

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES**



**DEVELOPING A PROMOTION STRATEGY FOR A NEW PRODUCT: USING
THREE FIRMS IN NIGERIA**

THESIS

Emmanuel KOKU BANSAH

**Department of Business Administration
Business Administration Program**

Thesis Instructor: Ast. Prof. Dr. Burçin KAPLAN

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T.C.
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FOREWORD

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BİR PROMOSYON STRATEJİSİ İÇİN YENİ BİR ÜRÜN GELİŞTİRME: NİJERYA'DA ÜÇ FİRMA ÜZERİNE BİR ÇALIŞMA

ÖZET

Bu çalışmanın amacı üç Nijerya şirketinde ürünün en baştaki fikir halinden piyasaya sürülmesine kadar geçen dönemde, yeni ürün geliştirme süreci araştırmasına odaklanmaktır. Şirketler Gıda üretim Şirketi X, sabun/deterjan üretim Şirketi Y ve pişirme şirketi olan Şirket Z'tir. Kullanılan teorik model Stage-Gate (Yeni Ürün Geliştirme) modelidir. Veri toplama süreci A/G ve farklı şirketlerden üretim ekipleri ile yapısal mülakatlara odaklandı. Mülakatlardan ve araştırma kıyaslamalarından sonra, üç şirketin ürünün en başındaki fikir üretiminden piyasaya sürülmesine kadar ki süreçte literatürde açıklanan Stage-Gate modelini izlediği ve kendi üretim süreçlerinde güncel ürün geliştirme süreçleri ve standartlarını kullandıkları ortaya çıkmıştır. Mülakatlardan elde edilen sonuçlar Colgate-Palmolive ve Unilever Plc. gibi standart şirketlerin ürün geliştirme süreçleri ile kıyas edilmiştir.

Anahtar Kelimeler: *Ürün Geliştirme, fikir geliştirme, test etme, reklam ve ürünü piyasaya sürme.*

DEVELOPING A PROMOTION STRATEGY FOR A NEW PRODUCT: USING THREE FIRMS IN NIGERIA

ABSTRACT

The aim of the study is focused on investigating the new product development processes involved in pushing a product from inception of the idea to full market launch of three Nigerian companies. The companies are titled Company X which is a food production company, Company Y which is a soap/detergent production company and Company Z which is a baking company. The theoretical model used is the Stage-Gate model. The data collection process focused on conducting structured interview with the R/D and production teams from the different companies.

After the interview and research comparisons, it was found out that the three companies follows the model explained in the literature from idea generation to the product launch process and they made use of up to date product development processes and standards in their product processes.

Results gathered from the interview were compared with other product development processes of standard companies like Colgate-Palmolive and Unilever Plc.

Keywords: *Product development, idea generation, testing, advertisement and product launch*

1. INTRODUCTION

This chapter will discuss about the background of the entire study, the objectives of the study and what the study hopes to achieve at the end. The scope of the study will be discussed with the significance of the study and finally, definition of terms.

1.1 Background of the Study

For the furtherance of competition and growth in an economy and business environment, launching a new product consistently into the market is very important because it is very important in increasing the size of a firm and organization. Launching a new product is not the critical factor; the most important factor is the success of the product in the open market (Amue and Adiele, 2012). The process of developing a new product and making it successful in the open market is not an easy feat because new product development is associated with several risk factors which come at different stages of development (Mansor et al., 2016). The authors examined that over the past two decades, several studies has been seen to indicate that the total NPD process has been seen as an effective measure in creating a sustainable adequate position in a business arena which is competitive. Due to the increase competitive nature of churning out new product, the life cycle of releasing new product has become shorten. The stages of developing a new product development (NPD) strategy are not as rigid or long as before because of intense competition in the market. The process of New product development is a complicated stage by stage process which is made possible by specific industrial and workable knowledge to bring into existence products which are viable commercially and also bring about specialization in knowledge which enables organization to bring about advantages in competition compared to about competitor's product in the marketplace (Cross and Sivaloganathan, 2007). In the market where global competition is consistent and growth of firms depends mostly on the diversification of product, differentiation and innovation (Wu and Chang, 2013).

Going through the rigorous process to develop a new product is not the most important factor but creating a potent promotional strategy to sell the product is the most important

factor. For a product to be viable in a market that's very competitive, sales enablement and promotion of the new product is as important as all developmental stages. The right blend of all promoting strategies like creating ads (adverts) and other promotional channels are very important towards a product launch. Without an effective and efficient promotion of a new product, the product might fail in a very competitive market (Koelher, 2013). When it comes to promoting a new product, it is important to put into consideration three key factors, the manufacturers, the advertising/promoting agencies or department and the marketing research supplied.

1.2 Aim and Objective of the Study

The aim of the study is to investigate the processes involved in developing a product in three companies from initiation stage to product launch stage.

The objectives of the study are listed below;

- To compare the study model and models used by companies involved in the study,
- To understand the stages involved in new product development,
- To produce a framework which will be help in subsequent new product development processes,
- To understand the place of lean method in new product development process.

1.3 Significance of the Study

The major significance of the study is to provide a suitable framework in new product development and promotional strategies comparing product development processes of the featured companies. Stage Gate process is the featured method which will be used as a framework. The results gotten from the interviews will help in providing a suitable formula which will be applied by other production companies which are using the Stage-Gate model of new product development. The different stages and gates of the new product development processes of the featured companies will be studied to provide a more suitable map for the development of new product and also comparing the new product processes with larger firms in the world which are involved in the same product production processes. Another significant of the study is that the result gathered will help

companies venturing into product formulation to have a detailed framework when it comes to NPD.

The study will also compare the elaborate form of new product development and the lean form of the Stage-Gate process which tends to remove some stages and gates in the NPD process faster completion of the new product process. Many of the companies which will be analyzed in the study use the lean form of Stage-Gate process by maneuvering the different stages and joining two or more stages as one. The lean form of the method in view will increase the speed involved in every NPD processes and also bring same desired results in the products.

1.4 Scope of the Study

The study will be carried out based on the findings gotten from the firms which will be used based on the structured interviews that will be carried out. Data will be gotten from the research and development unit (R&D) of the firm to check the stages that are involved in developing a new product and promoting it.

1.5 Definition of Terms

- Promotion: The publicizing of products, goods, services, organizations or ventures so as to increase or improve sales or public awareness. It is also advertising a product or brand, generating sales and creating brand loyalty.
- New product: It is a major innovation or innovative product that comes into a market newly. It is also referred to a situation whereby a small modification in the feature (s) or packaging of an existing product. The idea of “New” is only for a limited time.
- Advertisement: It is a process of giving notice or creating awareness for products and services to the public through several medium. Advertisement are always paid for. It is audio or visual form or marketing communication that employs an openly sponsored, non-personal message, to promote or sell a product, service or idea.
- Social Media: These are technologies which are computer based. They are used in instigating or facilitating the creation and the process of information sharing. Ideas and interest in career development path and choice. It is also used in

business awareness and promotion of new product using communication which is virtual, and network based.

- **Production Stages:** It refers to the stages or phases required to complete a product from the initiation of ideas to the final stage. There is an initiation stage which is the first stage to the completion stage or to the point whereby a product is put into the market for sales.
- **Product Launch:** Product launch process is the process involved when a company decides to promote a new product in the marketplace. In product launch, it can be a product which is already in existence in the market or a product which is completely new to the market and the company.
- **Promotional Channels:** They are different tools and ways by which a product or services can be promoted or advertised to the consumers or narrowed consumers.

2. REVIEW OF LITERATURE

2.1 Conceptual Framework of New Products

New product is a major innovation or innovative product that comes into a market newly. It is also referred to a situation whereby a small modification in the feature (s) or packaging of an existing product. The idea of “New” is only for a limited time. Amue and Adiele (2012) defined new product to be the adding of anticipated features in certain products that will bring targeted benefits which is different from other product features and to solve certain problems which has not being dealt with. A new product is also a product new to the firm marketing it or a firm’s marketing unit (Bellaveau et al., 2002). When new products are talked about, people always think about technological advancements like Android devices, smartphones, laptops, virtual realities, fiber optics and many more. Unlike complex technological advancement, most new products are way simpler- new movies, fast food and new flavor of an existing yoghurt brand. New product is diverse, from cutting edge technological devices and gadgets to a new type of hand wash released by a firm. New products can be tangible goods or services (Crawford and Benedetto, 2013).

Booz et al (1982) defined new product in six different aspects. They categorized new product in the place of how they are to customers and to the manufacturing company. These are the various categories;

- **New to The World Products, Or Really New Products:** These are products which are new innovation and they are entirely new products. Example of such products are like the introduction of Android mobile devices, Apple iPods, Hewlett-Packards’ laser printer, introduction of vacuum cleaners and many more. This category of new products is responsible for ten percent of new products which are released.
- **New Product which are New to the Firm:** With these new product, the firm ventures into a new manufacturing category. The products are not entirely new to the market or to the world but they are new to the firm. Examples of such

product is the introduction of Android operating system phone for Nokia which was formally a giant when it comes to java and Symbian phones, AT&T universal credit card, Canon's laser printer, Dangote's first sugar and Semovita, Hallmark's gift items. About 20% of new products are under this category.

- **Additions of Existing Product Lines:** These are extension lines, designed to flesh out the line as offered to the firm's current market. Example is introduction of different adaption of Apple iPhone 7 and 8, Apple MacBook, different flavor of sunrise hand wash and detergent, P&G tide liquid detergent, Coca Cola zero sugar. It accounts for 26% of new products.
- **Improvement and Revisions to Existing Products:** Current products made better. Example include P&G ivory soap and Tide powder laundry detergent have been revised numerous times throughout their history, Unilever's Lux and Omo toilet soap and detergent respectively has been redesigned and repackaged numerous times in their history, the coke brand by Coca Cola bottling company has been repackaged, redesigned, rebottled numerous times in their history. It accounts twenty six percent of all new products.
- **Repositioning:** These are products which their first use or application have been changed or repositioned to be used for something else. Example include Unilever Nigeria Vaseline which was initially a baby jelly but now has an adult cream brand, Arm and Hammer baking soda repositioned as a drain deodorant, refrigerator deodorant, aspirin repositioned as a safeguard against heart attack. It also include products retargeted to new users or new target markets, Marlboro cigarettes were repositioned from a woman's cigarette to a man's cigarette years ago. It accounts for seven percent of most new products in NPD.
- **Cost Reduction:** These are new products which are used for replacement of old products in the product line. The features in both products (old and new) will be the same but the cost for purchase will be low. It can be seen as a new product in the place of design of producing it than the place of product promotion, marketing or advertising. It represents almost eleven percent of products which are newly produced.

2.2 New Product Development

Fain et al (2011) defined new product development to include several activities carried out by groups with different abilities, knowledge, elements, resources, competencies and cultures to bring a new product from initiation stage (idea generation) to market stage. Wu and Chang (2013) defined new product development as the stages and key success pathways or factors (KSF) a product go through from initiation to completion. They also discussed about key success factors and how they affect outcomes of new products. Bowen et al (1994) wrote that the process of new product development is an integral process in every manufacturing company and it constitute the point at which a firm finds a major boost to instigate change and also improve their competitive advantage. Marsh and Stock (2003) defined NPD as a constantly evolving process which is subject to constant revolutionary and innovative change, taking advantage of the capabilities imbedded in the firm for a new product to be produced. The new product is new, unique and peculiar and will satisfy the needs of the overly increasing marketplace.

The process of new product development is a key area for every manufacturing firm. For NPD to be successful, the firm's R&D and innovation must be fully invested in by the firm to fully research the path where the new product will fit in and know the target consumer (Fain et al, 2011).

2.3 New Product Developmental Stages

The stages for new product development has evolved over time and many scholars have drawn up different pathways to bring a product from conception to taking the product to the market. Robert (2006) of Huffingtonpost wrote about 8 critical steps and processes to new product development and formation. He elaborated on Robert G. Cooper's Stage-gate innovation processes. The following steps or ingredients when mixed into the process of new product development will ensure quick and accurate development of a product. The steps are;

- Idea generation or searching for ideas
- Idea screening
- Development and product testing
- Developing a market strategy

- Business analysis
- Development of product
- Test marketing
- Commercialization

Let us discuss each step one by one,

- **Idea Generation or Sourcing for Ideas:** Idea generation is the search for new product ideas. In the process of generating ideas is the company, the company has to generate many ideas in order to pick valid ones that can be worked on. Idea generation can be sourced or gotten from either internally or externally. Internal sources include, R&D efforts, manufacturing/ designing staffs, scientists, engineers and executives while external contributions may include customers, suppliers, distributors and sometimes, competitors. Idea generation is the key and foundation for developing a new product. The process of innovative thinking is brought about by firms with broad imaginative thoughts. Creative capabilities of organization are essential to their ability to survive in today's competitive environment. It has been noted that, the greater the number of ideas at the start of the new product development process, the greater the probability of ending with successful products.
- **Idea Screening:** This is the first evaluation of new product idea. It involves screening new product ideas in order to spot good ideas and drop poor ones as soon as possible. In this stage, only product ideas that will turn into profitable products are adopted. It is also a process used to check innovative product ideas, strategies and marketing trends. The criteria used in idea screening are used to determine compatibility with overall business objectives and whether the idea will bring returns of investment. Idea screening has often times being called Gate 1 by my researchers of new product development.
- **Development and Product Testing:** The idea behind concept development and testing is to seek to gauge consumer reaction to the idea of a new product. Focus groups are used by large companies to get data about whether consumers would buy the product, how often they might buy and what price level is acceptable. Small business use existing customers to ask indirect questions to yield valuable

information about interest in a new product. Also, the product idea is drafted into verbal or pictorial form to further explain the nature of the concept with materials, technologies and initial impediments.

- **Developing a Market Strategy:** This involves mapped out design of initial marketing strategy for the new product based on the concept of the product. When it comes to marketing a new product, three parts or aspects are considered;
 - Describing the demographic group which the product will be targeted
 - A detailed plan for positioning the new product
 - An analytical plan and goals for product sales, profit and dividend and the market share for a specific number year (especially the first five years).
- **Business Analysis:** Analysis of the new product's viability in the market. The business analysis includes production costs and expected profit margins. At this stage, a decision is made to ascertain technical feasibility of the product, the product's potential in the market and the product's financial contribution to the company.
- **Product Development:** Product development calls for the actual creation of a product, such as a working model or running or a running a short term test with a new service. This stage follows a rinse and repeat model for refining the product and marketing, then testing again with customers or focus group. A physical development of product prototype is produced in order to ensure that the idea can be turned into a workable product.
- **Test Marketing:** At this stage, the new product prototype and the program designed for marketing are tested in a realistic market setting. Sometimes, the product is taken and offered to a limited group or geographical region. Large companies sometimes use computer based simulators to check customer responses.
- **Commercialization:** This phase is the last stage when it comes to NPD. It consist of making the product available to the customers base at large and launching a marketing effort to support it. It also includes producing enough of the new product to cover initial demand or having enough staffs to provide the new

service. It also involves introducing the brand through any promotional tool of marketing.

Mateja et al (2010) defined new product development as a dynamic capability; a process by which a company can integrate, reconfigure, gain and release resources. The above definition of NPD makes the developmental process in integrated process. They also described continuous improvement as a basic strategy in improving new product performance and new [product development. The production and delivery of high quality product is based on continuous improvement in NPD. For the production of new products, companies focus on constantly introducing improvements, not only in NPD but in the total production processes. For successful NPD, the authors gave four key factors and they include;

- Senior management support
- Early integration of functional expertise in NPD
- Availability of NPD resources and their management
- Organizational environment that support team work

The framework of NPD process shows a distinct combination of principles of best practices and critical success factors. A well structured and arranged process provides a common basis that acts as a template for development. The structured process makes development transparent and easy to follow and also brings effective communication.

2.4 Promotion of New Product

Promotion is a tool that is used by retailers, manufacturers, producing firms and new product developers to invite consumers to purchase more or try out a service or product. The postulated result of the promotion is the use of high quantity stock which involves the use of many new customers and can help in making more increase in sales (Meo et al, 2014).

Promotion is a part of marketing communication activities that is use by manufacturers to investigate future customers or consumers to buy or purchase a new product. Chaharsoughl and Jamia (2011) defined promotions as one of the key factors in the marketing mix and have a key role in the market success of a new product. Promotion is used to ensure that consumers are aware of the products that the organization is

offering. Promotional mix is the combination of the different channels that can be used to communicate the promotional message of a new product to consumers. In promotion, it is necessary to follow market positioning and differentiation (Balaceau, 2011). Positioning involves a thorough investigation of the institution tutor elements as target market must offer and immediately recognize the distinctive image of the institution. When it comes to positioning a new product, positioning is critical and important. Positioning is not about what you do with the product but what you do with the mind of possible buyers. In other words, place the product in the minds of potential customers. Promotion strategies are based on customer segmentation and market positioning of the new products and the services offered (Charhasoughi and Jamia, 2011).

In order to develop an effective marketing or promotional strategy, Zhang (2015) discussed about the organization brand or the manufacturer brand image and relation to consumer behavior to the brand. A brand stimulates consumer's general perception and feeling about a new product and its influence on consumer behavior. The main idea or purpose of promoting or marketing is to influence consumer perception and attitudes towards a brand. In doing that, they increase sales, maximize the market share and developing brand equity. The following are the various forms by which new products can be promoted.

- Sales promotion
- Advertisement
- Personal selling
- P.R (Public Relations)

2.4.1 Sales promotion

Chaharsoughi and Jamia (2011) discussed about sales promotion as one of the strategies used in promoting a new product. They defined sales promotion as an action focused marketing events whose purpose is to have direct impact on the behavior of the customer of the firm. Sales promotion is made up of consumer promotion, retailer promotions and trade promotion. Charhasoughi and Yasoury (2012) defined the three types of sales promotion.

- Consumer promotion: They are promotions offered by manufacturers directly to existing consumers or customers. A new product can be promoted directly through consumer promotion.
- Retailer promotion: They are promotions offered by retailers to consumer. It can be broadly defined as any communication by a retailer that informs, persuades and reminds the target market about any aspect of the new product.
- Trade promotions: They are promotions offered by manufacturers to retailers or other trade entities. In trade promotions, marketing and promotional campaigns are directed at wholesalers and retailers rather than at final consumer. Wholesalers and retailers are offered special price discounts.

2.4.2 Advertising

Advertising is impersonal communication of information about products, services or idea through the various media. It can be persuasive by nature and paid by identified sponsors (Svetlana, 2014). Advertising is a subtle strategy of communicating information for promoting, alluring and convincing people to act accordingly and as expectedly to achieve satisfying results in form of generation of sale of ideas, goods, services and/or events.

Other standard elements of advertising are;

- Paid form of communication
- The presence of an identified sponsor
- Distribution through the media
- The presence of a specific audience for treatment
- Lack of personalization of a distributed information
- Aimed action.

Karimova (2014) defined advertising as a paid mediated form of communication from an identifiable source, designed to persuade the receiver to take some action, now or in the future. Mediated communication is communication which is conveyed to an audience through print, electronics or any method other than person-to-person contact.

Advertisement or advertising can be seen in different forms and they include;

- Advertising using the electronic media
- Advertising using the print media
- Advertising using social media platforms
- Advertising using the internet (websites, blogs, programs and mobile applications).

2.4.2.1 Advertising using the electronic media

The electronic media is one of the most widely used forms of advertising. According to Stabel (2015), electronic communication and advertisement will increase 15.9% annually (every year). The electronic media are faster, cheaper, has a wider reach and appealing to people based on current and cutting edge technology. Advertising on electronic media can be tiresome but it is also effective. Examples of media used electronically are television, Radio, E-mails and mobile devices and internet webpage.

Many products are been released on a daily basis especially in Nigeria. Some products are short lived because they couldn't beat or go on logger head with the competition while others stay strong because of many coherent factors. The need for competition is one of the most important reasons why competitors, manufacturers and industry stakeholders churn out new product on a daily basis but how can a new product thrive in a very competitive market? Researchers and academicians have written so much on the topic and the study will go through different models propounded by different scholars on new product development (NPD). Many studies have explored key success factors on how to take a new product from the initiation stage to the market stage. The key success factors are what differentiate a very successful product from the less successful product or a failed product. These key success factors have been modified from time to time based on technological advancement and globalization.

2.4.3 Personal selling

Adefulu (2016) defined the idea of personal selling as one of the oldest form used in promoting a product or service. It explains the situation whereby a seller or representatives of a firm gives an oral presentation in a conversation mode with one or more buyers for the sole purpose of making sales.

It can also be seen or viewed as a personal communication between a firm's sales force and customer for the sole aim of making sales and building customer relationship (Kotler and Armstrong, 2008). It is an individualistic approach which focuses on dealing with the customers on individually. It is also a two way flow of communication between the seller and the buyer which happens most times in a face to face encounter which is arranged in a way to influence the buyer to make a purchase decision. Personal selling is well suited for product with high unit values and requires a certain form of demonstration for its benefits. According to Adefulu (2016), there are four conditions which favors personal selling and they are;

- Market condition
- Product condition
- Consumer condition
- Company condition

In personal selling, the seller or company representation is required to make strategic decision, sales people are strategic planners, the sale person represents the company to the buyers or customers and they also provides market information.

2.4.4 Public relation (PR)

Public relation is a very vital and strategic method used in marketing communication. It is the process which builds mutually beneficial relationships which exist between an organization or firm with the public.

Kotler and Armstrong (2008) opined that it involves managing a company's reputation in the eyes of the customer and the process of selling the company's image to the diverse public. In product promotion, public relation involves giving a brand to the product which is being promoted. It helps the public to adapt to a new product which is being released. It creates a mutual environment between an organization and the public.

2.5 Empirical Review

Wu and Chang (2013) carried out a study on key success path theory. They integrated a combination of key success pathways (KSP). In new product development, the authors also argued that KSP guide the strategies used in NPD in achieving high performance

outcome through different combinations that can be efficient on giving competitive advantages to companies and industries. The result of the research came back positive and KSF was found to be important in NPD.

Ebarefimia (2014) proposed a model that integrates factors that influences NPD positively. A total of 180 Nigeria manufacturing industries were sampled and investigated. Several statistical tools were used and examples of such are factor analysis, correlation and reliability analysis. The result of the survey shows that for the development of a new product, business strategy, organizational culture, personnel skills are important parameters while management does not necessarily have a statistical significant positive effect on NPD plan.

Schimmeoller (2010) examine critical success factors associated in new product development, in association with the influence of each factor on product outcome. Cross functional teams, upper management support and supportive management structure were the factors analyzed. The result of the research concluded that the three factors were integral for a successful product development process.

Bhuiyan (2013) examined success factors, metrics, techniques and tools implemented at each stage of the new product development process. According to the authors, the stages of the NPD based on the model he used were new product strategy, idea generation, screening, business analyses, development, testing and commercialization.

Amue ans Adiele (2012) accessed limit by which NPD of new electronic product. The author tested different hypotheses using Spearman's rank correlation coefficient statistical tool (SRCC) to analyze the data collected. The study showed that there is a significant relationship which exist between NPD and CIB and the customer personality and perception and their impact on how they relate to new product.

Mansor et al (2016) examined several risk factors affecting NPD in SME (small medium enterprises). Several types of risk where examined and they include, technology, market, operational and financial risks. The authors concluded that there is a need to take certain outcomes to mitigate and avoid risks through risk management when developing a new product.

Mahmutları (2014) developed a new product and launch process for a company. The author studied how to increase the success rate when the product launches. Stage gate process was adopted according to the industry and strategy of the company.

Charmasoughi and Jamia (2011) studied the transformation of market opportunity into a product available to be sold. Krishnan and Ulrich also focused on the importance of environmental and contextual variables such as market growth rate, competitive environment and the level of the management support.

Ahmadi (2015) discussed the success factors and barriers of involvement of external resources and the ways how the process can be managed. The forces /factors are competition through new technologies, new entrants with their low cost of investment, supplies with their high authority, buyers with their extreme freedom to switch to low cost suppliers and high range of similar products on the market.

Brentani et al (2010) assessed NPD programs in three dimension and they are, organizational resources or behavioral environment of the firm relevant for international NPD, global NPD strategies (i.e global presence strategy and global product harmonization strategy) and global NPD program performance in terms of shorter and longer term outcome measures. After the study, global presence and global product harmonization were found to be significant mediators.

3. STAGE GATE PROCESS

The stage-gate model of new product development is one of the famous and well known model. Cooper and Edgett (2006) defined stage-gate process as a concept and a model used in operation which is applied in taking a novel product from the place of generating new ideas to the point by which the product is launched. They further analyzed that the system is a template / blue print for managing the process of producing new product to improve efficiency and effectiveness.

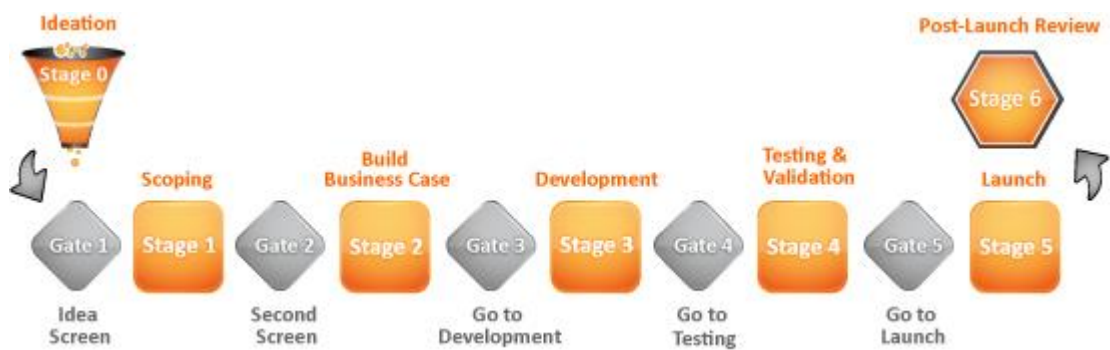


Figure 3.1: Stage-gate Process

Source: Cooper, R.G (2006). The seven principles of the latest stage gate method add up to a streamlined, new product idea-to-launch process. Product development institute publishers

The innovation process in stage-gate process is broken down into systems, which one of them called is called stages and the other process is called gates. A stage is filled with well written down activities which are parallel and are interwoven. Cooper (2001) opined that the entrance to the different stage is the process is called a gate and they act as the points used in controlling and carrying out check and balances. They also act as a place for quality control and go/kill check points. Mahmutları (2014) describe the model of stage gate as a detailed, very well thought about, organized and structured process of new product development. The stage-gate model is used to bring down the rate new products fails and also step up the successful launch of new product by manufacturing and production firms. The model has been proven over time to be a successful method in NPD. The different points or stages of the product development process represents the various actions carried out in the process of product development while the gates

acts as go/kill points which is put in place based on certain reasons which determines whether the product will be halted or the product development process will continue.

According to figure 1 above, stage gate process has 5 stages and 5 gates. From idea generation to production and market launch. In between the stages, there are gates which move from initial screening to post implementation review. For the furtherance of the research work, the various aspects of the stages will be reviewed individually and the gates too.

3.1 Stages in Stage-Gate Process

In stage gate process, the stages are designed to gather information and technical know how which are necessary to take the project to the next phase of making careful decision. According to Cooper (2000), each gate is.

Each stage is cross-functional:

- The interpretation of each stage is cross-functional is that, there is no specific stage which is assigned to research and development (R&D) or a specific stage which is assigned as a stage of marketing. Every stage in the model is a constituent of R&D, engineering, marketing and production.
- The different stages in the model are mixture of activities which are parallel and are done by different employees and personnel in the different department in the manufacturing firm. Tasks are carried out like division of labor, each department works at the place of specialization.
- The activities within a stage are designed so that information gathering is critical and also reduces uncertainties. As the NPD process proceeds, the costs of each stage precede the initial stages. Finally, in the movement from one step to the other, there is an increase in the cost of carrying the projects. Actions which are uncertain are cut down and risk will be managed effectively.
- The ability for the project to be flexible is brought into the project to accelerate the completions of the project. Stages in the model can be overlapped and brought together as one stage which is dependent on the time frame given for a product to come to completion. A longer or tedious stage can be combined

with another stage for faster completion time. Projects can be sent into another stage even in the situation whereby the stage has not been completed.

3.1.1 Stage 0: idea generation/ discovery stage

The discovery stage is the pre-work designed to uncover opportunities and generate new product. It is called the idea-generation stage. Malmuttlari (2014) opined that idea generation is the process of generating ideas and concepts which can be adopted to generate or develop a product. The concept of idea generation is a key aspect of product development.

Cooper et al (2002) opined that the making or breaking of a project solely depends on the uniqueness and quality of the new product idea. Cooper et al (2002) further wrote that idea is the feedstock to the new product process. When there is shortage of quality ideas, don't expect a well oiled out new product process. A new product will not get to stardom, if the initial idea/ discovery stage is uninteresting or just regular.

Ideas are fed to a focal person which is normally the new product process manager.

How Companies Generate ideas?

- VOC (Voice of customer) research to uncover new possibilities. Cooper et al (2002) wrote that most times, a company's new product idea will come from pre-existing customers. Voice of the customer is used to check the problems that are singled out by the customers, find solutions to deal with needs which are unmet and unarticulated. Vanali and Czulik (2013) defined VOC as a worthy, complete and genuine set of information regarding a product. Sometimes, most companies fail in new product development because they lack a systematic approach for gathering and analyzing customer's needs and wish. The goal of the VOC process is to identify the real needs, collecting an accurate set of customer requirement and representing them in a structured way.

Table 3.1: Voice of the customer process model

Focus	Collect	Interpret	Structure	Quantify	Verify	Deploy
i. Establish objectives, scope and boundaries.	Select customer to survey.	Translate verbatim into a comprehensive language.	Organize and summarize data in a logic and lean structure	Determine the requirement of each item	Validate the established codes and ranking	Settle a customer requirement list
ii. Determine a macro level of customers and product.	Define survey questions and tools. Collect and compile customers data					

Source: Vanali, S and Czinlik, C (2003). Seven steps to the voice of the customer. International conference on engineering design, ICED 03 Stockholm, August 19-21, 2013

The model works in level of antecedence. From focus to collect to interpret to structure to quantify to verify and finally to deploy.

- **Camping Out With Customers:** Cooper et al (2002) wrote that camping out with customers help to uncover unmet needs and new product opportunities. It involves spending time with your customers, observing them with strong intent as they make use of your products and experience whatever they are feeling. The place of camping is not just for sales and marketing folks but the entire project team, including engineers and scientist. The point is to get involved with the customers and take in-depth analysis of their needs. Cooper and Dreher (2010) described camping out or ethnographic research as the greatest insights into user unmet and unarticulated needs application and problems. They defined camping out as observing customers for extended periods and watch and probe as they use and misuse products. Camping out was ranked number one in terms of effectiveness in generating new product ideas. One of the main advantages of camping out is the depth of knowledge that a company gains.
- This concept is another form of VOC but in this case, the company works with customers with innovative mind or ideas. Cooper et al (2002) wrote that working with average customers leads to average ideas but when a company identifies a selected group of innovative or lead user and work with them, and then they will get better ideas for new product development. The authors gave four main steps in the innovative / lead user process and they are;

- Laying the foundation – The project team identify the targeted market and align it with the company’s goals for continuous innovation in the market.
- Determining the trends by engaging in discourse with individuals with a very wide perspective when it comes to new innovative ways of production, new technologies and new applications which are leading in the market.
- Identification of selected users which are called lead users through a broad network and a process called referral.
- Another process of identification is through the process of hosting and organizing workshops with several identified lead users along with in-house individuals or personnel from the technical and marketing department.

Sunjai et al (2014) wrote that a small portion of customers, less than 7% called lead users experience new needs before the rest of the marketplace and they stand to benefit greatly by finding solutions to those new needs. Several approaches can be used in identifying a lead user according to the authors and they include;

- Surveying – Using methods like screening and broadcasting.
- Pyramiding – Makes use of questionnaires. Interview methods and also involving experts.
- Netnography – Looking into the internet using either surveying or pyramiding.

3.1.2 Stage 1: preliminary investigation or scoping

Cooper and Edgett (2006) defined scoping as the process of taking a quick look and investigating the project or the NPD. The stage is carried out by few members of the marketing and technical staffs. The various process involved in the stage are preliminary market assessment, preliminary technical assessment and preliminary business assessment. Mahmutları (2014) went on to address the three stages of scoping and they include;

- Preliminary market assessment – During this stage, the project developers carry out a quick research and analysis of the intended market potential of the product is carried out. The quick research will focus on the ability of the intended product to survive or yield dividends, market acceptance by customers and the

requirements needed to produce the new product. The process is a desk research.

- Preliminary technical assessment – This stage is focused on the conceptual assessment and the technical feasibility, manufacturing process assessment, intellectual properties and technical. Cooper (1983) described preliminary technical assessment as exposing the idea to the company's technical staff research and development department for technical appraisal. The need for preliminary technical assessment is to check the technical viability of the idea.
- Preliminary financial and business assessment – In this stage, a check of business rationale and the finance involved is done. The information gathered from the two different assessments above will provide the ground to justify the elimination and acceptance of the project. Cooper (1983) opined that with more complete information, evaluation is carried out to check viability of the project. After the preliminary review. The result goes to the next gate for decision to be made on the accepted project.

3.1.3 Stage 2: detailed investigation

Cooper and Edgett (2006) defined the stage as a point of detailed homework leading to product development. Mahmutları (2014) called it the last stage of product predevelopment. The stages in detailed investigation include market research, detailed technical and manufacturing assessment and detailed financial and business analysis. The different stages will be explained.

- Market research – it focuses on the study of what the user needs and want to see in the product and also to investigate the basic requirement needed for the product that is to be developed. A competitive analysis is carried out and a test to confirm the purchase intent and customer value. The customer value is a key component to deduce the success of a product. Customer value enables the company to understand the profits implication of the development decision (Mahmutları, 2014)
- Competitive analysis and market analysis are also in this stage. Competitive analysis investigates the competition that is present in the market, check the strength and weakness and also analyze price and business models for a product

to succeed, the product should provide much more in customer value and satisfaction than its competition. Market analysis investigates market size, trends, segmentation and the behavior of buyers.

- Detailed technical assessment deals with mapping out technical solutions and defines the risks which the product may eventually face. Concept test is seen in this stage. Mahmutları (2014) opined that concept test helps to prove the interest of the customer and to add the final component of the concept. Manufacturability, suppliers and intellectual properties are analyzed in this stage. Cooper and Edgett (2006) deduced that the personnel in the marketing department and also in the technical and core manufacturing department. The result gotten from stage two is a product with a certain level of definition which consist of target market, product concept, benefits and requirements, a business just feature and a well established plan of action for the next stage.

3.1.4 Stage 3: development

Cooper (2000) defined development as the design which is in a detailed format and the actual development of the new product. It also consists of the detailed plan and strategy of the production process which will be drawn out by management. Cooper and Edgett (2006) opined that the development of the product is implemented in this stage. A product which acts as a sample will be developed and also undergoes testing which will be done in-house and other form of testing using a limited number of customers. The detailed processes which will be used in manufacturing and the stipulated know-how and requirements are laid out. The market launch plans of the newly developed product are drawn out while the next stage which will be testing of the new product will be defined.

In development, R&D team start developing the concept into a physical product and its vital to seek customer feedback and input continuously (Mahmutları, 2014).

One the prototype of the product is developed and eventually tested with customers under survey, continuous improvement of the product is necessary. The development team should always give priority to customer feedback and feature that brings value to the customer and not the product. In this stage, the project gathers momentum, with increase in resource commitment. The entire project team is involved at this particular juncture. The members of the team include those in marketing who are responsible in

promoting the new product, technical personnel, personnel involved in manufacturing, quality control and assurance, purchasing or specialized equipment and machinery personnel, those involved in sales and the finance personnel.

3.1.5 Stage 4: testing and validation

In testing and validation stage, the testing and verification of the new product which has been produced will be conducted. In-house testing is done extensively, marketplace customer trials, marketing trials and tests. Cooper (2000) wrote that in this stage, detailed appraisal of the proposed new product is carried out and it also includes marketing and productive operations.

Mahmutları (2014) gave examples of tests that can be carried out for validation.

- Preference test – This test measures the market acceptance of the product. A finalized product is presented and customers will be checked for preference. The eventual message that is gotten using the preference test is a valuable source of information that will determine how the product should be communicated to the customer.
- Beta testing – This testing is carried out for a longer period of time and includes the customers and partners. The product is loaned to a customer who will use it in the working space. The product is displayed in a real working environment; the display helps in defining the strength and weakness of the product. During Beta testing, all features of the product, benefits and functions are tested. The feedbacks and responses from the customer is a valuable marketing material which can be used when launching the product.
- Marketing testing – It is the final stage of testing and it is done before the product is launched. The testing is an optional test and can be utilized to test the launch strategy and the marketing plan in a limited market.

The deliverables are a product which has been tested fully and has underwent all the production process and it is ready for commercialization.

3.1.6 Stage 5: full production and market launch

This is the stage where full production of the new products is carried out and also selling of the products commercially. The marketing launch plans are implemented in this stage.

Other plans include the prod; POP action plan of the company and the activities in the post launch, monitoring of the progress of the product and adjustments.

Marketing launch plan/strategy – Market launch is the introduction of the product into the market. The main intent of marketing is to create value for the customer and ensure a profitable relationship. The market launch plan define the targeted customer base and how it will be served to the customer base (Mahmutları, 2014). The customer group is define based on segmentation and targeting while the way by which the company will serve its customers come via differentiation and positioning (Kotler, et al 2013).

Segmentation consist of a group of customers which have similar needs and respond very similarly to the marketing activities while targeting involves the analyzing of each market and selecting one or more segment as potential customers. Positioning is the place where the companies reside in the customer’s mind to distinguish their products from that of other competitors.

3.1.7 Marketing mix

Pour et al (2012) define marketing mix as a set of controllable elements of marketing tools and marketing strategies of a company. Elements of marketing mix are sets of marketing tools for achieving goals of the institute of marketing.

Misra (2015) defined marketing mix as putting the right product in the right place, at the right price and at the right time. The author also defined marketing mix as a combination of factors that must be considered in order to develop a successful marketing strategy for any business. The factors are known as 4Ps. Marketing mix is based on the idea of action parameters and competition in a market based on the four determinants; price, quality, service and advertising.

Suthar et al (2014) defined the 4P in marketing mix as product, promotion, price and place.



Figure 3.2: Representation of the Marketing Mix

Source: Marcelo, P (2014). Define your marketing mix with statistics. Retrieved on 16th August 2018, <http://www.econometricstime.Indiatimes.com/>

- Product – Product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. Product is a physical object which is sold and has palpable characteristics, a complex set of benefits that can be used to meet customers needs (Pour et al, 2012). For a product to meet customer’s needs, product quality, service support, product distribution, service personnel, information services and corporate brand are important factors. High quality goods and services (product) are favored in the marketplace and high service quality performance does produce measurable benefits in profits, cost savings, and market share. According to Pour et al (2012), the most important element in the marketing mix is product. Misra (2015) noted that product is fundamental to all businesses and while developing a product, a company must consider the following factors that are crucial to the success of the business.
 - The demand for the product
 - The needs of the customer that are satisfied through the product
 - The market for the product in the future

- Competitive products in the market
 - Adaptability of the product to the changing environment
 - Factors affecting the demand of the product
 - Branding and packaging of the product
 - Goal achieved through selling the product.
- Price – Misra (2015) described price as an important factor in the marketing mix. Price does not always refer to the cost of the product or services, but the perceived value of the product or services. Most times customers choose a product because of its value to them, resulting from personal choices, experiences, economic conditions and other factor. The author gave several factors that should be considered by a company before evaluating the price of a product or service.
 - Cost of the product
 - The value of the product or service to the customer
 - Price sensitivity of the products
 - Prices of competitors' products
 - Discounts or incentives that can be offered
 - Tradeoffs for the consumer

Suthar et al (2014) defined price as the amount which consumer pays for any product or service while purchasing or using of that product or service. They noted that price is a very important factor in brand switching. When a company increases the price of a product too much, it has the tendency of pushing their customers to other competitor.

Pour et al (2012) opined that price include issues such as discounts, list price, credits, repayment term and conditions. The price is included in product or service offered for sale and will determine the level of benefits. Price is the only element that does not include costs charged to the customers to buy products they take.

- Promotion – Pour et al (2012) wrote that promotion include advertising, personal selling, sales promotion, public relations and direct marketing. Distribution channels are also involved in promotion, how an organization can

optimize a connection between inner and outer channels. Suthar et al (2014) defined promotion as a set of stimuli that are offered sporadically and it reinforces publicity actions to promote the purchasing of a certain product. Promotion impact consumers' purchasing behavior and decision towards a particular brand, especially during sales promotion period. It is also a medium of communicating with customers with respect to product offering.

Misra (2015) deduced that promotion affect sales in a huge way as it ultimately makes the product viable to the consumer. For a sound promotional strategy, an organization should consider these factors;

- Knowledge of the target audience
 - Mediums to gain access ro the target audience
 - Time of promotion to get full attention of the target customers
 - Use of internet, social media to increase visibility of the product or service
 - Environmental or social issues that may dictate the timing of launch of the product
 - Timing of subsequent promotions
 - Ways of increasing brand awareness
 - Handling promotion at the point of sales
 - Promotional strategy of competitors.
- Place – Misra (2015) described that place does not only mean the physical place of selling the product, it also refers to the method by which the product or service is distributed to consumers. When it comes to place of distribution, the author gave these factors that should be considered;
 - The place or medium where the consumer will look for the product or service
 - The location of the store, in case a physical store is required
 - The feasibility of online presence of the product

- The distribution channels that can be used other than the main channels opted for distribution of the product.
- Requirement of a sales force
- Distribution channels followed by competitors and scope for differentiation.

Suthar et al (2014) define place as distribution channels set up to perform a set of essential economic functions in society, bridging the gap between production and consumption. While Pour et al (2012) described place to include distribution channels, market coverage, product inventory, transportation and distribution sites.

3.1.7.1 Post launch activity

Mahmutları (2014) wrote that to measure the success or the failure of the product launch process, an after post launch review must be carried out to discuss the positives and negatives and how to improve in the next product launch. A good post product launch process should be carried out when the team members of the launch process are still having every detail in mind. Most rimes, companies take 2-6 months to carry out a post product launch review.

3.2 The Gates

Another key component of the stage-gate process is the gates or decision points. According to Cooper and Edgett (2006), gates are important keys to the success of a new product process. They gave several definitions of gates and they are;

- Gates serve as checkpoints for quality control, where quality of execution is the focus
- Gates also serve as a Go/Kill and prioritization decision points. They provide the process of funneling of projects. At this point, mediocre projects are ejected out at each successive gate.
- They also serve as the points which act as an entry point into another part or stage of the process is decided, which follows when management commit resources to the furtherance of a particular stage.

Quality of execution is also an important issue.

The meeting of each gate is usually attended by senior personnel from different department of the new product development process. According to Cooper and Edgett (2006), all gates have a common format and they are inputs, criteria and outputs.

- Inputs: The inputs are the reports gotten after a certain stage for the gate to review. They are the results of the actions of the previous stage and they follow prescribed or written standards.
- Criteria: It is a set of questions, criteria and metrics by which the project is judge in order to make either the go ahead or kill decision. This part of the gate include criteria like strategic fit, product superiority, market attractiveness, financial return, risk via sensitivity analysis and it can include mandatory and desirable criteria.
- Outputs: These are the results gotten after a gate review. At this point, a decision is made whether to,
 - Go with the project
 - Kill the project
 - Hold /pause/ suspend that project
 - Recycle the project

Prioritization level, resource commitment and action plan will be approved here with date and the report of the next gate will be agreed on. Sometimes, the decisions in a gate are made with incomplete information. Meaning that, the project team is allowed to go ahead to the next stage when a positive result is seen even though the tasks of the previous stage have not been completed.

Cooper (2000) wrote that each gate is tended by senior managers who are called gatekeepers and they are pre-defined group for each of the five gates. For bigger and more technical projects, gate 3, 4 and 5 are staffed by the leadership team of the business, the heads of different department of corporation. Example of such heads are, head of marketing/sales, head of technology, head of operations and head of finance.

3.2.1 Gate 1: idea screen

Cooper (2000) calls it a gentle screen. It is the first decision to commit resource to the project. It is the point where the project is birthed. At this gate, the proposed project is subjected through a number of qualitative criteria such as;

- Alignment of different strategies
- The feasibility of the project
- Magnitude of opportunity
- The attractiveness of the different market
- Specific features which gives the product competitive advantage
- Taking advantage of the resources provided by the firm
- How the idea fit into the company's policies.

Cooper et al (2002) described gate 1 at a gate which consists of a small group of mid-level managers and they meet bimonthly/monthly to review the ideas are evaluated on a scorecard which has certain criteria. If supposedly the idea was rejected by the gate1 team, the submitter of the idea receives feedback in a written format. The place of giving back feedback is important to ensure a steady flow of subsequent idea from the idea generator. If an idea is accepted or given a go ahead, a team will be nominated by the gatekeepers of the gate to push the idea into the preliminary stage or scoping.

Another point of note is the vaulting of ideas that were kept on hold. Sometimes ideas might arrive too soon or might need more time and work, those ideas are vaulted. Ideas that are vaulted are opened to employees to make suggestions that will bring improvements. And lastly, vaulted ideas are brought out of the vault and taken back to gate 1 for review.

3.2.2 Gate 2: second screen

Gate 2 is a more rigorous gate of screening than gate one. It is the gate that takes the project from the scoping stage to stage 2. There is a re-evaluation of the project based on new data obtained in the scoping stage (stage 1). If a go ahead is the decision given, the project moves into a more cumbersome stage. Financial return is accessed in this gate too.

3.2.3 Gate 3: go to development

Go to development is the gate, the last gate where conceived product development can be stopped or killed before the management team moves the project into the stage where so much financial resources will be done (development stage).

Based on the explanation above, gate 3 means “go to heavy spending” and it is also a sign off on the critical part of the new product development.

Gate 3 involves critical checking of all the various activities which are being carried out in stage 2. It also involves doing a detailed check of all the necessary activities which should be done in the stage is executed soundly and to know if the results gathered were positive. A more rigorous analysis of the heights the project will reach is analyzed using more relevant data. There is also a must meet and should meet analysis of the project and also results of the financial analysis of the project.

In gate 3, the following actions are carried out if the decision is a Go;

- The product definition will be analyzed and adhered to. Gate 3 also sees a consensus based on the agreement on the roadmap, plans and charts necessary for the accomplishment of the product development.
- A detailed plan for product development is drawn and other preliminary operations
- Other plans like marketing and promotional plans are looked into and approved at gate 3
- Designation of the entire project team

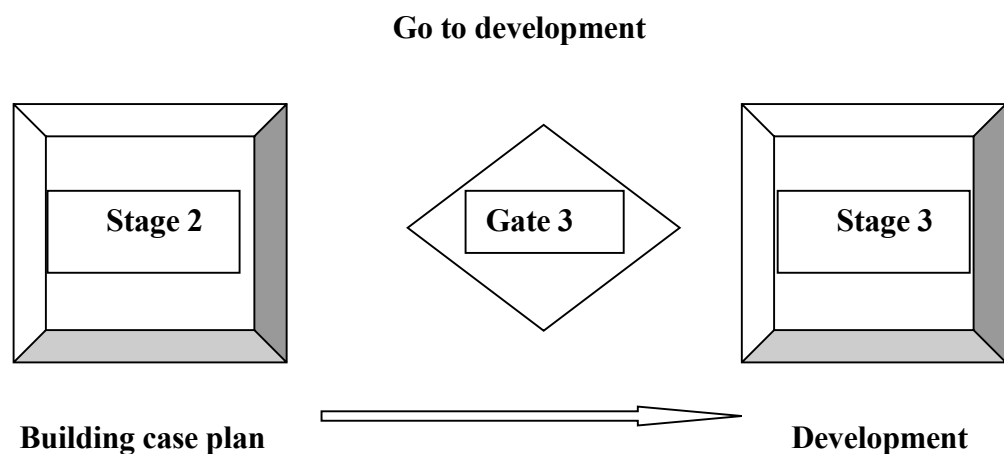


Figure 3.3: Diagrammatical representation of movement of gate 3

3.2.4 Gate 4: go to testing

The other name given to this gate is post development review and it is the point where the checking of the progress of the product is done. At this gate, the attractiveness of the developed product is checked and the project in general is checked too. There is also a review and checking the development work of the product to ensure that the product is done and completed in a quality fashion. Review is also to check whether the product undergoing development is coming into full view based on the original definition given at the previous gate (gate 3).

In this gate, the analysis of the funds used is checked using data which are recent and precise. Testing of the product to check for validity and a thumb up is given a go ahead in this stage for quick implementation. Reviews of the promotion, marketing, sales and operation plans are checked and reviewed for execution.

3.2.5 Gate 5: go to launch

Gate 5 is the stop gate or final gate in the NPD process and it opens the box to full commercialization which includes;

- Launching into the market
- Full production of the new product which has underwent various stages of development.

The project can be killed at this point, but the killing of the project is detrimental because of the amount of funds which has been injected into it. This gate is used to review the work carried out in the previous stage of testing and validation of the new product. The criteria put in place to pass the gate are detailed expected figures in financial returns and plans which have been written based on launching of the product and start-up plans.

3.2.5.1 Critical success factors in new product development

Wu and Chang (2013) defined key/ critical success factors are the things that must be rightly integrated factors for business to flourish and for managers' goals to be attained. They are also defined as necessary ingredient in management, a unique characteristic, a heuristic tool for managers and a description of the major skills and resources required to be successful in a given market. The critical success factors according to Cooper and Edgett (2006) are;

- Seek Differentiated And Superior Products: This is one of the places where most project innovators miss the mark. Project managers in NPD produce new product with little or no different from product that have been produced by competitors before. A key success factor is the production of a product which has many peculiar qualities, benefits the customer and has superior value.
- Most times, product superiority is always absent as a project selection criterion and steps that encourages the design of such superior products are rarely built into the process. Steps such as;
 - Voice of customer studies
 - Identifying true and often unarticulated needs and weaknesses in competitor's products.
- Up-Front Homework: Up-front homework means undertaking intense market and competitive analysis, research on the customer's needs and wants, concept testing, and technical and operations feasibility assessments. These activities carried out lead to the preparation of a full business case prior to beginning of serious development work.
- Too many new-product projects dive straight in the read-aim-fire approach with prior up-front homework and most times, the product are usually disastrous.
- A good and effective pre-development homework drives up success rate significantly
- Build-In the Voice of the Customer: It has been noticed that the people behind at the base of a market friendly (winning) product are dedicated to use of VOC in most of the product development stages in NPD. NPD with intense actions in marketing are seen to be much more successful than NPD process with poor marketing strategies. Most products which fail when they go commercial have been noticed to have an absented strong market orientation which is customer focused. For the success of a new product to be achieved, the use of dedicated customers should be a vital aspect in the new product development process which begins with generation of ideas using focus group, customer panels and working with lead users. Use market research and customer reaction as input into the product's design, not just as a confirmation of it. Make the customer a

part of the development process via constant rapid-prototype-and-test iterations.

- Demand Sharp, Stable and Early Product Definition: Another major issue why many new products fail is the inability to define the product before development begins. Despite the fact that it has been stipulated that the early definition of a product is a key criterion for the success of a product, many production firms continue to perform poorly in product development. Undefined terms like unstable product specs and project scope creep are too used more frequently to describe many projects.
- Product shouldn't be moved to the development stages without a sharp definition of the product plus the targeted market, the concept of the products under production and the promised deliverables of the products, the strategic plan when it comes to product positioning and the main features of the products, the attributes of the product, the detailed specifications of the products and the performance requirements.
- It should be noted that the product definition must be fact based and signed off by the project team.
- Plan and Resource the Market Launch Early in The Game: When the market launch of a product is strong, it shows in the success of the product. The project team of a winning product devotes more than twice as many person –days and money to the launch of a new product as do those that fail. The quality of execution of the market launch is significantly higher for winners. The need for a quality launch (well planned, properly resourced and well executed) should be obvious. It is unfortunate that in some businesses, it is almost as though the launch is an afterthought, something to worry about after the product is fully developed.
- Build Tough Go/Kill Decision Points Into Your Process- A Funnel Not A Tunnel: Many projects move too far into development without scrutiny. In fact, once a project begins, there is a very little chance that it will ever be killed. The result of lack of scrutiny (gate) is that many ill-conceived projects continue to move forward and scarce resources are allocated improperly.

- There is a constant need of having tough Go/Kill decision points or gates where managers decide whether to continue or not is strongly correlated to be profitability of new product efforts.
- Organize Around True Cross-Functional Project Teams: A successful project should have a good organizational design. Project that are organized with a cross-functional team, led by a strong project leader accountable for the entire project from beginning to end, dedicated and focused as opposed to project members who are spread over many projects, stand a better chance to be successful.
- Attack from A Position of Strength: This means having a strong fit between the needs of the project and the resources, strengths and experience of the company in terms of marketing, distribution, selling technology and operations. The above ingredients act like checklist items in a scoring or rating model to help prioritizing new-product projects. The idea of leverage is not always essential but it improves the place of having a winning product.
- Build An International Orientation Into Your New-Product Process: It has been researched that product aimed at the international market and produced based on international requirements from onset fare far better than products that are developed for domestic and local market. The strategy of “design for local needs and adjust for export later” usually does not work well. The goal for a new product development should be;
 - Global product: One development effort and one product for the entire global market.
 - “Global product”: One development effort and one product, but with slight variants to satisfy each international market.
 - An international orientation also means using cross-functional teams with members from different countries and gathering information from multiple international markets.
- The Role Of Top Management Is Central To Success: For product innovation, top management support is required. Top management is to be behind the scene facilitator who is much an actor. Management must take the long term

commitment to product development a source of growth. Listed below are roles of top management;

- It must develop a vision, objectives and strategy for product innovation
- It must make available the necessary resources and ensure that they aren't diverted to more immediate needs in times of shortage
- It must commit to a disciplined game plan to drive products to market
- Empower project teams
- Provide the needed leadership.

3.3 Next Gen Stage Gate Model in NPD

Cooper (2012) in a paper gave several key aspects that can be added to the critical success factors for more effective NPD. He called it the NexGen stage gate process. He analyzed the different advantages of using NexGen Stage-gate processes in new product development. The key aspects are lean, scalable, adaptable, partnering and alliances, automated and part of the company's culture.

- **Lean:** Most times, the streamlining of NPD processes is done to remove waste and inefficiency at each gate. When each aspect of the idea to launch stream is critically checked, and analyzed, non-valuable items are deleted to increase efficiency. In the NexGen stage-gate process, every activity, procedure, template, deliverable and committee in the current process is scrutinized. Continuous learning and improvement is a key aspect of the lean method. There is also debriefing after the launch to provide insights. The result using a lean approach brings efficiency and effectivity.
- **Scalable:** Stage-gate NexGen process has grown and can be divided into multiple versions like stage-gate X-press for projects where moderate risks are involved, such as modifications, production improvement and the extension of a product line. Stage-gate lite for small project, such as simple customer request (customization) and stage-gate TD for technology development projects where there is new knowledge, new science or a technological capability.
- **Adaptable:** Stage-gate NexGen inculcate flexibility, allowing the project team considerable latitude in decision making on actions that are really needed and

what deliverables are appropriate for each gate. Adaptable development is one way the fast paced teams cope with changing data while getting their product definition right.

- The activities and stages in stage-gate process can be overlapped. Sometimes, the principle of simultaneous execution is employed not waiting for the completion of a previous step and perfect information before moving ahead.
- Partnering and Alliances: For a successful product innovation, the need for partners, alliances and out-sourced vendors are necessary and most leading organizations increasingly alliances with their NPD process. Stage-gate process is embedded with key external activities, such as identifying the need for partners, seeking potential partners and vetting candidate partners. There is also a place in all the gates for letter of intent, memoranda of understanding from potential partners. Partnering is some necessary criteria in each gate.
- Automated: Progressive manufacturing companies have inculcate the idea of automation in their manufacturing processes because it increases the effectiveness of the new product process and makes the process easier to use. Stage-gate processes involve the use of automation. Everyone involved in the process have access to the best view of relevant information, what they need to advance the project, global cooperation with other team members on vital tasks, help make the Go/Kill decisions.
- Part Of Company Culture: The structure and content of Stage-gate is a vehicle for change, altering how people think, act, decide and work together. Stage-gate is more than a method, process or set of flow charts, template and check lists. Most successful companies see their NPD process as a culture to be used always to foster new and desirable product.

Stage-gate process brings the following;

- Discipline
- Deliberate acts
- Fact based analysis
- Transparent decision making

- Responsibility
- Accountability
- Effectiveness
- True and thorough cross-functional teams
- Continuous improvements and learning from mistakes
- Risk taking and risk awareness

4. RESEARCH APPROACH, METHODS ANALYSIS

The research approach that will be used in this thesis is a qualitative research method. When qualitative research is used, the expectations that will be gotten from the work by the researcher will be based on result of the multi-case study interview which will be carried out. The researcher needs to define the problem and source for a solution.

The study borders around using literature review and structured interview. Based on the in-depth research from online articles from journals, textbooks and online magazine, the author created a good model which can be used to promote a new product from the stage of product initiation to product launch. At the end of the work ad after analyzing the result from the structured interview, the author will be able to create a better template using stage-gate method for new product promotion. The stage-gate method was reviewed and understood. The author compared the new product promotion process from idea generation to product launch process of company X,Y and Z (three Nigerian manufacturing companies). Based on the theoretical review, the author compared the processes used by company X, Y and Z.

After analyzing the results gotten from the structured interviews, the author will compare the findings gotten from the three companies with findings from several global brands. The idea is to check whether the three companies and their methods follow internationally acceptable standards and methods.

4.1 Data Collection Process

The data used for the research was collected from the companies chose as the cases and the in depth interviews with the experts in these companies.

At first, review of existing literature will be carried out. Based on the details gotten from the literature review the author will create in depth interview questions with the references and the set up the interviews. After the result has been gathered, the author will analyze the interview results and then compare the results with the cases previously discussed. The structured interview will be carried out on the R&D team, management

team, production team and all the teams involved in the production process from initiation to completion.

4.2 Scope of the study

The author reviewed the existing literature and analyzed the situation in the three companies. Materials like product development plan, marketing plan, material which will be used for sales and many other related document were used to compare with what was stipulated in the model studied the literature review. The research was carried out on the management and R&D personnel who were to understand how the organizations are using the stage-gate launch process. The launch stage which is the last stage in the Stage-Gate NPD process.

The data collected are analyzed and then compared with the suggestion from the model in use. The final suggestion is based on the literature review. Result from the semi structured in depth interview session with management and R&D and finally, the end-user opinion which will give the result some certain level of validity.

4.3 Methodology

The Stage-gate process will be used to compare the result gotten from the interview carried out. In previous chapters, the author discussed the Stage-gate model in details. Stage Gate model is one of the pioneer models in New product development process, it is the theoretical model which will be used.

The phases which is involved in the study comprises study of the theoretical method, conducting structured interview for the collection of data and the research will use qualitative techniques in the analysis of data.

A qualitative research is a primarily exploratory research which is used to gain an understanding of underlying reasons, opinions and motivation. It provides insights into the problem or helps to develop ideas or hypothesis for potential quantitative research. It is used to uncover trends in thought and opinions, and dive deeper into the problem.

After the collection of the data based on structured interview, in-depth comparison of results with other production companies using Stage-Gate model will be carried out.

4.4 Limitation of the Study

The limitation the author faced was in the data collection process since the companies are located in Nigeria, 80% of the data were collected online via the electronic mail.

4.5 Findings and Discussion

This chapter will cover the result discovered when the three companies were analyzed and compared based on the stage-gate model of the new product development process.

In this chapter, there will be three sub-chapters and they are divided thus;

- The three companies' new product development process in direct relation with stage-gate model will be analyzed.
- The promotion plan which is the main aspect of the thesis will be analyzed.
- The comparison of results with other companies

4.6 Company X

4.6.1 Background of company X

Company X is a soap/ detergent manufacturing firm. The company is a household name when it comes to manufacturing of toilet soaps, detergents and toiletries in Nigeria. The company is labeled X for the protection of the company and for the sake of secrecy. They company wanted to be left anonymous. Company X was founded in 2003 in Lagos, Nigeria as a company that produces household consumer goods. Based on consistency, the company has become a household name in the Nigeria soap and detergent industry with plants at Ogun state, Nigeria. Company X is a value and consumer based firm which gives total consideration to constant research and development. With the constant increase in mechanization in production processes, Company X has been a pioneer in using new technologies to boost production processes and increase in the volume of production.

4.6.2 Idea generation process

Based on the result gotten from the structured interview with personnel from R&D and management team of company X, it was found out that 70% of the ideas which are initiated into new product comes from constant interactions with consumers either

through customer care interactions, face-to-face, interactions, end-user process and most times through social media interactions using social media handles like Facebook, Twitter and Instagram. The remaining 30% is through direct customer request and other form of research.

For instance, a recent development to an already launch new product was redesigned based on the interactions with consumers.

In recent times, company X has created a program where consumers of their brand are invited for customer visit and testing. The R&D and management team uses the place of customer visit to know direct consumer needs and device methods on how to compliment it. Based on the result of the structured interview, lead user customer visit is the main source for new product idea generation.

Based on the literature review and stage-gate idea generation process, Cooper et al (2002) gave three ways by which idea generation can be achieved and they are VOC (voice of customer), camping out with customers and using lead user in customer visit.

In company X, the last form of idea generation is the case used consistently. Lead-user customer visit is a form of using voice of the customer (VOC) but in this case, the company works with customers with innovative minds or ideas. Other forms of idea generation processes are also used but the lead user approach of VOC has been used by company X consistently through the years. Company X believes that the use of lead-user is critical because of customer loyalty. The business of production of soap and general toiletries is a competitive market in Nigeria and most times, the competition comes for the same idea with customers with shared loyalty.

Another way which is used by Company X to generate ideas is the analyzing of customers' problems and review them when analyzing customer needs. Company X analyses the existing solution to the customers' problem which is often a competitor's product and improve on the existing solution.

4.6.3 Scoping and developing a business strategy

In the theoretical review of stage-gate model, it was found out that three assessments were done before the product development phase. In preliminary investigation (scoping) and detailed investigation, preliminary market assessment, preliminary technical assessment and preliminary financial and business assessment are put into consideration.

From the answers gotten from the interview, the initial preliminary assessments are carried out when evaluation of ideas are done. Company X R&D and management team always have the prerequisite knowledge to undertake all preliminary assessment in scoping. Based on the answers gotten, preliminary and detailed assessments of various important variables are carried out at the same time which is before the development phase.

Since Company X is a company which produces all their products from initiation (idea generation), technical assessments are always conducted. From the answers gathered from the interview, Company X uses a dynamic system to build a consistent business case. The company conducts a user needs and want study on a consistent basis because most times the studies are use in developing future similar products. There is also the place of monitoring the products that are being developed by other competition. New product ideas are also gotten when the competitions' products are analyzed and better products are done to beat the competition. Based on the result gathered, Company X also carries out preliminary and in-depth market analysis and survey before products goes into development stages.

4.6.4 Testing and development

Based on the answers gotten from the interview, Company X already has an efficient and well tested product test process. The preference and market testing methods are the main choice of testing process being used in Company X. Testing with selected customers was seen in the theoretical aspect of the study. Small scale testing is also used with reliable customers for the process of product secrecy and the competition.

In product development, Company X is a detailed user of stage-gate product development process. There is an in-house testing, technical assessment study and feasibility study.

4.6.5 Product launch process

The process of product launch is the stage whereby the new product is introduced into the market. Company X has exiting strategies they use in product launch which is most alike to the theoretical analysis analyzed.

In Company X, the marketing of any new product starts from the first stage of the product development process in creating a marketing plan, the use of the marketing mix which includes the 4p in the marketing mix;

- Price
- Product
- Place
- Promotion

In designing a new product in Company X, the management and R&D team always put these factors into consideration;

- The price of the product
- The ease of using the product
- Savings the product can bring
- Simplicity of the product
- The design and quality of the product
- Safety

Since most of the ideas use in generating new product in Company X is from customer insight, the R&D and management of Company X gather the information gotten from their reliable customers to develop a market strategy which is consistent with the marketing mix. The target customers are also necessary when marketing a new product which depends on the product being marketed. Since Company X is a soap and detergent producing firm, its target customer base is everybody. Since Company X is already a growing household name in the soap industry, it will not be difficult to market the new product.

From the result gotten from the interview with members of the production team of Company X, the price of the new product is gotten after detailed market analysis. Most times, the price of product of competition is very relevant when putting a price on products because the Nigerian market is a sophisticated market where price of commodities is very essential. Firms are easily prone to lose their customer base if there is a slight increase in price of product compared to what is obtainable from other

competition. From another point of view, Nigerians can be luxurious in nature because they attach quality of a product based on the price attach to it. Company X gives prices to their new product based on these factors;

- Price of manufacturing the new product
- Profit to be gain from the product after tax and tariffs
- Competitors’ product price
- Evaluation of economic situation

The author reviewed channels that are recommended for a successful product launch based on the results gathered from the theoretical review of the marketing mix which is the promotion aspect.

Table 4.1: Recommended promotion channels for Company X’s product launch

Promotion Channels	Status	Need to	Importance
Trade show	Applied	To maintain	Very high
Sales visit	Applied	To maintain	High
Press kit	Partly applied	To intensify	High
Online advertisement	Applied	To maintain	Very high
Road show	Applied	To maintain	Very high
Print advertisement	Applied	To maintain	Very high
Trade speech	Not applied	To consider	High
Press release	Partly applied	To intensify	High
Social media	Applied	To maintain	Very high
Email marketing	Applied	To maintain	High
Electronic advertisement	Applied	To maintain	Very High

From table 3.2, the author tries to understand the favored promotion channels that are being employed by company X. Trade show, road show, social media, online advertisement are the most consistently used by company X. From the interview, the author gathered that in this era of social media tools especially Facebook, Instagram and Twitter are the most preferred use by Company X. Most companies in Nigeria invest so much in social media promotion because most Nigerians are always on social media and the use of the social tool is cost effective.

Road show in markets and public places using flyers (print advertisement) and giving out promotional packages. The use of road show is a very effective tool use by many

firms in Nigeria including Company X to promote and even make sales at the spot. Road shows most times comes with limited cut price packages.

Electronic advertisement is also a promotional medium used by Company X to promote their product. The paid use of radio stations which is so rampant in Nigeria and Television stations to advertise is prominent. The use electronic billboards are used mostly during the initial time of launch. Because it is expensive, electronic billboards are seldom use by Company X.

Other forms of print advertisement used by Company X is daily Newspaper outlet, magazines, print billboards are used by Company X. Even though internet advertisement is becoming the number one medium most companies use in Nigeria to promote, the use of print advertisement is still popular.

The use of direct mailing services is not use on a consistent basis because Nigerians are not very particular when it comes to advertisement using the email form.

4.7 Company Y

4.7.1 Background of company Y

Company Y is a fruit juice manufacturing firm. It is an emerging and a very competitive name in the Nigeria food industry. Company Y offers very variety of fruit juice from orange, apple, pineapple and many more fruit juice which can be seen in combination and whole. Just like Company X, Company Y is assigned the Y insignia because it wanted to be left anonymous in the study. Company Y was founded in 2010 in Lagos state but has its major producing plant and farms in Ogun state, Nigeria. Based on the proximity of Ogun state to Lagos state which is the business hub of Nigeria and most populated state in the country, most of Company Y's products are marketed and sold in Lagos state. Company Y was built based on providing quality, nourishing, healthy and price sensitive product to the ever growing population in Nigeria and Company Y is becoming a vibrant competition to household names in the Nigeria fruit juice industry.

4.7.2 Idea generation process

Based on the result gotten from the structured interview with personnel from R&D and management team of Company Y, it was found out that 50% of the ideas which are initiated into new product comes from constant interactions with consumers either

through customer care interactions, face-to-face interactions and most times through social media interactions using social media handles like Facebook, Twitter and Instagram. The remaining 50% are gotten based on continue innovation in the R&D and management team and checking out the product brands that are consistent with their competition in the fruit juice industry. Before Company Y came on board in the food industry there have been other major players in the industry.

For instance, the recent development of mixed fruit juice last year was initiated based on the type of product that is already popular in the market.

In recent times, company Y has created a program where selected consumers who are loyal users of the brand are invited for a customer visit. The visit was initiated to get ideas for new product and to get input from the loyal consumers of the brand for tasting. The R&D and management team uses the place of customer visit to know direct consumer needs and device methods on how to complement their product to fit into the need of the customers. Based on the result of the structured interview, VOC of the customer, R&D innovation and competition product is the best way used by Company Y to generate new product ideas.

Based on the literature review and stage-gate idea generation process, Cooper et al (2002) gave three ways by which idea generation can be achieved and they are VOC (voice of customer), camping out with customers and consumer visit.

In Company Y, the last form of idea generation is the case used consistently. Consumer visit is a form of using voice of the customer (VOC) but in this case, the company invites customers for visitation and they discuss and share ideas. Other forms of idea generation processes are also used but the consumer visit approach of VOC has been used by Company Y consistently through the years. Company Y believes that the use of selected consumers who comes for consumer visit is critical because of customer loyalty. The business of production of fruit juice and food in general is a competitive market in Nigeria and most times, the competition comes for the same idea with customers with shared loyalty.

Another way which is use by Company Y to generate ideas is the use of analyzing customers' problems and reviews it when analyzing customer needs. Company Y analyses the existing solutions to the customers' problem which is often a competitor's product and improve on the existing solution.

4.7.3 Scoping and developing a business strategy

In the theoretical review of stage-gate model, it was found out that three assessments were done before the product development phase. In preliminary investigation (scoping) and detailed investigation, preliminary market assessment, preliminary technical assessment and preliminary financial and business assessment are put into consideration.

From the answers gotten from the interview, the initial preliminary assessments are carried out when evaluation of ideas are done. Company Y R&D and management team already have the knowledge to undertake all preliminary assessment in scoping. Based on the answers gotten, preliminary and detailed assessments of various important variables are carried out at the same time which is before the development phase. According to the theoretical model, Company Y is using the lean approach in their stage-gate processes. In the lean approach, some aspect of the stages in the model is merged with other aspects for quicker production process and cutting in cost of production. In Company Y the lean approach is used when integrating scoping and detailed assessment before the product development stage.

Company Y is a company which produces all their products from initial stage (idea generation), technical assessments are always conducted. From the answers gathered from the interview, Company Y uses a dynamic system to build a consistent business case. The company conducts a user needs and want study on a consistent basis because most times the studies are use in developing future similar products. There is also the place of monitoring the products that are being developed by other competition. New product ideas are also gotten when the competitions' products are analyzed and better products are done to beat the competition. Based on the result gathered, Company Y also carries out preliminary and in-depth market analysis and survey before products goes into development stages.

4.7.4 Testing and development

From the result gotten from the interview, Company Y already has an efficient and well tested product development and test process. The preference and market testing methods are the main choice of testing process being used in Company Y. Testing with selected customers was seen in the theoretical aspect of the study. Small scale testing is also used with reliable customers for the process of product secrecy and the competition. In preference test, the company uses the consumer visit in the idea generation process.

Loyal customers are used to test any new product produce by the company and get feedbacks from them.

In product development, Company Y uses of stage-gate product development process. There is an in-house testing, technical assessment study and feasibility study.

4.7.5 Product launch process

In the process of product launch, new products are introduced into the market. From the results gathered from the interview, Company Y already has consistent existing strategies they use in product launch which is most alike to the theoretical analysis that was analyzed.

In Company Y, the marketing of any new product starts from the first stage of the product development process in creating a marketing plan. The 4ps of the marketing mix are always considered in the product launch process.

- Price
- Product
- Place
- Promotion

In designing a new product in Company Y, the management and R&D team always put these factors into consideration which are the price of the product which is the number one factor to be considered in the marketing mix, the peculiarity of the product taste is also considered because of the number of juice industries in Nigeria. The uniqueness and the peculiarity of the taste differentiates Company Y's product from others and it is particular in branding. In Nigeria, the uniqueness of the taste of a food attracts and keeps consumers of the product. Savings the product can bring to the consumer and the Company Y, simplicity of the product, the design and quality of the product and safety assurance.

Since some of the ideas use in generating new product in Company Y is from customer insight, the R&D and management of Company Y gather the information gotten from their reliable customers to develop a market strategy which is consistent with the marketing mix. The target customers are always put into consideration when marketing a new product which depends on the product being marketed. Company Y is a fruit juice

manufacturing firm which has an unlimited target base. Since Company Y is just few years old in the juice manufacturing industry but its consistency in the place of promotion and building her brand is commendable.

From the result gotten from the interview with members of the production team of Company Y, the price of the new product is gotten after detailed market analysis. Most times, the price of product of competition is very relevant when putting a price on products because the Nigerian market is a sophisticated market where price of commodities is very essential. Firms are easily prone to lose their customer base if there is a slight increase in price of product compared to what is obtainable from other competition. From another point of view, Nigerians can be luxurious in nature because they attach quality of a product based on the price attached to it. Company Y gives prices to their new product based on these factors;

- Price of manufacturing the new product
- Profit to be gained from the product after tax and tariffs
- Competitors' product price
- Evaluation of economic situation

The author reviewed channels that are recommended for a successful product launch based on the results gathered from the theoretical review of the marketing mix which is the promotion aspect.

Table 4.2: Promotion channels of Company Y

Promotion Channels	Status	Need to	Importance
Trade show	Partly applied	To intensify	Very high
Sales visit	Applied	To maintain	High
Press kit	Not applied	To consider	High
Online advertisement	Applied	To maintain	Very high
Road show	Applied	To maintain	Very high
Print advertisement	Applied	To maintain	Very high
Trade speech	Partly applied	To Intensify	High
Press release	Partly applied	To intensify	High

Table 4.2 (continue): Promotion channels of Company Y

Promotion Channels	Status	Need to	Importance
Social media	Applied	To maintain	Very high
Email marketing	Not Applied	To consider	High
Electronic advertisement	Applied	To maintain	Very High

In table 3.3 above that shows the analysis of various promotional channels used by Company Y. Online advertisement is a prominent feature used by Company Y in promoting their product. One of the consistent forms of online mode used is the use of social media channels in promoting. The use of Facebook, Instagram, Twitter, Google + and other times Linked is always taken advantage of by Company Y. In Company Y, according to the result gotten from the interview, almost 50% of funds allocated to promotion and advertisement is taken by online advertisement, especially social media channels because of the consistent results which have been seen in using the channel over the years.

The use of the print media of advertisement is also used by Company Y in promotion. The use of daily newspapers, magazine and flyers are involved

Company Y uses electronic media like ads in television and radio but have not started using electronic billboards but print billboards are used by Company Y for promotional purposes. Other promotional channels which are used are road show, press release and trade show.

4.8 Company Z

4.8.1 Background of company Z

Company Z is a bread manufacturing company located at the Island phase of Lagos state, Nigeria Unlike Company X and Y, Company Z is not a national company yet because it is strategically to provide service to a limited amount of people in the Lagos Island axis of Lagos state and recently, Company Z has moved into other part of Lagos state. Company Z was founded in 2013 and it is located in Lagos state Nigeria. It produces

bread of different forms and cakes for domestic consumption and for events. Company Y has been consistently providing value added services to her customers consistently since inception and it has become one of the most trusted bread manufacturing firms in Lagos state.

4.8.2 Idea generation process

Based on the result gotten from the structured interview with personnel from R&D and management team of Company Z, it was found out that 80% of the ideas which are initiated into new product come from the intuition and research from the development team of Company Z. The evolution and provision of certain new products from Company Z boils down to the innovative mind of the owner of the company and the development team employed to consistently bring initiative for new product. The remaining 20% are from the interaction with trusted and consistent customers of the brand and consistent following of the product released by the surrounding competition. Before Company Z came on board in the food industry there have been other major players in the industry.

For example, the fruit bread that was initiated by Company Z late last year was generated by a customer during a quarterly luncheon organized by the company for loyal customers of the brand.

In recent times, company Z has created a program where selected consumers who are loyal users of the brand are invited for a customer luncheon with the management and staff of the Company Z. The visit was initiated to get ideas for new product and to get input from the loyal consumers of the brand for tasting and their feedbacks too. The R&D and management team uses the place of customer visit/ luncheon to know direct consumer needs and device methods on how to complement their product to fit into the need of the customers. Based on the result of the structured interview, VOC of the customer, R&D innovation and competition product is the best way used by Company Z to generate new product ideas.

Based on the literature review and stage-gate idea generation process, Cooper et al (2020) gave three ways by which idea generation can be achieved and they are VOC (voice of customer), camping out with customers and consumer visit.

In Company Z, the last form of idea generation is the case used consistently. Consumer visit is a form of using voice of the customer (Voc) but in this case, the company invites

customers for visitation and they discuss and share ideas. Other forms of idea generation processes are also used but the consumer visit approach of VOC has been used by Company Z consistently through the years. Company Z believes that the use of selected consumers who comes for consumer visit is critical because if customer loyalty. The business if production of bread and cakes is becoming one of the fiercely competitive markets in the Nigeria domestic space. Many brands with innovative style come up with ideas on a daily basis to beat the competition and attract customers. The R&D department of Company Z consistently learn, interact and seek new ways to provide value added services for their ever growing customers.

Another way which is use by Company Z to generate ideas is the use of analyzing customers' problems and review it when analyzing customer needs. Company Y analyses the exiting solution to the customers' problem which is often a competitor's product and improve on the existing solution.

4.8.3 Scoping and developing a business strategy

In the theoretical review of stage-gate model, it was found out that three assessments were done before the product development phase. In preliminary investigation (scoping) and detailed investigation, preliminary market assessment, preliminary technical assessment and preliminary financial and business assessment are put into consideration.

From the answers gotten from the interview, the initial preliminary assessments are carried out when evaluation of ideas are done. Company Z R&D and management team already have the knowledge to undertake all preliminary assessment in scoping. Based on the answers gotten, preliminary and detailed assessments of various important variables are carried out at the same time which is before the development phase. According to the theoretical model in use there is the lean approach to stage-gate process. In the lean approach, some aspect of the stages in the model is merged with other aspects for quicker production process and cutting in cost of production. In Company Z the lean approach is used when integrating scoping and detailed assessment before the product development stage.

Company Z is a company which produces all their products from initial stage (idea generation), technical assessments are always conducted. From the answers gathered from the interview, Company Z uses a dynamic system to build a consistent business case. The company conducts a user needs and want study on a consistent basis because

most times the studies are use in developing future similar products. There is also the place of monitoring the products that are being developed by other competition. New product ideas are also gotten when the competitions' products are analyzed and better products are done to beat the competition. Based on the result gathered, Company Z also carry out preliminary and in-depth market analysis and survey before products goes into development stages.

4.8.4 Testing and development

From the result gotten from the interview, Company Z already has an efficient and well tested product development and test process. The preference and in house testing methods are the main choice of testing process being used in Company Z. Testing with selected customers was seen in the theoretical aspect of the study. Small scale testing is also used with reliable customers for the process of product secrecy and the competition. In preference test, the company uses the consumer visit in the idea generation process. Loyal customers are used to test any new product produce by the company and get feedbacks from them.

In product development, Company Z uses of stage-gate product development process. There is an in-house testing, technical assessment study and feasibility study.

4.8.5 Product launch process

In the process of product launch, new products are introduced into the market. From the results gathered from the interview, Company Z already has consistent existing strategies they use in product launch which is most alike to the theoretical analysis that was analyzed.

In Company Z, the marketing of any new product starts from the first stage of the product development process in creating a marketing plan. The 4ps of the marketing mix are always considered in the product launch process.

- Price
- Product
- Place
- Promotion

In designing a new product in Company Z, the management and R&D team always put these factors into consideration which are the price of the product which is the number one factor to be considered in the marketing mix, the peculiarity of the product taste, the texture and mouth feel are also considered because of the number of bread producing industries in Nigeria. The uniqueness and the peculiarity of the taste differentiates Company Z's product from others and it is particular in branding. In Nigeria, the uniqueness of the taste of a food attracts and keeps consumers of the product. Savings the product can bring to the consumer and the Company Z, simplicity of the product, the design and quality of the product, packaging and safety assurance.

Since some of the ideas use in generating new product in Company Z is from the company's innovation, the R&D and management of Company Z gather the information gotten from deep and consistent research on how to provide and produce product that are healthy and sometimes customize. Company Z provides customization of products based on request from certain customers. The target customers are always put into consideration when marketing a new product which depends on the product being marketed. Company Z is a bread and cake manufacturing firm which has an unlimited target base. Since Company Z is just few years old in the bread manufacturing industry but it consistency in the place of promotion and building her brand is commendable.

From the result gotten from the interview with members of the production team of Company Z, the price of the new product is gotten after detailed market analysis. Most times, the price of product of competition is very relevant when putting a price on products because the Nigerian market is a sophisticated market where price of commodities is very essential. Firms are easily prone to lose their customer base if there is a slight increase in price of product compared to what is obtainable from other competition. From another point of view, Nigerians can be luxurious in nature because they attach quality of a product based on the price attach to it. Company Z gives prices to their new product based on these factors;

- Price of manufacturing the new product
- Profit to be gain from the product after tax and tariffs
- Competitors' product price
- Evaluation of economic situation

The author reviewed channels that are recommended for a successful product launch based on the results gathered from the theoretical review of the marketing mix which is the promotion aspect.

Table 4.3: Promotion channels of Company Z

Promotion Channels	Status	Need to	Importance
Trade show	Not applied	To consider	Very high
Sales visit	Applied	To maintain	High
Press kit	Not applied	To consider	High
Online advertisement	Applied	To maintain	Very high
Road show	Applied	To maintain	Very high
Print advertisement	Applied	To maintain	Very high
Trade speech	Not applied	To consider	High
Press release	Not applied	To consider	High
Social media	Applied	To maintain	Very high
Email marketing	Not Applied	To consider	High
Electronic advertisement	Partly applied	To intensify	Very High

In the table above that shows the analysis of various promotional channels used by Company Z. Online advertisement is a prominent feature used by Company Z in promoting their product. One of the consistent forms of online mode used is the use of social media channels in promoting. The use of Facebook, Instagram and other forms are always taken advantage of by Company Z. In Company Z, according to the result gotten from the interview, almost 70% of funds allocated to promotion and advertisement is taken by online advertisement, especially social media channels because of the consistent results which have been seen in using the channel over the years.

The use of the print media of advertisement is also used by Company Z in promotion. The use of daily newspapers, magazine and flyers are involved.

Company Z uses electronic media like ads in television and radio but have not started using electronic billboards but print billboards are used by Company Z for promotional purpose.

4.9 Comparing Company X, Y and Z with International Practices in NPD

4.9.1 Unilever Plc

The author will compare Company X which is a soap manufacturing company in Nigeria with Unilever plc, the number one soap and detergent production company in the world.

4.9.1.1 Idea generation

Unilever highly leverage its partnership with retailers which are the best express route for customer feedback. For example, Walmart which is superstore gives feedback on the shift of the consumer daily buys and preference when it comes to soap and detergent. Unilever uses superstores like Walmart and others in their idea generation stage in the idea generation process. Research and insights are carried out to understand the customers want and needs in idea generation (Dirisu et al 2013).

4.9.1.2 Scoping and developing business strategy

As was analyzed in the idea generation, Unilever invest in research, innovation and development constantly (Dirisu et al, 2013). In NPD, consumer insight is key to know the needs and wants of consumer and trying to know the needs and wants. Collaboration with government and non-governmental organization in increasing innovation in products and packaging is seen constantly. Preliminary studies are carried out for key financial indicators, sales growth, volume growth and core operation margins. Innovation is also a critical aspect when developing a business strategy. Implementation of deep and extensive survey and product characteristics.

4.9.1.3 Testing and product development

In product development, the product design uses breakthrough in science and technology, turning unique insights into the product that consumer want and need. Product development and intermittent testing are carried out until the final product design is met. It involves perfecting a formulation so that is looks great and stable when stored.

In testing the product, thorough means are used so that it meets up to the standard of performance. Major retail outlets associate with Unilever like Walmart are used for product testing after in house testing.

4.9.2.4 Product launch process

The research and development team (R&D) draws out a marketing campaign in collaboration with the marketing team based on consumer preference, regulatory framework, legal consideration and competitive products and they get ready for launch process. In product launch and promotion, major promotional and advertisement outlet are used and focused on based on the target market.

Table 4.4: NPD process Between Company X and Unilever.

NPD Process	Company Y	Unilever Plc
Idea generation	VOC, Face to face interactions and retail outlets	R&D innovation, major retail outlet.
Scoping and developing business strategy	Market assessment, technical assessment, user need and want study	Consumer insights on need and wants, collaboration with government and NGOs. Preliminary studies on key financial indicators like sales growth, volume growth, core operating margin.
Testing and product development	In house testing and using retail outlets, consumers. The alpha and beta testing is used. A perfectly formulated product development pattern is followed based on R&D and innovation.	Breakthrough in science and technology is used for production until the exact model is met. In testing, major retail outlet and in house testing mechanism.
Product – Launch process	Organization and thorough use of the marketing mix	The marketing department and R&D develops promotional campaigns. In product launch, major promotional and advertisement outlets are used and focused on based on the target market.

4.9.2 Fiscon agro-production

Comparing Company Y which is a juice production company to another juice production company which uses international standard in their production process. Fiscon Agro production LTD is an Agricultural company in India. Fruit juice production in India is one of the most dynamic sector and one of the largest industrial sectors. The company is an agricultural firm that produces beverages and fruit juice made from different fruits. The author will compare the product development process from the initial stage to the launching stage/marketing stag.

4.9.2.1 Idea generation

The idea generation in the production process in Fiscon is based on market study of consumers of the brand who want hygienic fruit juice of different varieties and are willing to pay more. Based on the idea generated and the ingredients that were suggested by consumers and staff in R&D, favorable ingredients are used which is based on market research (Mahmutlari, 2014).

4.9.2.2 Scoping and developing business strategy

In the production of the juice, the company always draws out a development and implementation schedule which includes scheme of production, provisional registration, sanctions of financial support from management, installation of machinery and power connection, trial run and full project production.

Other aspects involved in scoping or preliminary business strategy is arranging the production capacity, energy conservation and target customer.

In business strategy, they also have checking out product characteristics and benefits, competition, segmentation into geographic, demographic and psychographic views and analyzing the marketing mix involved which include promotion via advertisement on television, radio, trade promotion, online advertisement. Other elements in the marketing mix that will be analyzed include place, product and price.

4.9.2.3 Testing and product development

In the production development process, the company uses standard process which is dependent on technology, quality of the fruits in use, scale of operation and availability

of investments financial resources. Product development and preparation process include the following steps;

- Washing of the fruits
- Crushing
- Filtration
- Pasteurization
- Added preservatives
- Bottling

In product development, packaging and storage are also included.

4.9.2.4 Product – launch process

In the product launch process, the company put into consideration the 4p of the marketing mix just like Company Y. in marketing, the marketing department design promotional campaigns and do art works for advertisement. The, marketing team create demand opportunities and find out new market segment.

In product – launch process, advertisement, promotional activities and demand creation are employed using television, radio, E.M channels and newspaper too. The use of online advertisement campaigns are also implemented.

Table 4.5: NPD Process Between Company Y and FISCON

NPD Process	Company Y	Fiscon LTD
Idea generation	Social media handles, VOC, Face to face interactions	Direct customer interaction and R&D innovation.
Scoping and developing business strategy	Market assessment, technical assessment, user need and want study	Scheme production, provisional registration, sanctions of financial support from management, installation of machinery, power connection, trial run and production. Also, business strategy, segmented analysis and promotional investigation

Table 4.5 (continue): NPD Process Between Company Y and FISCON

NPD Process	Company Y	Fiscon LTD
Testing and product development	In production process washing, crushing, filtration, pasteurization, added preservatives, bottling, packaging and storage. In testing, selected customers are used.	In production process washing, crushing, filtration, pasteurization, added preservatives, bottling, packaging and storage.
Product – Launch process	Organization and thorough use of the marketing mix	The marketing department develops promotional campaigns, create demand opportunities and market segments.

4.9.3 Colgate Palmolive Turkey

Colgate Palmolive is an American company which was created by William Colgate in the 19th century. It is soap, cosmetics, toothpaste/toothbrush (oral health) and other personal health production company. Colgate Palmolive Turkey is a foreign subsidiary of the Colgate Palmolive brand which is now a multinational company (MNC).

4.9.3.1 Idea generation

In idea generation, Colgate Palmolive conducts million upon millions of interviews with customers and retailers at different stores and homes to investigate and understand the needs of users which will enable potential buyers and users to be reached in order to accumulate valuable competitive and propriety customer information. Colgate Palmolive like company X, Y and Z is a user sensitive company when it comes to generating new ideas for new product. The R&D team gathers all the information and recommendation gotten from the interview with users and retailers to start the process of making new product.

The changing needs and preference of customers are put into consideration based on regions. Colgate Palmolive products ae adaptable, meaning they are produced based on established regional innovation centers to analyze customers' intelligence and from the information gathered, develop new, high-growth products.

4.9.3.2 Scooping and developing business strategy

After an idea has been approved by the R&D team and management, detailed research is carried out based on innovation, financial indicators, core operation margins, product characteristics and features. All the necessary composition of the product which will be used will be based on technical and consumer preference. A business strategy is also put into motion, sales growth, volume growth and extensive market survey which will include investigating product of other competitors.

4.9.3.3 Testing and product development

In product development which depends on the product that is being formulated, the production team which comprises of different sections like fragrance development teams carrying out test analysis which can be alpha testing or partial beta testing with selected customers to confirm that the chosen composition for the product is the right one for the product and for the consumers. In the production process in Colgate Palmolive, the different formulation from the different development team will be incorporated together based on the formula that is being used to create the finished products that will be launched to the market.

4.9.3.4 Product launch process

The research and development team (R&D) draws out a marketing campaign in collaboration with the marketing team based on consumer preference, regulatory framework, legal consideration and competitive products and they get ready for launch process. In product launch and promotion, major promotional and advertisement outlet are used and focused on based on the target market.

4.9.3.5 Comparing company x to Colgate Palmolive

- In idea generation, Company X makes use of VoC (voice of customer), customer invite and continue progress in R&D to gather new ideas for product development. Colgate Palmolive based on this study, uses interview with selected customers and retailers in major stores just to get to know the need of customers and pattern their products based on customer need and want including innovation in R&D.

- In scoping and development, Company X carries out detailed market analysis, production analysis, competition analysis, the consumers and the market for the product. Detailed financial analysis is carried out by management team also. In Colgate Palmolive detailed research is carried out based on innovation, financial indicators, core operation margins, product characteristics and features. All the necessary composition of the product which will be used will be based on technical and consumer preference. A business strategy is also put into motion, sales growth, volume growth and extensive market survey which will include investigating product of other competitors.
- In testing and development of product both companies conducts in house testing and beta testing with selected customers at different stages of production just to put consumer preference in forefront during production.
- In product launch process, both companies engage their marketing team to draw out a marketing and promotion plan for the new product which will be launch eventually. Most times promotion is carried out via electronic advertisement and online advertisement. Other form of advertising tools are also used in product promotion.
- In product formulation, composition and fragrance used by both companies, Company X have a proven formula used over time based on the kind of product which is to be released. Each product comes with a certain change in composition and fragrance also. Colgate Palmolive was built on the place of continuous innovation in formulation and final products.

4.9.4 Dalan Kimya Industries, Turkey

Dalan Kimya was created in 1941 by Hamdi Dalan with the production of traditional brand 100% pure olive oil soap. In 1981, the company started the production of modern soap and glycerine. In 2006, they started cosmetics production too.

Dalan Kimya's products range from personal care product such as bar and liquid soaps, shower gels, body lotions, hand creams, shaving creams and shampoo. They are produce industrial products which include glycerine, soap noodles and granulated soap. Major products by dalan Kimya are Dalan, Diana, Nancy, Cindy, Alara, Adalya and Roxy.

4.9.4.1 Idea generation

Dalan Kimya relies on interviews with consumers and retailers at different stores and homes to investigate and understand the needs of users which will enable potential buyers and users to be reached in order to accumulate valuable competitive and propriety customer information. Dalan Kimya industries is a consumer sensitive company when it comes to generating new ideas for new product. The R&D team gathers all the information and recommendation gotten from the interview with users and retailers to start the process of making new product. They believe the customers need is more important and consumer satisfaction comes first.

Dalan Kimya products are adaptable, meaning they are produced based on established regional innovation centers to analyze customers' intelligence and from the information gathered, develop new, high-growth products.

4.9.4.2 Scooping and developing business strategy

After an idea has been approved by the R&D team and management, detailed research is carried out based on innovation, financial indicators, core operation margins, product characteristics and features. All the necessary composition of the product which will be used will be based on technical and consumer preference. A business strategy is also put into motion, sales growth, volume growth and extensive market survey which will include investigating product of other competitors.

4.9.4.3 Testing and product development

In product development, Dalan Kimya uses a formula preserved for centuries for its traditional 100% olive based pure olive oil soap. Dalan Kimya handles saponification on fully computerized continuous systems and uses latest technologies in its production process. Dalan Kimya used TS-54 standard (standard for soap warranted by Turkey) for the raw materials used in soap production and the analysis and controls of its final products. The new product goes through all production process and test is done using the alpha and beta testing methods.

4.9.4.4 Product launch process

The research and development team (R&D) draws out a marketing campaign in collaboration with the marketing team based on consumer preference, regulatory framework, legal consideration and competitive products and they get ready for launch process. In product launch and promotion, major promotional and advertisement outlet are used and focused on based on the target market.

4.9.4.5 Comparing Dalan Kimya to company X, Y and Z

- In idea generation, Dalan Kimya like the companies used in my review is a customer conscious company. All their products were conceived based customer preference and need. R&D and management team are directly involved in gathering ideas from lead users and consumers. The results are taken through several stages of deliberations (gates), until a suitable choice is taken. Compared to Company X, Y and Z, idea generation is the same like Dalan Kimya. They are all customer sensitive companies.
- Necessary composition, technical and consumer preference studies, business strategy, sales growth, volume growth and extensive market survey are used by Dalan Kimya just like the companies under review.
- Alpha testing, beta testing are used by the companies for product testing. Dalan Kimya uses in-house testing and selected consumer testing.
- Product development is strictly based on the company which depends on the product involved.
- Product launch process; careful laid out plans are organized by the marketing department of Dalan Kimya which is same with the three companies in focus. Online advertisement campaigns, electronic advertisements are mostly used. In product launch process, company Z, Y and Z marketing team draw out certain templates which is always used for product promotion based on the Nigeria landscape.

These templates are used to carry out a detailed product launch process from the point whereby the idea for the new product is initiated to the point of the product completion and launch.

This form of product marketing brings anticipation from the customers.

5. FINDINGS AND CONCLUSION

The description of the main contributions and overall learning outcomes of the report will be presented in this chapter. The author will at first summarize the New product development report of the three firms and give out comparative remarks. Secondly, the reliability and the validity of the report will be presented and finally, discussions and the author's summarized learning report.

New product development include several activities carried out by groups with different abilities, knowledge, elements, resources, competencies and cultures to bring a new product from initiation stage which is also called idea generation stage to market stage. It is a new fundamental process for an enterprise and constitutes a basic source for revitalizing and improving firm's competitive advantage. It constitutes of dynamic processes which requires the combination and exploitation of all the enterprise capabilities in order for a new product with unique characteristics which will satisfy market needs to be produced. New product development constitutes of several stages which include idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, test marketing, commercialization or product launch.

Stage-gate process is a conceptual and operational model for moving a new project from idea to launch. The process is broken down into systems, stages and gates. Each stage consists of a set of prescribed, cross functional and parallel activities. In stage-gate process, the entrance to each stage is a gate. The gates acts as controlling points, they control the process, serve as quality control points and check points too.

The stage gate model was the theoretical model used by Company X,Y,Z. Based on the results of the study and analysis of the NPD processes of the companies, it was found out that Company X, Y and Z used the stage-gate methodology in almost all the steps from idea generation to product launch.

In idea generation, consumer's need and preference are always put into consideration when developing a product. For Company X, it was found out that more than 70% of the general ideas used in production are gotten based on interaction between the R&D

team and faithful customers. Company X also implements the place gates where several ideas are being analyzed and the best ideas will be chosen. Customer integration and participation is a very useful tool which is used by Company X from idea generation to testing and development and product launch.

Comparing Company X to other soap and household items production company like Colgate-Palmolive and Dalan Kimya, it was noticed that, Company X uses international standards in their production and NPD processes. The choice of fragrance, ingredients, chemical elements, production formula and all developmental process used in production. In product launch process, Company X makes use of trade show, sales visit, online advertisement, electronic advertisement and print advertisement in product promotion. The use of social media has become one of the most important tools used by Company X in the place of marketing and promoting their new product.

Just like Company X, Company Y is a new generation manufacturing firm which focuses on interaction with consumers through various platforms to understand their preference and need in the formulation of new products. Consumer visits and brand tasting are used by management team in getting ideas and make improvement in already implemented ideas. The stage gate process is fully implemented by Company Y in their new product development process. Lean stage-gate process is also used in the place of bringing the scoping and business strategy development stage into one stage for the conservation of time and resources. The lean process is also seen in product development and testing.

In product launch process and eventual promotion, Company Y uses sales visit, online and print advertisement, social media and electronic marketing for promotion. In comparison with other international food production companies like Fison, Company Y fared good even though there were loopholes and places for improvement especially in product development stage to meet international standards.

Table 5.1: Summary of NPD stages for company X, Y and Z.

Stages	Company X	Company Y	Company Z
Idea generation	70% of ideas comes from VOC which includes end user process, face to face interactions and from social media. R&D comes up with the other 20%	50%of ideas come from VOC while the plans for idea generation comes from competition, in-depth research from R&D	Research from R&D department and management. Other means of idea generation are from interaction with customers and surrounding competition.
Scoping	Business analysis, user need and want study, studying the competition, in-depth market analysis and survey.	Lean approach in business analysis. Market analysis and survey	Business analysis, user need and want study, studying the competition, in-depth market analysis and survey.
Testing and development	Preference and market testing, in-house testing, technical assessment study and feasibility study	In-house testing, beta testing, partial customer test, feasibility study and technical assessment study	Preference and market testing, in-house testing, technical assessment study and feasibility study
Product launch process	Structured marketing plans, checking out the marketing mix especially price, place and promotion. Online, print and electronic advertisement is strongly used, including road show and social media	Structured marketing plans, checking out the marketing mix especially price, place and promotion. Online, print and electronic advertisement is strongly used, including road show and social media	Structured marketing plans, checking out the marketing mix especially price, place and promotion. Online, print and electronic advertisement is strongly used, including road show and social media

Based on the model carefully explained in the literature, the author found out that in table 7 70% of ideas used in Company X comes from VOC while 50% can be seen in Company Y. In Company Z most of their ideas are gotten from the research carried out by R&D. Other sources of new product ideas according to the table were source from end user process, face to face interactions and from social media, product released by

the competition. Based on the findings gotten from the table, Company X, Y and Z used idea generation processes discussed in the literature.

Subsequently, in scoping which is the second stage of new product development, business analysis, user need and want study, studying the competition, in-depth market analysis and survey where all carried out by the different companies as was discussed in the literature. It should be said that Company Y uses lean stage gate approach in their in product development process.

In product testing and development, preference and market testing, in-house testing, partial customer test, technical assessment study and feasibility study were all used for testing the new product. In product development, just like major companies, Company X,Y and Z have their different sources of raw materials, different product formula, production plants which are used in carrying out the development of the product.

In the final stage of their product launch, structured marketing plans, checking out the marketing mix especially price, place and promotion where carried out by the different companies just like the literature stipulated. Online, print and electronic advertisements are strongly used, including road show and social media. Based in detailed research, social media use in product launch process is a veritable tool used by progressive companies because of the frequent nature of the use of social networking sites. Company X,Y and Z use social media channels in the promotion of their new product. In product launch process, company Z,Y and Z marketing team draw out certain templates which is always used for product promotion based on the Nigeria landscape.

These templates are used to carry out a detailed product launch process from the point whereby the idea for the new product is initiated to the point of the product completion and launch.

This form of product marketing brings anticipation from the customers.

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APPENDICES

Appendix 1: Questionnaire for Management and R&D team (interview method)

Appendix 2: Ethics Approval Form

Appendix 1

Questionnaire for Management and R&D team (interview method)

Idea Generation for new product launch:

- 1- Where do the new product ideas come from?
- 2- Where should they be coming from?
- 3- How do you evaluate and implement the new ideas which you received?
- 4- Do you have an Idea generation system which you use regularly?
- 5- How do you evaluate which new product idea is viable and which idea to be discarded?

Studies

- 1- Does the Company makes user needs and wants study?
- 2- Do you study your competitors and their products in details?
- 3- Do you go to customer through face to face meetings or do you create concept solutions internally, and then make market research to test the product concept?
- 4- Are you willing to try a user need and want study in the next new product project?

Testing

- 1- Could you briefly describe the testing process at the company?
- 2- What are the types of testing you are currently applying before and during the launch of the new products?
- 3- Are you using concept testing effectively when developing new products?
- 4- Do you take the necessary time for concept testing before going to development?

Development

- 1- Do you follow any development model?
- 2- Do you involve the customers during the development phase? (model)
- 3- How testing is done during the product development?

Launch process

- 1- What are the obstacles you are facing during the launch process?
- 2- How do you promote your new product during the launch process?
- 3- What are the post launch exercises carried out?

Appendix 2. Ethics Approval Form

Evrak Tarih ve Sayısı: 13/05/2019-2664



T.C.
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Sosyal Bilimler Enstitüsü Müdürlüğü

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Hk.

Sayın Emmanuel Koku BANSAH

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e-İmzalıdır
Prof. Dr. Ragıp Kutay KARACA
Müdür

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RESUME



PERSONAL INFORMATION

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✉ emmanuel.koku@businessconnect.com.tr

Sex Male | Date of birth 25/12/1985 | Nationality Ghanaian

WORK EXPERIENCE

Aug 2018–Present

Director and chief executive

Business Connect, Istanbul (Turkey)

- business development
- creating promotion and advertising strategy
- managing business
- preparing necessary documents for clients

Sep 2015 – Feb 2018

Intermediary seller

Independent business

- Contacting Sellers and getting the appropriate information for Buyer's offering
- Finding targets
- Structuring the deals

Business or sector Clothing Retail Store Business

Sep 2014–Jan 2015

Sales representative

Salash, Istanbul (Turkey)

- supervising
- translating
- selling items

Sep 2013–Jan 2014

Teaching associate professional

Istanbul Aydin University, Istanbul (Turkey)

- English teaching

EDUCATION AND TRAINING

Oct 2015–Jun 2018

Master's Degree in Business Administration

Istanbul Aydin University, Istanbul (Turkey)

- Business Statistics and forecasting methods, Marketing, Brand Management, Research Methods in Social Sciences,

Oct 2011–Jun 2015 **Bachelor's Degree in Political Science and International Relations**
 Istanbul Aydin University, Istanbul (Turkey)
 - Mathematics, Statistics, Geopolitics of energy, Sigma, Exchange Regime and Foreign Currency

Sep 2007–Jun 2010 **High School**
 The West Africa Examinations Council, Accra (Ghana)
 - Economics, Mathematics, Physics, Biology

PERSONAL SKILLS

Mother tongue(s) English

Foreign language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
Turkish	A2	A2	A2	A2	A2

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user
[Common European Framework of Reference for Languages](#)

Communication skills

- team spirit (participation in various activities for students)
- able to socialize and interact with people from different cultures
- able to work in team, but also individually
- extracurricular activities (Scientific session at Istanbul Aydin University)

Organisational / managerial skills

- fairness
- seriousness
- attention to detail
- organizational skills (projects)

Job-related skills

- responsibility
- confidentiality
- a very good organization working mode
- communication skills with people of foreign nationality

Digital skills	SELF-ASSESSMENT				
	Information processing	Communication	Content creation	Safety	Problem solving
	Independent user	Independent user	Independent user	Independent user	Independent user

[Digital skills - Self-assessment grid](#)

- good command of Microsoft Office™ tools
- efficient use of computers
- quickness in writing or editing texts

- Other skills
- very determined
 - quick learner
 - hard working
 - able to efficiently plan and manage spare time

Driving licence C

ADDITIONAL INFORMATION

- I attended Africa's International Relations Conference at Istanbul Aydin University (2015)
- Poverty and Energy in Africa Presentation (2014)
- I attended Innovation of Africa Conference at Istanbul Aydin University (2013)
- I attended DEIK Turkey Africa business relations Conference (2012)