STRATEGIC MARKETING PRACTICES AND NON- FINANCIAL PERFORMANCE OF SELECTED MANUFACTURING FIRMS IN LAGOS STATE, NIGERIA

Idris Adegboyega Onikoyi , PhD, FCA.
Department of Entrepreneurial Studies, Faculty of Management Sciences,
Osun State University, Osogbo, Osun State, Nigeria.
dr.adegboyega@gmail.com

Solomon Toyin Olaniyan, PhD
Department of Human Resources Management, Faculty of Management Sciences,
Osun State University, Osogbo, Osun State, Nigeria.

Johnson Oladimeji Adenuga
Department of Business Administration,, Faculty of Management Sciences,
Osun State University, Osogbo, Osun State, Nigeria.
testy4real1@yahoo.com

Opeyemi Jumoke Zubair
Business Administration and Management
Federal Polytechnics Ede, Osun State, Nigeria
tolulope2003@gmail

ABSTRACT: *Manufacturing companies in Lagos State has been experiencing unprecedented challenges in the globalized working surroundings that result in organisation recording low business turnover which is leading to the closure of the companies or relocating to neighboring African Country. The study, therefore, seeks to examine the strategic marketing practices and non-financial performance of selected manufacturing firms in Lagos State. A descriptive research design was adopted. The population of the study was fifty – six (56) manufacturing companies in Lagos State, out of which five (5) manufacturing companies that were strictly into food and beverages, who have reputation for making products of the best quality were selected. Each of the five (5) companies selected, an average of twenty (20) that has information to provide was used except Unilever Nigeria plc that has total numbers of twenty-one (21) staff in strategic position giving the total number of one hundred and one (101), consisting strategic managers and subordinates of food and beverages companies were used as sample size. The study hence employed the purposive sampling technique to arrive at tenable sample size. Multiple Regression and Correlation Analysis were used to analyse the data obtained. Findings show that there was a positive relationship between strategic marketing practices and the performance of selected manufacturing companies in Lagos State. Furthermore, with variables statistically significant at 95% confidence limit and sig 0.000, meaning that there was a significant correlation between the environmental scanning and business expansion of manufacturing companies in Lagos State and with R^2 value = (0.505), segmentation strategy has an impact on business expansion in the selected firms. Therefore, the study recommended that manufacturing companies should have a clear understanding of both the internal and external environments through constant monitoring and evaluation of the environment. Also, manufacturing companies are expected to focus on their segmentation marketing strategy activities.*

KEYWORDS: strategic marketing, non-financial, performance, manufacturing companies

INTRODUCTION

Quickly changing modern, dynamic business domain makes it even more difficult for organizations in the market to conduct their activities. The organization faces even greater requirements and is forced to be active (Brews & Purohit, 2007). It can be noticed that the increase in the degree of strategic practices correlates positively with the increase of environmental instability (Brews & Purohit, 2007). However, Aremu and Lawal (2012) opined that strategy is a style of resource allocation of decisions made throughout the organization. They also asserted that strategy means how the use and skills of sales channels are the study of the market, the climate, consumer purchasing behavior, and competitive practices. Presently, the business organization developed and implement effective marketing strategies that can create more value for its customers. Marketing is one of the major factors that give an edge over the competition, as a result, it is expedient for every organization to have good marketing knowledge. Brand positioning and operations rely on analytical and effective strategic planning for success and delivery (Chicagoexec, 2011). Moreover, for any company to succeed in this dynamic climate, it is important to pursue aggressive strategic marketing to attract new clients by fulfilling their expectations and preferences. To ensure sustainability and viability in this competitive marketplace, Anabila and Awunyo (2012) have further developed that companies could often reevaluate their market strategies. Previously, contrasted with what it has today in the corporate setting, marketing was overlooked and not too violent (Akinyele, 2010).

There is no gain saying that there is a link between strategic marketing practices and organizational performance. But the problem of evaluating the factors influencing strategic marketing on the performance of manufacturing companies still exists. Though past literature has focused on different factors that may influence the performance of an organization, these include neglect of the relevance of strategic marketing by manufacturing companies, inadequate funding, attitudes of marketing executives, general environmental uncertainties brought about by changes in the legal environment, political, cultural, technological, demographic, competitive and international environments, which leading to high rate of unemployment in the country (Agbonifoh & Iyayi, 1999). Despite all the variables listed by the researchers above, manufacturing companies are still facing certain problems. The numbers of Manufacturing companies that have moved to other African Countries, underperforming, or closing down businesses are increasing in the manufacturing firms. The harsh turbulent operating environment and increasing competitive environment continues to prevail in Lagos State. The sector has been experiencing unprecedented challenges in the globalized operating environment. In light of the above, manufacturing firms are recoding low business turnover which is leading to the closure of the companies.

Extant studies on strategic marketing activities in Nigeria primarily based on marketing issues and the success of selected small and medium enterprises (SMEs) in the Southern Senatorial Region, assessment of marketing initiatives conducted as a multinational organization in Nigeria by Coca Cola Group and strategic consumer orientation and organizational effectiveness of food and beverages firms. Many existing studies focused only on financial performance. However, this study identifies that there is little work on the literature that links strategic marketing with non-

financial performance in Lagos State, Nigeria. Consequently, it is evidence that non-financial organisational performance is yet to be heavily researched in Lagos State. Therefore, this makes the authors adopt this model to establish the relationship between environmental scanning and business expansion as well as the impact of segmentation strategy on business expansion of manufacturing companies in Lagos State regarding food and beverages manufacturing companies, such that manufacturing companies can implement research findings for survival and increased companies' success.

The Study's Objectives

The broad objective is to explore the strategic marketing practices on non-financial performance of selected manufacturing companies in Lagos State, while specific objectives are to:

i.   establish the relationship between environmental scanning and business expansion of manufacturing companies in Lagos State;

ii.   examine the impact of segmentation strategy on business expansion of manufacturing companies in Lagos State.

LITERATURE REVIEW

The Concept of Strategic Marketing

Osuagwu (2004) explained strategic marketing with a shared vision of the future as a systematic attempt to generate a simple tool for determining and direct what a company is, what it does and how it does it. In this respect, Wright (2005) postulated that an all-embracing, versatile, and resilient technique is strategic messaging. It called on marketing managers to make sure a sustained strategic edge for the company while advocating a methodical dimension to planning and strategy formulations. Strategic marketing is also used by Owomoyela, Oyeniyi, and Ola (2013) as a means of delivering premium goods that suit consumer expectations, ensuring competitive pricing, and participating in broader dissemination and promoting it with a successful promotion campaign. Waweru (2011) claimed that to achieve a comparative edge, strategic marketing struggles with the course and scale of the long-term operations carried out by the company. An enterprise wanted to create solid plans that aid in best comprehend the environment, avoid risks, by being more sufficient to fulfilling in shifting circumstances. Porter (1980) and Roger (1995) claimed that strategy helps organizations to place themselves in markets, to introduce vision to the moment, to identify clear priorities, to guide tangible means, and to make the task easier. Strategic marketing is a collection of several processes that influence or lead executives to achieve certain preferred marketing positioning in the long-term (Ferrell & Lucas, 1989). Various authors like Uggla (2015) consider strategy as the interface between the company and the atmosphere, in comparison to what was said. However, strategic marketing is used as the management method based on the meanings specified and from the experiment and what is affected, involving the research, development, and assessment of strategies that will allow an organization to accomplish its objectives by establishing and sustaining a strategic match between its competitive advantages to against challenges emanating from its setting.

Environmental Scanning

Environmental Screening is a continuous study of an organization's internally and outside atmosphere to identify benefits, risks, patterns, vulnerabilities, and strengths that can influence the firm's present and potential plans (Hitesh, 2019). Prachi (2015) concluded that environmental mapping is the selection, use as well as surveillance of the internally and externally climate of the organization to find possible risks to its long term plans. Thus for firms of any scale, it is an incredibly critical type of risk. In contrast to the monitoring of a particular or limited field or goal, environmental screening reflects a broad-based strategy. It's a critical way of allowing executives to prepare the potential operations of the company.

This facilitated the signs of future environmental changes. The improvements that are already occurring are also observed. In general, unclear, missing, or unassociated details and knowledge is exposed. This provides a systematic and segments and sub of the atmosphere. It was thus, alluded to as an environmental X-ray. Environmental instability, ambiguity, and inventiveness are experiments that analyze environmental patterns. It was the foundation of the study of the world. It was generally achieved since there was a high degree of misunderstanding in the atmosphere. It remained an evolving mechanism that helps to determine the long-term strategic approach consistent with potential market situations (Bhim, 2016). The scanning method should be consistent with the background of the company. For a secure environment, however, a scanning device designed for a dynamic environment could be unacceptable. For environmental screening, many companies even use specialized tools and the web (Bhim, 2016).

Types of Environmental Scanning

Centralized scanning

As unique environmental factors were examined, the centralized screening took place. Through this, the significant elements that were expected to have a significant influence on the enterprise were evaluated. For instance, it was called centralized scanning if socioeconomic situations were just experiments. (Bhim, 2016).

Comprehensive Scanning

Comprehensive scanning occurred when all the components of the environment were analyzed in detailed

Significance of environmental scanning

Environmental scanning has played a major part in the company's sales operation. There are several advantages associated with environmental research that has allowed businesses to remain healthy from company accidents and compete in the future (Hitesh, 2019)

1. The business will understand and appreciate the capabilities, resources present, and risks lingering around the market by undertaking situational scanning.

2. Environmental research helps businesses decide whether or not the services were used correctly, such as HR, financial means, etc. This facilitating reducing the waste of these valuable assets.

3.   Constant environmental research has allowed businesses to understand the organization's prospects and risks and to prepare and execute a strategic vision based on that knowledge. This allowed the business to remain competitive in the competition.

4.   The external analysis allows an understanding of rivals' market plans. This should draw inspiration from the tactics and then form the strategies accordingly so that they can compete continuously.

5.   In no small amount, data obtained from environmental scanning led to long-term marketing strategies.

6.   Environmental screening has helped organizations remain linked with clients. This could improve the customers' perceptions and include them in improved services.

Market Segmentation

The understanding market today has become a phenomenon that firms and industries spend millions of naira dollars to get this knowledge. It is proper, therefore, for us to ask the question: What is marketing? Many people can give different answers to this question. The answers are different because we have different ideas of the term market and besides, our jobs and background might limit the discourse to explicit terms. It might include demographics, socio-psychological description of purchases, number of units sold per year, and identification of user-groups (Julius & Micheal, 2004). In Nigeria, for example, when we talk of a market, many people think in terms of place: Onitsha Market, Ibadan Market, Lagos Market, Kano Market, or Kaduna Market. In doing this they are thinking of a market as a "locus" hence they identify it as a "place market" The assumption here is that market was a place where buyers and sellers meet for the transaction. At times we referred to the market as "Eke" or "Oye" or "Obo" "Fiongetok" or "Ojaoba" in some parts of Nigeria. This concept identifies a market by its name. Hence the "name market" concept (Julius &Micheal, 2004).

The sector has also been associated as a standardized commodity type. In other words, the yam business, the cement industry, the beer retail sector, or the market for vehicles. There are "product markets" belonging to a community that has bought a given type of goods in the past. The extensive network of the demand is defined by the more precise consumers of a small-class commodity. In reality, even within the micro commodity, a business can be defined somewhat by the branded version. For example, when we talk about the stout beer market, the market could be identified with "Guinness" or "Eagle" stout, in the case of Nigeria (Julius et al, 2004). Shortly, as the consumer has been defined by specific product category, sub-class or brand consumers, the scale of the marketplace, the geographical positions of buyers can be characterized: demographic classification of buyers, socio-psychological features, the explanation because goods are bought: who allows the sales revenue and what affects buyers when deals are done or how purchases are achieved. By definition, therefore, a market can be looked upon as a geographical area people, name, a generic class of products or brands of products (Julius et al, 2004).

The market segment is a category consisting of consumers, lumped together for commercial reasons, who possess one or more similar characteristics. Each consumer niche is specific, and to establish a targeted price for the product or service, advertisers use different parameters. Since thoroughly recognizing the desires, habits, ages, and personalities of the intended audience (Adam,

2020), sales representatives treat each segment differently. Market segmentation is a method of separating the whole population of the market into different significant segments related to marketing parameters such as characteristics (age, gender, etc.), psycho-graphics, (lifestyle, behavior), etc. In marketing, consumer segmentation describes a collection of homogeneous customers with common needs, resources & expectations that a business can leverage to better efficiently distribute its product/service (Arieez, 2019).

The Organisational Performance

The word performance of the firms is used in three successive pasts, current, and the future. In other terms, success may refer to something that has been done or something that is occurring now or actions that plan for new criteria. For instance, productivity is often assumed to be the overall performance measure, but it is not the ultimate performance measure. The performance of an organization is the calculation of normal or defined quality, sustainable development, and environmental sustainability metrics such as process, production, waste avoidance, and comply with regulations.

One of the big market problems has been that some companies have flourished and others have struggled. The most critical concern for each company, whether profit or non-profit, was organizational efficiency. nIn order for management to adopt reasonable steps to implement them, it was very essential for them to know which variables affect the efficiency of an enterprise. It was not, however, a simple job to describe, conceptualize, and evaluate performance. Authors have distinct perceptions and meanings of success among themselves, which continues a controversial topic among organizational scholars (Barney, 1997). According to Bhagwat and Sharma (2007), for instance, the output is equal to a certain programme or action's popular 3Es (economy, performance, and effectiveness). According to Daft (2000), however, organizational efficiency is the capacity of the company to accomplish its targets by utilizing capital appropriately and constructively. Quite similarly, organizational success was described by Tapanya (2004) and Ittner and Larcker (1996) as the organization's capacity to accomplish its mission and targets.

Non-financial measures usage and organizational performance

Companies are gradually introducing a new performance assessment approach to evaluate management performance and track non-financial indicators such as consumer and staff loyalty, consistency of goods/service, sales growth, competitiveness, and creativity, claiming that non-financial performance measurements are more forward-looking than conventional financial indicators. Explaining what they aren't is the best way to describe non-financial success metrics. Monetary values are not represented as non-financial Key Performance Indicators (KPIs). In other terms, monetary signals are never explicitly correlated with them. They concentrate on other market dimensions and are frequently trailing initiatives while lagging interventions are financial KPIs (Nayla & Ridzuan, 2014).

Theoretical Framework

Resource-Based Theory or View (RBV)

Birge Wenefeldt developed this theory in 1984. RBV is an interdisciplinary technique that represents a major change in thought (Smithee, 1999). It is multidisciplinary since it has been integrated within economics, ethics, law, accounting, marketing, operations management, and general business disciplines. (2013, Hunt). RBV relies on the internal capital of companies as a way of coordinating operations and reaching competitiveness. RBV offers an incentive for a company over its competitors to gain profitable opportunities. In turn, the competitive advantages would allow the business to maintain a comfortable profit. RBV indicates that since they have varying resource combinations, the business should provide different tactics, and thus draws on management emphasis on the internal resources of the corporation in an attempt to recognize those tools, capabilities, and competencies with the ability to have a dominant competitive edge. The advocates of this principle claim that, regardless of searching at the global world for it, companies could search within the business to find the tools of competitive strength (Ovidijus, (2013).

The RBV strategy considers that businesses with outstanding processes and processes are attractive not because they indulge in competitive acquisitions that can discourage entrants and boost profits above long-term costs, but since they have significantly lower costs or deliver dramatically better efficiency or product output. This strategy reflects on the profits gained by the owners of limited company-specific capital instead of the commercial gains from the placement of the marketplace. Competitive strength resides' upward 'of the demand for goods and rests on the peculiar and nearly impossible resources of the business. Thus, what a corporation can do is not only a function of the possibilities it faces; it also relies on the tools that the enterprise can manage. Learned, Edmund, Christansen, Roland, Andrews, Kanneth, Guth and Williaam, (1969) suggested that the capacity to identify or establish a genuinely unique skill is the main central concern of an organization or even its potential growth.

Empirical framework

In the Cross (2018) report, the magnitude under which the commodity strategy increases the sales revenue of the Nigeria Bottling Company in Kaduna State is analyzed and the magnitude to which the advertising strategy affects the inventory levels of the Nigeria Bottling Company in Kaduna State. Other scholars' observational studies were consulted. At 5 percent error tolerance and 95 percent degree of independence, a sample size of 245 was generated from a population of 635. The theory was evaluated using the correlation matrix. The results showed that there is no significant correlation between product strategy and profit level in the Nigeria Bottling Company, Kaduna, and there is also no significant correlation in the Nigerian Bottling company between advertising strategy and sales value.

Bintu (2017) also discussed the impact of the marketing mix approach on small-scale business success in Maiduguri Metropolitan, Borno State, Nigeria. Main and secondary methods were used to gather the results. Stratified sampling methods were used to divide respondents into three main retail outlets, services rendered, and repair and manufacturing market sectors. To evaluate the theory, multiple regression analysis was used. In terms of profitability, growing market share, customer loyalty, market growth, the study showed that product strategy success influences company performance. The analysis then established that the marketing strategy's relevance, no matter how small the enterprise might be, depends proportionately on its success and goes with the marketing strategy incorporated.

In their report, Ardjouman and Asma (2015) explored the relevant marketing management techniques influencing the success of Cote d'Ivoire's SMEs. The thesis followed a research style that was exploratory and descriptive. Data was gathered using a standardized questionnaire to capture the understanding and awareness of technology acceptance and usage by respondents in SMEs in the city of Abidjan. This research involved 50 senior executives, 50 middle-level administrators, and 100 staff in the city of Abidjan. By using stratified and basic random sampling methods, the sample collection was performed. Stratified sampling methods were used to ensure that the various sub-groups of small and medium-sized companies were proportionally distributed and their demographics provided. The study showed that globalization variables and macro initiatives for small and medium-sized companies, such as subsidies, regulatory and policy problems, and logistics, had a very significant influence on marketing management initiatives and SME systems.

Njoroge (2015) surveyed in Matuu city, Machakos Country, Kenya, to assess the effect of marketing strategies on the success of SMEs companies. The study employed a descriptive research method and all the small and medium businesses in Matuu city, Machakos Country, constituted the target population. Data were obtained using a semi-structured questionnaire that using basic randomly and stratified sampling methods, was distributed to the employers and shareholders of 86 SMEs as the sample size. Using informative and inferential statistics, the data obtained were analyzed using the SPSS. The study showed that marketing campaigns for consumer relationships and technology-based marketing strategies have a positive-negative effect on the performance of SMEs in Matuu town, while creative marketing strategies have a substantial negative positive impact on the performance of SMEs in Matuu town.

The effect of the marketing strategy on business results was investigated by Gbolagade, Adesola, and Oyewale (2013), with specific regard to the selected SMEs in the Oluyole local government area of Ibadan. In this analysis, the survey test design approach was used to gather data from one hundred and three (103) respondents using a self-design questionnaire. A close-ended questionnaire that was developed by the authors is the instrument used in this analysis. For the study of the data with the help of SPSS version 20, the correlation coefficient and multiple regression analysis were used. Their findings revealed that product consideration in terms of revenue, market share, return on investment, growth, etc. has an impact on company results. It was established that consists of the goods should be produced by SME operators: charging reasonable prices, positioning accordingly, using an appealing product kit.

METHODOLOGY

The study utilized a descriptive research design, which builds a relationship between strategic marketing practices and the non-financial performance of selected manufacturing companies in Lagos State. The population of the study consisted of the entire manufacturing companies in Lagos State. It was estimated that over 56 manufacturing companies in Lagos State are in operations as at the time of this investigation (source: lagoslink.com/manufacturingcompanies-lagos-top-10, 2019) out of which five (5) top food and beverages manufacturing companies which have reputation for making products of good quality and are largest in Lagos and Nigeria as far as food and beverages are a concern. Each of the five (5) companies selected, an average of twenty (20) staffs that have information's to provide in respect of strategic marketing practices were selected except Unilever Nigeria Plc that has total numbers of twenty-one (21) staff in strategic position giving the total number of one hundred and one (101). The selection involves, Director Human Resources, Director Quality Control, Director Production, Director Research & Development, Director Finance, Director Marketing, General Manager Manufacturing (Staff responsibility or Personnel), Manager Personnel (Works), Personnel Officers (Supervisors) and Personnel assistants (Workers) of the five (5) sampled manufacturing companies and all their assistances were used, which include: Nestle Nigeria Plc, Unilever Nigeria Plc, Cadbury Nigeria Plc, Promasidor Quality Food Products, and UAC Foods.

Purposive sampling technique was used in this study because of the respondent's level of understanding of the subject matter to research. Data was sourced from both the primary and secondary. The primary source includes administering questionnaires which comprise of embodied structured questions which were hand-delivered with a cover letter to elicit sample responses. Data collected was analyzed using descriptive statistics, Pearson Correlation, and multiple regression.

RESULTS AND DISCUSSION

Table 1 reflects the demographic information of the respondents used in this study.

Table 1: Demographic Profile of the Respondents

Gender	Frequency	Percentage (%)
Male	71	70.3
Female	30	29.7
Total	101	100.0
Age of Respondents	**Frequency**	**Percentage (%)**
20-29 years	13	12.9
30-39 years	41	40.6
40-49 years	44	43.6
50-59 years	3	3.0
Total	**101**	100.0
Marital Status of Respondents	**Frequency**	**Percentage (%)**
Single	12	11.9
Married	84	83.2
Divorced/Separated	5	5.0
Total	101	100.0
Education Qualification of the Respondents	**Frequency**	**Percentage (%)**
HND	28	27.7
Bachelor's Degree	44	43.6
Master's Degree	29	28.7
Total	101	100.0
Department / Unit of the Respondents	**Frequency**	**Percentage (%)**
Corporate planning	23	22.8
Commercial department	34	33.7
Marketing department	44	43.6
Total	101	100.0

Source: Researcher computation, (2020).

Table 1 depicts **the** demographic profile of the respondents. Having sampled one hundred and one respondents, 71 respondents representing 70.3% were male and 30 respondents representing 29.7% were female. meaning that male is more than their female counterparts. 13 respondents representing 12.9% age fell within 20-29 years, 41 respondents representing 40.6% age fell between 30-39 years, 44 respondents representing 43.3% age fell within 40-49 years and 3 respondents representing 3.0% ages fell between 50-59 years. This infers that the survey covered respondents between the ages of 40 – 49 years and 30 – 39 years. 84 respondents representing 83.2% were married, 12 respondents representing 11.9% were single and 5 respondents representing 5.0% were separated or divorced. This implies that most of the respondents covered in this study were married. 28 respondents representing 27.7% had HND certificate, about 44 respondents representing 43.6% attained B.Sc., degree, and 29 respondents representing 28.7% attained a Master's degree. This implies that the respondents were educated in which they attained either of the educational certificates. Finally, about 23 respondents representing 22.8% serve in

the corporate planning unit. 34 respondents representing 33.7% were serving in the commercial department and 44 respondents representing 43.6% were serving in the marketing department. It shows that most of the respondents covered in this study were the marketing department unit.

Test of Hypothesis
Hypothesis One: There is no significant relationship between environmental scanning and business expansion of manufacturing companies in Lagos State.

Table 2: Correlations Analysis measuring the relationship between Business Expansion and Environmental Scanning

		(1)	(2)	(3)	(4)	(5)	(6)
Business Expansion	Pearson Correlation	1	.185	.357**	.733**	.630**	.548**
	Sig. (2-tailed)		.065	.000	.000	.000	.000
	N	101	101	101	101	101	101
Environmental scanning has increase our organisation opportunities to expand the firm's products and or market. (1)	Pearson Correlation	.185	1	.340**	.218*	.005	.098
	Sig. (2-tailed)	.065		.001	.028	.960	.331
	N	101	101	101	101	101	101
Sustainable competitive advantage and position has been achieved as a result of environmental scanning. (2)	Pearson Correlation	.357**	.340**	1	.239*	.151	.209*
	Sig. (2-tailed)	.000	.001		.016	.131	.036
	N	101	101	101	101	101	101
Constant analysis of the environment helps our organisation to influence both external and internal factors in implementation of strategic marketing policies. (3)	Pearson Correlation	.733**	.218*	.239*	1	.545**	.488**
	Sig. (2-tailed)	.000	.028	.016		.000	.000
	N	101	101	101	101	101	101
Environmental scanning has made it easy for my organisation to identify potential customers (4)	Pearson Correlation	.630**	.005	.151	.545**	1	.448**
	Sig. (2-tailed)	.000	.960	.131	.000		.000
	N	101	101	101	101	101	101
The firm has been able to identify early environmental changes (Political, Economical, Social, Technological, Ecological Legal etc) that could impact its operations through environmental scanning. (5)	Pearson Correlation	.548**	.098	.209*	.488**	.448**	1
	Sig. (2-tailed)	.000	.331	.036	.000	.000	
	N	101	101	101	101	101	101
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Field Survey, (2020).

As shown in Table 2 Business expansion shows a significant positive relationship with Environmental scanning. Environmental scanning increases organisation opportunities to expand the firm's products and or market has a correlation value of .185 with Business expansion. Sustainable competitive advantage and position are achieved to have a correlation value of .357. Constant analysis of the environment helps organisation to influence both external and internal factors has a correlation value of .733. Environmental scanning makes it easy for organisation to identify potential customers has a correlation value of .630. While, the firm has been able to identify early environmental changes (Political, Economic, Social, Technological, and Legal) that has the correlation value of .548. Table 2 depicts the variables measured by environmental scanning that has a positive relationship with business expansion. The variables were statistically significant at 95% confidence limit and sig 0.000. Meaning that there is a significant correlation between the environmental scanning and business expansion, (about 18.5% Organisation opportunities to expand products or market, 35.7% Sustainable competitive advantage and position, 73.3% Constant analysis help influence both external and internal factors, 63.0% Easy to identify potential customers, 54.8%, Firm identifying early environmental changes) this means that there is a positive correlation between environmental scanning and business expansion. The results were statistically significant at sig = 0.05 and 0.01. The null hypothesis is rejected. Therefore, the study concludes that there is a significant relationship between environmental scanning and business expansion in the selected organisation.

Hypothesis Two: There is no significant impact of segmentation strategy on the expansion of manufacturing companies in Lagos State.

Table 3: Summary of the Multiple Regression Analysis

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.710[a]	.505	.479	.823

*p<0.05 a. Predictors: (Constant), Marketing Strategies

The model summary Table 3 gives R^2 value = (0.505). This shows that Marketing Strategies has a positive impact on business expansion. Thus, this model is predicting 51% of the variance in strategies pooling all motivating factors together simultaneously; meaning that 51% of the variance in business expansion can be predicted from the various marketing strategy captured in the model from the selected area.

Table 3.1: Model Summary of Multiple Regression Analysis

Model	Sum of Square	df	Mean Square	F	Sig
Regression	65,506	5	13.101	19.363	.000[b]
Residual	64,277	95	.677		
Total	129.782	100			

*p<0.05 a. Dependent Variable: (Business Expansion).

Table 3.1 shows that Marketing strategies variables used are significantly predicted the level of business expansion, F (5, 100) = 19.363, p < 0.05 **F** – statistical indicates that the overall regression model is highly statistically significant in terms of its goodness of fit since the value of F_{tab} (5,

100) > F_{cal} (19.363). Therefore, the null hypothesis is rejected. The study concludes that there is a significant positive impact of marketing strategy on business expansion.

Table 3.2 Contribution of each Predictors Business Expansion variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.737	.600		1.228	.222
	Targeted groups of potentials customers	.088	.102	.041	.864	.030
	Market segmentation unit specification	-.029	.092	.031	-.312	.036
	Deliver the right products to target market.	.687	.103	.647	6.655	.000
	Market segmentation is an effective strategy and channels for delivering goods to the right customers at the right time and in the right place.	-.055	.093	.055	-.591	.016

Table 3.2 Contribution of each Predictor on Marketing Strategy variables.
Source: Author's Computation using SPSS 20.0, (2020).

Table 3.2 shows the contribution of each of the predictors. In this case, delivering the right products to the target market. has the most influence on business expansion (contributed with Beta = .647, $p < .05$ and t-value = 6.655. The contribution is statistically significant to business expansion. Market segmentation is an effective strategy and channel of delivering goods to the right customers at the right time and the right place contributes with Beta = .055, $p < 0.5$, and t- value = .591. The contribution is not statistically significant to business expansion. Targeted groups of potentials customers contributed with Beta = .041, $p > .05$ and t-value = .864. The contribution is not statistically significant to business expansion. Market segmentation unit specification contributed with Beta = .031, $p > .05$ and t-value = .312. The contribution is not statistically significant to business expansion. Hence, the null hypothesis is rejected and the study concludes that segmentation strategy has an impact on business expansion in the selected company.

CONCLUSION AND RECOMMENDATIONS

An integral aspect of an organization is the formation of effective strategic marketing. Strategic marketing, centered on the wishes and expectations of its consumers, including clients, staff, partners, and competitors, establishes the use of the industry's tools and strategies to accomplish its unique marketing goals. Usually, strategic marketing is built on three (3) components: selecting a target demographic, establishing a market approach, and designing an environmental analysis marketing blend.

Thus, having empirically examined the impact of strategic marketing practices and non-financial performance of selected manufacturing companies in Lagos State and in line with the findings of this study, it is, therefore, concluded that strategic marketing practices are very relevant to the performance of manufacturing companies in Lagos State, as it helps companies to achieve their

set objectives effectively and efficiently and thus, provided the much-needed guide for manufacturing companies in Lagos State and country to perform more effectively. Nevertheless, there is sufficient evidence to show that environmental changes such as Political, Economical, Social, Technological, Ecological, Legal, etc., sources of financing, government regulation or policies, and community's tax rate significantly affect strategic marketing practices of manufacturing companies in Lagos State. The core aspect of the environmental changes, such as Political, Economical, Social, Technological, Ecological Legal, etc. exhibits the most statistically significant effects while environmental uncertainties such as community's tax rates, implementation of marketing policies and strategies, and fund inadequacy exhibit the least impact. This conclusion supports studies like; Bintu, (2017) and Njoroge (2015).

Based on the conclusion and findings, it was recommended that Manufacturing companies should have a clear understanding of the complexities of both the internal and external environments through constant monitoring and evaluation of the environment. Changes in the business landscape can present possibilities and challenges to the competitive growth of a company, and the organization can not avoid being stagnant. To: grow the enterprise, implement a differentiation plan that pushes the organization forward, enhance how it produces products/services, and establish new and current markets to deliver better offerings to its clients, it must constantly track its climate.

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