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Articles

Corporate Marketing Strategy and Attainment of Competitive Advantage: Evidence from Nigeria Money Deposit Banks

[1]Oyefesobi, Oluwakemi O. (P.hd) & [2]Alao, Abiodun E.

[1] Department of Marketing, Moshood Abiola Polytechnic,
Ogun State, Nigeria
Kemioyefesobi@gmail.com
[2] Department of Marketing, Moshood Abiola Polytechnic,
Ogun State, Nigeria
abbeyalao@yahoo.co.uk

Abstract: This study investigates the effect of corporate marketing strategy in the attainment of competitive advantage in Nigeria money deposit banks. Descriptive research design was used. Purposive sampling technique was adopted to select six (6) banks out of twenty (21) deposit money banks currently in Nigeria. Similarly, ten (10) financial experts (i.e. senior and junior staff) were quotally allocated to each bank thus a total number of 60 questionnaires were administered to the targeted respondents on the ground that they are considered to be of interest to this study. Using correlation (r) inferential statistics as analytical tool, the result of the first hypothesis showed that there is a significant positive relationship between marketing strategies of Nigeria money deposit banks in attaining competitive advantage. The finding also revealed from the second hypothesis that there was statistical significant relationship between corporate marketing strategy and customers' loyalty. Based on this finding, we recommended that financial institutions must assess the rate of success and or failure of marketing strategies to be adopted for better competitive advantage.

Keywords: Corporate Marketing Strategies, Competitive Advantage, Deposit Money Banks, Banks' Share, Customer Loyalty.

1. Introduction

In those days banks in Nigeria were merely production oriented (i.e. era of designing services without considering the relevance of such service to the needs of their customers). However, the Structural Adjustment Programme (SAP) in 1985 changed banking services from merely production oriented to the adoption of different marketing strategies. This was stemmed from the order issued by the Babangida administration to withdraw all accounts that belong to parastatals and ministries from

commercial banks to the Central bank of Nigeria which inevitably reduces the financial transaction and capacity of those banks. This reduction coupled with enormous increase in the number of banks resulted in strive for survival and thus lead to the adoption of corporate marketing strategy to gain and retain more customers and to remain competitive in the industry.

In the present economic development and growing number of competing banks in Nigeria, Lawal (2014) opine that banks offer a wide range of financial services, to personal and business customers; some of these services which are bank account, guarantorship, and investment adviser are needed by an appreciable number of customers, but many other financial services such as import/export services, money transfers, credit cards services have to be brought to the attention of potential users, who then must be persuaded to use them. The medium through which the customers can be persuaded to use these services arise the need for corporate marketing strategy.

Corporate marketing strategy is a comprehensive marketing plan that creates precepts to be used throughout the company. However, part of this strategy can include company's branding and logos. This marketing plan is typically designed at the senior management level. The strategy filters down and is followed by all employees who market the company's brand, products, and services. Products and services that follow such a marketing strategy are usually easily identified by consumers as coming from that company. The bank's strategic marketing plan means finding attractive opportunities and development of profitable marketing strategies in resources and marketing opportunities to achieve qualified objectives within a specific period of time. Within this marketing process, the bank would be able to determine its position in the financial environment. The aim of strategic planning is to shape and re-shape the company's business in other to attain the target profitable level and growth in a competitive environment.

Aaker (2009) in Abdolamir, et al., (2014) opine that marketing strategy consists of different functional strategies including global, distributing, pricing and stabilizing the position of the company. In other words, marketing strategy should cooperate with the company stance; otherwise it restricts the concentration of the company and even prompts the company to be divided. Developing marketing strategy requires principle evaluation of the company and market (Abdolamir, et al., 2014). Furthermore, marketing strategies and competitive advantage according to Rhee and Mehra (2013) is considered as preconditions for business performance achievement. A study conducted by Akinyele (2011) in the Nigeria oil and gas sector suggest that strategic marketing is a driver of organizational positioning in an enterprising environment and helps to further increase and improve the development of new product/service for existing markets.

The Nigerian banking industry is one of the biggest sectors of the economy; higher performance could be attained

in terms of private return and obligation to the society. Consequently, the unexciting nature of financial services offered by Nigeria commercial banks makes the task of attracting customers a difficult one. The problems arising from poor corporate marketing strategies includes the choice of selecting the best marketing strategies, the adoption of the best marketing strategies, the implementation of these strategies, culture management, competition arising from merger and acquisition of banks as well as board room conflicts.

In other to address the aforementioned challenging issues of corporate marketing strategies in the attainment of competitive advantage, this paper pursued the following objectives;

  i. examine the relationship between corporate marketing strategies of banks and the attainment of competitive advantage;
 ii. ascertain the effect of corporate marketing strategies of banks in increasing market share; and
iii. establish the effect of the adoption of corporate marketing strategies of banks in building customer's brand loyalty.

The above objectives are guided by the following research questions.

  i. What is the relationship between corporate marketing strategies of banks and the attainment of competitive advantage?
  i. How does corporate marketing strategies affect bank's market share?
 ii. What is the effect of the adoption of corporate marketing strategies of banks in building customer's brand loyalty?

Research Hypotheses
For the purpose of this paper, the following hypotheses were tested. They are specifically stated in the null (H_0) form.

H_{01}: There is no significant relationship between corporate marketing strategies of banks in the attainment of competitive advantage.

H_{02}: Corporate marketing strategy adopted by Nigeria money deposit banks has no significant effect on market share.

H_{03}: Adopting corporate marketing strategies cannot build customer's brand loyalty in Nigeria money deposit banks.

2. Conceptual Framework and Literature Review
Towards Defining Marketing Strategies in the Attainment of Competitive Advantage
The process of exploring marketing opportunities, investing times and money to pursue those opportunities and predicting the outcome of those investments is the strategic marketing planning process. Companies that live by the marketing concept realized that marketing efforts are more successful when they are carefully planned. The planning will start from identification of the opportunities and development of means of reaping the 'opportunity through cost commission and performance prediction'. Putting simple, strategic marketing planning is the process of examining a company's marketing opportunities, allocating resources to capitalize on those opportunities and predicting market and financial performance that is likely to occur. The result of strategic marketing planning are documented in

the marketing plan, which summaries the current situation, states the company's objectives and outline strategic and programmes designed to help the company reach those objectives (Ebitu, 2016).

The two fundamental aspects of strategic marketing planning are firstly, the scope of planning is broad, and secondly, it considers all the factors affecting company and its products/services. Both internal and external factors are considered in the planning looks beyond immediate circumstance. It focuses on long-term projections of five to ten years. These two factors differentiate strategic planning from operation or tactical planning.

Table 2.1: Definitions of strategic marketing

Author	Definition of Strategic Marketing
Doyle (2000)	Strategic marketing is the management that seeks to maximize returns to shareholders by creating a competitive advantage in providing, communicating and delivering value to customers thereby creating a long-term relationship with them. He further opined that specific contribution of marketing in the organization lies in the formulation of strategies to choose customers, build relationship of trust and create competitive advantage. In other words, marketing strategy consist of an internally integrated but externally focused set of choices about how organization addresses its customers in the context of a competitive environment.
Hambrick & Fredrickson (2001)	Marketing strategy of an organization has five elements which include: where the organization plan to be active; how it will get there; how it will succeed in the market place; what the speed and the sequence of moves will be; and how the organization will obtain profits.
Kotler (2003)	Marketing strategy is marketing logic according to which the business unit is marketing. Marketing strategy focuses on target customers. The company chooses a market, divide it into segments, select the most viable ones and consolidate its forces in the service segment. The company creates a marketing mix, using the tools at its disposal: product, price, distribution, sales support. In order to make the best marketing mix and be able to take appropriate action, the company performs marketing analysis of marketing plans and carries them out. It carries out these activities by monitoring the environment and adapting by it.
Bradley (2003)	A marketing strategy consists of an internationally integrated but externally focused set of choices about how the organisation addresses its customers in the context of a competitive environment.
Baker (2008)	The strategic marketing plan is a model of a unit's position in its market relative to competitors and contains a definition of market needs, the objective to be achieved, the strategies to achieve the objectives and resources required to obtain the desired results.
Pranulis (2008)	Marketing Strategy is consistently located and coordinated set of marketing actions, aimed at meeting the long-term marketing goals.

Ojo (2011)	Marketing strategy is a managerial process of perusing market opportunities and choosing marketing position that serves the company's purpose and objectives. It is the company's response to external environment and consistent set of principles through which company hopes to achieve its long run customer and profit objectives in a competitive environment.
Adewale, Adesola, & Oyewale (2013)	Marketing strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition.
Ebitu (2015)	A marketing strategy outlines the strategic direction and tactical plans that marketing teams must implement to support the company's overall objectives.

Source: Adapted from Isoraite (2009); Ojo (2011); Ebitu (2016)

Strategic Marketing Planning Process: Approach from the Banking Industry

Strategic marketing plan according to Stanton (1981) is a means of assessing and appraising market opportunities, adjusting one's product and services to meet market demands. Strategic marketing plan established the link between the bank and its customers. Its main reason is to allow a bank to thrive and maintain a variable means of goods and services offered to its customers. This involves decision on product/service design and distribution, and the financial consideration of such services.

Falilat (2013) identified four steps in strategic marketing planning. They include conducting a situation analysis; determining marketing objectives, selecting target market and measuring market demand, and designing strategic marketing mix.

Situation Analysis: This is a major aspect of marketing planning. The past and current situation analysis of a bank is useful in developing marketing plan for the future. It is the review of the company existing marketing programmes, the analysis of the present situation and the future of the programme. It is this aspect of marketing planning that provides information on the position of the banks' product or services.

Market objectives: This is the foundation of all strategic marketing plans. Objectives are needed so that every person in the industry will know what is required.

Figure 2.1: Strategic Marketing Planning Process

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                      ┌─────────────────┐
                      │  Bank Mission   │
                      └────────┬────────┘
                               │
                      ┌────────┴────────┐
                      │ Bank Objectives │
                      └────────┬────────┘
                               │
┌──────────────────┐  ┌────────┴────────┐  ┌──────────────────┐
│   External       │  │ Prospective     │  │ Intra-bank       │
│ opportunities    ├──┤ study           ├──┤ strength         │
│ and a number     │  │                 │  │ and weakness     │
│ of threats       │  └────────┬────────┘  └──────────────────┘
└──────────────────┘  ┌────────┴────────┐
                      │ Marketing       │
                      │ Objectives      │
                      └────────┬────────┘
                               │
                 ┌─────────────┴──────────────┐
                 │    Marketing Strategy      │
                 │    THE TARGET MARKET       │
                 │  differentiated Marketing  │
                 │  concentrated Marketing    │
                 │ Positioning by product/    │
                 │      Service use           │
                 │  product/Service Strategy  │
                 │    direct comparison       │
                 │ The marketing complex      │
                 │      elements              │
                 │    product strategy        │
                 │     price strategy         │
                 │  distribution strategy     │
                 │    Support Strategy        │
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Source: **Drawn with reference to Virvilaite (2008) in Isoraite (2009)**

Target market: This is where a particular segment is selected as a focus for specific marketing activity. This will enable the bank to decide the extent to which it will segment its market and as well forecast sales to its target market.

Marketing mix: This includes place, price, product and promotion. In the globalized world, period, people and personnel are incorporated. The design and implementation of the marketing mix elements constitute the bulk of company's marketing.

Mongay (2007) established that, in creating stages of strategic marketing planning, one needs to formulate marketing purposes, marketing objectives primarily in market segmentation and provide for a target market. One or more of the target markets provide a competitive advantage by means of acquisition. The most important component of marketing strategy is value to customers. In order to implement marketing strategies, marketing mix is prepared. Furthermore, it is noteworthy

that the successful implementation of the strategy will depend on the relationship with customers.

Intersections between strategic marketing and corporate strategy

The approach level for strategic decisions making is a function of the number of product-markets in which the firm operates and the degree to which activities between product-markets are interrelated. At one extreme, strategic decision making can be narrow down to the highest levels, when a company operates in a few, highly interrelated product-markets. In this situation, there is substantial overlap between corporate and marketing strategy (Sudharsan, 1995 cited in Mongay, 2006). In fact, the only difference is that marketing strategy focuses on a limited set of competitive advantages - advantages based on the performance of the marketing functions (customers and channels) while corporate strategy must consider a wider set of business activities and relationships (Mongay, 2006). There is a natural problem between the top-down and the bottom-up approaches to strategic decision making.

Literature Review

Quite a number of researchers have given their views as to how strategic marketing pave the way for banks to obtain maximum market share by gaining customers, developing customers and retaining them (Oni, 2000 and Nunnally et al., 2000).

In Nigeria, various governments, policies and reforms in the banking sector calls for bank executives to entrench marketing policies and strategies into their vision and mission statement. Two reforms came up between 2004 and 2009 termed recapitalization and consolidation (Areo, 2015). This led to substantial changes and reduction in the number and structure of banks in Nigeria. Although financially, the banks were made stronger and customers' confidence became high, it created opportunities and challenges for the banks in terms of marketing strategies development in order to cope with the competitive situation they found themselves (Okpara and Onuosa, 2013).

In understanding the importance of marketing strategies in attaining sustainable competitive advantage towards increasing organizational performance and profitability, companies has received much scholarly attention in the past recent years both in the form of domestic and foreign researches.

Ghasemi et al., (2010) established a model entitled as "Models of coordination between international marketing strategy with the environmental aspects of international marketing organization subsystems and their impact on export performance" (the case study of engineering and technical services). Result of the study revealed that two variables of internal and external cooperation and their interactive impact can influence export performance. Result of the study also shows that the impact of internal cooperation on exportation performance is more than external cooperation. The quantitative result of the multivariable regression using step by step method shows that the share of internal cooperation variable in anticipating companies' expert

performance is 0.225, but share of external cooperation variable was 0.162 that itself approves the more impact of internal cooperation variable on companies export performance.

Mamdouhi and Hashemi (2008) performed a research on "Barriers to implementing marketing strategies: providing a classification and ranking for Iran Khodraow Company". The result of their study shows that among the eight categories in the company, the category of management barriers receives the most importance. Then the class of structural barriers is in the second grade, classes cultural barriers in the third stage, perception in the fourth stage, and strategic, performance, human resources were rated in the next stages. This implies that in the Iran Khodraow company shortage of resources are not considered as an obstacle for applying marketing strategies and in this view the company has no limitation, but composes the other classes of the main barriers.

Hoon Kim et al., (2011) studied "effective employment brand equity through sustainable competitive advantage, marketing strategy, and corporate image." In this study, the method of marketing management is related to marketing employment in hospital industries, the result shows that sustainable competitive advantage of hospital, marketing strategy and using the specific value of brand causes influence on intention of physicians for following job positions.

The result of the study carried out by Rhee and Mehra (2013) on "aligning operations, marketing and competitive strategies to enhance performance: An empirical test in the retail banking industry" showed that competitive strategy adjusts relationship between marketing strategic activities and organizational performance. The study further revealed that integrated strategic decisions of performance and marketing functions has a main effect on organizational performance and performance of retail banks in one different strategic group depending on strategic fitness quality.

Methodology

The methodology adopted for this study was to ensure a systematic collection, analysis and interpretation of good and relevant data relating to issues of corporate marketing strategies in the attainment of competitive advantage. Descriptive research design was used to investigate the identified problem areas of this research and collect relevant information for analysis and interpretation of results.

The study population also covered financial accountants of all the twenty one (21) money deposit banks in Nigeria. For the purpose of this study, a purposive and quota sampling technique was adopted. The purposive sampling method was used in selecting six (6) deposit money banks. These banks were perceived to have high number of branches in Abeokuta. The selected banks include Guarantee Trust Bank, Zenith Bank, First Bank of Nigeria, United Bank for Africa, Diamond Bank and Access Bank. Ten (10) financial experts (i.e. senior and junior staff) were quota allocated to each bank and were further stratified into male and female executives. Thus, a total of 60 questionnaires were administered to the targeted respondents on the ground that they are considered to be of interest to answer

the proposed research questions earlier stated. The correlation (r) inferential statistics was used as analytical tool due to its ability to satisfy the variation of the frequencies of the responses in a stratified group and comparable between the dependent and the independent variable for association or relationships. The analysis was computed electronically using statistical package for social sciences (SPSS21 Inc).

4. Results and Discussions

Table 4.1: Respondents General Information

Respondent's Designation	Frequency	Percent	Cumulative percent
Senior staff	37	61.7	61.7
Junior staff	23	38.3	100.0
Total	**60**	**100.0**	
Respondent's Professional Qualification			
First Degree	13	21.7	21.7
Post graduate	22	36.7	58.4
Others (ACA, ACCA, MNIB)	25	41.6	100.0
Total	**60**	**100.0**	
Respondent's Years of Professional Experience (years)			
< 3	9	15.0	15.0
3 – 5	17	28.3	43.3
> 5	34	56.7	100.0
Total	**60**	**100.0**	

Source: Fieldwork, 2016

Table 4.1 presents that out of sixty (60) responding professionals in the banking industry, 62% were senior staffs while 38% were junior staffs. Forty-two percent had professional certificate. Fifty-seven percent had more than 5years professional experience in the banking industry. The result in Table 4.1 above revealed that the respondents were well represented; professionally qualified and thus increases the authenticity of the information supplied.

Table 4.2: Assessment of preferred corporate marketing strategies based on frequency of usage and degree of effectiveness

Marketing Strategy	Frequency of usage Mean Ranking	Rank	Effectiveness of the Strategies Mean Ranking	Rank
Product Development	1.7	2	1.0	5
Promotion	2.0	1	1.7	2
Professional-customer relationship	1.1	4	1.3	3
Market penetration	1.4	3	2.1	1
Market Diversification	0.7	6	0.6	7
Market development	0.6	7	0.7	6
Research	1.0	5	1.1	4

Source: Fieldwork, 2016

Table 4.2 above shows the frequency of usage and the effectiveness of corporate marketing strategies used by professionals in the banking industry. It was observed that all the strategies recognized were used by the respondents. The most frequently used marketing strategy was promotion with mean of (2.1), others include product development (1.7), market penetration (1.4), professional-customer relationship (1.1) and research (1.0). Market diversification (0.7) and market development (0.6) were rarely used strategies from the findings of this research. Furthermore, effectiveness of corporate marketing strategies in Nigeria money deposit banks was also investigated; the results indicated that market penetration was the most effective marketing strategy (2.1) followed by promotion (1.7), professional-customer relationship (1.3), research (1.1) and product development (1.0) while market development (0.7) and market diversification (0.6) were less effective marketing strategies.

Promotion is an integral part of the marketing strategy (Susan, et al., 1999). Promotion is a marketing tool for communicating with existing and prospective customers particularly for understanding and patronage. Promotion is a short-term incentive to encourage sales of goods and services. It is an organized plan to communicate functions of marketing to customers and effect the behaviour of diversified customers in order to take advantage of the competitive market environment.

Product development had a mean score of (1.7) and was also ranked to be effective. This finding is in agreement with that of Thompson and Strickland (1993) who contended that a number of strategic marketing variables may be manipulated to respond to a competitive situation. According to them, adjusting target market, developing new products, distribution changes, diversification and making price cuts will go a long way in shaping the company's market share.

Market penetration was also important and perceived to be highly effective by the respondents. Zekeri and Nedelia

(2011) opined that market penetration strategy is a strategy which business corporation adopted to increase the product sales or service sales in the existing market and in fact that market penetration strategy's aim is to increase the sales of the business corporation without becoming part of a new market.

Promotion as a marketing strategy among commercial deposit money banks has been very encouraging. This is due to the compatibility of marketing procedure (especially promotion) with other marketing strategies. Therefore, appropriate promotional strategy that is in conformity with the CBN ethics is a better way in attaining competitive advantage. Hence, considering the advantage of promotion as marketing strategy, it should be encouraged for adoption but with strict adherence to the Central Bank of Nigeria policy.

Professional-customer relationship was identified to be effective by the respondents. Superb relationship between the banks and customers makes a good strategic marketing plan, as existing services of the bank and the reliability of its previous performance makes the customers come back for more services. It is good to keep the existing customers by providing satisfaction while attracting new ones. Good customer relationship can also serve as a means of advertisement because they will attract new customers. This finding is in agreement with Ganah, et al., (2008) and Polat and Donmez (2010) who highlight the importance of keeping strong and lasting relationship with the customers. Relationship between bank and the customer will determine, to a great extent, the flow of opportunities thereby improving customer's patronage. Long term relationship between financial institution and its customers have been identified as an important factor to achieve competitive advantage (Ibid).

Table 4.3: Test of Hypotheses

Response Estimation	r	Significance (2-tailed)	Deduction
Corporate marketing strategy (constant)			
Competitive advantage	.947[**]	.000	Significant
Market share	.924[**]	.000	Significant
Customer's loyalty	.746[**]	.000	Significant

**. Correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation was run to determine if corporate marketing strategy adopted by Nigeria money deposit banks has significant positive relationship with competitive advantage, market share and customer's loyalty.

Discussion of Findings

This study established that there is a significant positive relationship between marketing strategies of Nigeria money deposit banks in attaining competitive advantage. This is in agreement with Salami and Adewoye (2006) who observed that profit maximization; increased market

share, product positioning and enhanced turnover are some of the reasons why Nigerian banks embark on market segmentation through the idea of marketing strategy to achieve competitive advantage.

This hypothesis further showed that there was statistical significant relationship between corporate marketing strategy and customers' loyalty. Costumers' loyalty is the result of strategic and favorites marketing activities as well as the environmental impacts and marketing affairs that potentially lead to alter costumer behavior (Taylor, et al., 2004). This loyalty, on one hand, causes to repurchase that expands the product market share, and on the other hand, provides situations that lead to higher pricing brand (Chaudhuri & Holbrook, 2001).

5. Conclusion and Recommendations

Given today's economic situation, financial institutions are encouraged to use corporate marketing strategies effectively in order to attain competitive advantage. However, corporate strategic marketing strategies should be made with a careful understanding of their impact on response decision because mistakes from strategic plans can affect the financial status of the banks much more heavily in a downturn than in an upturn. Moreover, literatures have suggested that corporate marketing strategies have not only monetary benefits but also emotional achievements of customers beyond the economic value of the money saved. However, in every financial institution the key to achievement is not just relying on one resource to acquire the advantage, but the best and most successful banks consider competitive advantage in different prospective using varying corporate marketing strategies for attaining competitive advantage. When an organization is able to attain the level of sustainable competitive advantage it is valuable for customers and deserved performance that results in competition.

In view of the above findings, the following recommendations will be useful to banks in attaining competitive advantage for efficient and better delivery of service to the respective customers.

  i. Banks should embark on marketing research from time to time because effective marketing strategies are a product of a good marketing research.
 ii. Financial institutions must assess the rate of success and or failure of marketing strategies to be adopted for better competitive advantage.
iii. Financial institutions are encouraged to be more customers-focused and embrace relationship marketing rather than transaction marketing as this gesture will enable them gain customers loyalty and retention.
 iv. Lastly, the management of the financial institutions should be transparent and follow the laid down rules and regulations of CBN particularly during promotion of services in order to create and sustain public confidence.

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Investigation of School Libraries: A case study of Private School Libraries at Ado-Odo, LGA Ogun State, South West, Nigeria

Esther Opeola Lawal-Solarin

Centre for Learning Resources, Covenant University Library,
Covenant University
esther.lawalsolarin@covenantuniversity.edu.ng

Abstract: School libraries are the backbones of functional education; without which academic excellence may not be achieved. Aside educational achievements, school library is essential for literacy, social, economic and cultural development of a nation. This study investigates the private school libraries at Ado-Odo, LGA, in Ogun State, South West Nigeria. A survey was conducted to both teachers and students with a sample size of 515; 80% students and 20% teachers responded. The study adopted descriptive survey design. Instruments used were self-structured questionnaire, interview and observations. The findings among others; show that the libraries lack up-to-date facilities; four out of the ten private schools visited were without a library; while six with a library, has only one librarian. The study established implementation of the National school Policy on Education, if the school library is to meet up with the development of the 21st century.

Keywords: Ado-Odo LGA, Library materials, Library services, School library, Nigeria.

Introduction

Libraries being one of the educational services have to be established and maintained in schools with high quality of human and material resources, in order to achieve the effective goals of Educational services (Ode, 2013). Education cannot do without libraries, it is believed that educational services are to facilitate the implementation of educational planning, objectives and promote the efficiency of education in a country (Regina, 2001). The services also help to develop access and improve educational programmes. For education to be meaningful and achievable there should be resources of various types; and libraries provide educational resources for all categories of users; for examples teachers,

students, businessmen, civil servants. The teachers are the pioneers of the society because in the classroom, among other functions, they transmit skills and knowledge to the students.

There are different types of libraries, such as; School library, Academic Library, Public Library and Special Library. School libraries in the educational institutions, such as pre-primary, primary and secondary schools, are the backbones of functional education without which academic excellence may not be achieved. Aside educational achievements, school library is essential for literacy, social, economic and cultural development of a nation. It is referred to as school library media centre, media resource centre or school media centre, and the head is the school librarian, school library media personnel, school library media specialist and learning resource centre managers (Adepoju & Joseph, 2012).They are professionals who hold degrees in librarianship or information science, they suggest a variety of appropriate print, non-print and electronic resources to supplement and complement classroom materials and activities, and ensure proper organisation of the library resources for easy accessibility and use. They also build connections between student information/research needs, curriculum content and learning outcomes (Subramaniam, 2012).

Secondary education is for children after the primary education, it is essential to the education of a child, being the bridge between primary and tertiary education. However, in an attempt to use education for the benefit of all citizens in Nigeria, a national policy on education was formed in 1977 (revised in 1981 and 2004). The policy, among other reasons, are to equip students to live effectively in our modern age of science and technology, inspire students with a desire for achievement and self-development both at school and in later life (Abdullah, 2015). Students, according to Lawal-solarin, (2013), visit the library for academic excellence and future development while the teachers among other reasons would visit the library for quality information resources. In spite of the uses of the school library, there is gross neglect of it in Nigeria, due to some factors such as lack of finance, professional librarian, up-to-date facilities/ resources, poor accommodation and non ICT integrated libraries, (Adebanwo, 2011; Adeyemi, 2010; Owate & Okpa, 2013; Udo-Ilomechine, 2008). Poor performances by both teachers and students were recorded as a result of irregular use of school libraries, no inspiration of imagination, learning and creativity (Franscotti et al., 2007; William et al., 2002).

The South West Nigeria has six states; Ekiti, Lagos, Ogun, Ondo, Osun and Oyo. Ado-Odo/Ota local government is in Ogun state, south west, Nigeria. The local government is the third largest local government of Ogun state and it was founded in May 1989, due to demands for more local governments. Based on the importance of school library in the education and development of a nation, and private schools having been looked upon to correct the decay and the pervasive conditions of public schools; this study aims to assess the trends in the

development of ten (10) private secondary school libraries at Ado-Odo/Ota, LG in Ogun State, South West, Nigeria. The study will educate teachers, students and library staff, enlighten the local Government officials and other stakeholders in Education and the public, lead to improved preparedness of school librarians in fulfilling education information needs, and ultimately contribute to the development of the nation's education literacy.

Literature Review

In Nigeria, the National Policy on Education (2004) is the most current and authoritative government policy statement on provision of school library, but the implementation of the policy has not been effective. For instance, in a study to evaluate the development in utilizing library resources on some selected secondary schools at Ijebu North local government area of Ogun state in Nigeria, Adebanwo, (2011) affirms that the libraries still lack accommodation, finance, qualified staff, only one secondary school has a separate accommodation for the library while others use classrooms as school libraries. In Kogi state, Omera, (2013), in a study on secondary school libraries at Idah local government, affirms that government efforts have not led to effective development, the school libraries still lack professional librarians, library resources and the teachers do not patronize the libraries.

Furthermore, the staff and students of Umuahia North local government area of Abia state, also, submits that there was no development of library resources; the library still lack adequate print and non-print materials to support the school curriculum. Moreover, no professional librarian to offer effective services to users (Arua & Chinaka, 2011). This finding was consistent with that of Obajemu, (2002) in Oyo town on school libraries, that the libraries in the town have not been developed to meet the present day information demand; non-print resources were virtually non-existent in the secondary schools of study. In addition, Olaojo, (2012) affirms the findings when he reported that, "different types of school library exists in Oyo state secondary schools such as purpose-built, classroom type and lock-up shelves; the resources were obsolete; and there were indications that almost all the available school libraries were not developed (173 out of 290 respondents supported this claim)".

Also, the findings of Gbadamosi & Salawu (2003) on school libraries in Oyo Township, affirm that no single school library was managed by a professional librarian. However, in Ilorin metropolis, findings on human resources in the school libraries indicated moderately professional librarian as twelve and higher number of qualified teacher librarians as nineteen (Interdisciplinary Journal of Contemporary Research, 2012) only this finding differs from previous findings on school libraries that have been reporting lack of development in recruiting professionals as head of school libraries in Nigeria; but the result of findings related to non-print resources shows that majority of the school libraries were without non-print resources.

State of School Libraries in other Developing Countries

In Tanzania, Benard & Dulle, (2014) reported that school libraries were at a developing stage; they lack adequate funding, physical facilities, staffing, professional librarian and good library services and the situation led to poor performance of secondary schools in the country (Laddunuri, 2012). India, with statistics of five hundred and forty seven (547) Government schools and two hundred and thirty one (231) private/public schools at the higher secondary school level has not considered school library as an instrument of learning process; most of the libraries are not developed; they are housed in small single rooms within the school premises where students have inhibitions to visit; they lack furniture and professional librarians (Ahmad, 2011).

Malaysia, school librarians are subject teachers familiar with the school curriculum (Lee et al., 2003; Northashmah, 2007); and most of them are with little qualifications in library and information science (Abdullah & Omar, 2003). Furthermore, in South Africa, the developments of school libraries have been confronted by numerous problems such as national policy, lack of school library resources, insecurity, and roles the library is expected to play in teaching and learning for both teachers and students (Patron-Ash, 2012).

In Sub-Saharan African Countries, the World Bank (2008), observed inadequate funding, lack of sufficient library premises, lack of up-to-date library collection, untrained school librarians and poor training, poor library management systems, heavy collection of wear and tear, theft, loss and damage etc caused by poor security, pest and fungal as problems preventing development of School libraries in Sub- Saharan African countries.

State of School Libraries in developed Countries

In Europe and other developed countries of the world, school libraries have developed greatly, especially in supporting the development of student skills and improving their achievement. Greater emphasis is laid on the library method of teaching; assignments are given to students and they have to carry out the assignment in the library. This method of teaching makes them skillful and users of library resources and services. All schools have a Library period in their Time Table for all classes. Students go to the Library during this period to get the books issued or returned (Stanley & kellick, 2009). Furthermore, in the United states, as education evolves, policymakers place a renewed emphasis on the skills and competencies needed for 21st century students; as a result, effective schools integrate the essentials of 21st century learning into all curriculum areas, grade levels, and achievement levels, with the purpose of developing student outcomes through the implementation of innovative support systems (American Association of School Librarian, 2011).

Research Objective

The main objective of the study is to investigate the school libraries; especially private school libraries at Ado-Odo, Ota local government in Nigeria. This is because private schools

have been looked upon to correct the decay and pervasive conditions of public schools.

The study aims to answer the following questions in relation to the stated objectives:

1. Are there school libraries in all the private secondary schools?
2. What is the degree of library usage?
3. What is the level of development in terms of resources and services?
4. What is the degree of professional staff strength?
5. If there is a library in the schools; are the libraries ICT driven?

Methodology

The study population consisted of students and their teachers in private secondary schools at Ado-Odo/Ota local government in Nigeria. The ten (10) private schools visited were; Covenant University Secondary School, Faith Academy Secondary School, Bell's Secondary School, Golden Heritage Secondary School, Foretrust High School, Vision O2 Home Academy, Swiss INTL School, Royal Home College, Wisdom Land Model School, Adeseye Royal College; but six (6) were used for the study sample while four (4) were excluded because they were without a library. The six (6) selected private secondary school libraries at Ado-Odo/Ota local government are as follows:

➢ Covenant University Secondary School
➢ Faith Academy Secondary School
➢ Bell's Secondary School
➢ Royal Home College
➢ Wisdom Land Model School
➢ Adeseye Royal College

A survey was conducted in order to answer the research questions. Questionnaire was administered to Students and Teachers of the private secondary schools at Ado-Odo/Ota LGA in Ogun State. The probability sampling method and systematic random sampling, were used to select the study sample. The instruments used were self-structured questionnaire, interview and observation, to obtain the data needed for the study; a total of five hundred and fifteen (515) copies of questionnaire were returned and properly filled, out of a total of five hundred and twenty (520) administered to the students and their teachers. The students filled four hundred and ten (410) questionnaires while the teachers filled one hundred and five (105). Items in the questionnaire were adapted from various previous related studies.

The questionnaire was divided into two sections for both students and teachers to fill the areas related to them; Section A consisted of questions on the bio-data of the respondents, while section B comprised of research questions related to the subject matter of the study being carried out. Respondents completed the blanks with a tick, one word or phrase. Part of the questionnaire used the Likert scale method; and respondents required to answer some questions using Satisfied, highly satisfied and not satisfied responses as appropriate. The librarian/Head of the library, the head teacher or the representative in each school was interviewed. The researcher, being an experienced librarian was able to observe the operations, library materials and personnel available in the six secondary schools with a library. Hence, the information obtained through the questionnaire, interviews

and observations are assumed to be   quantifiable.
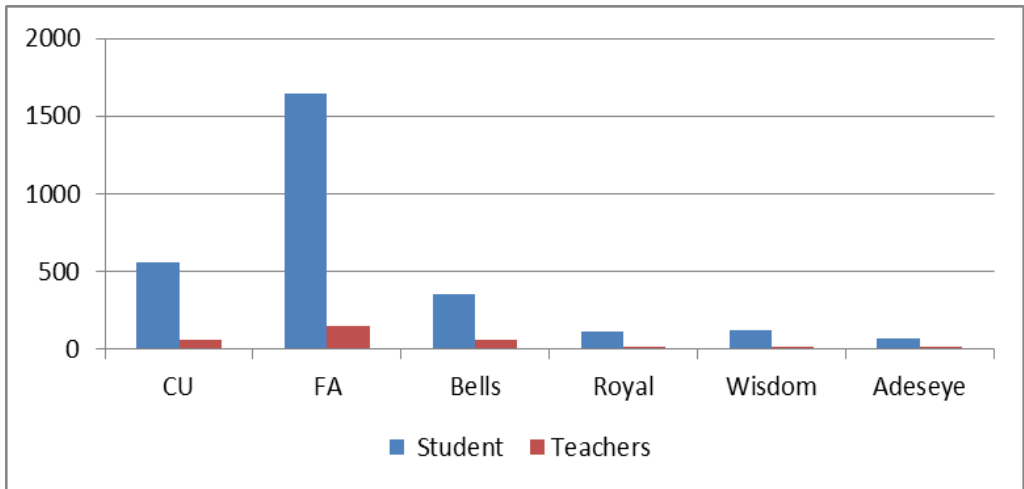
Findings and Analysis

Figure 1: No of students/teachers in the six private secondary schools studied.

Notes: CU – Covenant University Secondary School Library; FA – Faith Academic Secondary School Library; Bells – Bell's Secondary School Library; Royal – Royal Homes College Library; Wisdom – Wisdom Land Model School Library; Adeseye – Adeseye Royal College Library. The schools stated above were the six private schools with a library, while the remaining four were without a library.

Table 1: How often do you use the school library?

S/N	Period	Student	%	Teachers	%
1	Always	40	10	5	5
2	Occasionally	250	61	85	81
3	Never	120	29	15	14
4	Total	410	100	105	100

Respondents were first asked how often they have been using the library and majority (61%) of the students and (81%) of their teachers responded that, they visits their school libraries "occasionally" (Table 1).This shows lack of interest or ignorance of what school library stands for by the respondents.

Table 2: Means of locating Library resources

S/N	Period	Student	%	Teachers	%
1	By asking the librarian/Officer in Charge	200	49	5	5
2	By browsing through the shelves	120	29	30	29
3	By using the library catalogue/OPAC	30	7	-	-
4	Ask a friend	40	10	10	10
5	Others	20	5	15	14

Regarding how the respondents have been locating resources in their school libraries whenever they decide to use the library, majority (49%) of the students responded that they do ask the librarian/officer in charge of the library (Table 2). While majority (29%) of teachers responded that they do browse through the library shelves (Table 2). This implies that the respondents don't make use of the library catalogue - which is the holding of all materials in the library; Table 2 also presents 7% of the students using library catalogue while their teachers do not use the library catalogue at all. This also shows that the respondents have not undergone library orientation in their respective library.

Table 3: State of library resources available in the school Libraries studied.

S/N	Category	Not Satisfied		Highly satisfied		Satisfied	
1	Textbooks	450	87%	20	40%	45	9%
2	Novels	330	64%	150	29%	35	7%
3	Atlases/Maps, pictures, charts	-	0%	495	96%	20	4%
4	Journals	-	0%	-	0%	20	4%
5	Dictionaries, Encyclopedias	252	49%	120	25%	143	28%
6	Newspapers	475	92%	-	0%	40	8%
7	Computer/internet	-	0%		0%	0	0%
8	Cassettes, slides, discs, video tapes, films	-	0%	-	0%	-	0%

Table 3 presents the state of the available library resources for both students and teachers in libraries visited as not being satisfactory for teaching and learning; relevant and current books according to Daniel (2004), should be central reference points for both students and the teachers in developing reading skills and other achievement, but majority of the respondents were not satisfied with the library resources available for use in their libraries. For instance, a total of 87% of the respondents were not satisfied with the few textbooks available for use; Audio-visuals; video, slide, and film were rated 0%. In this age of information explosion, ICT integration in all the libraries was nil; the libraries lack computers/internet, necessary to facilitate learning and to support the school curriculum; this

implies total neglect by the school authority.

Table 4: Responses on the state of Development

S/N	Period	No	High	%	Moderate	%	Low	%
1	Development in terms of funding	515	-	0	120	23	395	76.7
2	Development in terms of the purchase of current titles	515	12	2.3	150	29	353	68.5
3	Development in terms of having non-print materials	515	-	0	-	0	515	100
4	Development in terms of internet connectivity	515	-	0	-	0	-	0
5	Development in terms of meeting National policy on Education	515	-	0	50	9.7	465	90
6	Development of standard facilities for teachers and students	515	-	0	125	24	390	76
7	Development in terms of having print materials	515	43	8.4	132	26	340	66
8	Development in the recruitment of professional librarian	515	-	0	52	10	463	90
9	Development in the training of library staff	515	-	0	5	1.0	510	99
10	Development in terms of Library Building	515	-	0	-	0	-	0

Table 4 presents the level of development of school libraries at Ado/Odo Ota in south west, Nigeria to be low; the development in terms of funding was 76.7% low. However, poor funding was found to be the bane for lack of development in the school libraries, because not much could be done without adequate fund. Acquisition of current titles, the purchase of print and non print library materials, recruitment of professional librarians, acquisition of computers/ internet connectivity, and fund for training and provision for purposeful library building instead of using classrooms will involve provision of adequate funds.

Table 5: Professional staff available

S/N	Human Resources	No	%
1	School librarian	1	17%
2	Teacher librarian	1	17%
3	Media specialist	-	-
4	library officer	1	-
5	Library assistant	-	-
6	Head prefect/ Student keeper	3	50
	Total	6	100

Table 5 presents the human resources available in the six secondary school libraries at Ado-Odo/Ota local government; Only one secondary school library is manned by one professional librarian while the other

libraries have Para - Professionals and non-professional staff as the head of the library. This also shows lack of understanding the importance of a professional librarian as the head of a school library by the school authority. School libraries been the backbones of functional education will need professionals that should recommend valuable materials to supplement and complement classroom teaching; ensuring the library materials are properly arranged on the shelves, by using library classification scheme for easy accessibility.

Discussion

The development of school libraries varies from one library to another; one state to another or one country to another. But the level of development of school libraries in terms of resources and services over the years in Nigeria; especially the school libraries, have been low; the low development echoed findings from previous studies (Owate & Okpa 2013; Omera, 2013; Adebamowo, 2011; Adeyemi, 2010; Etebu, 2010; Udoh-Ilomechine, 2008). This study again affirms lack of finance and professional librarian, up-to-date facilities and resources, poor accommodation and non ICT integration in libraries. This further causes irregularity of library usage by users; as shown in this study, the respondents visit their libraries "occasionally" (Table 1). This finding supports previous searches (Arua & Chinaka, 2011; Omera, 2013).The interview conducted shows that the respondents were not ignorant of the importance of school library but they visit the library "occasionally" because

the school library could not meet their needs. This finding also affirms Nwalo, (2003) that library's development is measured by how well the library meets the needs of its users, relative to the library goals and objectives. The result of irregularity of library use could lead to discrepancies and wrong company because students are not engaged during free period; it could also lead to low academic performance as it has been confirmed in this study (Table 5) and previous studies (Ayorinde, 2005; Ifueko, 2005; Adeyemi, 2010).

Table 4 above shown development in terms of finance for the purchase of current library facilities and resources to be low; poor funding has been the bane preventing development in school library and not much could be done in the absence of adequate fund. This finding support previous findings (Akinniyi, 2003; Okiy, 2006; Adeyemi, 2010; Owate & Okpa, 2013).The prescription of 10,000 books and journals annually in a standard school library by National Policy on Education, in order to use education equip students in our modern age of science and technology by the government of Nigeria have not been implemented in many school libraries. This implies that for the schools to think of Library development, they need to acquire adequate library resources; such as print and non-print materials (Table 7). This calls for adequate funding; but the government and other stakeholders in education are yet to appreciate the pivot role of school library (Ahmad, 2003; Nnadozie, 2005).

Current and relevant print resources must be available to cause both the students and their teachers to read for longer period in the library; also current textbooks will be needed to do school work and assignments but the ones available were obsolete. Moreover, their teachers will need current textbooks for teaching; very few schools had current journals and newspapers among their collections (Table 3); thereby agreeing with the findings of previous researchers (Obajemu, 2003; Gbadamosi & Salawu, 2003; Olaojo, 2012). Furthermore, proper acquisition, accessioning, cataloguing and shelving of the library resources for easy accessibility and use would need the service of a professional (Adepoju, 2011; Adetoro, 2006). All the schools visited with the exception of one had non professional staff in charge of the library (Table 5). In addition, the opening/closing hours of most school libraries in Nigeria that are tied to the school hours have tremendous disadvantages in both learning and teaching outcomes, hence, a large number 355 (69%) of respondents rated the service low.

Table 6 above shows level of users' outcome; it is not surprising that the level of the students' academic performance was rated low by a large number 230 (56%) of the respondents; this finding was also consistent with that of Adeyemi, 2010 on "The School Library and Students' Learning Outcomes in Secondary Schools in Ekiti State, Nigeria". Moreover, Wikipedia (2010); and Hayden (2003) affirms that students' regular use of library resources is a function of students' learning outcomes.

For development to have occurred in any school library there is absolute need for the integration of ICT in library operations (Ahmad, 2011). The libraries visited were not ICT driven; the libraries lack computers and other non-print materials needed to facilitate learning. It is more disappointing that the schools were private school; they have been known to be independent and have rights to select students and to charge tuition fees and they have always looked upon to correct the decay and pervasive conditions of public schools. Schools in Nigeria should be ICT compliant in order to enhance the quality of Education. However, a survey carried out by Goulding (2006) in the UK among library users show many of the respondents agreeing that the development in the sophisticated level of ICT, particularly the internet, has encouraged different type of users into library and persuaded people to view the library in a new light.

This study presents the development in academic performance and knowledge acquisition of the respondents to be low (Table 3); students and their teachers are not given exposure to the larger world around them, there is no doubt that availability of the internet and adequate library resources without library orientation would have increased usage in the schools visited. There is need to improve school libraries in secondary schools by provision of adequate finance for quality and quantity library materials because satisfaction is a function of three main sources; quality of the information resources, the information system and the services that make the

information product available (Iwhiwhu &Okorodudu, 2012).

Conclusion

A library is a living memory of mankind, so development in resources and services are essential to meet the 21st century learning environment. The school library should be developed beyond classrooms for housing obsolete books and other materials to a separate structure for integration of current library resources and services with curriculum, computers/internet connectivity and professional librarians to render effective services to users.

The findings have shown total neglect of school libraries over the years by the owners of private schools, the government and other stakeholders in Education. The owners of private schools charge high school fees, yet fails to provide adequate finance for quality and quantity library, while the government did not ensure implementation of the National Policy on Education to checkmate activities of school libraries in the country. Almost all the school libraries under this study were in charge of non professionals. School library helps the school population achieve their purposes of teaching and learning in quest for development in education and education promotes the extension and development of democratic principles and beliefs, contributes to the realisation of development of individual potentials as well as prepares the way for future progress and change. Therefore, school libraries should be accorded rightful place in Education.

Recommendation

The competencies needed for 21st century students should not be neglected by owners of private schools and the policy makers. Provision of necessary amenities will enable teaching and learning to strive. There is need to improve library resources and services for the development to take place. School libraries should be accorded priority in the areas of finance, and prudent management of funds should be enforced.

In addition, the government should ensure implementation of National Educational policy, making sure all schools have a library in their respective institution.

In this age of information explosion, for development to have occurred in any school library, there is absolute need for the integration of ICT in library operations. ICT integration in libraries is designed to fill the gap, which the conventional libraries cannot fill.

It is essential for all schools to have library period in their time table; teachers should endeavour to give students assignments to carry out in the library.

Individual factors must also be considered; that is orientation of the library users towards the importance of the library.

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The Role of Organizational Culture in Achieving Corporate Objectives
Evidence from Covenant University, Nigeria

Motilewa Bolanle Deborah, Worlu Rowland E.K.

Agboola Gbenga Mayowa & Adeniji Chinyerem Grace

Department of Business Management, Covenant University,
Canaan Land, Ota, Nigeria
Deborah.motilewa@ covenantuniversity.edu.ng
Rowland.worlu@covenantuniversity.edu.ng
Gbenga.agboola@c covenantuniversity.edu.ng
Chinyerem.adeniji@covenantuniversity.edu.ng

Abstract – Every organization has set objectives that mark its essence of existence, the achievement or otherwise of these objectives is dynamically subject to the aptitudes, learning, capacity and the fundamental trademark representing the organization. The basic trademark here dives genuinely deep into the continuing piece of the organization: the qualities and convictions administering its individuals. This study aims at examining how the aggregate qualities, convictions and standards of the people in an organization generally affect the organization's ability to meet and surpass its set objectives.

This conceptual paper breaks down the achievement of Covenant University, Nigeria, which in spite of the challenging Nigerian business environment described by absence of foundations, infrastructure, unfavorable government strategies, and high inflation rate, has seen huge development and improvement in the twelve years of presence as displayed by its position as the number one University in Nigeria and 15th in West Africa according to the 2015 Webometrics Rankings of Universities. It is observed that the success of the University is as a result of the core values of the organization, which has trickled down from the entrepreneur to every level of management, teaching and non-teaching staff and which is duly enforced on the students of the University.

Keywords: Organizational culture, Performance, Core Values, Covenant University, organization Objectives

1.0 Introduction

Every organization has a survival objective (Allaire and Firsirotu, 1984; Barnard, 1983; Rice, 1963), what distinguishes organizations is the strategy through which this survival goal is achieved essentially through the maximization of its available resources (Allaire and Firsirotu, 1984). Past organizational studies demonstrate that an organization's human asset is the most vital to its achievement of set goals and objectives (DiVanna and Rogers, 2005; Gabcanova, 2011), it is no big surprise Selznick (1957), Rhenman (1973) and Harrison (1972) equivalent organizations with the identity, needs and, character of its human asset. It is within this context, that organizations are conceived as little societies characterized by social norms and structures, commonly allegorized as organizational culture (Allaire and Firsirotu, 1984; Eldridge and Crombie, 1974).

Organizational culture as characterized by Lundy and Cowling (1996) is "the way we do things here." Organizational culture is the profoundly established qualities and convictions that are shared by members of an organization. Different organizations have varying terms used to collectively refer to the values and beliefs of its members. Most organizations term these guiding principles that dictate behavior and action: Core Values.

This study examines the influence the Core Values of Covenant University has on its performance, utilizing a conceptual approach; it is observed that these values and beliefs are continuously communicated, monitored, upheld and enforced on all members of the Covenant University community.

Empirical evidence shows that well-built organizational culture that aids its members in performing roles and achieving goals birth effective organizational performance (Sun, 2008).

2.0 Literature Review
2.1 Organizational Culture defined

Organizational culture as defined by Uttal (1983) is a system of shared values (what is important) and beliefs (how things work) that interact with a company's people, organization structures, and control systems to produce behavioral norms (the way we do things around here). Similarly, Sun (2008) defines organizational culture as the "set of theory" of important values, beliefs, and understandings that members share in common, which help managers to make decision and arrange activities of the organization.

Brown (1995, 1998) delineates organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members. Correspondingly, Schein (1985) defines organizational culture as basic assumptions members of an organization poses, which directs their thoughts and actions. Schein further defines organizational culture as a pattern of shared basic assumptions

learned by organizational members as they solve problems of external adaptation and internal integration, which have proved to be valid, and are then taught to new members as the correct way to perceive, think and feel in relation to those problems. Morgan (1986) argues that due to the high role human nature processes play in an organization, it is important that organizations are built around people rather than techniques.

2.2 Hofstede's organization culture themes

Hofstede, a pioneer of literature on organizational culture, proposes a four-themed approach to understanding organizational culture (Hofstede et al (1990):

- Culture as a learned entity: This cultural theme goes in line with the definition of organizational culture as "the way we do things around here" or "the way we think about things around here" (Williams et al, 1994; Schein, 1984). In this theme, Hofstede proposes organizational culture as a pattern developed by the members of the organization, which is then transferred to new members.

- Culture as a belief system: Here, organizational culture is viewed as the pattern of shared beliefs and values, that gives members of an institution meaning, and provides them with the rules of behavior in their organization (Davis, 1984; Sun, 2008). As such, organizational culture is viewed as a fundamental guiding belief.

- Culture as a strategy: Bate (1995) argues that culture is a strategic phenomenon and strategy is a

culture phenomenon. In that, every kind of strategy formulation is a cultural activity and all cultural stands should be viewed as strategic decisions (Sun, 2008, Hofstede, 1980)

- Culture as mental programming: Hofstede (1980) argues that organizational culture is defined as the collective programming of the mind, which distinguishes the members of one category of people from another. Standing on Hofstede's argument, Brown (1988) proposes that values form the core of culture, and are intimately connected with moral and ethical codes, thereby defining "likes" and "dislikes" for members in an organization.

2.3 Organizational Culture and Performance

In asserting the influence organizational culture has on performance, it is imperative to understand that while some cultures are strictly enforced in some organizations, other organizations do not acknowledge the presence of organizational culture (Denison and Mishra, 1995 Johnson, 1966; Allaire and Firsirotu, 1984). To effectively examine a relationship between organizational culture and performance, it is important to understand the traits of organizational culture, which form the basis in which managers maximize the influence of organizational culture on performance. In a study of the natural traits of organizational culture, Dension and Mishar (1995) establish four traits of organizational culture:

- The involvement and adaptability traits which serve as indicator of

flexibility, openness and responsiveness and;

- The consistency and mission traits, which serve as indicators of integration, direction and vision, and are usually better predictors of the profitability of an organization (Denison and Mishra, 1995).

Collectively and individually, each of the four traits of organizational culture are significant predictors of other effectiveness criteria such as quality, employee satisfaction, and over-all performance (Denison and Mishra, 1995), and as such the level to which an organization's performance is influenced by its culture will hugely rely on the organization's culture mix of traits.

In line with the relationship between organizational culture and performance, Brown (1995) posits that organizational culture is a powerful tool for improving business performance, as it can be harnessed as a competitive advantage against the company's competitors, as seen in Hewlett-Packard, IBM and Covenant University. Some benefits of organizational culture as highlighted by Hellriegel et al (2001) is its potential to enhance organizational performance, individual satisfaction, problems solving etc, especially without much supervision, as the members of the organization always know what is expected of them at all times (Sun, 2008). Martins and Terblanche (2003) stressed the following functions of organizational culture on the different processes in an organization:

- Organizational culture creates a feeling of identity among members of an organization.

- Organizational culture creates a competitive edge to enable the new members of an organization understand acceptable behavior and social system stability (Martins, 2000).

Deal and Kennedy (1982) advocate that organizational development and organizational culture should be effectively monitored in organizations if the members of an organization are expected to perform maximally.

Campbell and Stonehouse (1999) additionally emphasized on the high influence organizational culture has on employee motivation, employee morale and 'goodwill', employee productivity and efficiency, the quality of work of employees, attitude of employees in the work place and, innovation and creativity in the organization.

Sun (2008) posits that organizational culture can be a tool of a management control, where managers use selected rites, stories, symbols and common values to control and direct employee behavior, thereby building commitment to the organization and its goals.

3.0 Case Study and Analysis
Through observation of the Covenant University community and data from the University's website, this paper adopted a review approach, by analyzing how the organizational culture of Covenant university (case study) has impacted on the performance of the organization.

3.1 Background Study of Covenant University Core Values
Covenant University (CU) is the fastest growing University in Nigeria, founded in 2002, with about 1500 students, today, the University is rated the number one University in West Africa

(Webometrics, 2015). Founded by entrepreneur Bishop David Oyedepo, of the Living faith church world wide, the University is built on a religious foundation, as such its mission statement, vision and core values are largely established on Christian norms.

The organizational culture of the University is contained in its seven Core Values, which are Spirituality, Possibility Mentality, Capacity Building, Integrity, Responsibility, Diligence and Sacrifice:

The Core Values

- Spirituality: This is known as the most vital center quality in the University. All other center qualities ride, discover expression and are established in Spirituality in the University. Spirituality in CU is guaranteeing that the apprehension of God is engraved into the life of each member of the institution, especially the students. Acknowledging that God is the center of their existence.
- Possibility Mentality: Impossibility is not in the word reference of CU. It is not anticipated that of any individual would say, "I can't". CU shows and urges each person to assimilate a possibility mentality. In CU's words, it is the mental picture you have that characterizes your genuine future.
- Capacity Building: This spotlights on the physical way of each person, understudy and staff alike, to add to their God given expertise, abilities and blessings. It is trusted that an absence of ability can render and swing dreams to stares off into space. Capacity building in CU context is, possessing the ability to deliver in a given task even though you were not enabled to deliver. This is the reason CU is submitted in giving empowering environment to both understudies and staff needing to create themselves through quest for scholarly incredibleness to complete their aspirations.
- Integrity: In the journey to recapture the pride of people in Nigeria and Africa everywhere, trustworthiness was made a center esteem that each individual must assimilate. As it is normally said, honesty is making the best choice when nobody is viewing.
- Responsibility: Covenant University shows and urges each person to have an awareness of other's expectations. This implies that everybody ought to react to issues as requested and not as advantageous.
- Diligence: It is believed in CU that every greater leader is a hard worker and every hard worker is a potential great leader. Diligence in the CU context is going the extra mile to get work done. In CU people are working 24/7 as demanded, there is no closing time. It is expected of all students and staff to be hard workers as this is been celebrated.
- Sacrifice: It is believed that sacrifice is the greatest price to pay to be an outstanding leader. It is believed in CU that you cannot lead a course without giving it what it takes. A popular saying in CU is that "there is no star without a scar". The scar is the price you pay to make a maximum impact

3.3 Performance

The Covenant University Core Values gives the stage to its procedures to accomplish the University's craved objective. It is in this vehicle that each person in the University's group is

required to ride on to accomplish both the University's and singular's dreams and objectives. It was observed that the center qualities implanted in the University has made it a novel establishment, making the University move at a quick pace contending positively with different Universities in Nigeria and Africa as a whole. The University in 2015 Webometrics ranking, positioned number one in Nigeria, and West Africa, this is seen as a positive measure for performance.

3.4 Influence of organizational culture on employees and students

Members of the University, students and staff alike, have adopted the core values into their way of conducting activities in the University. It is observed that the University adopts a "no nonsense" approach to ensuring the organizational culture is fully followed by its members. Benching on the diligence core value, it is observed that the University provides all the necessary resources needed by its members to duly honour the core values, and in the situation where a member breaches any of the core vales, the university shows the individual the way out. This has a positive effect on the productivity of its members, as staff and students alike know that there is a set standard of behaving and achieving goals, and once that minimum is not met, they know there is an "outing" penalty.

The ability of CU to be able to articulate, adopt and share its vision across all levels of individuals, students and staff alike, is the major approach for increasing and maintaining the pace at which it is currently moving in transforming the mindset of the University's total community. Evidence shows that the organizational culture of Covenant University has a positive effect on employee motivation, employee morale and 'goodwill', employee productivity and efficiency, the quality of work of employees, attitude of employees in the work place and, innovation and creativity in the organization. Even so, the students perform better with very minimum distraction, knowing that the University expects them to either adopt the community's core values of spirituality and diligence especially or face the risk of leaving the system.

4.0 Conclusion

In accordance with Schein's (1985) meaning of organizational culture as a pattern of shared basic assumptions learned by organizational members as they solve problems of external adaptation and internal integration, which have provided to be valid, and as such taught to new members as the correct way to perceive, think and feel in relation to possible future problems. It is important to understand that in most instances, organizational culture is developed by the entrepreneur, and is in the early state of the organization pushed by the entrepreneur. To this extent, the degree to which members of an organization are able to effectively imbibe the culture of an organization is triggered by the competency of the entrepreneur (entrepreneurial competency). In line with Schein's definition, the chancellor has enforced these core values on members of the Covenant University community, and no doubt, imbibing the values and beliefs have brought success to the University, as seen in the 2015

Webometrics ranking where the University is ranked the no 1 university in Nigeria and West Africa in just 12 years of existence.

It is imperative for managers to know that for an organization's culture to be well implemented and result in success, there must be an alignment between organization's culture, its structure,

goals and processes which occur as a result of internal or external pressures on the organization, as such dis-synchronization between the cultural and structural components of an organization is thought to be a harbinger of decay or revolutionary potential.

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The Effects of Affinity Marketing Initiatives on Performance of Online Consumer Packaged Food Industry

Amue John G. Ph.D & Igwe Sunny R. Ph.D

Department of Marketing, Faculty of Management Sciences
University of Port Harcourt, Choba, Port Harcourt.
amuejohgonewa@gmail.com,
chikordi@yahoo.com

Abstract: Today, digital marketing are becoming more pronounce, as digital platforms are increasingly being incorporated into marketing plans. Affinity marketing initiative is practice within the context of digital marketing. This paper examines the effect of affinity marketing initiatives on digital performance. The authors conceptualise three dimensions of affinity marketing that are critical for superior digital and marketing performance; shared incentive, enhancement packaged and third-party endorsement. Endorsement is conceptualized as a platform for leveraging affinity initiatives. The authors test the effects of affinity initiatives on performance (e.g. website visibility, traffic and sales) using data from twenty online consumer packaged food firms. The results show that shared incentive and enhancement packaged affect performance given the right endorsement.
Keywords: Digital performance; affinity marketing; endorsement; shared incentive; enhancement packaged.

Introduction
Our society today has become more and more digitally conscious and is developing at a very fast rate. The presence of digital devices available in our environment is enormous and this account for the uses of this devices for business communications. The manner and means in which digital marketing has developed since the 90s has dramatically changed the method using digital marketing to add value to marketing activities (EZproxy Authentication, 2016).

Today, digital marketing campaigns are becoming more pronounced, as digital platforms are increasingly being incorporated into marketing plans (Nielsen, 2016). Digital media are allowing for vastly more consumer-to-consumer and company-to-consumer

conversations to occur, which are increasingly concerned with creating consumer awareness, consumer presence, relationships and mutuality (Nielsen, 2016).

Affinity marketing is practice within the context of digital marketing. Affinity marketing is a concept that consists of a relationship between a company and an organization that gathers persons sharing the same interests to bring a vaster consumer base to the opposite party (Business dictionary, 2014). In the context of digital marketing, affinity marketing consists in sharing referrals by promoting icons and links connected to other websites that meet the customers' needs. The aim of employing affinity marketing on the internet is to increase sales, enhance website visibility, encourage traffic. Search engines are involved in affinity marketing by selling links when users type keywords (Jacqueline, 1999).

Endorsement has an effect in affinity marketing and from the definition of affinity marketing as a method of selling goods and services by creating partnerships with similar or compatible companies and brands (Mekonnen, 2011). Endorsement means a written or spoken statement endorsing, promoting and advertising a product. It is the action of publicly declaring one's personal or group's support for a product. Therefore, endorsement has more effects on affinity marketing practices most especially in the digital marketing context. Amidst, the viral and competition that exist in the fast food, most fast food firms are now concentrating on the use of group or individual to bring crowd of friends (affinity) to enhance patronage which is lacking in the empirical evidence.

This paper examines the effect of endorsement on the practice of affinity marketing. While much of the research on affinity marketing ignores the effect of endorsement in the digital context, some research suggests that endorsement may play an important role in facilitating sales and website visibility (Jacqueline, 1999). This paper examines the influence of endorsement within the context of digital marketing on affinity marking practices.

Conceptual Background
Prior Research on Affinity Marketing
Virtually, all prior research work on affinity marketing rests on the fact that qualified leads to sales is critical when building partnerships. A key element of this research is the notion that an individual level of cohesiveness, social bonding, identification and conformity to the norms and standards of a particular reference group is described to be the expectation of benefit for the individual satisfying consumer wants and needs (Macchiette, Bart Roy, and Abhijit, (1992). The focus of several of the research on affinity marketing is on affinity group, which measures connection with a considerable number of consumers. Prior research leaves little doubt that affinity groups in which people recognize may be a charitable organization or a football team. Thus, affinity group members may be a football fans, customers, subscribers and staff members which consistently shared similar goals and usage occasions which may lead to increase likelihood to purchase intentions.

The literature is far less clear about which shared characteristics are most relevant, how such characteristics facilitate persons sharing the same interests to bring a vaster consumer base to the opposite party. In fact, the literature is not even clear about those

products and brand characteristics that consumers use to prom point of interests. Macchiette et al., (1991) cited in the work of Braimah, (2012) demonstrated that power and nature of affinity need to be acknowledge, this is because they moderate the effect of shared characteristics of interest of affinity groups. These authors speculate that such moderating effects may be due to interest-directed inferential process involving customers' assessments of the product and service in question to deliver desired benefits and aspirations. Thus, consistent with the literature on affinity marketing strategy (Fock and Henry, 2011; Macchiette et al. 1992; Mekonne, 2011; Woo et al. 2006) study demonstrates that affinity depend on four cardinal processes, first, affinity is related to the support of a deserving cause. Second, affinity is based on relationships creating a sense of recognition in an organization that does not necessarily have to exist. Third, affinity comes from a sense of desiring to be part of a dissimilar social group. Finally, affinity is correlated to the wish for personally acquiring discounts, or privileges from goods and services sold by specific company.

Hypothesis 1: Endorsement has a positive impact on marketing performance.

Shared incentive concept as a dimension of affinity marketing is receiving increasing attention in marketing literature (Allens and Azirh, 2013). It is well documented that judgments of shared incentive concept is gaining much momentum and attributes used to ascertain the concept is still developing. Shared incentive plans are based on predetermined economic sharing rules that define the split of gains between the company as a principal and the customers.

For shared incentive concept, the expectation is to describe the main motivations involved. For example, the affinity group is the fans of Chelsea football club and the organization is the firm producing the jessy that the Chelsea fans used. Shared incentive concept must look for what will motivate the fans. Once they provide what motivate the fans, the company producing those necessities and the fans will benefit. The primacy of a shared incentive concept was demonstrated by Chukwu and Abishy (2010) and, as a necessary condition for the subsequent examination, this paper seeks to replicate this effect. Thus

Hypothesis 2: The greater the endorsement, the greater is the influence of share incentive concept on digital and marketing performance.

The enhancement packaged consists in designing the product in a way that it meets exactly the consumer's need (Fock and Henry, 2011). Consumers that are exposed to a product that exactly meets their needs will have the likelihood of patronizing the product. Using a common measure of accessibility and likeness measures, Batex (2012) argued that product that is produce and it is accessible and designed to the expectation of the customer are more likely to be patronized.

Thus, when customers make continuous purchase to the brand because it is designed to meets exactly the consumers' need. The customer becomes loyal, this loyalty attracts a loyalty rewards. Therefore, the enhancement packaged consist of loyalty rewards distributed after using the product or service at a certain amount of times (Swayne et al, 2011).

When loyalty rewards are given to customers as a result of the number of times they patronize or bring group to patronize the product, it resulted in increase sales, website visibility and increase traffic. Thus,

Hypothesis 3: The greater the endorsement, the greater is the influence of enhancement packaged on digital and marketing performance.

Third-party endorsement is another obvious dimension of affinity marketing. It is typically a statement or recommendation about a product and/or services from customers and business associates, but these endorsements work especially well when the person who is considered a specialist or an authority in a particular area communicates their positive opinion about the product (Allen, 2016). In recent times, firm rely on opinion leader, and build their sales on viral, and network marketing like, professional bodies etc.

We argue that third party endorsements are effective that in many cases, they actually increase sales figures. Third party endorsements work especially well when the person who is considered a specialist or an authority on your area of expertise passes on that endorsement to you. The more the third party endorsement is active and effective, the more it will pass on the information to the market place. Expert endorsement are popular marketing tool and once they throw their supports to any organization, they can go alone way toward achieving their basic objectives.

Hypothesis 4: The greater the endorsement, the greater is the influence of third-party endorsement on digital and marketing performance.

In the digital context, business processes often require adjustment and improvisation (Amit and Johnson, 2005 cited the work of Moorman and Miner, 1998), and thus affinity marketing should enhance performance in e-commerce. Here, we argue that endorsement defines the use of affinity marketing as a performance enhancing digital capability. In other words, we believe that the effect of endorsement on digital performance is contingent on affinity marketing.

Organization practicing affinity marketing emphasizes partnership between a company and an organization that gathers persons sharing the same interests to bring a vaster consumer base to the opposite party (business dictionary, 2014). Affinity marketing consists in sharing referrals by promoting icons and links connected to other websites that meet the customers' needs. The aim of employing affinity marketing schemes on the internet is to increase sales, enhance website visibility and encourage traffic (Emigh, Jacqueline, 1999).

We argue that endorsement affect affinity marketing. Endorsement is literally the idea of creating awareness about your product or service. Happy customers or trusted experts singing your praises may be more believable and effective than you telling your own story directly (Hamilton, 2009). Communications being what they are now, endorsements can go a long way than ever. We therefore hypothesized thus:

Hypothesis 5: The greater the endorsement, the greater is the influence of affinity marketing on digital and marketing performance.

We posit that affinity marketing influence digital performance in terms of sales increase, website visibility and encourage traffic. It is on record that digital performance is an important intermediate goal that supports independent attention from digital managers. In literature, it is stipulated that website visibility acquire and retain users and this should be the goal for digital operations (Agrawal et al. 2001). Other ways to create website visibility and encourage traffic include rewarding customer loyalty and building virtual communities.

Marketing practitioners agree that website visibility, encourage traffic. Thus customer retention is key to digital profitability (Rosen, 2001). Garnering customer loyalty is crucial for our generation of high digital performance, given that a customer's lifetime value is critical for long-term profitability (Agrawal et al. 2001). Website visibility and encourage traffic represents customer link, in which the choice of visiting and interacting is left solely to the customer, strong digital performance is improbable with an ineffective affinity marketing. Thus,

Hypothesis 6: The greater the digital performance, the higher is the firm's marketing performance

Method

We selected the online consumer packaged food industry in Nigeria as the context for our research study because online consumer packaged food represents a successful sector of digital business, making it viable for a study such as this. Following the nature of our industry context, we constructed our sampling frame by using information from the Nigerian Chamber of Commerce, Industry and Agriculture, where we obtained a list of online consumer Packaged Food Firms (NCCIA, 2014). To be considered in the sample, a firm needed to use the internet as means of doing business. This situation gives rise to a sampling frame of 20 firms.

Our data collection method yielded 150 responses, because we distributed 10 copies of questionnaire to each of the 20 firms making a total response of 200 responses. Of the 150 responses, 120 were used for analysis purposes, resulting to a response rate of 60 percent. In terms of sample composition, 20 percent of the responses were Nigerian representatives of multinational firms, and the remainders were local companies competing with multinationals. As a matter of fact, this composition shows the industry split and indicates the reality of our sample representing the online consumer packages food industry.

Figure 1:   **Conceptual Model**
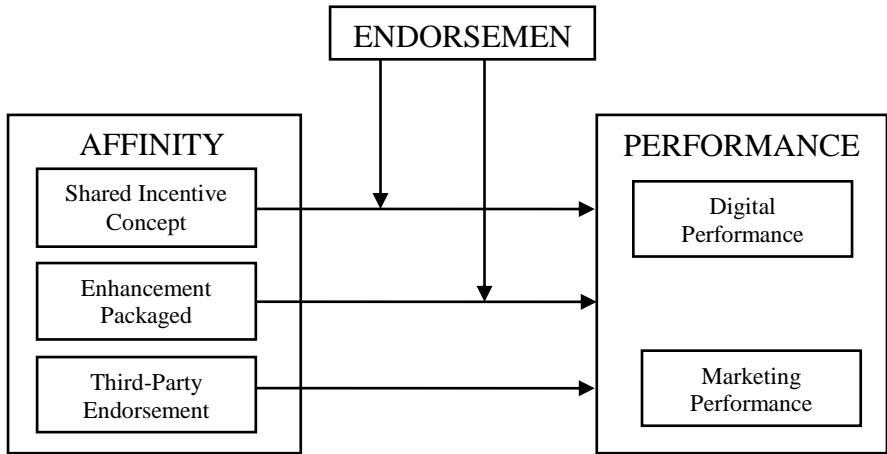
Source: Conceptualized from Literature, (2016)

Data Analysis
Table 1: Results from Confirmatory Factor Analyses

Measurement Model	Factor Loadings	Construct Reliability	Variance Extracted	NNFI	CFI	SRMR	GFI	X^2 (df=P-value)
Endorsement	.50 - .80	.82	.54	.81	.86	.09	.82	102.5(27P<.01)
Share incentive	.60 - .90	.93	.72	.83	.91	.08	.84	120.5 (42:PV01)
Enhancement packaged	.57 - .95	.92	.56	.90	.94	.07	.90	62.51 (34,P<01)
Third-Party endorsement	.40 - .82	.85	.74	.87	.92	.06	.80	112.6(43, P<.01)
Digital performance	.70 - .93	.94	.82	.93	.95	.05	.86	92.5 (26, P<.01)
Marketing performance	.80 - .90	.90	.80					

Our confirmatory factor analyses models show adequate levels of fit, and all the factor loadings were greater than .4. All the composite reliability were greater than .7 (Nunnally Bernstein, 1994), and in all cases, the average variances extracted were greater than .5. In addition, all observed variables had significant factor loadings linked with the latent constructs which gives evidence of convergent validity (Anderson & Gerbing, 1988).

The various relationships among the constructs in the model were then examined to see whether the suggested hypotheses were supported.

The endorsement – performance relationship

Hypothesis 1 suggested endorsement has a positive impact on performance (measured as digital performance and marketing performance). This hypothesis was supported in the present study as the impact of endorsement on digital and marketing performance was very significant (P=0.01), which is consistent with the belief that endorsement influences future behavior. This result justifies management's quest to move customer retention by focusing on endorsement (Resen, 2001).

Table 2: Effects of Endorsement on Performance

Construct	Share Incentive	Enhancement Package	Third-Party Endorsement	Endorsement
Endorsement	0.52	0.39	-0.02	-
Performance	0.01	0.01	0.01	0.90

Hypothesis 2 suggested that the greater the endorsement, the greater is the influence of share incentive on performance.

Table 2 shows that the results supported this hypothesis as share incentive had a very significant positive impact on digital and marketing performance (P = 0.01). of all the dimensions of affinity marketing examined in the present study model, share incentive concept has the greatest impact on performance.

Similarly, the third hypothesis suggested that the greater the endorsement, the greater is the influence of enhancement packaged on digital and marketing performance. As can be seen in the table 2, enhancement packaged did have a significant positive influence on digital and marketing performance (P=0.01) providing support for hypothesis 3.

Hypothesis 4 suggested that the greater the endorsement, the greater is the influence of third-party endorsement on performance. As it is also shown in Table 2, third-party endorsement did not significantly affect performance (P=0.73). Consequently, hypothesis 4 was not supported.

Hypothesis 5 suggested the influence of endorsement on the link between affinity marketing and digital and marketing performance.

We use the multiple group analysis to estimate the moderating effect of endorsement on the relationship between Affinity marketing and digital and marketing performance. (see table 3)

Table 3: Multiple-Group Analysis-Endorsement as a Moderating Variance.

Path	Path Coefficients (subgroup)		Chi-square difference	Change in df
	Low	High		
Affinity dimensions ➞ performance			18.64***	4
Share incentive ➞ Performance	0.52	0.19	6.56**	1
Enhancement packaged ➞ Performance	0.39	0.23	0.54	1
Third-party endorsement ➞ Performance	-0.02	0.21	0.01	1
endorsement ➞ Performance	0.90	0.90	0.351	1

* significant at the 10% confidence level
** significant at the 5% confidence level
*** significant at the 1% confidence level

As in table 3, the chi-square difference for the over all path from the Affinity marketing dimensions to performance was 18.64, which is significant at the 1 percent confidence level (critical value of 13.28 with 4 degree of freedom), suggesting that endorsement had a significant moderating effect on the relationships of Affinity marketing and digital and marketing performance. This proves support for Hypothesis 5.

Hypothesis 6 suggested that the greater the digital performance, the higher is the firm's affinity marketing performance. We report standard errors and one-tailed tests for hypothesis 6. This is consistent with prior research e.g. (Amit and Jean, 2005; Geaskens et al, 2002;) (see table 4).

Table 4

Variable category	Digital performance		Marketing performance	
	B	SE	B	SE
Performance Digital	472	.072	-	-
Marketing	-		.585*	.088
Overall				
Model fit Model R^2	.28		.53	

*P < 0.5.

Results

We hypothesized that endorsement has a positive impact on performance variables consistent with the hypothesis, our results show that

endorsement influence performance (Hypothesis 1: b= .52, P < 0.01).

We find partial support for the interaction between enhancement packaged and performance such that enhancement packages may not exactly meets the consumer's need (Hypothesis 2: b= .39 P < .01); This result is partially significant for digital and marketing performance. For the third hypothesis, the results are opposite to that hypothesized, suggesting that third-party endorsement decrease digital performance as well as marketing performance (Hypothesis 3:b = -.02, P<.01). This is completely different from previous studies, we discuss this anomalous findings.

We hypothesized that the effect of endorsement and affinity marketing influence performance variables. Consistent with the hypothesis, our results show that endorsement moderates the influence of affinity marketing such that endorsement increases the effect of affinity marketing on digital and marketing performance (Hypothesis 5: b= 18.64, P< .01). The moderating effects has a critical value of 13.28 with a degree of freedom of 4 which suggests that endorsement had a significant moderating effect on the influence of affinity and performance relationships.

Finally, the hypothesis pertaining to the influence of digital performance on firm's marketing performance is supported. Increase digital performance necessitate higher marketing performance (Hypothesis 6: b=.585, P > .01).

Discussion and Implication
Discussion

The study offers some understanding of the drives of digital performance through affinity marketing initiatives. We put forward the concept of affinity marketing imitative that are important to the digital driven context, and tested their impact on performance outcome in terms of digital performance and marketing performance. We brought in endorsement as a moderating variable on the influence of affinity and performance. The results of our study show dependable findings.

Our results indicate that shared incentive in relation to endorsement is critical for superior digital performance outcomes. In this digital and dynamic market place, there is a pay off in practicing affinity marketing which emphasized on partnering between a company and an organization that gather persons sharing the same interests to bring a vaster consumer base to the opposite party. Here, shared incentive provides the requisite synergy to enhance digital performance. Sharing referrals to promote icons and links are also likely to connect other websites that meet the consumers' needs, thereby contributing to organizational sustainable competitive advantage in digital performance. Remember, we do not find a significant effect of the interaction between third-party endorsement and performance

outcome, but previous studies had show third-party endorsement has significant impact on performance. However, the arugment in literature that third-party endorsement are effective in increasing sales figures but not on website visibility and traffic may account for the differential in results.

While we do not find statistical support for the interaction between enhancement packages and performance, our results shows marginal evidence that the more we adopt the strategy of enhancement packaged, a time will come when any further application of enhanced package will have negative influence on website visibility and traffic. Enhancement packaged as a strategy may not after all impact positively on digital performance but may have positive influence on marketing performance.

Finally, our study record the effect of digital performance in form of website visibility and encourage traffic; on marketing performance, digital web site uses effective means in attracting, converting and retaining a sizeable consumer base. We argue that, the above lead to loyalty reward and virtual communities building thus, increasing customer retention, brand loyalty behavior and increases sales and profitability. The digital website has the power to convert customer visits into purchases and this increase firm's market share.

Implications

The study's results present major challenges to online consumer packaged food industry. The significant impact shared incentive has on endorsement and digital and marketing performance means companies should focus on improving this incentive dimensions for its customers. However, the commoditization of the online consumer packaged food industry has resulted in, management can do little or nothing, but to look towards cost leadership as a sustainable competitive advantage and prices reduction where necessary. Yet, with a poligamistic market structure of the online consumer packaged food industry, doing this, risks initiating a price war.

Again, companies may make their competitors irrelevant by creating "blue oceans" of uncontested market space through incentive innovations. It is evident online consumer packaged food operators in Nigeria are in the "red ocean" market space where they engage in head-on collision with their competitors in their search for sustainability and sales growth. They find themselves fighting for competitive advantage, battling over share of the market and struggling for differentiation. Not minding the difficult marketing environment, online consumer packaged food operators should use incentive innovations in a strategic way to raise customers' incentive.

It is like the enhancement packaged dimension of affinity marketing initiative is an area in which organization can improve on to differentiate themselves and improve

their performance outcome. However, they must look at the area they want to improve the enhancement packages for their customers. The evidence of high performing companies in similarly markets suggests they should strive to enhance good packages to their customers in other to provide superior customer experience. This experience will metamorphose into increase performance. When companies use this enhancement package strategy, they strove to be known for their differential advantages and subsequently won market share and industry leaders.

Finally, we believe that our study makes contributions to the growing literature on both affinity initiatives and digital performance, we identify, conceptualize and measure three dimensions of affinity marketing for digital organizations' data to contribute new empirical knowledge.

Direction for Future Research

This study has addressed many important issues concerning online consumer packaged food operators. Several new questions have surfaced. These primarily relate to the degree of generalization of the findings of the present study to companies within and outside the packaged food industry. It is recommended that future study should expand on the current work along several key directions, first cross-cultural replication of the model in the packaged food industry. Such studies

should examine model invariance across individual and collective cultures. The results obtained will be invaluable to organizations operating in multi-cultural countries like Nigeria.

Secondly, future research should be carried out to examine model invariance between customer segments of the same industry. Such studies would be useful in determining the extent to which firms should adopt strategies which are differentiated along affinity initiative dimensions rather than along product features, when marketing online consumer packaged food.

Another very important area of future research would be to replicate the study across various online consumer packaged food types. The contexts for the study should be carefully chosen to represent various online consumer packaged food classifications, e.g. along the lines of renewable resource and non-renewable resource.

Finally, endorsement was used as a moderating variable for the study. Although, endorsement accounted for a moderation effect on the relationships between affinity marketing initiatives and digital and marketing performance. However, the approach does open a new direction for future research to examine the usefulness of the effect of endorsement on the influence of affinity initiative on performance.

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