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FROM EDITORIAL'S DESK

Dear Reader,

I am using this opportunity to welcome all of you to this maiden issue of EJMS. The intension of EJMS is create an atmosphere that stimulates creativeness, academic research and growth in the area of management sciences

The Development and Growth of mankind is the consequence of brilliant research undertaken by scientists in every field.

EJMS provides an outlet for research findings and reviews in areas of management found to be relevant for National and International development.

In addition, the Journal is aimed at providing an academic medium for the advance and dissemination of research results that support high learning, teaching and research and to become a virtual knowledge grid for researchers, scholars, postgraduate students, developers and innovators in the field of management sciences.

Lastly, I express my sincere gratitude to the Editorial Board, Editorial Advisers and all the staff who worked on this issue for their support in making this issue of EJMS possible.

Undoubtedly, we could not issue any Journal without the efforts of our reviewers. We salute and thank our reviewers for the professional job done.

This Journal focuses on entrepreneurship which, according to development economists, is necessary condition for Economic Development.

It is our hope that articles on entrepreneurship will be relevant and useful for the development and advancement of an entrepreneurial class in Nigeria.

Prof. (Mrs.) S.L. Adeyemi
Chief Editor, EJMS.

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EFFECTIVENESS OF THE STRATEGIC MARKETING PLANNING IN AN ORGANISATION: Case Study of Selected Companies in Ilorin.

SALMAN, A. and YUSUF, I.

Abstract

Strategic marketing planning plays an important role in the growth and development of an organisation. It must be realistic and attainable so as to allow managers and entrepreneurs think strategically and organisations should not be so preoccupied with immediate issues that would make them lose sight of their ultimate objectives. The study therefore examines the impact of strategic marketing planning has on an organization. The data used were primarily obtained from questionnaire administered to the randomly selected companies in Ilorin. The Z-Score method of data analysis was used to test the hypothesis formulated in the study. It was discovered that adequate strategic marketing planning in an organization increase the return on the organizational investment. In view of this, the study concludes that strategic marketing planning would aid companies to improve their profitability. The study therefore recommends that marketing departments be given due recognition, and the importance of their strategic plans should be acknowledged in an organization.

Key words: Strategic, Marketing, Planning, Organization, Ilorin.

Introduction

Business organizations formulate marketing plan to create and keep customers. They do this by providing better value for the customers than the competitors. Marketing management constantly has to assess which customers they are trying to reach and how they can design products and services that provide better value.

The main problem with this process is that the "environment" in which business operates is constantly changing. Therefore, a business must adapt to reflect changes in the environment and make decisions about how to change the marketing mix in order to succeed.

Strategic planning, however, according to Brad (1999), covers the overall direction of the business. It is concerned with marketing, of course. But it also

Department of Business Administration, University of Ilorin, Ilorin. Salman.az@unilorin.edu.ng

Department of Business Administration, Colleges of Humanities, Management and Social Sciences, Kwara State University, Malete. yusufismael@yahoo.com

involves decision making about production and operation, finance, human resource management and other business issues. The objectives of a strategic plan are to set the direction of a business and create its shape so that the product and services it provides would meet the overall business objectives.

Marketing therefore has a key role to play in strategic planning, because it is the job of marketing management to understand and manage the links between the business and the "environment". This, sometimes, is quite a straight forward task; for example, in many small businesses, there is only one geographical market and a limited number of products (perhaps one product).

However, considering the challenge faced by marketing management in a multinational business with hundreds of business units located around the globe producing a wide range of products, how can management keep control of marketing in such a complex situation? This calls for well-organized marketing planning.

Therefore, the strategic marketing plan must be realistic and attainable so as to allow managers and entrepreneurs think strategically and act operationally. They should also not be preoccupied with immediate issues that would make them lose sight of their ultimate objectives. That's why a business review or preparation of a strategic marketing plan is a virtual necessity. This may not be a recipe for success, but without it, a business is much more likely to fail.

Empirical studies on any aspect of marketing planning though are scarce, they are virtually non-existent in the areas of execution, implementation, and control of the activities related to marketing planning. In other words, we do not have any evidence on the issue of how organizations should structure the workflow and tasks associated with marketing planning. Hall (1977) in his study, shows that "deficiency is serious because organizational structuring of the workflow is the primary mechanism available to the firm for implementing, executing, and controlling marketing planning activities or any other activity". Also, Pascale and Athos (1981) support the related notion that the importance of these organizational issues has been underestimated. George and John (2012) examined the effects of organizational structure of marketing planning on credibility and utilization of plan output.

Studies conducted by Spekman and Stern (1979) in marketing also have examined such relationships as the effect of environmental uncertainty on the structure of the buying centre. Few studies, however, have attempted to evaluate the impact of strategic planning e.g., Ansoff *et al.* 1970; Fulmer and Rue 1973, 1974; Thure and House 1970; Wood and LaForge, 1979).

Research Objective

The general objective of this research is to carry out the effectiveness of strategic marketing planning being adopted by various organizations on their performance, particularly the selected companies in Ilorin. In order to achieve this, the specific objective is;

To examine the selected companies ways of strategic marketing planning.

Literature Review

The term Strategy was derived from the Greek word "Strategia" which means generalship, which is the actual direction of military force as different from the policy governing its development.

Levitt (1964), defined strategy as resulting from the progress of deciding on objectives of the organization, acquisition, used and disposition of their resources.

Ferrell (1998), takes strategy to mean the pattern of objectives, purpose goals and the major politics and plans for achieving these goals stated in such a way as to define what business, the company is in or what type of marketing activities it operates or is to be and the kind of company it is or is to be.

Chandler (1962) defined strategy as "the determination of basic long term objectives of an enterprise and the adoption of the course of action and the allocation of resources necessary for carrying out these goals". Specifically, Chandler is concerned with:

- a. Determination of basic long term goals and objectives.
- b. Adoption of course of action to achieve these objectives and goals.
- c. Allocation of resources necessary for achieving the course of action.

Ansoff (1965) explained the concept of strategy as the common trend among the organization activities and product market that defines the essential nature of business that the organization was or planned to be in future. Ansoff however, has stressed or emphasized the communality of approach that exists in different organizational activities, which includes the product and market that defined the current and planned nature of the business.

It is hard to believe, but when compared to economics, production and operations, accounting and other business areas, marketing is a relatively young discipline having emerged in the early 1900s. Prior to this time, most

issues that are now commonly associated with marketing were either assumed to fall within basic concept of economics (e.g price setting, was viewed as a simple supply demand schedule).

According to Bamiduro (2000), the development of marketing was in large part motivated by the need to dissect in greater details relationships and behaviors that existed between sellers and buyers. In particular, the study of Marketing leads sellers to recognize that adopting certain strategies and tactics could significantly benefit the seller and the buyer relationship. In the old days of marketing (before the 1950s), this often meant identifying strategies and tactics for simply selling more products and services with little regard for what customers really wanted. This often led companies to embrace a "sell-as much-as we-can" philosophy with little concern for building relationships for the long term. But starting in the 1950s, companies began to see that old ways of selling were wearing thin with customers. As competition grew stiffer across most industries, organizations looked to the buyer side of the transaction for ways to improve.

Marketing is defined in many different ways. Some definitions focus on marketing as the process involved in satisfying the needs of a particular market, while other definitions lean more toward defining marketing in terms of its most visible functional area, such as advertising and product development. There is probably no one best way to define marketing, though whatever definition is used should have an orientation that focuses on satisfying customers.

According to Boon and Kurtz (1998), Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services, organizations, and events to create and maintain relationships that will satisfy individual and organizational objectives.

Kotler (1991) defined marketing as "a social and management process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others".

In the United Kingdom, definition of Marketing by the Chartered Institute of marketing as it was written in the book of Bamiduro (2000), is "the Management process responsible for identifying, anticipating and satisfying customer requirement profitably". As defined by the Committee of American Marketing Association in Baminduro (2000), marketing is "the performance of business activities that direct the flow of goods and services from producer to consumer or user". However, this definition fails to point out other ways of

looking at the management of marketing activities such as: distribution of goods and services concept, delivery of a standard of living concept, creation of Utilities concept, and general of revenue approach system.

Marketing, according to Baker (1985), can be defined as a process which consists of the strategies and tactics used to identify, create and maintain satisfying relationship with customers that result in value for both the customers and the marketers. This definition was further explained and examined by him in a little more detail some of the key terms.

Strategies and Tactics: Strategies are best explained as the direction the marketing effort will take over some period of time, while tactics are actionable steps or decisions made in order to follow the strategies established.

Identify: Arguably, the most important function involves effort needed to gain knowledge of customers, competitors, and markets. Competition forces marketers to be creative people. When marketers begin new ventures, such as building a new company, it is often based around something that is new (e.g. new product, new way to distribute a product, new advertising approach, etc).

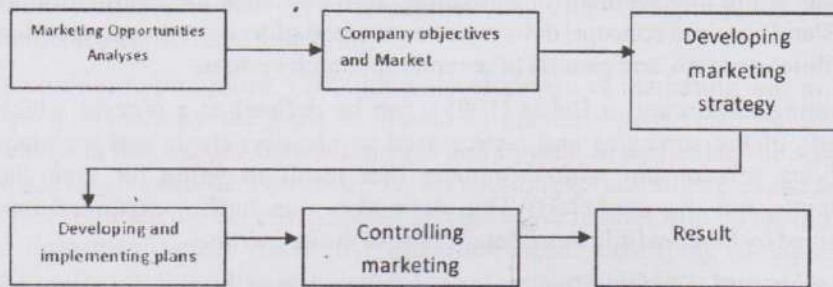
Maintain: Today's marketers work hard to ensure their customers return to purchase from them again. In most marketing situations, however, marketing success is evaluated not only in terms of sales figures but also by how long a marketer can retain good customers.

Satisfying Relationships: A key objective of marketing is to provide products and services that customers really want and to make customers feel their contact with marketers in helping to build a good relationship between the two. In this way the customer is made to feel as if he/she is a partner in the transaction; not just a source of revenue for the market.

Value for both customer and markets: Value refers to the perception of benefits received for what someone must give up for customers value is most often measured by how much they feel they are getting on their money, though the value, one customer feels he/she may differ from the perception of value from another customer even though they purchase product. Baker (1985).

Element of Strategic Marketing Planning

The element of strategic marketing planning is shown in the diagram below. The diagram presents general outline or model of a real world and implication of a number of complex variables.



Source: Austrainers (1999)

Description model of the diagram above, according to Austrainer (1999), is developed either to predict or to explain complex sophisticated process. The diagram also shows a general approach to Strategic Marketing Planning. The diagram is a logical series of activities which, when implemented thoroughly and imaginatively, can lead to increased success of the organization. It also reveals the basic components of all Strategic Planning activities. The components of the element are explained below:

1. **Market opportunity Analysis:** A Marketing system that shows a particular set of opportunity that is relevant to a particular product due to its uniqueness or competitive advantage etc. The three major ways in which a company can analyse their Market opportunities are as follows:
 - a. **Intensive Market Opportunities:** This is when a company seeks to increase in sales and profit by taking its present Product line to new market. In product development, the company attempts to increase sales and profits by improving product quality for its present market or developing a new product to satisfy its market.
 - b. **Integrated Market Opportunities:** This is when a company seeks new growth by moving to a different level of distribution of product services.
 - c. **Extensive Market Opportunities:** these are often undertaken when there are limited usual barriers to further growth through intensive and integrated opportunities.
2. **Company Objective and Orientation:** Strategic Marketing Planning is most successful when it is based upon clear attainable and verifiable objectives or goals. Objectives or goals are statement of what is to be achieved.

3. **Developing Marketing Strategies:** Formulation of marketing Strategies that can be used to achieve the marketing objectives. Strategic formulation is the process whereby management develops an organizational strategic mission, derives specific strategic objectives and choose a strategy.
4. **Developing and implementing of marketing strategies:** Plan and policies planning is the process of deciding which objective to pursue within a specific future time period and how to achieve those objectives.
5. **Controlling the Marketing Strategy:** Control is the final stage in Strategic Marketing Planning, without systematic and concerted effort, the Strategic marketing planning will result in nothing more than an unproductive fantasy. Control is concerned with setting standard, measuring performance and taking corrective action when performance falls too short below expectation.

Research Methodology

For the purpose of this study, there were 80 returned copies of a questionnaires out of 100 distributed through random Sampling Technique to some selected companies in Ilorin metropolis. The primary data were obtained through interview and questionnaire distribution. However, the returned questionnaires were analyzed using percentage tables and the Z-Score statistical tool to test the effectiveness of the Strategic Marketing Planning on the selected companies' performance. This technique looks at the relative number of respondents ticking a particular option in the questionnaire, and allowing us to draw a conclusive statement. However, the technique is chosen instead of the T-test because of the size of the population.

Hypotheses

(Ho): Strategic Marketing Planning does not significantly contribute to the company sale.

(Ho): Adequate Strategic Marketing Planning and Implementation in an organization do not significantly increase the return on the organization investment.

Analysis and Discussion of Findings

1. Analysis of the Ages of the respondents

Age	Management	Employees	Total
21-30	12	19	31
31-45	18	10	28
46-60	7	8	15
60and above	3	3	6
Total	40	40	80

Source: Researcher's Fieldwork 2013

From the above table, it could be seen that the people that fall under the age of 21-30 and the age of 31-45 dominated the selected company with percentage of 38.75% and 35%.Respectively. This shows that youth and middle aged group people dominated the affairs of the company.

2. Analysis of the Sex of the respondents

Sex	Management	Employees	Total
Male	30	35	65
Female	5	10	15
Total	35	45	80

Source: Researcher's Fieldwork 2013

The table 2 above, the percentage of the workers, that is, both male company management and employees are higher than the female management and employees. It shows that male workers dominated the affairs of the company.

3. Analysis of the Marital Status

Marital Status	Management	Employees	Total
Single	-	45	45
Married	15	20	35
Widow	-	-	-
Divorced	-	-	-
Total	15	65	80

Source: Researcher's fieldwork 2013.

The above table 3, we can see that most of the management staff are married. This shows that those at the helm of affairs of the company are responsible people, because of their marital status.

4. Analysis of the Educational Background of the Respondents.

QUALIFICATION	MANAGEMENT	EMPLOYEES	TOTAL
Primary Education	-	-	-
Secondary Education	-	15	15
H.N.D B.Sc or Equivalent	30	25	55
Professional	10	-	10
Total	40	40	80

Source: Researcher's Fieldwork 2013.

The educational background of the respondents, in table 4 above shows that none of the respondents had below post primary education qualification and a greater number had university degree. Also, 18.75% of the respondents had secondary education, 68.75% had HND/B. Sc. or equivalent qualification while 12.5% had professional qualification such as engineer, accountant, technician. Majority of those possessing professional certificates are those whose nature of job demands professional training in addition to formal education.

5. Position of respondents in the organization.

Position in the organization	No of Respondents
Top level	20
Middle level	40
Junior level	20
Total	80

Source: researcher's Fieldwork 2013

The table above shows that a greater number of respondents are the middle level managers, while 25% are to managers and 25% are also junior workers. But 50% are middle managers. However, Strategic Marketing Planning mostly formulated by top managers, but its real implementation is done by middle level managers. Hence, middle level managers could be likened to catalyst, which activates the reaction of some chemical to give the desired result.

6. Have you been using strategic marketing and planning in your organization?

Options	No of Respondents	Total
Yes	50	50
No	20	20
Uncertain	10	10
Total	80	80

Source: Researcher's fieldwork 2013

From the above table 6, we can see that majority of the company staff believe that the company is using strategic marketing and planning in their marketing activities. 62.5% believe so, while 25% does not believe so. This may be due to their own perspective of the marketing strategies adopted by the company. 25% were not sure whether the company is using any strategies.

7. Are strategic marketing and planning important determinant of sales of your company's goods and services?

Options	No. of Respondents
It is mostly the determinant of the company products sales	40
It is not necessarily important to the company products sales	14
Unknown or undecided	26
Total	80

Source: Researcher's Fieldwork 2013

The above table 7, we can see that 50% of the respondents agreed that marketing strategy and planning is a determinant of sales of products and services in the markets. As earlier said, without adequate planning and strategy, marketing activities will not succeed.

However, 17.5% said it is not necessarily important to the company sales while 32.5% were not certain about strategies being a determining factor for sales of a company or not.

8. Adequate strategic planning and implementation in an organization increase return on the organization's investment.

Options	No of Respondents
Strongly agreed	29
Agreed	23
Strongly disagreed	9
Disagreed	19
Uncertain	0
Total	80

Source: Researcher's Fieldwork 2013

According to the result of the analysis of the above table 8, we can see that 36.25% of the respondents strongly agreed with the fact that adequate Strategic Planning and Implementation in an organization increase return on the organization's investment. Accordingly, 28.75% of the respondents also agreed to support the statement made while 11.25% and 23.75% of the respondents strongly disagreed on disagreed respectively with the question statement.

Test of the Hypotheses

The above hypotheses would be tested based on the result of items 7 and 8 of the questionnaire. Weights are assigned to the variables as follows because of the Z-score method of data testing employed.

Hypothesis 1. (Ho): strategic marketing and planning are not the important determinant of the company's products sale.

Option	Weight
It is mostly the determinant of the company's products sales.	3
It is not necessarily important to the company's products sales.	2
Unknown or undecided	1

X	F	FX	X-X	(X-X) ²	F(X-X) ²
3	40	120	0.825	0.681	27.225
2	14	28	-0.175	0.0306	0.42875
1	26	26	-1.175	1.381	35.906
Total	80	174			63.55975

$$\text{Sample mean} = (\bar{X}) = \frac{\sum fx}{\sum f} = \frac{174}{80} = 2.175$$

$$\text{Standard deviation} = \sqrt{\frac{\sum f(X-\bar{X})^2}{\sum f}} = \sqrt{\frac{63.5597}{80}} = 0.7944845$$

$$= \underline{\underline{0.891}}$$

Therefore, to get the population mean:

$$= \bar{X} + \frac{Z}{\sqrt{\frac{\partial}{\partial n}}} = \frac{0.891}{\sqrt{80}} = \frac{0.891}{8.944} = \underline{\underline{0.0996}}$$

$$\bar{X} + \frac{Z}{\sqrt{\frac{\partial}{\partial n}}} = \bar{X} + \frac{1.960}{\sqrt{80}} (0.996). \therefore \bar{X} + 0.195$$

$$\text{Going by the formula, } Z = \frac{\bar{X} - N_{\bar{X}}}{\sqrt{\frac{\partial}{\partial n}}}$$

$$= 2.175 + 0.195 = 2.37, \therefore = \frac{2.175 - 2.37}{0.0996} = \frac{-0.195}{0.0996} = -1.960$$

$$= 2.175 - 0.195 = 1.98, \therefore = \frac{2.175 - 1.98}{0.0996} = \frac{0.195}{0.0996} = +1.960$$

Since the calculated figure of the Z^2 falls outside the acceptance region of the null hypothesis (H_0), therefore, should be rejected and then conclude on the alternative hypothesis (H_1) which says that Strategic Marketing Planning does significantly contribute to the company's sale.

Hypothesis 2. (H_0): Adequate Strategic Marketing Planning and Implementation in an organization do not significantly increase the return on the organization's investment.

Option	Weight
Strongly Agreed	4
Agreed	3
Strongly Disagreed	2
Disagreed	1

X	F	FX	X-X	(X-X) ²	F(X-X) ²
4	29	116	1.225	1.5006	43.5174
3	23	69	0.225	0.0506	1.1638
2	9	18	-0.775	0.6006	5.4054
1	19	19	-1.775	3.1506	59.8614
	80	222			109.948

$$\text{Sample mean} = (\bar{X}) = \frac{\sum fx}{\sum f} = \frac{222}{80} = 2.775$$

$$\sum f = 80$$

$$\text{Standard deviation} = \sqrt{\frac{\sum f(X-X)^2}{\sum f}} = \sqrt{\frac{109.948}{80}} = \sqrt{1.37435} = 1.172327$$

Therefore, to get the population mean:

$$= \bar{X} + \frac{Z}{\sqrt{n}} = \frac{1.172327}{\sqrt{80}} = \frac{1.172327}{8.944} = 0.131074$$

$$\bar{X} \pm Z(0.131074) = \bar{X} \pm 1.960(0.131074) \therefore \bar{X} \pm 0.25691$$

Going by the formula, $Z = \frac{\bar{X} - N\bar{x}}{\sqrt{\frac{\sigma^2}{n}}}$

$$\begin{aligned} &= \frac{2.775 - 3.03191}{\frac{0.25691}{\sqrt{0.1310}}} = \frac{2.775 - 3.03191}{0.2181} = -1.1961 \\ &= \frac{2.775 - 2.51809}{\frac{0.25691}{\sqrt{0.1310}}} = \frac{2.775 - 2.51809}{0.2181} = +1.1961 \end{aligned}$$

Since the calculated figure of the Z^2 falls outside the acceptance region of the null hypothesis (H_0), therefore, should be rejected and then conclude on the alternative hypothesis (H_1) which says that Adequate Strategic Marketing Planning in an organization does increase the return on the organization's investment.

Conclusion and Recommendations

The success and ability to stay in the market with competition depends purely on intensive improvement in strategic plans. So, in every organization and more precisely the profit oriented ones, it has been found that the improvement in strategic marketing and planning is very inevitable. It was also found out that the method by which companies formulate and implement their strategies and the problems that are encountered in the strategies are similar.

The purpose and the aim of this research are to examine the effectiveness of strategic marketing planning in an organization. The analysis shows therefore, that the study is a relevant tool, which an organization will use in order to improve its profitability. Therefore, organizations should not deviate from their marketing plans and their set objectives.

However, it would be highly recommended that the marketing department should be given due recognition and the importance of their strategic plans should be acknowledged. One of the ways of doing this is by devoting a separate unit for marketing activities so that the organization can achieve its objectives.

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