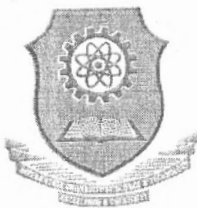




# **JOURNAL OF MARKETING DEVELOPMENT (JMD)**

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E-mail: [nwokah.gladson@ust.edu.ng](mailto:nwokah.gladson@ust.edu.ng)

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### Editor's message

I feel really pleased and honored and with great pleasure to launch this new journal. I welcome you to the Journal of Marketing Development (JMD). The JMD is a peer reviewed, open access, online and print journal for the enhancement of research in different areas of Marketing. The Journal aims at publishing highly readable and valuable researched papers.

There are a lot of challenges which the growing economies face in the realms of basic necessities in life. Marketing knowledge can play a very distinct role in bringing about this change. It is very important that different stakeholders unite and collaborate on issues which confront the society. One of the key objectives of research should be its usability and application. This journal attempts to document and spark a debate on the research focused on marketing development in context of emerging geographies. The sectors could range from education, energy, environment, health care, transport, shelter, manufacturing, logistics, supply chain and service areas. The key focus would however be the emerging sectors and research which discuss application and usability in societal or consumer context whether individual or industrial.

The first issue has been very carefully put together covering a range of issues in the domain of marketing development, marketing and competency planning and development, finance as well as new media development. The contributions have come in not only from academics but also from very renowned institutions and global industry groups as well.

We are more than happy to receive contributions for our next issue from academics, professionals, practitioners and postgraduate students to ensure the consistency and the success of the Journal. We welcome comments and suggestions that would advance the objectives of the Journal.

As the Editor of the Journal, I take this opportunity to express my sincere gratitude to authors who have chosen the JMD to disseminate their research. Further, I would like to thank members of editorial advisory board, members of editorial board, my secretary Mrs. S. B. Obenge and other supporting staff at the Department of Marketing, Rivers State University of Science and Technology. My sincere gratitude goes to the Vice Chancellor of the Rivers State University of Science and Technology for the opportunity to serve as the head of marketing department from where the idea to commence this noble project was built.

This volume and issue is dedicated to the memory of late **Dr. D. W. Maclayton**.

**Dr. N. Gladson Nwokah,**

Editor

Department of Marketing,

Faculty of Management Sciences,

Rivers State University of Science and Technology,

Port Harcourt.

[nwokah.gladson@ust.edu.ng](mailto:nwokah.gladson@ust.edu.ng)

+2348033129995

### **Editorial criteria**

The aim of this journal is to publish articles that enrich the practice of marketing development particularly in Sub-Sahara Africa while simultaneously making significant contributions to the advancement of the discipline. Preference is given to manuscripts that relate across marketing development in business, service industries, nations and economies. All articles appearing in the journal are double-blind refereed

It should be noted that research is not the only basis for an acceptable article. Case analyses, creative concepts and applications, book reviews, industry reviews, commentaries, and other thought-provoking manuscripts are encouraged. Particularly welcome are future-oriented manuscripts that offer marketers visions of development in the twenty-first century and practical road maps for getting there. Also encouraged are manuscripts that address interdisciplinary topics or approach "traditional" topics from an interdisciplinary perspective. Authors with papers intended for publication are expected to conform to the following guideline:

- 1 should be submitted electronically to the editor's email address [nwokah.gladson@ust.edu.ng](mailto:nwokah.gladson@ust.edu.ng)
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- 3 must have a structured abstract of not more than 200 words. Abstract should define the purpose of the study, approach/methodology, findings, implications and originality.
- 4 should have at least four keywords
- 5 not exceed 3000 words or 25 pages of double line spacing on A-4 paper. All margins should be 1 each or 2.5cm
- 6 words cited in the paper should follow the Harvard system of author's last name and year, and to be mentioned in appropriate places, for instance Josh (2009) for summarized sources, and Josh (2009, P.2) for direct quotation. At the end of the paper, the list of authors
- 7 all Tables and figures should be placed at the appropriate and not as index

### Notes on contributors

**Dr. Bright C. Opara** is an Associate Professor of International Marketing. He was the head of the Department of Marketing, Rivers State University of Science and Technology. His papers have appeared on both National and International Journals and Conference proceeding.

**Bello, Kamas Asola** is a Lecturer in the Department of Marketing, University of Ilorin.

**Abdulracheem, Mulikat** is also a Lecturer in the department of Marketing, University of Ilorin.

**Imouokhome, Ebun Omoniyi** is also a Lecturer in the Department of Marketing, University of Ilorin.

**Hamilton-Ibama, Edith-O Lolia** is an M.Sc. student in the Department of Marketing carrying out research in Interl Marketing and its influence ion Market Orientation.

**Gladson-Nwokah, Juliet** is a Lecturer in the Department of Marketing, Ken-Saro-Wiwa Polytechnic Bori.

**Ozum, Henry N.** holds a Ph.D in Marketing with emphasis in e-markēting and consumer behaviour.

**Igwe, Peace** is a Ph.D student and a Lecturer in the Department of Marketing, University of Port Harcourt.

**Akanbi, Shen-Usman Oladipo** is a Lecturer in the Department of Agricultural Economics, University of Ilorin.

**Mustapha, Yusuf Ismaila** holds a Ph.D in Marketing and a Lecturer in the University of Ilorin.

**Akinsanya, Damilola Omowunmi** is an M.Sc. student, Department of Business Administration University of Ilorin.

**Nduka, Chinedu** is a Lecturer in the Department of Marketing, Michael Okpara University of Agriculture, Umudike.

**Odia, E. O.** is a Lecturer in the Department of Business Administration, University of Benin, Edo State.

**Karibo Benaiah Bayshaw** is a Senior Lecturer in the Department of Management, Faculty of Management Sciences.

**Ikechi, Prince Obinna** is a Lecturer in the Department of Marketing, Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt. He wrote on how the attributes of packaging table water can influence the buying behaviour of consumers in Port Harcourt.

**Ateke, Brown Walter** is a Lecturer in the Department of Marketing, Faculty of Management Sciences, Rivers State University of Science and Technology. Nwiepe and Ateke researched on patronage of GSM service in Nigeria can be influenced by customer service management.

**Itieke-Idamieba Harry** is a Lecturer in the Department of Mass Communication, Faculty of Management Sciences, Rivers State University of Science and Technology. His paper revealed



how status conferral is a source of media functionality using the Olaumoke Orisaguma as celebrity model and brand ambassador as a case study.

**Dr. Isaac Zeb-Obipi** holds a Ph.D in Management, at a present he is an Associate Professor of Management. His paper discussed the performance report of competence planning in Nigeria organization.

**Poi, Elizabeth Ledisi** is a Postgraduate student in the Department of Marketing, Rivers State University of Science and Technology. Her paper focused on how service quality delivery can enhance cable television industry in Nigeria.

**Nwulu, Chinyere Stella** is a Lecturer in the Department of Marketing, Rivers State University of Science and Technology. Her paper described the roles multinational corporations has played to the under development of Nigeria economy.

**Kenneth C. Adiele and Miebaka D. Grend's** paper looked at the pragmatic approach of the predictors of domestic airline patronage in Nigeria. While Kenneth C. Adiele is a Lecturer in the Department of Marketing, Rivers State University of Science and Technology, Mr. Miebaka D. Grend is a Principal Lecturer in the Department of Marketing, Ken Saro-Wiwa Polytechnic, Bori.

**Harry Anga Jones** holds an M.Sc. degree in Accounting

Austin Ayodele Momodu holds a Ph.D in Econometrics and present he is an Associate Professor in the Department of Banking and Finance in the Rivers State University of Science and Technology, Port Harcourt.

**Worlu, R. E. K.** is an associate Professor of Marketing, Department of Business Management, College of Business and social Sciences, Covenant University, Ota

**Ogunnaike, O. O.** is a Lecturer in the Department of Business Management, College of Business and social Sciences, Covenant University, Ota.

**Aka, D. O.** is a Lecturer in the Department of Business Management, College of Business and social Sciences, Covenant University, Ota.

**Dada, J. A.** is a Lecturer in the Department of Business Management, College of Business and social Sciences, Covenant University, Ota.

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## CREATING A SERVICE MINDSET IN POLITICAL MARKETING: IMPERATIVES AND APPLICATIONS

<sup>1</sup> **WORLU R.E.K. (Ph.D)**, Tel:+234837048971, +2348171617417  
 Rowland.worlu@covenantuniversity.edu.ng <sup>2</sup> **OGUNNAIKE O.O. (Ph.D)**,  
 Tel:+2348077170991 olaleke.ogunnaike@covenantuniversity.edu.ng <sup>3</sup> **AKA D.O.**,  
 Tel:+2348065968833 deborah.aka@covenantuniversity.edu.ng  
<sup>4</sup> **DADA, J. A.**  
 Department of Business Management  
 College of Business and Social Sciences, Covenant University,  
 PMB 1023, Ota, Ogun State, Nigeria

### Abstract

*Political marketing is a marriage between marketing and political science. It studies politics from the supply side (political parties) and from the demand side (electorate). It is conceptualized as an intangible product (service). This means that political marketing is a service to the society, whether it is preceding election or after election (in governance). In this connection, a strategic framework known as the "service triangle" visually illustrates political marketing as a service. The triangle shows the three interlinked groups that combine to deliver service to the citizen customers (citizenry). These groups are political parties, electoral candidates, and electorates. The focus of this paper is to show how political parties and electorates can enforce a service mind-set among politicians, using the marketing program.*

**Keywords:** Electorate, citizenry, political parties, marketing, service.

### Introduction:

Creating a service mindset in politics and governance is the desire of democracy because voter apathy and cynicism are eliminated. Politics becomes interesting, and much talked about dividend of democracy becomes tenable if it benefits both the politicians and voters alike. Service delivery in this context of politics refers to the commitment of political parties and their candidates to fulfil campaign promises after winning elections. It is the process by which political parties respond to the needs of the electorate through their members in government. Service mindset refers to the consciousness of the politicians that voters' expectation must be met or that they are entitled to service delivery from the party/candidate in power. It also refers to party's feeling of an obligation to serve the voter-citizens. This means that service mindset resides in both the political party and the electorate. Thus, the focus of this paper is to demonstrate how political parties and candidates can create a service mindset in their members before and after winning elections.

### Conceptual Framework:

Service mindset is the product of a party's service culture derived from democracy. Democratic culture is people-centred. It is for this reason that Abraham Lincoln saw democracy as the government of the people, for the people and by the people. In other words, democratic culture is defined as the pattern of shared values and beliefs that give the members of a nation an identity, along with the rules for behaviour in such a nation (Worlu and Chidozie, 2013). Culture has been defined more informally as 'the way we do things around here'.

To understand at a personal level what democratic culture is, we think of our community. Our behaviour and the behaviours of others are no doubt influenced by the underlying values, norms and culture of the community. Experts have suggested that a voter and service-oriented political party will have at its heart a service culture. This is defined as a culture where an appreciation for good services exist, and where giving good service to internal market (party members and supporters) as well as ultimate or external market (citizens or electorate) is considered a natural way of life, and one of the most important norms by everyone. This definition has many implications for a political party behaviour. First, it presupposes that a service culture exists if there is an 'appreciation for good service'. Second, good service is given to internal market (party members) as well as external market (citizen-customers). Finally, in a service-oriented party, good service is a way of life, and it comes naturally because it is an important norm of the political party. Service culture is critical to the creation of a citizen-focused political party and had been identified as a source of competitive advantage among political parties.

**Mechanism for Ensuring a Service Mindset**

Ensuring a service mindset begins with developing a service culture which is sustained by the human resource and internal marketing practices in the political party. The model below shows the political marketing triangle in a service context.

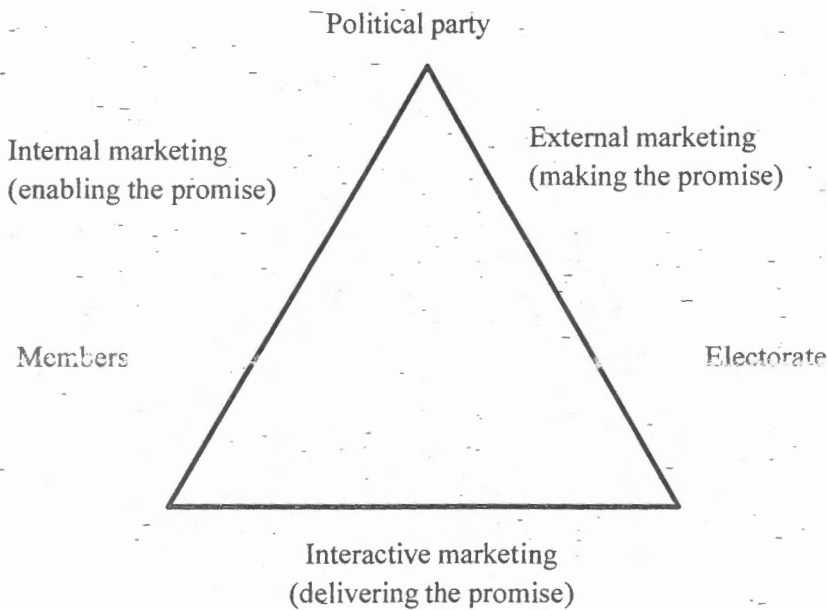


Figure 1.0: The Political Marketing Triangle

Political Marketing is about promises made and promises kept to electorate. A strategic framework known as the political marketing triangle visually illustrates the importance of people in the ability of political parties to keep their promises and succeed in building voter relationships. The triangle shows the three interlinked groups that work together to develop, promote and deliver services. These key players are labelled on the points of the triangle: the political party, the electorate and the party members. Party members can be the officers, candidates for elections, legislators, government functionaries, supporters or contractors, who actually deliver the party's services or programmes. Between these three points on the

triangle, three types of marketing must be successfully conducted for a service to succeed. These are external marketing, interactive marketing and internal marketing. On the right side of the triangle are the external marketing efforts that the party engaged in to develop its voters' expectations by making promises (manifestoes) to electorate regarding what is to be delivered if it wins elections. Anything or anyone that communicates to the electorate before service delivery can be viewed as part of this external marketing functions. But external marketing is just the beginning for political marketers: promises made must be kept. On the bottom of the triangle is what has been termed interactive marketing or real-time marketing. Here is where promises are kept or broken by the party's representatives in government. They may be governors, legislators, government functionaries, contractors, etc. Those people representing the party are critical at this juncture. If promises are not kept, electorate become dissatisfied and eventually switch allegiance to other parties. The left side of the triangle is suggestive of the critical role played by internal marketing. Party management engages in some activities to aid the providers of service in their ability to deliver on the service promised. These activities are recruiting (primaries or internal elections), training, motivating, sponsorship (fundraising), campaigns for candidates, etc. Unless the party agents or representatives are able and willing to deliver on the promises made, the party will not be successful, and the services triangle of political marketing will collapse.

It is important to note that all three sides of the triangle are essential to complete the whole, and the sides of the triangle should be aligned. That is, what is promised through external marketing should be the same as what is delivered and the enabling activities inside the organization should be aligned with what is expected of service providers (i.e. political party or government). Strategies for aligning the triangle, particularly strategies associated with internal marketing, are the focus of this paper because that is how and where service mindset is created.

### **Implications of Political Marketing Triangle for Service Delivery**

The basic message of the political marketing triangle is that quality service delivery can be achieved through the tripartite role of the political party, party membership and the electorate (i.e. citizen-consumers).

#### *The Political Party*

The political party (leadership) creates the enabling environment by developing the appropriate procedure that enable service delivery. The party also engages in the activities of membership drive, training and orientation, motivating, rewarding and providing equipment and technology.

#### *Party Membership*

The voter-contact members (party candidates, MPs, government functionaries) should know that as far as the citizens or electorate are concerned:

They are the service

They are the political party in the voter's eyes

They are the brand

They are the marketers

They should strive to identify the needs of the electorate

Because the citizen-contact members represent the political party and can directly influence voter or citizen satisfaction, they perform the role of marketers. They physically embody the product and are walking billboards from a promotional standpoint. In all of these, the members should show empathy. Empathy implies that members will pay attention, listen,

adapt and be flexible in delivering what individual constituents (or constituency) needs. They should also be able to effectively communicate the procedure to the constituents.

### *The Electorate*

Citizen-consumers' (voter) input can affect the political party's ability to deliver service. Such inputs can take any of the following forms:

Explain clearly what he wants the voter-contact members of the party to do.

Give proper information that will facilitate the service

Try to cooperate with the party representatives

Seek to understand the procedure associated with the service

Try to be friendly (not antagonistic) to the party representative in government

Establish a rapport with the party representatives for future service

Be courteous to the party members.

### **Theoretical Framework:**

#### **Relationship Marketing**

Relationship marketing provides the necessary framework for this paper. According to Gronroos (2009) relationship marketing can be defined as the goal of establishing, maintain and enhancing mutual relationship between the individual customer and other parties so that the objectives of the parties involved are met at a profit to the organization. In essence, relationship marketing is an applied synergistic approach used for promoting relationships and mutual benefits among parties involved in an organization. In a similar vein, Yaghoubi, Doaee, Ardalan (2011) agree that relationship marketing is a marketing approach is used for creating and sustaining a satisfactory Interactive linkage between the firm and the customers. Thus, relationship marketing is an approach used to promote effective communication and collaboration between the firm and the customers.

In a nutshell, relationship marketing primarily focuses on effective communication and collaboration. Ibidunni (2012) more briefly defines relationship marketing as a process which involves creating maintaining, and enhancing strong relationship with customers and other stakeholders within and outside ones enterprise. In other words, the stakeholders of an organization are so important to the companies for them to have good and long-term relationship with them. Similarly, Aka, Kehinde and Ogunnaike (2016) maintained that relationship marketing is an organization process for building and enhancing the long-term relationship with customers and other stakeholders or partners for mutual benefit. Organizations can explore relationship marketing in their marketing activities.

#### **Political Relationship Marketing**

Relationship marketing has received wide attention and attendant scholarly write-ups from different scholars especially in commercial organisations. The nature and extent to which business to business markets interacts with their stakeholders was first brought to the fore by Gronroos(1990). Vargo and Lusch (2004) later extended its applications to the new service dominant logic of marketing.

Norris and Inglehart (2004) in the study of political marketing emphasize the need for permanent campaign. This claim is anchored on the fact that political communication does not end on the day of elections. In other words, political communication begins before, during and after election and must also continue into the period of governance. This position

suggests that relationship marketing paradigm is apt for the manifestations and practices of political marketing.

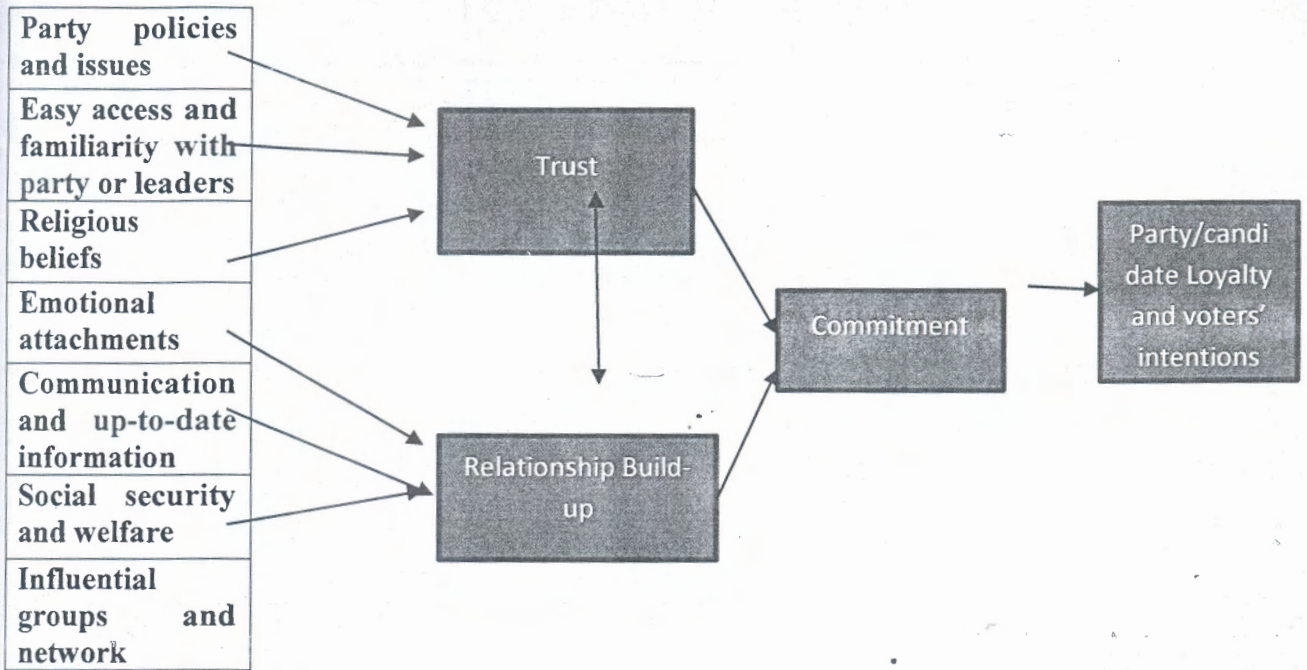
However, in spite of the popularity and increased focus on the relationship marketing and its applications in commercial exchanges, very limited scholars in political marketing have given it the necessary required attention. However, scholars like Bannon, 2005; Henneberg and O'Shaughnessy (2009) believe that relationship marketing has the potential to influence political marketing on two levels:

First, at the micro-level, the focus is on interaction and exchange relationships between the political actor and individual stakeholders. It must be noted that the extent to which the candidates or political party manages relationships with individual stakeholders at the micro-level is a matter of priority. The party, as a result of scarce resources perhaps, may decide to segment the electoral market based on their level of attractiveness as well as the compatibility of the segments with the political ideology of the party. Although Henneberg and Ormrod (2013) focus on the relationships between the electorate and the party in their discussion of micro-level issues but it has been observed that the concept of political relationship marketing can also be applied to stakeholders in general.

Second, the macro-level with its attention on the wider and dynamic interactions among relationship-based approach as well as the structural and systemic nature of the political marketplace. At this level, the attention of Political relationship marketing is basically associated with short-term focus on popular offerings at election time, or a more long-term building of relationships with key stakeholder groups as a result of the dynamic interaction between the political actor and the political system. Henneberg (2006) argue that the two approaches can coexist within a political system but the degree of relationship intensity may differ. Electoral cycle and the socio-economic developments over time have been identified as some of the factors that could influence the degree of relationship intensity adopted by a political party per time.

Ogunbiyi and Inyang (2015) further identify some of the predictors of relationship marketing as relationship build-up, trust and commitment. The predictive model is as shown in the diagram below;

A Predictive Model of Relationship Marketing in Political process.



Source; Ogunbiyi and Inyang (2015) Relationship Marketing in the Political Process; Its Impact. *IOSR Journal of Business and Management (IOSR-JBM)*. Volume 17, Issue 8. Ver. IV Pp 104-109

According to them, each party is expected to have clear and simple policy that will stimulate positive feelings or attachment which may lead to creation of political trust. They also cited Nelsen, Guth and Highsmith (2011) position on the fact that if Voters have easy access to leaders and chances to participate and contribute to policy making and to be heard, they are likely going to trust the party. It has also been observed that the issue of religious beliefs and voters' trust cannot be jettisoned.

On the issue of relationship build-up, the authors proposed that emotional attachment that could be borne out of family background, religion and place of birth of the candidate plays significant role in building up the relationship between the voters and the party. In addition clarity of political propaganda and communication, promotion of social security and welfare and the influential network adopted by a party can help to maintain healthy relationship between the party and the voters.

**Stakeholders in Political Marketing**

Numerous scholars recognized the fact that political candidates depend on more than just exchanges of value with voters at election time (Kotler, 1975; Newman 1994; Shama 1976 ). It is surprising to note that limited attention has been given to the application of stakeholder's theory in political marketing. Although, stakeholder theory has a long history of research in commercial context, it was Hughes and Dann (2009) that specifically investigates the applicability of alternative stakeholder approaches and also carried out an in-depth analysis of the role of stakeholders in the development of political marketing. After a thorough review of the social marketing, commercial and nonprofit literature, they propose seventeen stakeholder types using Scholem and Stewart's (2002) stakeholder mapping process. These stakeholders



were further categorized based on the major three targets of the political marketing process - voter, stakeholder and society.

Meanwhile, Dann and Dann (2007) also classified stakeholders into active, passive or switch depending on whether they influenced (active), can be influenced (passive) or could switch from one role to the other (see the table below)

**Political Marketing stakeholders**

Stakeholder	Target group	Type	
Alternative Political Providers	Party stakeholders	Switch	Legitimacy or Urgency
Electoral commission	society	Active	Power and Legitimacy/Urgency
Government (parliament)	society	Passive	Power and Legitimacy
Government (public service)	society	Passive	Legitimacy
Industry Lobby Groups	Party stakeholders	Active	Legitimacy / Urgency plus varying Power
Issue Competitors	Party stakeholders	Switch	Power or Legitimacy or Urgency
Media	society	Active	Power and Urgency and/or Legitimacy
Party Donors	Party stakeholder	Active	Power / Legitimacy
Party members and supporters	Party stakeholder	Active	Power and Legitimacy
Political candidates	Party stakeholders	Active	Legitimacy and Urgency and/or Power
Political opponents	Party stakeholder	Active	Urgency
Private lobbyists	Party stakeholders	Active	Legitimacy and varying Power and Urgency
Social pressure lobby groups	Party stakeholders	Switch	Varying levels of Legitimacy and / or Urgency and / or Power
Society / citizens / community	society	Passive	Legitimacy
Splinter Interest Groups	society	Switch	Power / Urgency
Voters (between elections)	Voter-consumer	Switch	Legitimacy
Voters (election time)	Voter-consumer	Switch	Power and/or Urgency and/or Legitimacy

Source: Andrew Hughes and Stephen Dann (2012), "Political Marketing Redefined:

Exploring the Consequences of Stakeholders on the Marketing Mix and Political Consumption", in AP - Asia-Pacific Advances in Consumer Research Volume 10, eds. , Duluth, MN : Association for Consumer Research, Pages: 357-367.

### Conclusion

This paper demonstrates how political parties and candidates can create a service mindset in their members before and after winning elections. It concludes that the application of relationship marketing will be more rewarding for the political parties than the transactional approach employed during election period. There is need for quality relationship between the political parties and their various stakeholders. Some possible factors that may facilitate trust and commitment to the ideology of the party were highlighted in the model above. However, service deliveries, especially by the political parties, are not without some challenges.

### Strategies for Eliminating Barriers to Service Delivery (Recommendations)

Barriers to service delivery by political parties or their representatives in government can be eliminated as follows:

**Understand voter expectations for service delivery:** The sources of voter expectations are his experience, promises of the political party, words of mouth advertising (canvassing), and action of the competing political parties. All these point to the fact that a political party has the mandate of the electorate to deliver services to the citizens, and nothing more.

**External Marketing:** In its external marketing effort, the political party should make realistic promises. For instance, it is wrong for a political party to promise (the electorate) to create five million jobs within a hundred days in office when it does not have the machinery to support that.

**Internal Marketing:** In conducting activities that enable the party to deliver on its promises, it should endeavour to attract right members, give them the right orientation and motivate them appropriately.

**Interactive Marketing:** The party's representative in government should have such personal characteristics that will enable him deliver satisfactory service.

**Smooth Procedure:** The party should endeavour to put in place a smooth procedure that promotes quality service delivery. For instance, due process should be observed to maintain equity.

The party should put in place through the representative in government, the right equipment and technology for efficient service deliver.

The party can also have a timeline within which their representatives in government should deliver certain services so that their tenure will be eventful.

The electorate should be aware of their obligations ahead of time, in the service delivery process.

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