

POWER SECTOR REFORM DELIVERABLES: HOW WELL AND HOW GOOD TO CUSTOMERS?

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ABSTRACT: *This paper seeks to establish the effect of Power Sector Reform through rebranding policy on the quality of service delivery in Power Holding Company of Nigeria (PHCN) with a focus on Makurdi Business Unit, a service window of Jos Electricity Distribution Company. It particularly examines the level of staff commitment and attitudinal change with a view to ascertaining its effects on the quality of service delivery to the customers of Makurdi Business Unit. Participants numbering 105 respondents were drawn from the staff of PHCN and their customers (both corporate and residential) within Makurdi metropolis. A 10 item close-ended, 5- point Likert-scale questionnaire was used in collecting the primary data for the study. The instrument returned a Cronbach Alpha of 0.982 reliability test. Descriptive mean with a specified benchmark was use in testing the hypotheses. The result of data analysis revealed that the power sector reform has not significantly impacted on the quality of service delivery by PHCN in Makurdi business unit ($MM, 10.3619 < BM, 15$). It was further observed that the power sector reform has not significantly changed the attitude of the employees of PHCN in Makurdi business unit ($MM, 11.6762 < BM, 15$). Re-invigoration/Sustenance of the campaign through seminars, conferences and radio/television jingles was recommended as a way of ensuring improvement in the quality of service delivery to energy end users.*

KEYWORDS: Rebranding, reforming, Policy, Customer Satisfaction,

INTRODUCTION

The introduction of power sector rebranding and reform policy in Nigeria was a direct reaction to the complaint of customers of Power Holding Company (PHCN) who at various quarters and medium, express dissatisfaction with the level of availability and distribution of power in the country. It is a known fact that the growth, prosperity and national security of any nation are critically dependent upon the adequacy of its electricity supply. Indeed the link between electricity supply and economic development is such that the health of the industry is a matter of deep and personal concern to all citizens especially as it relates to the cost of running homes and businesses through generators in Nigeria.

Over the past decades as observed by Ato (2011), “the stalled expansion of Nigeria’s grid capacity, combined with the high cost of diesel and petrol, has caused the generation to cripple the growth of the country’s productive and commercial activities.” It is in an effort to address

these problems, that the Federal Government has stressed the need to return to the task of pursuing the fundamental changes to the ownership, control and regulation of the sector that have been outlined in the National Electric Power Policy (2002) and enshrined in the Electric Power Sector Reform (ESPR) Act of 2005 (Ato, 2011).

Even though government on its part has made enormous financial commitment in this sector to improve generation and distribution of power and has also continuously made public declarations assuring end-users of better services through the rebranding policy targeted at the concerns, values, image and feelings of both the employees and customers of PHCN, customers are still grossly dissatisfied with the quality of service delivery by PHCN especially in Makurdi Business Unit. In fact, frequent power interruption, low shading, flat billing, non-existent customer complain desk, slow response to faults, irregular billing without metre reading, poor information dissemination on tariff increase/adjustments, disconnection without just course or notice and poor customer –marketer relationship are common attributes of the business unit. One begins to wonder whether the rebranding or the reformation of the Power Holding Company of Nigeria (PHCN) has had any significant impact on the quality of service delivery by the company especially at the Makurdi Business Unit. It is against this backdrop that this study is undertaken to examine the effect of the power sector reforms on the quality of service delivery by PHCN to the customers of Makurdi Business Unit. The study therefore seeks to achieve the following objectives: to ascertain if power sector reform through rebranding has had any significant effect on the quality of service delivery to customers in Makurdi Business Unit; to determine the extent to which the power sector reform has significantly changed the attitude of the employees of the new PHCN to the customers of Makurdi Business Unit. The findings will expose the government to the actual deliverables of the reform policy so that necessary actions can be taken to ensure that the outcome of the policy conforms to plan or achieve the targeted policy objectives. Again, the management of PHCN and the regulatory agency responsible for the implementation of the reform policy will find this study valuable as it will bring to limelight the weak areas in the implementation process to be given urgent attention as well as the comparative rating of the service quality of PHCN with the old Nigeria Electric Power Authority (NEPA) by customers for necessary adjustments. This would have bridged the research gap that existed in terms of the paucity of empirical data on the deliverables of the power sector reform policy in Nigeria so far thus expanding the existing body of empirical data in this area (*even though this is a pilot study*).

CONCEPTUAL FRAMEWORK

Rebranding of Nigeria is a campaign aimed at improving the image of Nigeria locally and internationally. Rebranding and branding are two closely related marketing techniques traditionally associated with products and services. For instance, Nworah (2006) observed that, the Nigerian government through the Federal Ministry of Information and National Orientation launched the “Nigeria Image Project” in July 2004, following in the footsteps of some other African States which had launched similar image campaigns such as Uganda’s “Gifted by Nature” campaign, and “Proudly South African image programme”. Hankinson and Cowking (1996) define a brand as a product or service which can be distinguished from its competitors. This presupposes brand to mean “the practice of using a name, symbol or design or combination

of both, to identify goods or services of one seller or group of sellers and distinguish them from the goods and services of other competitors”. A rebranding consists of changes in tangible and intangible elements in an organization. The tangible being the physical changes and the intangible concerned with values, image and feelings within the organization. In other words, by changing the intangible elements, the organization is trying to change the internal perception of how they see themselves which then later will project out from the company. For a product, the customer can easily determine the quality by touching, tasting, or feeling the brand before purchase but in the case of a service, the intending customer will have to take his or her decision base on the information available, the experience of third parties, or his or her earlier personal experience with the service. A service is a little more complex because it cannot be returned but initial experience will determine future patronage. Deming (1982) asserts that, “Managers have learned a great deal in the past two decades about quality management in manufacturing. . . The following statements are used to summarize the current thinking on quality management.

- Quality exists only to the extent that a product or service meets the customer’s requirements. Therefore, delivery quality must begin with a thorough understanding of those requirements.
- A product or service of high quality is the result of a total system of quality throughout the firm’s every aspect. A quality orientation and commitment in every part of the firm – by every employee and every supplier - is central to delivering a quality product or service.
- The costs of poor-quality products and services outweigh the costs of developing good-quality products. Doing things right the first time yields substantial reductions in total costs of inspection, internal failure, and external failure.”

The emerging trend of rebranding Nigeria appears to be brief and short. In attempt to change the negative international image of the country brought upon it by long periods of military dictatorship and hegemony, the Obasanjo civilian administration (1999 – 2007) introduced an image programme for the country which it called the Nigeria Image Project and which was later renamed Heart Of Africa (HOA) project in 2005 by the then Minister of Information and National Orientation, Mr. Frank Nweke.

Nigeria’s reputation and image globally and locally has been declining. It is the realization of the negative effects of these problems on the image of Nigeria, that the Yar’Adua administration considered it imperative to “relaunch” the image project. The objectives of the scheme according to Akunyili (2010) are briefly summarized as follows:

- a. To give the nation a more positive image home and abroad thereby attracting foreign investment.
- b. The project is targeted at re-orienting Nigerians, changing the negative attitudes of Nigerians, making Nigerians to believe in themselves, inculcating optimal spirit of patriotism in Nigerians and at the same time, celebrating our very best before the international community and
- c. To make Nigeria a good destination for tourism and investment in sub-Saharan Africa.

The Yar'Adua government (2007 – 2009) through the information and communication Minister, Prof. Dora Akunyili launched and changed the name to Rebranding of Nigeria Campaign in February, 2009.

The rebranding further brought about the SERVICOM Nigeria project which is aimed at ensuring quality service to all Nigerians. The concept of branding till date is still about differentiating; the term however encompasses a wide ranging phenomenon, which as it will be shown, affects both customers and employees.

The project SERVICOM Nigeria started with the aim of ensuring total quality service to all Nigerians. Total quality management according to Kotler (2003), is an organization-wide approach to continuously improving the quality of all the organization's processes, products, and service, Duguh, (2008) asserts that "there are three words in the definition of total quality management which stand out clearly as being the most important:

Customer: A customer should be the focus of everything, which we do. The external customers who are the brain of the business are those who buy the end product or services while the internal customers are the staff within the organization.

Cost: Total quality management is not about "higher quality and higher cost". It is about avoiding failures and eliminating the enormous financial waste caused by poor quality experienced unknowingly by many organizations.

Employees: Employees are the enormous resources available to all organizations but used to the best effect by only the minority whose planned involvement is really the key to total success.

Brand or rebranding is a marketing concept which is traditionally associated with products and services. In the wake of globalization and the emergent need to "sell" them to the rest of the world, many organizations have adopted the rebranding option. Such rebranding is aimed at polishing the image of the organizations to make it attractive for Foreign Direct Investment, tourism and trade (Agba et al, 2009). This is exactly the situation in the Nigerian power sector reform as public analysts have observed. The service delivery by PHCN to customer since 2005 has not changed significantly or commensurately with the huge investment in the sector and the aggressive image campaign via rebranding. This calls to question the effectiveness of this reform and the rationale for the rebranding campaign as it relates to this sector.

The Rationale for the Nigerian Power Sector Reforms

Recent energy sector reforms in Nigeria as observed by Aliyu *et al* (2013) are simply following global trends. Government dominance is giving way to private sector led energy supply systems. Combination of factors including fiscal pressures, environmental consideration, efficiency and the need to attract private sector investment has led to the paradigm shift. Energy sector reforms in Nigeria started tentatively with the adoption of Structural Adjustment Programme (SAP) in 1986.

However, it was not until the enactment of the Electric Power Sector Reform Act in 2005 that significant momentum was achieved in the electricity sub sector. The ongoing reforms in the

nation's power sector which started in 2005 thus constitute a U-turn or policy reversal for the sector. Gross inefficiency in the sector, the heavy dependence on government treasury, rapid technological development and trends in the management of electricity sectors of other countries were the major motivating factors for the reforms,

The rationales for power sector reform are widely recognized. Broadly speaking, the rationale that is claimed for power reform is the legendary poor supply of electricity in Nigeria to high levels of power and revenue losses, both technical and non-technical. Specifically stated, rationales include but not limited to: First, power sector reforms is expected to lead to reduction in costs, including short term power and operation costs through efficiency gains, arising from economies of scale as larger-scale plants are enabled by larger markets (World Bank, 2008 and Eberhard, 2003). This will lead to improved supply conditions, including better reliability and security of supply due to access to imports during emergency situations (Eberhard, 2003).

Power sector reforms can also foster development of country-level electricity markets by allowing sufficient scale to support increased competitive participation (UN-DESA, 2005). There are other social and environmental benefits including improved access to electricity, reduced environmental impact from air and water pollution, and displacing biomass which is often associated with deforestation (Eberhard, 2003).

Furthermore, the complementarity of private investment will reduce fiscal strain on government in an environment of competing attention for government lean resources. Power sector reforms have also allowed countries engaging in the process to build new skills, develop and strengthen regulatory institutions to oversee and manage the power sector reforms.

In addition to the direct positive effects, indirect benefits of power reform include wider economic benefits as efficiencies flow on through the economy (including stimulation to local economies in the construction phases; development of value chain, and improved productivity throughout the economy. UN-DESA, 2005),

Other Benefits of the Reform Policy

The power sector reforms in Nigeria will bring about the same competition in the sector as being witnessed in the Telecommunication sector, which in turn, will positively affect the masses in the following areas:

Investment opportunities: Power sector reform has the ability to massively expand personal share ownership in Nigeria. It is believed that over 800 000 shareholders can be created after privatisation of PHCN. This is a welcome development which enables capital formation and economic growth. It can reduce the reliance of public enterprises on the government for finance. Unbundling of PHCN will make the successive companies easily raise funds through the capital market once the necessary investor-confidence has been developed; thus changing their growth and expansion of their business outfit. Also, new power facilities by the private sector will provide new capital injection into the economy. The Federal government power sector reform will create an enabling environment for

investment and a healthy co-operative industrial outfit. Indeed, what is currently happening in the communication sector is clear-cut evidence of what privatisation can do. Before now, as observed by (Ato, 2011), Nigerians have been suffering from continued exploitation by the Nigerian Telecommunication Limited (NITEL) as a result of monopoly. But since the privatisation of the Telecommunication sector which gave birth to the influx of privately owned telecommunication companies like MTN, Zain, GlobaCom, RELTEL, RAINBONNET etc, the prices of servicing a telecommunication line has reduced drastically, as a result of competition among these companies (see also Alemika, 2008). In the same vein, a well structured and judiciously implemented PHCN privatisation will bring about investment opportunities which will invariably attract both local and international Independent Power Producers (IPPs).

Reduction in crime rate: Currently, most of the Niger Delta areas – which produce the Nation's crude oil, have become war-torn zones and unsafe for business. The Youths engage themselves in one form of unlawful behaviours to the other, ranging from pipeline vandalization to kidnapping of both local and international oil workers. If greater numbers of these restive youths are gainfully employed and receive a substantial amount of money at the end of every month, the crime rate will definitely be reduced if not eliminated completely.

Efficiency and reliability of services: Proper implementation of the reform programme will promote efficiency and growth in the power sector. The reform will lead to improved electricity services as it will encourage private sector participation and investment in the electricity industry. The evidence can be seen in the form of better telecommunication services in the country brought about by private sector participation in the provision of GSM services.

Improved services: One of the major reasons why the services of PHCN have remained poor is essentially because of monopoly. The company has been the sole producer and distributor of electricity to the entire nation. This means that consumers of electricity are left to the mercy of the utility company – whose efficiency over the past 35 years of its existence is nothing to write home about. About 60% of Nigerians cannot afford a generating set as alternative means of power supply. Therefore, the power sector reform programme which must give rise to competition in the market will definitely result in improving services, because every IPP will strive to improve its services in order that consumers will be willing to patronize it. This will also lead to greater responsiveness to consumer needs.

Reduced tariffs: Privatisation of the power industry can allow the management of privatized enterprises full freedom to realize their optimum potential. This will lead to more productive employment and economic growth. Therefore, an electricity industry would become more cost-effective when it is opened up to competition and accountable to market criteria (PHCN, 2010). A competitive electricity market is therefore capable of bringing about reduction in the tariff paid by consumers. In as much as every consumer needs

efficient and effective services, it must be at an affordable rate. Consequently, with many IPPs in place, the strategy of tariff reduction to a level that is quite affordable to everyone will be a re-occurring phenomenon among competing companies.

Transfer of technical manpower: Subsidiary companies that will compete in the power sector, which some of them must be foreign companies, have to come with their expatriates. These companies in a bid to set up their operational structure will impact knowledge and skill in areas of demand side management, power system protection and planning, voltage collapse and stability, cogeneration, etc to Nigerians through their foreign expatriates. This area of technology transfer, if well tapped by Nigerians, will go a long way in bridging the gap between the developed and developing nations in terms of technology advancement.

Employment opportunities: The power sector reform will in the long run create reasonable employment opportunities for Nigerians. This is because the companies that are expected to participate will look for both skilled and unskilled labour in the task of executing their businesses. It is expected that when the reform is fully implemented, many graduate engineers and technologists roaming the streets in search of unavailable jobs, will finally heave a sigh of relief as most of them will be absorbed by the emerging independent power producers.

Encouragement of research: Privatization brings about competition and allows management of privatized companies' full freedom to realize their optimum potentials. In order for any company to take a lead over the other, its products must be second to none. Such excellence in quality of products could only be achieved through research. With emerging power sector reform, other sources of renewable energy such as wind, solar and biomass are expected to be explored. For instance in the UK, prior to privatization of the electricity sector, coal and gas turbines were widely used. With privatization, research was conducted in combined heat and power plants. With the eventual success in research, generation companies rose from 10 to 32 while supply companies rose from 16 to 34 in 1990 because of new innovations in the field (see Ifey, 2006). Definitely, the new owners of the privatised PHCN will embark on research, motivated by a different set of imperatives as new rules, more professional standards; new performance criteria and better training emerge.

Challenges in government Power Sector Reform

Power sector reforms in a developing economy such as Nigeria pose great challenges not only to the government that initiated the programme but also to the populace who are the consumer of energy and to the new born PHCN, which parades itself as a better alternative to the moribund NEPA. These challenges according to Ato (2011) can be broadly classified into the following factors:

- Economic and social
- Technical
- Political and
- Environmental

Economic and social

It is no longer debatable that the primary aim of the power sector reform by the federal government is to enhance the efficiency of the nation's power industry as well as make energy affordable and available to consumers. This means generating more power to the national grid and re-activating most of the 'dead' units in the nation's power stations. In order to satisfy the demand of electricity by consumers, new power stations must be constructed by the federal government, the PHCN and the independent power producers (IPPs). Construction of new power stations and comprehensive maintenance of dysfunctional existing units are usually capital intensive. There is always a price to pay for constant power supply in our homes. This will definitely translate to more money being given out to the utility companies by end users since the former primary concern will be to make profit. This is evident from the research conducted by Hall (2000) as cited in Ato (2011) regarding a privatization programme in Hungary and the United Kingdom.

Technical

It is not just enough to generate power adequately without recourse to the strength of the existing transmission line capabilities as well as how the power could be used for the overall interest of both the PHCN and the consumers. The former emphasizes the need for transmission lines and substation re-enforcement and construction of additional transmission lines in order to ease evacuation of energy especially in areas where the IPPs cluster as result of proximity to energy sources. The latter calls for establishment of the demand side management (DSM) program by the PHCN. Demand-side management programs usually consist of the planning, implementing, and monitoring activities of electric utilities that are designed to encourage consumers to modify their level and pattern of electricity usage. Instead of building new power plants to respond to increasing customer demand, electricity producers can also endeavour to minimize their customer's demand for power by offering special programs for homeowners, businesses, institutions and industry. To determine the success of such programs, the costs and benefits of DSM opportunities should be directly compared with the costs and benefits of building new power plants and transmission lines.

Political issues

There is a need of creating and ensuring level playing fields for all stakeholders in the emerging power sector reform if the desired objectives are to be achieved. By the reform programme, it is expected that the power sector will open itself to key players within and outside the country. This means that the IPPs should expect a conducive political atmosphere before they can agree to invest their money. The majority of the IPPs would like to construct their plants within the Niger Delta area where sources of energy needed to run their plants are guaranteed. At present the hostile environment in the Niger Delta predicated by armed ethnic militia and youth restiveness will definitely scare intending power investors. This brings to fore the need to sustain the nation's democratic structures with the view of ensuring government policy stability. By so doing, the envisaged comprehensive national energy policy that will take care of conservation, storage, consumption, construction and distribution will be sustained when it becomes operational.

Environmental factors

The nature of power plants to be built in a given locality is dependent on the nature of the environment. For instance, a city which already has a cement industry and chemical industry may frown at hosting thermal power plants because of a high level of Carbon monoxide (CO) emissions. In order to guard against this scenario, the government must create the Environmental Inspection Agency (EIA) to monitor and regulate the extent of damage caused by pollution to the environment and the inhabitants. Again, the IPPs may be confronted by high compensation fees, and right of ways in their quest to erect a power plant in any given city. These high compensation fees may run into millions and can invariably discourage potential IPPs.

RESEARCH METHODOLOGY**Research Hypotheses**

H₀₁: Power sector reform through rebranding does not have significant effects on the quality of service delivery to customers in PHCN, Makurdi Business Unit.

H₀₂: Power sector reform has not significantly changed the attitude of the employees of PHCN to the customers of Makurdi Business Unit.

Participants

A survey design was adopted in this study since the study objectives rely on primary data to solve the research problems. The participants were therefore drawn from both the employees of PHCN, Makurdi business unit and customers (corporate and residential) within Makurdi metropolis who are the end users of the services of PHCN. 5 management staff comprising all the heads of department and 20 field workers comprising 10 marketers and 10 technicians were purposively drawn from PHCN, Makurdi business units to participate in the pilot study while 20 customers each comprising 10 corporate customers and 10 residential customers were also purposively drawn from each of the four major areas of the metropolis (Wurukum, High level, Wadata and North bank). On the whole, 5 management staff, 20 field workers, 40 corporate customers and 40 residential customers totaling 105 participants took part in the study. The geographical spread of customers and the category of participants drawn for the study was purposively done to allow adequate representation of the stakeholders involved in the issue under consideration.

Instruments

A 10 item close-ended 5- point Likert-scale questionnaire was used in collecting the primary data for the study. The instrument returned a Cronbach Alpha of 0.98 reliability test. The mean response test was conducted by summing the response scale values and dividing it by number of the response options ($15/5=3$). Therefore, values above 3 in each item of response indicate agreement while values below 3 in each item of response indicate disagreement. Cumulatively, for a 5-item per objective, 5-point Likert-scale used in this study, the mean benchmark for accepting or rejecting the null hypotheses will be 15 (i.e $3*5=15$) indicating that the null hypotheses should be accepted if the model mean is less than 15. The hypotheses were tested at 0.05 level of significance with the aid of SPSS.

Test of Hypotheses

Ho₁: Power sector reform through rebranding does not have significant effects on the quality of service delivery to customers by PHCN, Makurdi Business Unit.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OBJ1	105	5.00	21.00	10.3619	5.34776
Valid N (listwise)	105				

Source: SPSS

The descriptive statistic table in respect of hypothesis one shows that the model mean (MM) 10.3619 is less than the benchmark mean (BM) 15, indicating that the null hypothesis should be accepted. This means that the power sector reform does not have significant effects on the quality of service delivery to customers of PHCN, Makurdi business unit (MM 10.3619 < BM 15). The implication of this finding is that the power supply by PHCN is still relatively unstable; most customers are still billed on flat rate at the discretion of the service provider, faults are still not attended to promptly, low shading still persist around Makurdi metropolis, and unjust disconnection of customers from power supply is still a common daily experiences in Makurdi metropolis (**See appendix**). This finding contradicts the earlier assumptions of World Bank, (2008) and Eberhard, (2003) that, power reform is legendary as it will improve poor supply of electricity in Nigeria to high levels of power and revenue losses, both technical and non-technical; including better reliability and security of supply. The realities of the policy deliverables especially in Makurdi business unit therefore suggest vigorous adjustment or change in the implementation strategies for the reform policy to deliver on its mandates as most theories and experts perceived.

Ho₂: Power sector reform has not significantly changed the attitude of the employees of PHCN to the customers of Makurdi Business Unit.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OBJ2	105	5.00	25.00	11.6762	6.41137
Valid N (listwise)	105				

Source: SPSS

The descriptive statistic table in respect of hypothesis two shows that the model mean (MM) 11.6762 is less than the benchmark mean (BM) 15, indicating that the null hypothesis should be accepted. This means that the power sector reform has not significantly changed the attitude of the employee of PHCN to the customers of Makurdi business unit (MM 11.6762 < BM 15). This finding implies that staff of PHCN, Makurdi business units are not adequately supervised to ensure that customers are billed accurately; lateness, truancy and absenteeism are not adequately checked and culprits are not punished appropriately to serve as deterrent to others; customer care services has not improved; customer- marketer relationship is nothing near cordiality in Makurdi business unit; and information on tariff are never explicitly explained to customers even on demand by the customers in the business unit. **See appendix**. This therefore explains why the

hypothesis result shows that no significant attitudinal change has taken place in the behaviour of staff of PHCN in Makurdi business unit. This finding corroborate the opinions of Agba et al, (2009) and Ato (2011) that, policy implementation and the success thereof can only be achieved if the people saddled with the responsibility of implementing the policy demonstrates appropriate positive attitude towards it success. Attitudinal change to them is the core of any positive transformation. As the study reveals, this is completely lacking in the implementation of the power sector reform policy thus, suggesting training and re-training of the workers on attitudinal change for the reform policy objectives to be achieved.

CONCLUSION

Based on the findings of this study, the researcher concludes that power sector reforms have not had significant impact on the quality of service delivery by PHCN to its customers in Makurdi Business Unit. The policy deliverables are therefore not yet well delivered and good enough to match the high hopes raised in the consumers through the rebranding campaign.

Recommendations

In order to address the challenges associated with the reform policy as observed in the study, the following specific recommends are proffered:

- i. Attitudinal issues like lateness, absenteeism, truancy, rash treatment of customer, impatience to listen to customers complaints and unhealthy relationship with customers especially by marketers and customer care service staff should be seriously frowned at, and culprits be punished appropriately to serve as deterrent to others. This will go a long way to enhance rapid response to customer-related issues, improve/boost the quality image of PHCN and build confidence/trust on the minds of the customers.
- ii. More transformers should be procure and deplore to high population density areas to make power distribution more efficient and effective to end users. This will reduce the problem of low shading and overloading of units, thus minimize irregular power interruption that usually occur when units or lines are over loaded.
- iii. Pricing schemes to promote load management should be encouraged. Demand-driven pricing provides customers with an incentive to minimize their energy consumption during peak periods.
- iv. The billing system should be improved on by introducing the pre-paid metre and making it mandatory or a condition precedent before power can be supplied to any household or business premises. This will reduce cases of irregular billing that characterize the operation of the business unit over the years. Again, the introduction of a pre-paid metre will further go a long way to minimize the amount of bad and doubtful debt that is being owed the corporation by its customers as well as reduce the amount of supervision required to ensure that appropriate metre readings are taken by marketers for monthly billing.

- v. The consumers of energy must also come to terms with the fact that the rules have changed. They must be ready to pay for any amount of energy consumed since the utility companies are purely driven to make profit as well as to render good services.
- vi. Consumers of energy should be provided with a good education on the most efficient use of energy in order to maximize the benefits of using a pre-paid metre. This will fasten its acceptability by the energy end users.

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Appendix

QUESTIONNAIRE

Objective one: To find out whether the power sector reform through rebranding has any significant effect on the quality of service delivery to customers in Makurdi Business Unit.

S/N	Questions	SA	A	U	D	SD
1	Power sector reform has brought about relatively stable power supply in Makurdi		20	10	43	32
2	Customers are now charged or billed on accurate consumption as read from the metre and not discretionary or flat billing in Makurdi		10	12	31	52
3	There is prompt response to faults and customers' complaint by PHCN staff now than before in Makurdi metropolis	12	13	8	42	30
4	Low shading of power/distribution has drastically been minimized in Makurdi		12	10	31	52
5	Unjust disconnection are adequately checked in recent times than before in makurdi business unit		21	9	32	43

Source: Field survey, 2013

Key:SA(Strongly Agree), A(Agree), U(Undecided), D(Disagree), SD(Strongly Disagree)

Objective two: To ascertain the extent to which the power sector reform has significantly changed the attitude of the employees of PHCN to the customers of Makurdi Business Unit.

S/N	Questions	SA	A	U	D	SD
1	PHCN staff are adequately supervised to ensure that accurate readings for billing are taken from all customers in Makurdi	13	12	10	55	15
2	Lateness, truancy and absenteeism are adequately checked and culprits punished to serve as deterrent to other now than before	10	15	9	36	35
3	Customer care services have improved significantly in PHCN, Makurdi business unit	11	17	7	14	56
4	The customer-marketer relationship has become more cordial and positive in recent times in Makurdi business unit	11	14	10	43	27
5	Information on tariff increase are readily and politely explained by marketers to all customers as appropriate	8	7	20	14	56

Source: Field survey, 2013