectives are needed. The strategic objective for the organization as a whole should specify the following; the market position and competitive standing the organization aim to achieve, annual profitability targets, key financial and operating results to be achieved through the organizations chosen activities, and any other yardsticks by which strategic success will be measured.

2.3 STRATEGIC MARKETING PLANNING

Planning consists of looking ahead and making decisions about what to do in future. For company the planning process is a systematic approach to answering certain question. Where is the company now and how did it get there? Where does the company want to go? How can it get there? How much will this process cost? How can progress be measured?

The direction of strategic marketing planning is usually determined in the larger corporate plan, which defines where the firm will seek its markets which strengths or competence should be built on for competitive advantage and which investment objectives (profitability), growth, market share etc will be adopted for which product group. Marketing can be considered as a boundary-spanning activity in that it links the organization to external groups who use, buy and sell the company's products or can influence the company's market position. Strategic Marketing planning is concerned with the

broad concept of how resources are to be deployed to induce those external groups to respond favourably to the organizations offers and to overcome any resistance to those offers which may be encountered .

However, it should be assumed that the strategic marketing planning process will be guided by objectives set at the corporate level, which will define the firm's business and determine investment objectives. The strategic marketing process can be divided into eight (8) logical steps.

- i) Setting tentative objectives for the market
- ii) Historical review and situation analysis
- iii) Interpretation of the data collected
- iv) Calculation of the planning gap (if any)
- v) Strategic options
- vi) Problem diagnosis
- vii) Evaluation of strategy and
- viii) Contingency planning

This process mimics the typical steps involved in problems solving and every organization that adopts a formal approach to planning will follow stages similar to those eight (8) above. Each stage requires systematic planning; rational decision process, political networking and lastly ideas for strategy content, all of these processes are essential if strategic marketing planning in to be effective.

2.4 DEVELOPING AN EFFECTIVE STRATEGY

Conceptually, it is possible to distinguish between corporate strategies, business strategies and functional strategies. In small firm, there will be little if any difference between these different concepts. However in the large multinational, multi-product company or other organizations, the difference may be significant. Hence, when one considers corporate strategy, one is referring to a strategy developed by and for the overall or complete organization. It is senior management's game plan for directing and running the organization as a whole; it cuts across all of organization's activities, its different business divisions, product lines and technology(s). The task of developing a corporate strategy has three (3) elements

- (i) Developing plans for managing the scope and mix of the firm's various activities in order to improve corporate performance.
- (ii) Providing for coordination among different business in the firm's portfolio.
- (iii) Establishing investment priorities and allocating corporate resources across the company's different actions.

Business strategy is the managerial action plan for directing and running a particular business unit.

Business strategy deals explicitly with:

- (i) How the enterprise intends to compete in that specific business.
- (ii) What the roles of each functional area will be in building a competitive advantages (thereby contributing to the success of the business in the market).

- (iii) Developing responses to changing industries and competitive condition;

Controlling the pattern of resources allocation within the business unit. The primary element of business strategy is always how to make the company entrepreneurial competitively effective in the market.

FUNCTIONAL AREA STRATEGY:

Are the action plans for managing the principal subordinate activities within a business?

There is a functional area support strategy for each part of the business; production, marketing, finance, human resources. Functional area strategies are major corollaries of line- of- business strategy. Their role is to flesh out the business game plan, giving it more substance, completeness and concrete meaning as applied to a specific part of the business.

Strategies can only be evaluated against some criteria derive implicitly or explicitly from objectives. Thus a strategy is effective if it activities its goals, and it is reliable if it is able to do so consistently. In evaluating strategies as a basis for adoption, the criteria selected, should help predict a strategy's effectiveness and reliability after implementation. Strategy depends on data and ideas, and the key to developing an effective strategy lies not so much in following sequence of stages (although this does help provide structure and guidance to the process) But in finding the answers to the following question.

- i) What should be the content of our objectives?
- ii) What is the most relevant information to collect?
- iii) What is the correct problem diagnosis?
- iv) What strategy should be considered given our objectives?
- v) What evidence is relevant to the evaluation of the proposed strategies?

2.5 THE NEED TO UNDERSTAND STRATEGY

Managers need to understand strategy for several reasons. Understanding strategy is not exclusive to any level or cadre of managers, it involves every one who has some responsibility over men and materials in organization.

Firstly, with the significant rise in international competition, the global market has become not only difficult to penetrate but is even becoming increasingly difficult to retain existing market, Market share of customers, consumers or clientele. Repaid change seems to be the rule of the new game. These changes require the manager to understand the forces that require strategies.

Secondly, the quality “craze” around the world leading to an unprecedented rise in the literature devoted to total quality issues has made strategic management a must for managers. Managers at all levels have a need to understand the strategy and operational changes associated with total quality.

Another fundamental reason is associated with the pace of automation and rapid technological changes. These accelerated changes are involved with operation strategy, the product or service to the customer, the market and distribution network among others. Consequently, if a manager must remain useful and relevant in today's turbulent environment, he must be able to help shape and implement new strategies and new managerial processes and activities. He must do these by understanding the socio-political, economical, technological and other forces at work.

Cliff Ransom, well known in many industries due to his wide spread travels his analysis of companies based on operational and production excellence, and his "Ransom Ruminations". In it, he reflects on what he has learned from company visits, Victory tours, CEO and CFO presentations, trade shows and world travel.

In his latest "ruminations", he refers to his upcoming trip to Yemeu, China and Singapore that will segue immediately into the annual hajj to the electrical products Group meeting in the dreaded florida". Now in between that ideal situation, there are a lot of companies that are beginning to devote energy to this because we know what happens when a company starts down the lean road, within a year or two or three, if they are doing it right, we as outsiders-people who read the publication documents begin to see it first in the inventory, because as Jim Womack says it is the indicator that does not lie. Then you

start to see it in cash flow, and then in complete margins, then you see it in square footage, inventory turns and cycle times. And then what happens is they end up in an unassailable competitive position as they drive themselves closer to the voice of the customer, their competition can not keep up.

Raman Roy, Creativity is a “Survival technique” entrepreneurs need to constantly think out of the box to survive, “stressed Roy. He gets his creative kick in finding innovative solutions to client problems and seeing them work.

According to Kehinde Mobayo (2010) Just in time (JIT) has often been considered as a survival strategy for the manufacturing industry against force global market competition. The three (3) words say it all, everything happens just in time.

In manufacturing process, materials could theoretically arrive just in time to be picked up by a worker and used. They eliminate any inventory of materials; they would simply arrive just in time. In the same way, finished goods could be produced just in time to be handed to a customer who wants them. So at a conceptual extreme, JIT has no need for inventory or stock, either of raw materials or work in progress (WIP), or finished goods. It might be possible to arrange raw material deliveries so that, for example, material need for one day's production arrive at the start of the day and are consumed during the day effectively reducing or eliminating raw material inventory.

Surviving strategies for local companies the influx often appears to be death sentence, used to dominate position in protected markets, they suddenly face foreign rivals wielding or daunting array of advantages. Substantial financial resources, advanced technology, superior products, powerful brands and seasoned marketing and management skills; often, the very survival of local companies emerging markets in state (Dawer and frost 1997).

According to Dawer ad Host's study, successful companies have adopted in their battles with powerful multinational competitors. Visit in Russian and Shangahi Jahwa in China; for example, have managed to successfully defend their homes turfs against such multinationals as Compaq and Unilever. Others, including Jollibee foods in Philippines and Cemex in Mexico, have built on strength at home and launched international expansion strategies of their own strategic option.

For defender, the key success is to concentrate on the advantages they enjoy in their home market. In the face of aggressive and well endowed foreign competitors, they frequently meet to fine tune their products and services to the particular and often unique needs of their customers.

Defenders need to resist the temptation to try to reach all customers or initiate the multinationals. They will do better by focusing on consumers who appreciate the local touch and ignore those who favour global brand (mezulanik 1999).

In some cases, companies in local industries can go beyond defending their existing markets with right transferable assets, these extenders can use their success at home as a platform for expansion elsewhere. A selective policy of international expansion carefully tied valuable learning experiences. Extenders can leverage their assets most effectively by seeking analogous markets those similar to their home base in terms of customer's preferences, geographic proximity, distribution channels or government regulations. Expatriate communities to take simple case, are likely to receptive to products developed at home.

In industries where pressures to globalize are strong, managers will not be able to simply build on their company's local assets, they will have to rethink their business model. If their assets are valuable only their home country, then the best course may be enter into a joint venture with or sell out entirely to, multinational.

Dodging may be the most difficult of the four (4) strategies to execute because it requires a company to revamp major aspects of its strategy and to so before it is swept under by the tide of foreign competition. But by focusing on carefully selected niches, a dodger can use its local assets to establish a viable position.

Despite the many advantages of their multinational rivals, companies from emerging market should not always rule out a strategy of selling at the global level. If their assets are transferable, they may be able to full, fledged multinationals themselves. The number of these contenders is

steadily increasing and a few such as Acer of Taiwan and Samsung of Korea, have become household names. The reasons for their success are similar to those of any thriving company that competes in a global industry. However, contenders often have to take into consideration a different set of opportunities and constraints.

Liberalization is now making the structure of many industries much more fluid, and managers exposed to new kinds of competitors need to realize that they can respond by positioning their companies in a variety of ways.

By better understanding the relationship between their company's assets and the particular characteristics of their industry, managers can also anticipate how their strategies may evolve over time. As more and more companies learn to compete in global markets, we are bound to see a growing number of aggressive contenders. But few are likely to make the jump soon, in part because globalization pressures in many industries will continue to be weak. We suspect that many of most successful companies will remain focused on their local markets, strengthening their main sources of competitive advantage. Others will build on a successful defense of their home base and for opportunities abroad, but they may never make final step up to global competition. Managers will need to revisit their assumption and conclusion as the capabilities of their companies to develop.

Not only will managers find their strategies likely to evolve over time, but the nature of their industry may change as well. A company in a predominantly local business may prosper because of its superior service

and distribution. But a competitor may make a move that changes the industry fundamentally, giving advantages to global players.

In many emerging markets around the world today. We have found a fundamental dynamic. Multinationals are seeking to exploit global scale economies while local enterprises are trying to fragment the market and serve the needs of distinct niches. The former brings an array of powerful resources that can intimidate even the most self-assured local managers.

The market, driven case for craziness; crazy times call for crazy organization. The design concept for model, the idea that would influence its eventual shape, was the inexorable fact the most, all value in a business, regardless of its size or industry and is generated by the energy from two sources, the intellect and imagination.

CHAPTER THREE

3.1 ELEMENTS OF RESEARCH METHODOLOGY

According to Osuala (1990:p.61), research is “simply the process of arriving at a dependable solution to problem through the planned and systematic collection, analysis and interpretation of data”. Methodology on the other hand, has been described as a science of finding out or science of knowing (Osuala 1991).

Methodology is a powerful tool in the appraisal of research design. It highlights the steps that have been taken before the research outcome is obtained. The compound word research methodology has been defined as a system of explicit rules and procedures upon which a research is based. Churchill (1979) and Kidd (1985) described the element of research methodology as follows:

1. It decides what the problem is and what need to be done about it.
2. It chooses or modifies one or more techniques or methods of analysis and uses them to achieve the chosen end.
3. It reports, reviews and evaluates the results with the client in the light of the statement of original problem.

3.2 SOURCES OF DATA COLLECTION

This research work made use of both secondary and primary sources of data. Data according to Akogun (2000:112) refer to the

measurement and information that are collected as a result of observations.

i). **SECONDARY DATA**

Kinner et-al (1983) described secondary data as already published data collected for purpose other than the specific needs at hand.

Gupta (1985) opined that secondary data is the statistical material which is obtained from some one else's record. Therefore, if data are obtained from the library, journals, government publication, yellow pages and other recorded sources instead of getting them from the respondents then we are simply talking about secondary data.

ii) **PRIMARY DATA**

Primary data are data which originated or collected by the investor for the purposes of the research at hand e.g. direct interview, questionnaire and observation. In this research only direct interview and questionnaires were employed.

3.2 METHODS OF DATA COLLECTION

The major task of a researcher is to set up a research mechanism capable of providing or generating the data necessary for the solution of the problem at hand. Scientific problems can be solved only on the basis of data. According to Akogun (2000.81) the research design is the framework (or the plan) for data collection in the most objective

and logical manner in order to test the research objectives. The research framework must be designed before data is collected.

In understanding a research concerning the survival strategies of a company, all persons who associated with the formulation and implementation of corporate strategy i.e. (financial, marketing, production and human resources strategies as well as the product pricing, place (distribution) and promotional strategies are all potential sources of information. These include the top management of the company, the sales or marketing managers, personnel manager and sales representatives among others.

There are various methods of data collection. For primary data, these include observation, experiments, simulation, interview questionnaires and historical accounts. However, questionnaires, observation and interview were used by the researcher for this particular research work. The main reason is because primary data are reliable and would help us achieved our objectives.

Secondary data could be collected most especially from text books, journals, magazine and even notebooks.

The questions in the questionnaire are very simple and brief so that respondents could answer the questions with ease some of the questionnaires were distributed by the investigator, while research assistants were used in distributing some of the questionnaires.

QUESTIONNAIRE STRUCTURE

According to Akogun(2000:90) the questionnaire or interview schedule is a set of questions that are posed in order to obtain responses in relation to the variables identified in the objectives. The individual providing information is referred to as the respondent. Questionnaires, if properly designed, are good tools for obtaining empirical data in both formal and informal settings. There are two types of interviews: Unstructured and structured interview.

OPEN OR UNSTRUCTURED QUESTIONNAIRES

This type poses questions but do not restrict the respondent to any of the responses. The respondent is at liberty to provide any response and the present it in any manner desirable.

CLOSED OR STRUCTURED QUESTIONNAIRES

These are quantitative. A structured questionnaire is one to which answer have been provided closed or structures questionnaires pose questions but unlike the open questionnaires, provides a set of responses from which the respondent selects. Three (3) types of questionnaires were administered to the following:-

- a) The management and staff of B.I.C Ltd. Yola.
- b) Distributors /retailers of B.I.C ltd, Yola.
- c) Customers (and users) of B.I.C products

The investigator used both open and closed questionnaire structure to obtain information.

3.4 TARGET POPULATION AND SIMPLE TECHNIQUE

As pointed out by Akogun (200:86), it is not practical to look at every object in situation being investigated. The investigation must therefore take a sample from the population (entire set of objects) because;

- i) The size of the population may be too large to handle.
- ii) Time constraint may not permit one.
- iii) Limited resources for a large survey may not permit.

The sample is a portion of the entire set of observable events which is carefully selected to present the later. (Churchill (1979) defined population as the universe or whole, totality of all elements subjects or members that pose a specified set of one or more identical characteristics. Any portion of a population or universe taken as a representative of the population or universe is a sample.

The research however made use of a representative sample of the management and staff of B.I.C Ltd, Yola, and a representative sample of the distributors and retails of the company and finally a representative sample of the customers (end users) of B.I.C. Ltd, Yola, products. This was done with the aim of assessing the application of corporate strategy and its effectiveness on the company's overall performance; growth and survival.

According to Akogun (2000:87), random sampling is a procedure for selecting a sample from the entire population. In such a way that every member of the population has a chance of being selected.

Therefore, using random sampling method, the researcher administered and distributed fifteen (15) questionnaires to the management and staff of B.I.C Ltd, Yola. 25 questionnaire to he distributors/ retailers of B.I.C Ltd, Yola and lastly, 50 questionnaires to the customers (end users) of B.I.C products.

Fifteen (15) questionnaires were administered to the management and staff of the company using random sampling. Ten (10) questionnaires were correctly completed, returned and used for this study. Out of twenty five (25) questionnaires administered to the distributors/ retailers, twenty (20) were correctly filled and returned and were used for this study. Out of fifty (50) questionnaires administered to the customers (end users), thirty (30) were correctly completed and returned and were used for this study.

3.5 DATA ANALYSIS, TECHNIQUES AND TESTING OF HYPOTHESIS

It is significant to note that a research problem cannot be solved unless it is reduced to hypothetical question.

According to stark (1986:77), most scientific hypotheses predict casual relationships. That is, they claim that something is the cause of something else. To test these hypotheses therefore, we need to be able to demonstrate cause and effect relationship between the attachments and kinds of conformity we observe. To claim that something causes something else, we must show that certain conditions are fulfilled. When any of these is not met, no causal

relationships can exist. In order to demonstrate causation we must show that a relationship meets three (3) tests or criteria of causation. To show that something is the cause of something else, we must show that the two (2) tend to occur in unison. That is as one changes, the other also changes. Correlation can either be positive or negative. If one factor rises while the other declines, it is a negative correlation. If both factors rise or fall together, that is positive correlation. A hypothesis will predict the relationship that is expected.

Klinger (1967:167) pointed out that “problems are just questions usually of broad nature and they are directly testable. What is testable is the hypothesis implied by the questions”. In statistics we have chi-square, correlation, regression analysis, mean and standard deviation. This study used chi-square, frequency tables and percentages to test the hypothesis and analyze the data collected.

The Null hypothesis is that which is stated so that no difference or no relationship is hypothesized. It is a non directional hypothesis. While a research or alternate hypothesis is a statement of what one expects to find from an experiment or test. Thus, our hypotheses were tested using chi-square.

Ho (Null hypothesis): corporate strategy does not contribute to the survival, growth and success of manufacturing companies.

Hi (Alternative hypothesis); Corporate strategy does contribute to the survival, growth and success of manufacturing companies.

CHAPTER FOUR

ANALYSIS OF DATA AND DATA PRESENTATION OF RESEARCH RESULT.

4.1 INTRODUCTION

Ammer (1984) asserted that in statistics, data is the qualitative materials for any study; in day-to-day usage data is synonymous with the term information

Rubin (1981) argued that the completion of research work or study, what is obtained is data. The ultimate task that faced the researcher is how to convert the data obtained into information for utilization or for management to take decisions.

Business and public sector organization are seen as needing a strategy or plan to guide the future of the enterprise without such an approach, it is argued, success is unlikely (wamer 2000:4511).

4.2 PRODUCT STRATEGY

In some ways an organization's production strategy stems from its marketing strategy. For example, if the marketing calls for promoting high quality, high priced products. Production naturally focuses on quality with cost only a secondary consideration.

Nwokoye (1987) defines as a bundle of physical and psychological satisfactions that a buyer receives from a purchase.

The success of any firm is traceable to its recognition of opportunities and skilled augmentation of its product offering as a competitive maneuver. According to Lewitt (1969), the new competition is not between what companies produce in their factories but between what they add to their factory output in the form of packaging,..... How a firm thrives in this competition depends on how it develops the right augmented products.

4.2.1 ANALYSIS OF CUSTOMERS' RESPONSE TO B.I.C'S PRODUCT STRATEGY.

TABLE 1: POSSESSION OF NIMA FOAM BY REpondENTS (CUSTOMERS).

Possession	Yes	No	Total
Frequency	45	15	60
Percentage (%)	75	25	100

Table I above shows that 75% of respondents have Nima foams and 25% do not have Nima foam. Although the possession rate looks very attractive but the company should not be carried away, it should intensify its production strategy to ensure that it captures the foam market especially in Adamawa State.

Table 2: Reasons for the choice of Nima Foam by the customer.

Reasons for choice	Advert	Quality	Price	Availability of product	Total
Frequency	6	38	6	10	60
Percentage (%)	10	63.3	10	16.7	100

Table 2 shows that out of the 60 customer (respondent) 63.3% of them representing 38 customers mentioned quality as their reason for the choice of Nima foam. 16% of the respondents representing 10 respondents and 10.7% of the respondents representing 6 respondents indicated availability of Nima foam and price respectively. It could safely be concluded that Nima foam has a high quality.

Table 3: comparative analysis of quality of various foams

Quality comparism	Vita foam	Nima foam	Ugo foam	Others	Total
Frequency	29	26	3	2	60
Percentage (%)	48.3	43.3	5.0	3.3	100

Twenty –nine (29) of the respondents (customers) representing 48.3% said that the preferred vita foams quality while twenty- six (26) customers, representing 43.3% of the respondents preffered Nima foam quality. That means that in terms of quality, Nima foam products have rivals and this suggests the need for quality improvement.

PROMOTION STRATEGY

Table 4: Analysis of respondents comments on the advertisement effectiveness of Nima foam.

Type	Radio	t.v	Bill boards	Personal selling	Trade fair	Total
Frequency	30	4	3	19	4	60
Percentage (%)	50	6.7	5.0	31.6	6.7	100

From the above table, it shows that radio advertisement is the most effective because thirty (30) respondents said that while only four (4) respondents each said television and trade fair advertisement respectively are effective.

Table 5: Analysis of customer's responses to promotional activity
Promotional activity that stimulates customers to purchase B.I.C's products

Promotional tool	Advert	Personal selling	Sales promo.	Public relation	Total
Frequency	37	5	16	2	60
Percentage (%)	61.7	8.3	26.7	3.3	100

As represented in table 5, advertising and sales promotion are the most effective promotional tools, used by B.I.C Yola, while the company employs littler of both, public relations and personal selling, further, the last two (2) promoted tools proved to be ineffective and so funds should not be committed on them. As revealed in table 5 advertising is the most conspicuous of all the promotional activities and also as revealed in table four (4); radio advertisement seems to be the most effective of all. It is not

out of place for B.I.C Ltd Yola to engage more Television and Newspapers advertisements. Marketers believe that they reach most potential customers in a good time and at a lower cost.

Sales promotion is another major promotional tool adopted by B.I.C Ltd Yola in marketing its products. Sales promotion , according to Amarchand and Varaharajan (1979) consists of all those marketing activities other than personal selling, advertising and publicity that stimulate consumer purchasing and dealer effectiveness; such as displays shows and exhibitions (trade fair) demonstrations and various non recurrent selling efforts not in ordinary routine

4.4 ANALYSIS OF B.I.C'S SURVIVAL STRATEGIES BY CUSTOMERS.

Table 6. Reasons for B.I.C's survival and success as a manufacturing company.

Reasons	Moderate price	High quality	High customer demand	Availability Of product	Total
Frequency	8	32.0	10.0	10.0	60
Percentage (%)	13.3	53.3	16.7	16.7	100

From table 6, it shows that 32 respondents representing 53.3% of the total respondents said that production strategy is the major reason responsible for B.I.C's survival and success as a manufacturing company in a distressed Adamawa environment.

While ten respondents each for both high customers demand and availability of the products respectively according to them are responsible for B.I.C's success.

4.4.1 ANALYSIS OF MAIN CAUSES OF BUSINESS FAILURE OF MANUFACTURING COMPANY (S) IN ADAMAWA STATE.

Table 7: Customers responses to main causes of distress in manufacturing companies in Adamawa State.

Reasons for business failure	Lack of mgt competence	Low customers demand of product	Strategic mgt failure	Other reasons	Total
Frequency	20	3	35	2	60
Percentage (%)	33.3	5.0	58.3	3.3.	100

From table 7 above, it reflects that most distressed companies in Adamawa State were not having competent management in place. Thirty five (35) respondent representing 58.3% of opinion that those who did not employ effective strategic management distressed companies. It also shows that wrong sets of people were employed to manage business organizations.

If B.I.C Ltd Yola desires to keep surviving as well as keep succeeding as a manufacturing company, then it must always learn to engage the services of professional also in its business.

4.4.2 ANALYSIS OF THE CONSEQUENCES OF BUSINESS FAILURE ON THE CUSTOMERS AND ECONOMIC DEVELOPMENT OF ADAMAWA STATE.

TABLE 8: Customers' responses to consequences of such business failure.

Consequences	Loss of business	Loss of product	Loss of profit	Loss of job	Loss of revenue	Total
Frequency	20	25	10	2	3	60
Percentage (%)	33.3	41.7	16.7	3.3.	5	100

Table 8, shows the consequences of such business failure is so grievous. Twenty (20) respondents said there would be loss of business by both the company and its distributors/retailers. Twenty –five (25) of the respondents are of the opinion that there would be loss of product i.e. the product of the distressed manufacturing company cannot be made available any longer to consumers, since the company has closed down. Also ten (10) out of the sixty (60) respondents said profit for both the company and distributors would be lost, since there would not be products for sale.

However, two (2) of the respondents said there would be loss of jobs employees of the company while three (3) respondents said there would be loss of revenue to the state government in form of company income tax. Amazingly, no respondent said anything about loss of social responsibilities to the best community. And this could be as a result of most manufacturing companies neglecting this very important role. By this

analysis, B.I.C Ltd, Yola should therefore improve on its social responsibilities to the host community in as much guiding jealously at all its survival strategies.

4.5 ANALYSIS OF DISTRIBUTORS/RETAILERS OF B.I.C LTD YOLA QUESTIONNAIRE

Table 9: Reasons for choosing to be distributors for Nima foam.

Reason	High quality	Low price	Medium price	Availability of products	Consumer preference for the product	Other reason	Total
Frequency	40	3	6	10	8	3	70
Percentage (%)	57.0	4.3	8.6	14.3	11.4	4.3	100

Table 9: shows that forty (40) out of the seventy (70) respondents are prompted to deal with B.I.C Ltd because of the high quality of their products. Ten of the respondents chose to be distributors of B.I.C because of availability of the products. Also eight (8) of the respondents said consumers prefer Nima foam to any other type of foam. While only three (3) respondents and six (6) respondents talked about dealing with B.I.C because of low price and medium price respectively. That indicates high price for Nima product. The company has to do something about that.

4.5.1 ANALYSIS OF RESPONDENTS' RESPONDS ON DEALING ON ONLY B.I.C PRODUCTS.

TABLE 10: ANALYSIS TO GET NUMBER OF DISTRIBUTORS DEALING ON B.I.C PRODUCTS ONLY.

Dealing of B.I.C Product	Yes	No	Total
Frequency	6	64	70
Frequency	8.6	91.4	100

Table 10 reflected that sixty four (4) out of seventy (70) respondents are not selling Nimafoam. That is to say that B.I.C Ltd, has to do a lot of home work to get more distributors that will deal only B.I.C product.

4.5.2 PROMOTIONAL STRATEGY

Promotion is an essential within marketing. It creates awareness and stimulates interest in the product or brand. The promotional mix, according to modern (1991) is the combination of marketing and promotional objectives of marketing mix. The four (4) major tools in the promotion mix are: advertising, personal selling, sales promotion and publicity/public relations.

4.6.1 PROMOTION OBJECTIVES OF B.I.C LIMITED YOLA ARE:

- a. Making an immediate sales
- b. Building primary demand
- c. Informing buyers about a products availability
- d. increasing market share
- e. Increasing the number of quality of retail outlets

f. Building the overall company image.

B.I.C Yola has adopted advertising and sales promotion as its major promotional tools. Kotler (1980) defined advertising as any paid form of non-personal presentation and promotion of ideas, goods or service by an identified sponsor.

ANALYSIS OF RESPONDENTS' COMMENTS ON B.I.C'S PROMOTION STRATEGIES.

TABLE 11, Analysis of respondents' opinion on the effectiveness of B.I.C's promotional strategies.

Opening	Effective	Ineffective	Total
Frequency	62	08	70
Percentage	89	11	100

Table 11 revealed that B.I.C has effective promotional strategies in place, since sixty-two (62) respondents out of the total of seventy respondents have an opinion that B.I.C's promotional strategies are effective.

4.6.2 ANALYSIS OF B.I.C'S SURVIVAL STRATEGIES BY DISTRIBUTORS OR RETAILERS

Table 12: Reasons for B.I.C's survival and success as manufacturing company.

Reasons	Technological innovation	Effective mgt strategies	High customer demand	Competition	Total
Frequency	18	30	10	12	70
Percentage (%)	26	43	14	17	11

Table 12 revealed that thirty (30) respondents are of the opinion that B.I.C's survival and success in an alleged distressed Adamawa environment is due largely to its effective strategic management put in place by the management. Also eighteen (18) respondents are of the opinion that B.I.C has employed modern technology in its business operations hence the success story. Further, twelve (12) respondents said because of B.I.C's competitive activities it has been competing very strongly with its rivals hence the reason for survival. While ten (10) of the respondents attribute B.I.C's survival and success to high customer demand for its products. In any case, all the factors mention above have to blend very well and effectively too before survival and success can be guaranteed.

4.6.3. ANALYSIS OF THE CAUSES OF DISTRESS IN MANUFACTURING COMPANY IN ADAMAWA STATE

Table 13: Analysis of respondents comments on causes of business failure in Adamawa state

Reason	Lack of mgt competence	Low customer demand	Strategic mgt failure	Govt. policy	High competition	Total
Frequency	30	2	30	2	6	70
Percentage (%)	43	2.8	43	2.8	8.5	100

Table 13 shows that thirty (30) respondents each with opinion that lack of management competence and strategic management of distress in manufacturing companies in Adamawa State. However, the analysis shows that there was always high demand of products of those distressed companies and Government policy was also favourably. This result would assist the management of B.I.C. Ltd Yola to put in place more management competence as well as improve on its survival strategies.

4.6.4 ANALYSIS OF CONSEQUENCES OF BUSINESS FAILURE

Table 14: Analysis of respondent comments on the consequences of distress in the manufacturing company.

Consequences	Loss of business	Loss of profit	Loss of products	Loss of job	Loss of revenue	Total
Frequency	20	14	10	10	16	70
Percentage (%)	28.8	20	14.3	14.3	22.8	100

Table 14 revealed that the consequences of business failure are very negative of both the consequences and producers as well. Twenty (20) respondents said that there would be loss of business. Fourteen (14) respondents are of the opinion that profit will be lost completely since no product is sold. Ten (10) respondents each are of the opinion that the product will not be available to consumers at whatever cost and jobs will be lost by employees respectively.

4.6.5 ANALYSIS OF FUNCTIONAL AREA STRATEGIES OF B.I.C LIMITED YOLA.

Table 15: Analysis of distributors' responses on functional area strategies of B.I.C Ltd.

Type	Marketing	Finance	Personnell	Product	Total
Frequency	35	14	14	7	70
Percentage	50	20	20	10	100

Table 15 shows that thirty five (35) customers (distributors) are of the opinion that marketing strategy of B.I.C is the best compared to other functional area strategies. Also finance and personnel have been rated equal i.e. fourteen (14) respondents each while production is rated to be the least. This may be as a result of the production department not having early direct dealings with the distributors.

4.7 ANALYSIS OF B.I.C'S STAFF RESPONSES TO VARIOUS STRATEGIES EMPLOYED BY B.I.C. LTD

Table 16: Analysis of staff's responses to sources of financing the company.

Sources	Long term debt	Bank loan	Working capital and ROI	Other sources	Total
Frequency	1	1	17	1	20
Percentage	5	5	85	5	100

Analysis of table 16 reveals that the financial strategy adopted by B.I.C is mainly working capital and return on investment. To finance any business with long –term debt or bank loan is not a good strategy since high interest rates are normally charged on the borrowed capital.

4.7 DISTRIBUTION (PLACE) STRATEGY

Distribution is an important element of proving satisfaction that is the market place. Distribution involves the physical movement of products to ultimate consumers. “The most innovative product at an attractive price, for example, is worth absolutely nothing if it is not available to buyers when and where they want it (Agbo, 2000.228).

4.7.1 Table 17: Analysis of distribution strategy of B.I.C responses by its staff.

Distribution strategy	Trucks of distributors	B.I.C Trucks	Railway	Total
Frequency	3	11	6	20
Percentage	15	55	30	100

Table 17: Revealed that B.I.C uses her trucks to convey products to distributor's however she sometimes relies on commercial trucks and distributor that own private trucks can use it while they are paid by the company.

4.7.1(ii) Table 18: Analysis of B.I.C's target customers.

Target customer	Boarding schools	Hospital & clinic	Distributors	Retailers	Total
Frequency	1	1	15	3	20
Percentage	5	5	75	15	100

Table 18: revealed that fifteen(15) out of twenty (20) respondents said distributors are the target customers of the company. Also only a respondent each said boarding schools and hospitals respectively are the target customers while three (3) respondents are of the opinion that retailers are the target customers.

4.7.2 ANALYSIS OF B.I.C'S STRATEGIES FOR ITS SURVIVAL AND SUCCESS.

Table 19: Analysis of the effectiveness of various strategies employed by B.I.C

Strategy	Cash control and mgt system	Long term debt	Staff turn over	Effective corporate strategies	Profitability	Total
Frequency	10	0	0	6	4	20
Percentage	50	0	0	30	20	100

Table 19 showed that effective corporate strategies put in place by B.I.C are mainly responsible for the company's survivals and success. Also the company's cash control and management system, which are still part of the corporate strategy. From the analysis above, it simply follows that only manufacturing company that must be successful must develop the culture of good strategy formulation as well as implementation.

ANALYSIS OF RESPONDENTS' OPINION ON HOW B.I.C HOPE TO IMPROVE ON ITS SURVIVAL STRATEGIES.

TABLE 20

Opinion	High quality	High price	Effective distribution	Moderate price	Effective promotions	Total
Frequency	10	0	6	2	2	20
Percentage	50	0	30	10	10	100

Table 20 shows that for B.I.C to fine tune its survival strategies it must continue to produce its products with high quality. Also it has to embark on moderate pricing effective distribution channels as well as effective promotion by so doing B.I.C will away survive.

Table 21: Analysis of B.I.C's Advertising strategies

Advert medium	Radio	T.V	Print medium	Trade fair	Bill boards	Personal selling	Total
Frequency	8	1	1	2	2	6	20
Percentage	40	5	5	10	10	30	100

Table 21 shows that B.I.C does most of its advertisement over the radio, about eight (8) respondents attested to that fact. Also six (6) respondents said B.I.C advertisements are done through personal selling. While two (2) respondents said through trade fair. B.I.C needs to improve on its promotions.

Table 22: Analysis of B.I.C's level of computerization

Response	High	Low	Medium	Total
Frequency	0	18	2	20
Percentage	0	90	10	100

Table 22: Analysis of B.I.C's level of computerization is very low. Something very urgent has to be done especially now that the world is a global village so that she can enjoy e-mail services.

4.8 TESTING THE HYPOTHESIS USING CHI-SQUARE CONTINGENCY TABLE

This is a table of rows and columns. Row runs horizontally while columns run vertically.

OBSERVED FREQUENCY

This is the number observed in each cell of a contingency table.

EXPECTED REQUENCY

This is the expected number of frequency in each cell of a contingency table.

For the purpose of the study and for testing of hypothesis, we categorized distributors/retailers positive responses to signify effectiveness of corporate strategy employed by B.I.C Ltd, Yola, which in turn contribute to boosting the company's profitability, survival, growth and overall success. While on the other hand, distributors/retailers negative responses were categorized to signify ineffectiveness of corporate strategy and as such not contributing to the success of the company and its survival.

4.8.1 HYPOTHESIS

Ho: cooperate strategy does not contribute to the survival, growth and success of manufacturing companies.

Hi: Corporate strategy does contribute to the survival growth and success of manufacturing companies.

Table 23: Analysis of corporate strategy employed by B.I.C Ltd, Yola

Corporate strategy employed	Customers impression	Distributors/retailers impression	Total
Effective	33	37	70
Ineffective	27	33	60
Total	60	70	130

Table 23, is the various results of corporate strategy. It therefore serves as the rxc contingency table for the chi-square test where r denotes number of rows and c is the number of columns. In this study, r=2 and c=2 we then computed the expected frequency figure from the observed frequency, feij

$$Fe_{ij} = \frac{\text{Row total} \times \text{column total}}{\text{Grand total}}$$

Fe_{ij} denotes the expected frequency of the i th row and j th column.

$$F_{i1} = \frac{70 \times 60}{130} = 32.31$$

$$F_{i2} = \frac{70 \times 70}{130} = 37.70$$

$$F_{ii} = \frac{60 \times 60}{130} = 27.70$$

$$F_{iv} = \frac{60 \times 70}{130} = 32.31$$

Table 24: expected frequencies

Corporate strategy employed	Customers impression	Distributors/retailers impression	Total
Effective	32.31	37.70	70
Ineffective	27.7	32.31	60
Total	60	70	130

$$X^2 = \frac{(Fo_1 - Fe_1)^2}{Fe_1} + \frac{(Fo_2 - Fe_2)^2}{Fe_2} + \frac{(Fo_n - Fe_n)^2}{Fe_n}$$

Where F_o actual (observed) frequency for a given cell and F_e = expected frequency for that cell. Subscripts 1,2,...,n refer to various classified groups or cells in a table.

$$X^2 \frac{(33 - 32.31)^2}{32.31} + \frac{(37-37.70)^2}{37.70} + \frac{(27-27.70)^2}{27.70} \times \frac{(33-32.31)^2}{32.31}$$

$$X^2 \frac{(0.62)^2}{32.31} + \frac{(-.7)^2}{37.70} + \frac{(-.70)^2}{27.70} \times \frac{(0.69)^2}{32.31}$$

$$= 0.0147 + 0.0130 + 0.0177 + 0.0147$$

$$\text{(chi-square) } x^2 = 0.0601$$

We then use the (r-1) (c-i) and assume that the degree of freedom is 95% level of confidence i.e 0.05 where r=2, c=2

$$\text{Therefore } x^2 = (r-1) (C-1)$$

$$= (2-1) (2-1)$$

$$= 1 \times 1$$

$$n \times 1$$

$$x^2 (1,0.05) = 3.841$$

DECISION RULE

Since the computed value is 3.841 and is greater than the tabulated value 0.0601. We then reject, conclude that B.I.C Ltd employs effective corporate

strategy in its business operations which in turn has contributed to the survival, growth and success of the company.

4.9 ANALYSIS OF RESPONSES FROM THE STAFF OF B.I.C LTD , YOLA

Out of the fifteen (15) questionnaire administered to the staff of B.I.C, ten (10) were correctly completed, returned and used for analysis.

Table 25: Analysis of responses from the staff of B.I.C on the effectiveness/ineffectiveness of functional area strategies employed by the company.

Staff responses	Finance strategy	Production strategy	marketing	Adverting strategy	Total
Effective	12	16	15	10	53
Ineffective	8	4	5	10	27
Total	20	20	20	20	80

$$f_{ji} = \frac{\text{Row total} \times \text{column total}}{\text{Grand total}}$$

Grand total

f_{ji} denotes the expected frequency of the i th row and j th column.

$$f_{11} = \frac{53 \times 20}{80} = 13.25$$

$$f_{12} = \frac{53 \times 20}{80} = 13.25$$

$$f_{13} = \frac{53 \times 20}{80} = 13.25$$

$$F_{14} = \frac{53 \times 20}{80} = 13.25$$

$$F_{11} = \frac{27 \times 70}{80} = 6.75$$

$$F_{12} = \frac{27 \times 70}{80} = 6.75$$

$$F_{13} = \frac{27 \times 70}{80} = 6.75$$

$$F_{14} = \frac{27 \times 70}{80} = 6.75$$

Table 26: expected frequency.

Functional area strategy	Finance	Production	Marketing	Adverting	Total
Effective	12	16	15	10	53
Ineffective	8	4	5	10	27
Total	20	20	20	20	80

$$X^2 = \frac{(F_{o1} - F_{e1})^2}{F_{e1}} + \frac{(F_{o2} - F_{e2})^2}{F_{e2}} + \frac{(F_{on} - F_{en})^2}{F_{en}}$$

$$X^2 = \frac{(12 - 13.25)^2}{13.25} + \frac{(16 - 13.25)^2}{13.25} + \frac{(15 - 13.25)^2}{13.25} + \frac{(10 - 13.25)^2}{13.25}$$

$$\frac{(5-6.75)^2}{6.75} + \frac{(10-6.75)^2}{6.75} + \frac{(8-6.75)^2}{6.75} + \frac{(8-6.75)^2}{6.75} + \frac{(4-6.75)^2}{6.75}$$

$$\begin{aligned} X^2 &= \frac{(-1.25)^2}{13.25} + \frac{(2.75)^2}{13.25} + \frac{(1.75)^2}{13.25} + \frac{(-3.25)^2}{13.25} \\ &+ \frac{(1.75)^2}{6.75} + \frac{(3.25)^2}{6.75} + \frac{(1.25)^2}{6.75} + \frac{(-2.75)^2}{6.75} \\ &= 0.1179 + 0.5708 + 0.2311 + 0.7972 \\ &\quad + 0.2315 + 1.1204 + 0.4537 + 1.5648 \end{aligned}$$

$$X^2 = 5.0874$$

$$X^2 = (r-1)(c-1); 0.95 = x^2(2-1); 0.95$$

$$X^2 = 1; 0.95 = 3.84$$

DECISIONAL RULE

Reject H_0 the null hypothesis when the computed value is greater than the tabulated value and accept if the otherwise.

DECISION

Since the computed value (5.0874) is greater than the tabulated value (3.84), we reject H_0 , the null hypothesis and conclude that B.I.C Ltd, Yola employs effective functional area strategy (s) and those functional area strategies have contributed greatly to the survival growth and success of the company.

CHAPTER FIVE

SUMMARY, RECOMMENDATION CONCLUSION AND SUMMARY

5.1 SUMMARY

This project is an earnest attempt to bring to light how corporate strategy of an organization bring about its continuous existence, growth and corporate success. The Bajabure Industrial Complex Limited, (B.I.C), Yola is used as a case study.

To achieve the research objectives, the research work started with chapter one which is introductory, statement of the problem and objective of the study were highlighted. In addition, hypotheses were formulated and the scope of the was stated.

Chapter two focuses on literature review. In this chapter, the concept of strategy, strategic marketing planning and the need to understand strategies by managers of corporate organizations were highlighted. Also historical background of B.I.C Limited Yola, was briefly stated.

Chapter three focuses on the methodology employed by the researcher methods of data collection, questionnaire structure, sources of data collection, data analysis, and techniques for testing hypothesis were all stated.

Data analysis and presentation of research result which is the heart of this study forms the core of chapter four. The data collected were

carefully and correctly analysed with respect to the four p's of marketing (i.e. product, price, place and promotion) strategies employed by B.I.C Limited, Yola as assessed by the distributors/retailers, customers and even staff of B.I.C.

Production strategy: Thirty eight (38) out of sixty respondents (Customers) preferred Nima foam to any other one because of its quality. Also forty (40) respondents (distributors) said they are quite impressed with the quality of Nima foam.

For pricing strategy, 71.4% of the customers complained of high price of Nima foam. As regards distributions strategy, 85.7% of the distributors/retailers were very impressed with the channel of distribution of B.I.C, Yola.

For promotion strategy, 61.7% of the customers were stimulated to purchase B.I.C products through advertising. 26.7% were equally to make purchase through sales promotion.

Analysis of B.I.C's survival strategies by customers revealed that thirty-two (32) respondents out of sixty (60) said high quality of B.I.C products is mainly responsible for its survival and success.

Meanwhile, ten (10) respondents each are of the opinions that high customer demand and availability of the product respectively are responsible for B.I.C's survival and success.

Analysis of main causes of business failure of manufacturing companies in Adamawa state by respondents showed that thirty (30) respondents each said that lack of management competence and strategic management failure respectively are responsible for business failure in Adamawa state.

Also, analysis revealed that twenty (20) respondent are of the opinion that consequences of such failure would bring about total cost of business while ten (10) respondents each said that consequences of business failure would bring about loss of products and loss of jobs of the hitherto employed staff respectively. Analysis of corporate strategy employed by B.I.C Ltd was carried out with testing of hypothesis. The alternate hypothesis was accepted.

5.2 RECOMMENDATION

Based on the findings of the study, the following recommendations and suggestions are preferred;

- (a) Manufacturing companies must endeavour to employ very effective corporate strategy that matches organizational design so as to ensure profitability, survival, growth and corporate success. Lack of competence on the part of management as well as strategic management failure in organizations are the major factors identified as the fundamental causes of distress in most manufacturing companies in Adamawa State.
- (b) Targeting more customers: Analysis of B.I.C target customers revealed that distributors/retailers are the main target B.I.C.

should enlarge its focuses by targeting corporate customers for example, the boarding house schools and hospitals.

- (c) Advertisement as a promotion tool; B.I.C should make use of the electronic media in advertising its products. Radio advertisement would give a wider coverage.
- (d) B.I.C needs to be computerized; Analysis of B.I.C's level of computerization showed that the level is very low with the present wind of globalization. It is expected very highly that every manufacturing company must computerize its operations. The advantages are so numerous. Raw data, processed information bio-data of staff are stored in the computer for efficiency and effectiveness. Much more than that, there is a better advantage of being linked to the internet. Once that is done, customers can place orders for goods via the net using an e-mail which is cheaper and faster than other means.
- (e) Marketing research: These are the need to monitor the performance of the products of B.I.C (Nimafoam) in the markets so that by so doing, the company would be able to keep abreast the needs and tastes of customers. It is hope that once a marketing research unit is established, it would not only monitor the present product perform in the market but it would end up suggesting to the company the need for new product formation and diversification of the company's resources.

5.3 CONCLUSION

The deepening turmoil prevalent in the global economy continues to offer challenges to corporate managers. To survive and manage risks, management of enterprise need to be forward looking, anticipates problems and addresses them well before they occur. Managing in these times of turbulence requires enhanced skills and strategy to withstand the down turn and stay afloat.

Strategies should be evaluated, both before adoption and after implementation. In either case, strategy can be evaluated against some criteria derived implicitly or explicitly from objectives of the company or organization. Evaluative criteria after implementation should revolve around strategy's effectiveness and reliability; because a strategy is effective if it achieves its goals and it is reliable if it is able to do so consistently.

In evaluating strategies as a basis for adoption, the criteria selected should be such that will help predict a strategy's effectiveness and reliability after implementation. Thus every B.I.C proposed strategies should be evaluated for desirability, practical feasibility and commercial viability.

Desirability in case means that if a strategy is desirable, then these must be a fit between the strategy and behavior in the market, between the strategy and the firm's internal capability (s) and resources and finally between the strategy and higher level corporate

plans since the strategy will become part of the corporate hierarchy of plans.

By practical feasibility, we means that B.I.C Ltd Yola, must know the role of its products, price ,promotion and distribution and the likely behavior of customers and competitors, and to have considerable knowledge of the specifics of the market such as distribution alternatives.

B.I.C Limited, Yola, Must also give adequate considerations to commercial viability which will probe the following:

- Will the strategy yield the profit or cash flow sought ?
- Will the strategy contribute to minimization of possible competitive retaliation and what are the impediments to achieving commercial goals?

However, no matter how desirable, feasible or viable a strategy is, obstacles to success may exist, it is then left for the company to choose a strategy to overcome or avoid these obstacles.

Finally, B.I.C Limited, Yola, should take note that there are no “guaranteed” strategies for success in any field of endeavour. If there are, all organization will use them. Successful organizations may attribute part of their good fortune to a well conceived strategy, but common sense, hard work and pure luck also contribute to the performance of most organization. It is only fair to say the systematic strategic planning usually improves an organization’s chances for success.

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APPENDIX I

Federal University of Technology, Yola

10th May, 2010

The Managing Director,
Bajabure Industrial Complex Limited
Yola
Adamawa State

Dear Sir,

REQUEST FOR INFORMATION

I am a postgraduate (PGDM) student of federal University of Technology, Yola. As part of the requirement, for the Award of postgraduate degree of the University, graduating students are required to submit a research project to the university.

I am currently undertaking a research on “the survival strategies of manufacturing companies in a distress environment” and would like to use your esteemed company (B.I.C LTD, YOLA) as a case study.

I shall be very grateful if the management would permit me to administer questionnaires to the company’s staff and distributors so as to gather some empirical information about the company’s operations.

Any information given will be treated as strict confidential and it is purely for academic purpose.

Thank you sir, for your anticipated cooperation.

Yours faithfully,

Ngozi Jane Nwankwo.

APPENDIX II
QUESTIONNAIRE
(FOR CUSTOMERS (END-USERS) OF B.I.C LTD. PRODUCTS)

NOTE: FILL OR TICK WHERE APPROPRIATE

1. NAME (OPTIONAL) _____
2. ADDRESS _____
3. Have you ever brought Nima Foam?
 - (a) Yes
 - (b) No
4. What prompted your choice for Nima foam?
 - (a) High quality
 - (b) Advertisement
 - (c) Price
 - (d) Availability of product.
5. Could you please comment on the advertisement strategy employed by Nima foam? Which one is most effective?
 - (a) Radio
 - (b) Television
 - (c) Billboards
 - (d) Personal selling
 - (e) Trade fair
- (6) In your opinion, could you please comment on the qualities of the various foams listed below? Which is more qualitative?
 - (a) Nima Foam
 - (b) Vita Foam

- (c) Ugo Foam
 - (d) Others
7. Considering the fact that so many companies in Adamawa State Started business Operations almost at the same time with B.I.C Ltd and others much later have folded up and closed shops. In your opinion, what could be the reasons behind B.I.C survival and success?
- (a) Pricing strategy
 - (b) Product strategy
 - (c) High customer demand
 - (d) Availability of product.
8. In your opinion, what do you think are the main causes of business failure or distressed manufacturing companies in Adamawa State?
- (a) Lack of management skills and competence.
 - (b) Low demand for products
 - (c) Inability of Management to strategies
 - (d) Government policy
- 9 What are the consequence of such business failure on the customers and economic development of Adamawa State?
- (a) Loss of Business
 - (b) Loss of product
 - (c) Loss of Profit
 - (d) Loss of Jobs
 - (e) Loss of revenue by the government.

APPENDIX III
QUESTIONNAIRE
(FOR STAFF OF B.I.C LIMITED YOLA)

NOTE: Please fill or tick where appropriate.

1. Status /designation_____
2. Department_____
3. When was B.I.C Limited, Yola incorporated and when did it commence operation?_____
4. What were its initial product lines?_____
5. What are the sources of financing the company?_____
 - (a) Long –term debt
 - (b) Loan from individuals
 - (c) Working capital and return on investment.
 - (d) Other sources
6. What distinctive distribution strategy does the company employ in delivering its products to distributors and retailers?_____
7. Who are the target customers of B.I.C Lid?_____
 - (a) Boarding house school
 - (b) Hospital and clinics
 - (c) Distributors
 - (d) Retailers
8. What distributive pricing strategy does the B.I.C ltd employ in setting prices for its products?
9. What do you think are the company's strategies for its long standing survival and success, please state all_____

- 10 What is B.I.C's Corporate Mission? _____
11. Since you join B.I.C Ltd as an employee, how many workshops, seminar or training have you attended? _____
- 12 What advertising strategies does the company employ in promoting its products?
- (a) Radio
 - (b) Television
 - (c) print media
 - (d) Bill board
 - (e) Personal selling
 - (f) Others
13. Which do you think is B.I.C's Ltd strong competitors?
- (a) Ugo foam
 - (b) Biba foam
 - (c) Vita foam
 - (d) Royal foam
 - (e) Solid foam
14. Is the company computerized? If yes what are the specific tasks performed on the computer? _____
- 15 How does the company hope to improve on its survival strategies in order to have a competitive advantage over it competitors?
-

**APPENDIX IV
QUESTIONNAIRE**

(FOR DISTRIBUTORS AND RETAILERS OF B.I.C LTD PRODUCTS)

NOTE: To answer the questionnaire, please fill or tick where appropriate.

1. Name: _____
2. Address _____
3. What is the level of your involvement in marketing of B.I.C's products?
 - (a) Distributor
 - (b) Retailer
4. How did you know about B.I.C's Ltd products?
 - (a) Television Advertisement
 - (b) Radio Advertisement
 - (c) Bill boards
 - (d) Personal contact
5. What prompted your interest in marketing or selling of B.I.C's Ltd products?
 - (a) Quality
 - (b) Price
 - (c) Availability of the product
 - (d) Consumers preference for the products

6. In your opinion, why do some consumers prefer Nima foams to others?
 - (a) High quality
 - (b) Moderate price
 - (c) Availability of product
 - (d) Other reasons
 7. In your period of dealings with B.I.C Ltd, is the company prompt and effective in its services to customers?
 - (a) Yes
 - (b) No
 8. Do you deal on B.I.C's Ltd products only?
 - (a) Yes
 - (b) No.
 - (9) What do most customer (end-users) of NIMA foams complain about the products of B.I.C Ltd
 - (a) High Price
 - (b) Low quality
 - (c) Low quality
 - (d) Lack of advertisement
 - 10 Considering the fact that so many companies in Adamawa State that started business operations almost at the same time with B.I.C and the same time with B.I.C Ltd and others much later have folded up and closed shops. In your opinion, what are the reason behind B.I.C's survival and success?
-
-

11. What do you think are the main causes of Business failure of distressed manufacturing companies in Adamawa State? _____
- (a) Lack of Management competence
 - (b) Low customers demand for their products
 - (c) Strategic failure in the companies
 - (d) Government policy not favourable
 - (e) Staff competition
12. What do you think are the consequences of such business failure on the customers and economic development of Adamawa State.
- (a) Loss of business to the affected company
 - (b) Loss of profit to the affected company
 - (c) Loss of product to consumers
 - (d) Loss of jobs to employees
 - (e) Loss of revenue to the government
 - (f) Other reasons.
13. In your opinion, which department is rated the best in terms of relating well with distributors?
- (a) Marketing
 - (b) Finance/Accounts
 - (c) Personnel
 - (d) Production

14 How would you rate the distribution strategy of Nima foam in delivering products to distributors?

- (a) Excellent
- (b) Very good
- (c) Good
- (d) Fair
- (e) Not fair.