MARKETING STRATEGIES AND ORGANISATIONAL PERFORMANCE OF GUINNESS NIGERIA PLC

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Abstract

Customer satisfaction and existence in today's business environment necessitate the ability to understand the need of customers, as a result organisations are expected to consider, observed, recognised and provide products or services based on customers' needs. The study, therefore, examines marketing strategies and organisational performance of Guinness Nigeria plc. Descriptive survey research design was adopted, data were collected through a structured questionnaire from Guinness customers in Osogbo, Osun State. The population of the study was unknown, 400 questionnaires was distributed and 385 was recovered. Since the definition is indefinite, Godden (2004) formular was used to arrive at the sample size of 385 which comprised of customers that drink Guinness Foreign Extra stout, Harp Lager beer and Satzenbrau across the four zone in Osogbo, Osun State using purposive sampling technique. Correlation analysis was used to analyse the data collected. The findings revealed that marketing strategy has significant impact on organisational' performance of Guinness Nigeria plc. Furthermore, with variables statistically significant at 95% confident limit and sig 0.000, meaning that there was significant positive relationship between strategy customer focus and customer loyalty of Guinness products and with variables statistically significant at 95% confident limit and sig 0.000, meaning that there is significant correlation between the relationship marketing strategies and customer loyalty of Guinness product. Based on the findings the study concluded that there is sufficient evidence to show that attraction of customers to a product or particular product is determined not only by quality but relationship of such organisation to the customers. Therefore, the study recommends that organisation should improve on their packaging design, increase product visibility and awareness, use personal selling strategy, and invest in promotion as promotion makes positioning and differentiation possible.

Introduction

Marketing strategy has become an important tool globally, for any organisation to remain in competitive market environment and wax stronger. Marketing strategy is a vital prerequisite of Industry's ability to strengthen its market share and minimize the impact of the competition (Adewale, Adesola, & Oyewale, 2013). Owomoyela, Oyeniyi, and Ola, (2013), also see marketing strategy as way of providing quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. (Adewale et al, 2013). A marketing strategy outlines the strategic direction and tactical plans that marketing teams must implement to support the company's overall objectives (Ebitu, 2015). Marketing strategy articulates the best uses of a business resources and tactics to achieve its marketing objectives. It states which opportunities are to be pursued by an organisation, indicates the specific markets towards which activities are to be targeted, and identifies the types of competitive advantage that are to be developed and exploited (Weitz & Weasley, 1988 in Dibb, Simkin, Pride & Ferrel, 2006).

According to Mullins, Walker and Boyd (2012), the benefits of setting a clear marketing strategy are as follows. First, it aims at giving the staff a clear sense of direction in terms of where the business is going and what is expected of them. Secondly, it's useful when evaluating the success of the business. The third benefit is that it will ensure that all the efforts and actions are focused on obtaining the set objectives and lastly, it will help motivate the staff both leaders and their team and also help reward them when the project is completed. The responsibilities of strategy are now becoming popular among society and marketing environment. Considering the strategic aspect that emerges from such combination and the social responsibility in an organisation can be regarded as a strategic positioning tool which studies the society and marketing strategies need in order to clarify the genuine role of business organisation within the social context (Fuerderer, 2013).

Guinness is a popular Irish dry stout that originated in the brewery of Arthur Guinness at St. James's Gate, Dublin. It is brewed in almost 60 countries and is available. Over 100.850 million litres are sold annually. A feature of the product is the burnt flavour that is derived from roasted unmalted barley. The beer is brewed under license internationally in several countries, including Nigeria, the Bahamas, Canada, Cameroon, Kenya, Uganda, Namibia and Indonesia. The unfermented but hopped Guinness wort extract is shipped from Dublin and blended with beer brewed locally. The UK is the

only sovereign state that consume more Guinness than Ireland. The third largest Guinness drinking nation is Nigeria, follow by USA.

Steady growth in markets for Guinness Stout and Harp Lager during the next 30 years prompted the building of three more major breweries in Nigeria. In 1974, the company built a second brewery in Benin, where it produced Harp lager beer. This facility was later expanded to accommodate a second stout brewery, commissioned in 1978. In 1982, a fourth Guinness brewery was built in Ogba, Lagos to brew Harp Premium Lager beer. This site too, was expanded to include Guinness Stout. In 2011, the Benin and Ogba breweries were expanded to further increase capacity and meet the growing demand for Guinness Nigeria products which include the acclaimed brands: Guinness Foreign Extra Stout, Guinness Extra Smooth, Malta Guinness, and Harp Lager beer. Other brands include Gordon's Spark, Smirnoff Ice, Armstrong Dark Ale, Satzenbrau Pilsner, Top Malt, Harp Lime, Dubic, Extra Lager and most recently, Malta Guinness Low Sugar. Currently, Guinness is the only company currently with a wide portfolio of brands catering to alcohol and non-alcohol drinkers, with Spirits, Lager & Beers, and Non-Alcoholic drinks. The impressive improvement in the organisational performance of Guinness as an alcohol brand and presently with a wide portfolio of alcohol and non-alcohol brand aroused the interest of researchers, so also key indices suggest that Guinness effectiveness in marketing strategies is a significant contribution to the Guinness turn around.

Business environment in Nigeria has improved in such a phase where market growth strategy based on financial contribution is not sufficient. A successful company tends to follow the long-term strategy such as non-financial aspect of organisational performance. Many existing studies focused only on financial performance. However, it is evidence that non-financial of organisational performance is yet to be heavily researched.

The study seeks to ascertain the relationship between strategic customers focus and organisational performance of Guinness product in Osogbo, Osun State.

Research Objective

The broad objective of this study is to determine the marketing strategies and organisational performance of Guinness products in Osogbo, Osun State, while the specific objectives are to:

i.   examine the relationship between strategic customers focus and customer loyalty of Guinness products in Osogbo, Osun State;
ii.   investigate if there is a positive relationship between relationship marketing strategies and customer loyalty of Guinness products in Osogbo, Osun State.

Research Hypotheses

The following hypotheses are formulated in line with the objectives and research questions of the study:

i.   **H_{01}:** Strategic customers focus does not have significant relationship on the customer loyalty of Guinness products in Osogbo, Osun State;
ii.   **H_{02}:** There is no relationship between relationship marketing strategies and customer loyalty of Guinness products in Osogbo, Osun State.

Literature Review

Concept of Marketing Strategy

The word strategy was originally used in a military context before being adopted by many other fields. A strategy is a long-term course of action designed to achieve a particular goal. It is differentiated from tactics in that a tactic refers to an immediate action using resources at hand. When applied in a business context, a strategy refers to a set of managerial decisions and actions that aims to differentiate the organisation from competitors and sustain its competitive advantage. An organisational strategy must be appropriate for its mission, resources and environmental circumstances. Accordingly, a marketing strategy can be defined as a plan by a company to differentiate the company to differentiate itself positively from its competitors, using its relative strength to better satisfy customer needs in a given environment (Jain, 2004).

Marketing strategies entails the set of actions designed to achieve competitive advantage and achieve better than average results by intelligent and fact-based selection among alternative leading to such advantage. Marketing strategies and tactics are concerned with taking decisions on a number of variables to influence mutually-satisfying exchange transactions and relationships. Typically, marketers have a number of tools they can use, these include mega marketing (Kotler, 1996) and the so-called 4Ps of marketing, among others. Marketing seems easy to describe, but extremely difficult to practice (Kotler & Connor, 1997).

Besides, Porter (2000) claims that the essence of strategy is choosing to perform activities differently than rivals do. In this context, strategies enable organisations to perform uniquely implying that different organisations are supposed to have different strategies. Besides, Strategies are both plans of the future and patterns from the past (Mintzberg, 1987). Strategies, therefore, guide organisations to achieve their goals both in the short run and in the long run. In this regard, strategy is understood as plan (Corey, 2003). However not all strategies lead to accomplish objectives and hence the mere existence of strategies doesn't guarantee success. In connection this, Tapscott and Williams (2006) argue that managers these days should think differently than they used to think some decades back regarding the way they perceived strategy. This is because; today 's strategy formulation should consider the underlying phenomena of dynamism and consumers 'sophistication to remain relevant in businesses (Tapscott & Williams, 2006).

Strategic Customer Focus

Strategic customer focus is a business imperative but not something that all business fully understands. Thinking strategically requires identifying a desired end state, considering all of the impact (positive and negative) that might affect the achievement of that end-state and coming up with strategies (general plans for leveraging strengths and opportunities, or overcoming weakness and threats) to achieve results (Leigh, 2017). Strategic customer focus is an organisational stance in which all aspects of a company's production and delivery of goods or services are directed by the best interests of the customers. The customer is always right, and the customer comes first. Excellent customer service contributes to a company's good reputation and draws more customers. Workers are proud to be employed by a company that is known for taking good care of customers; happy workers are more engaged and productive workers. Companies are increasingly investing in their own customer focus strategy to attract and keep customers and to develop a business that stands the test of time (Ask, 2020).

The road to "Customer Focus Land" is paved with great intentions. Customer Focus survey indicates, respondents know what needs to be done. They are fully aware of the need for executive sponsorship, ongoing contact with customers and fast complaint resolution. But somehow, due to lack of time, budget or resources, the required actions are not executed at all or are not executed to the extent that they should be. The importance of the customer and the need to become a customer-centric organisation is not disputed. The

serious challenge is in the execution. Strategic customer-focused approach fully focused on the customers and is geared to maximize revenues from customers rather than products. A customer-focused strategy delivers different services to different customers based on how unique the customers are. While product-centric organisations focus on selling the same products to as many customers as possible, customer–centric organisations focus on selling more products to the same customers. At the core of the customer – centric strategy is not efficiency but growth. Customer-centric companies do things completely differently – and not marginally differently, as is the case with product-centric companies (AMA, 2019).

Relationship marketing strategies

Relationship marketing is a form of marketing developed from direct response marketing campaigns that emphasizes customers retention and satisfaction rather than sales transactions (Berry, 2002). It differentiates from other forms of marketing in that it recognises the long-term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages (Palmatier, 2008). With the growth of the Internet and mobile platforms, relationship marketing has continued to evolve as technology opens more collaborative and social communication channels such as tools for managing relationships with customers that go beyond demographics and customer service data collection. Relationship marketing extends to include inbound marketing, a combination of search optimisation and strategic content, public relation, social media and application development (Palmatier, 2008).

The practice of relationship marketing has been facilitated by several generations of customer relationship management software, which track and analyze each customer's preferences and activities. For example, an automobile manufacturer maintaining a database of when and how repeat customers buy their products, including data concerning their choices and purchase financing, can more efficiently develop one-to-one marketing offers and product benefits. Moreover, extensive use of such software is found in web applications. A consumer shopping profile can be built as a person shops online and is then used to compute his likely preferences. These predicted offerings can then be presented to the customer through cross-sell, email recommendation and other channels (Kerin, 2018).

Implementing a relationship marketing strategy

Relationship marketing is based on the tenets of customer experience management (CEM), which focuses on improving customer interactions to foster better brand loyalty. While these interactions can still occur in person or over the phone, much of relationship marketing and CEM has taken to the Web (Margaret, 2019)

With the abundance of information on the Web and flourishing use of social media, most consumers expect to have easy, tailored access to details about a brand and even expect the opportunity to influence products and services via social media posts and online reviews. Today, relationship marketing involves creating easy two-way communication between customers and the business, tracking customer activities and providing tailored information to customers based on those activities (Margaret, 2019)

For example, an e-commerce site might track a customer's activity by allowing them to create a user profile so that their information is conveniently saved for future visits, and so that the site can push more tailored information to them next time. Site visitors might also be able to sign in through Facebook or another social media channel, allowing them a simpler user experience and automatically connecting them to the brand's social media presence (Margaret, 2019)

This is where CRM and marketing automation software can support a relationship marketing strategy by making it easier to record, track and act on customer information. Social CRM tools go further by helping to extend relationship marketing into the social media sphere, allowing companies to more easily monitor and respond to customer issues on social media channels, which in turn helps maintain a better brand image (Margaret, 2019)

Marketing Strategies and Performance of Guinness Product

Spillan and Parnell (2006) acknowledged that the links between strategy and performance have been substantiated at firm and functional levels, although there is often overlap between the two. According to Porter, (1985) a business can maximize performance either by striving to be the low-cost producer in an industry or by differentiating its line of products or services from those of other businesses; either of these two approaches can be accompanied by a focus of organisational efforts on a given segment of the

market. Presumably, differentiated businesses should emphasize marketing as a means of distinguishing their products and services from those of their rivals. (Ebitu, 2016).

According to Haghighinasab, Sattari, Ebrahimi and Roghanian, (2013) performance can be measured based on growth, market share and profitability. The higher the indices the greater the performance of the business and vice versa. Ardjouman and Asma (2015) further defined performance in terms of output such as profitability or quantified objectives. This means that performance of Guinness has to do with both behaviour and results. This explanation covers achievements of anticipated levels as well as objective review and setting. When the behaviour of management is right, then the anticipated levels of output would be achieved and vice versa for failure. When behaviours of management towards marketing strategies are geared on a right direction, then this positively affect the performance of Guinness product. Some strategies which could affect performance of businesses are strategic customer focus and relationship marketing which have been discussed above.

Theoretical Framework

Push and Pull Theory

The Push and Pull theory of customer services are two theories, the "Push" theory and the "Pull" theory. The theory of push pull has been most often applied to marketing processes by businesses and organisations. Push or pull is defined by whether the customer or the business initiates the activity. According to Zmud (1984), the theory of push and pull was developed in 1911 by Fredrick Winslow Taylor in his work on "The principles of scientific Management" Business took his ideas to heart and started focusing on becoming more efficient than their competition. This led to determining the needs of the potential customer and pushing solutions are sometimes seen by the customer as intrusive or overlooked by the customer as the solution gets lost due to information overload. Many companies are moving away from the push theory to a pull theory. That is, they are providing the information and solutions in generally accessible format and allowing the customer to determine what best suits their needs (Cooper & Kleinschmidt, 2015).

One of the best assumptions about pushing solutions (products, information etc) to customers is that the business or organisation can anticipate the

needs of the customer in advance of the need and prepare the solution ahead of time (Cooper & Kleinschmidt, 2015). Organisation that emphasize the push theories often do so to increase efficiency. They believe that if, for instance, they create the penultimate user manual that they will cover all of the questions the customer might have and thereby limit the amount of contact the customer needs to make to the organisation. As well, by using a push model the organisation can limit those area for which service is provided which again might provide efficiency in the training of support personnel. This model has become more difficult to implement as organisations are believe they may be sacrificing effectiveness for the efficiency (Cooper & Kleinschmidt, 2015).

Pulling solutions have always been part of most organisations. A customer would visit the organisation and ask questions and someone would answer them. In the case of "pull" the customer initiates the request for a solution rather than merely choosing a solution from the solution offered by the organisation (Zmud, 1984). This is being used more often as consumers have begun to distrust the solutions provided directly by organisation to provide as much materials as possible in as many formats as possible and hope that the customer discovers the solution. This is not an efficient model from the customers or the organisation point of view but it is effective in many cases (Cooper & Kleinschmidt, 2015).

Empirical Review

Cross (2018) examined the effects of marketing strategies on organisational performance. Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A sample size of 245 was obtained from the population of 635 at 5% error tolerance and 95% degree of freedom. The findings revealed that there is no significant relationship between product strategy and level of profit in Nigeria Bottling company Kaduna and also there is no significant relationship between promotional strategy and sales volume in Nigerian Bottling company, Kaduna. The study therefore concluded that promotion through media, such as television, radio, newspapers and magazines facilitate an increase in sales volume in Nigeria Bottling company.

Also, Bintu (2017) explored the effects of marketing mix strategy on performance of small-scale business in Maiduguri Metropolitan, Borno State Nigeria. Stratified sampling technique was used to group respondent into 3 main trade areas of Retailing, personal services and repairs and production.

The study revealed that product strategy performance has impact on business performance in term of profitability, increase market share, customer satisfaction, market expansion. the study therefore concluded that importance of the marketing strategy, no matter how small the business may be, its performance is proportionately depending and goes with marketing strategy applied.

Similarly, Njoroge (2015) outlined marketing strategies and the performance of enterprises in Matuu town. Machakos Country, Kenya. To achieve the study objectives, the study used a descriptive research design and the population of interest comprised all the small and medium enterprise in Matuu town, Machakos Country. A sample of 86 SMEs was selected by using simple random and stratified sampling methods. The study established that customer relationship marketing strategies and technology-based marketing strategies have a positive insignificant influence on the performance of SMEs in Matuu town. The study therefore concluded that innovative marketing strategies have a significant negative relationship with the performance of SMEs in Matuu town.

Ofosu (2014) investigated marketing strategies and the performance of SMEs in Ghana in terms of their profitability, brand awareness and market share. Data was collected through a survey research methodology. 363 SMEs were sampled from a population of 900 through stratified random sampling. The findings revealed that the SMEs in Ghana mostly use traditional form of marketing to reach potential customers and also to entrench their brands. The study therefore concluded that both traditional and non-traditional marketing strategies must be practiced together to achieve the desired results.

Gbolagade. Adesola and Oyewale (2013) in their study, examined the impact of marketing strategy on business performance with special reference to the selected SMEs in Oluyole local government area Ibadan. The survey research design method was used in this study which involves using a self-design questionnaire in collecting data from 103 respondents. The findings from Gbolagade, Adesola and Oyewale 2013 revealed that product consideration has impact on business performance in term of profitability, market share, return on investment, expansion etc. The study therefore concluded that SMEs operators should produce quality product: charge competitive prices, position appropriately, use attractive package for the product.

Methodology

The study adopted a descriptive survey research design, based on the purpose, nature and variable that were examined in order to reduce the subjective influence. The population of the study was unknown, 400 questionnaires was distributed, using Godden (2004) determination formular for unknown, because of unlimited number of customers who drink Guinness Foreign Extra stout, Harp Lager beer and Satzenbrau across the four zone in Osogbo, Osun State as our sample size.

The study employed the purposive sampling technique. It is because that the respondents were selected based on willingness to participate in the sample. Data was sourced from both the primary and secondary. The primary source includes administering of questionnaires which comprise of structured questionnaires that was found valid and reliable. 400 questionnaires was administered and 385 was recovered. The secondary data was sourced through textbook, academic journals and official records found in the Guinness Bulleting. However, the sample size of this research was calculated using Godden (2004) sample size determination formula. Godden recommended sample size formula for calculating a sample size for proportions of large population is show below:

$$SS = \frac{Z^2 \times (p) \times (1\text{-}p)}{C^2}$$

Where:

SS= Sample Size
Z is Z-value (percentage confidence level) is found in a Z table
P is percentage of population = 0.5
C is confidence interval = 0.05

$$SS = \frac{1.96^2 \times (0.5) \times (1\text{-}0.5)}{0.05^2}$$

SS= 385.

Presentation of Data Analysis

Table 1: Socio-demographic analysis of the Respondents

Gender of the respondents	Frequency	Percentage (%)
Male	325	84.4
Female	60	15.6
Total	385	100.0
Age of the Respondents	**Frequency**	**Percentage (%)**
20-29 years	160	41.6
30-39 years	115	29.9
40-49 years	85	22.1
50-59 years	21	5.5
60 years and above	4	1.0
Total	**385**	100.0
Marital Status of the Respondents	**Frequency**	**Percentage (%)**
Single	154	40.0
Married	211	54.8
Divorced/Separated	20	5.2
Total	385	100.0
Education Qualification of the Respondents	**Frequency**	**Percentage (%)**
NCE/ND	50	13.0
HND	85	22.1
Bachelor's Degree	117	30.4
Master's Degree	110	28.6
Ph.D. Degree	23	6.0
Total	385	100.0
Religion Affiliation of the respondents	**Frequency**	**Percentage (%)**
Christian	117	30.4
Muslim	259	67.3
Others	9	2.3
Total	385	100.0

Source: Researcher computation, (2020).

Table 1 depicts socio-demographic characteristics of the respondents. 325 (84.4%) represent male and 60 (15.6%) were female. The study revealed that more male were captured in this study than their female counterpart. 160 (41.6%) age of the respondent fell within 20-29 years, 115 (29.9%) age of the respondents fell between 30-39 years, 85 (22.1%) of the respondents age fell

within 40-49 years, 21 (5.5%) of the respondents ages between 50-59 years and 4 (1.0%) of the respondents age fell between 60 years and above. This infers that the survey covered respondents between the ages of 20 – 29 years and 30 – 39 years. The majority 211 (54.8%) of the respondents were married, 154 (40.0%) were single and 20 (5.2%) were separated or divorced. This implies that most of the respondents covered in this study were married. 50 (13.0%) of the respondents attained NCE/ND, 85 (22.1%) had HND certificate, about 117 (30.4%) attained B.Sc., degree, 110 (28.6%) of the respondents attained Master's degree and 23 (6.0%) of the respondents attained PhD. This implies that the respondents were educated in which they attained either of the educational certificates. Finally, about 117 (30.4%) of the respondents were Christian, 259 (67.3%) of the respondents were Muslim and 9 (2.3%) of the respondents were in any of the other religion. It shows that most of the respondents covered in this study were Muslim.

Test of Hypothesis

Hypothesis one: Strategic customers focus does not have significant relationship on the customer loyalty of Guinness products in Osogbo, Osun State

Table 2: Correlations Analysis measuring the relationship between Strategic customers focus and customer loyalty of Guinness products in Osogbo, Osun State							
		Customer's Loyalty	scfs1	scfs2	scfs3	scfs4	scfs5
Customer's Loyalty	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	385					
scfs1	Pearson Correlation	.593**	1				
	Sig. (2-tailed)	.000					
	N	385	385				
scfs2	Pearson Correlation	.021	.298**	1			
	Sig. (2-tailed)	.678	.000				
	N	385	385	385			
scfs3	Pearson Correlation	.138**	- .070	-.393**	1		
	Sig. (2-tailed)	.007	.169	.000			
	N	385	385	385	385		

scfs4	Pearson Correlation	.341**	.223**	.185**	-.074	1	
	Sig. (2-tailed)	.000	.000	.000	.147		
	N	385	385	385	385	385	
scfs5	Pearson Correlation	.358**	.305**	.180**	-.188**	.471**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	385	385	385	385	385	385
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Author's Computation using SPSS 20.0, (2020).

Table 2, shows significant positive relationship between strategy customer focus and customer loyalty of Guinness products. SCFS1 has the correlation value of .593 with customer loyalty of Guinness product. SCFS2 correlation value of .298. SCFS3 has correlation value of .393. SCFS4 has the correlation value of -.074. and SCFS5 Correlation value of 471 The above Table 2 revealed the variables measured strategy customer focus has positive relationship with customer loyalty of Guinness product. The variables were statistically significant at 95% confident limit and sig 0.000.

Meaning that there is significant correlation between the strategy customer focus and customer loyalty of Guinness product, (about 59.3% SCFS1, 29.8% SCFS2, 39.3% SCFS3 ,7.4% SCFS4 and 471% SCFS) this means that there is positive correlation between strategy customer focus and customer loyalty of Guinness products. The results were statistically significant at sig = 0.05 and 0.01. Null hypothesis is rejected. Therefore, the study concludes that there is significant relationship between Strategic customers focus and customer loyalty of Guinness products.

Hypothesis two: There is no relationship between relationship marketing strategies and customer loyalty of Guinness products in Osogbo, Osun State

		Customer's Loyalty	rms1	rms2	rms3	rms4	rms5
C l s	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	385					
r m s 1	Pearson Correlation	-.066	1				
	Sig. (2-tailed)	.193					
	N	385	385				
r m s 2	Pearson Correlation	-.257**	.221**	1			
	Sig. (2-tailed)	.000	.000				
	N	385	385	385			
r m s 3	Pearson Correlation	.036	.072	.185**	1		
	Sig. (2-tailed)	.481	.158	.000			
	N	385	385	385	385		
r m s 4	Pearson Correlation	.607**	.430**	-.192**	-.265**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	385	385	385	385	385	
r m s 5	Pearson Correlation	-.025	.157**	-.297**	-.345**	.274**	1
	Sig. (2-tailed)	.620	.002	.000	.000	.000	
	N	385	385	385	385	385	385

Table 3: Correlations Analysis measuring the relationship between relationship marketing strategies and customer loyalty of Guinness products

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

Source: Author's Computation using SPSS 20.0, (2020).

As shown in Table 3, significant positive relationship between relationship marketing strategies and customer loyalty of Guinness products. RMS1 has the correlation value of -.066 with customer loyalty of Guinness product. RMS2 has the correlation value of .221. RMS3 has the correlation value of .185. RMS4 has the correlation value of -.265. And, RMS5 has the correlation value of .274. The above Table 3 revealed the variables measured relationship marketing

strategies has positive relationship with customer loyalty of Guinness product. The variables were statistically significant at 95% confident limit and sig 0.000. Meaning that there is significant correlation between the relationship marketing strategies and customer loyalty of Guinness product, (about 6.6 RMS1, 22.1% RMS2, 18.5% RMS3, 26.5% RMS4 and 27.4% RMS5) this means that there is positive correlation between relationship marketing strategies and customer loyalty. The results were statistically significant at sig = 0.05 and 0.01. Null hypothesis is rejected. Therefore, the study concludes that there is significant relationship between relationship marketing strategies and customer loyalty of Guinness products.

Conclusion and Recommendations

The chase for organisational' performance or establishing competitive advantage result in organisation to be strategic in nature, specifically on decisions relating to customer loyalty and customer satisfaction. Conventionally, developing a marketing strategy is vital for any business and the key to creating productive strategy lies in fulfilling organisation needs and how a products and services can be appropriately market to customers. Without a strategy, efforts to attract customers are likely to be chaotic and ineffectual. The purpose of marketing strategy is to identify and then communicate the benefits of business offering to target market.

Thus, having empirically examined marketing strategic and organisational performance of Guinness Nigeria plc and in line with the findings of this study, it is therefore, concluded that marketing strategy has significant impact on organisational' performance of Guinness Nigeria plc. Nevertheless, there is sufficient evidence to show that attraction of customers to a product or particular product is determined not only by quality but relationship of such organisation to the customer and good customer relationship provides increased value to new and existing customers. This conclusion supports studies like; Bintu, (2017), Njoroge, (2015) and Ofosu, (2014).

Based on the conclusion and findings, it was recommended that:

(i)   due to high competition in the market, organisation should improve on their packaging design, hence increase product visibility and awareness and improve on their branding strategy. Through this, business organisations will be able to increase performance.

(ii)   business organisations should use personal selling and publicity to promote their products. Through this, they will be able to have a

direct interaction with their customer hence know what their customers need and want.

(iii)   price discounts should also be used to encourage customers to buy products and services.

(iv)   business organisations should endeavour to invest in promotion, as promotion makes positioning and differentiation possible and the quest for competitiveness can 't be achieved without being known.

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