

Marketing Operations and the Development of Industrial Parks: Evidence from Niger State, Nigeria

Dr. Koce, D. Henry¹ & Azubuike A. Samuel²

¹Department of Marketing

²Department of Business Administration and Management
Federal Polytechnic, Bida, Nigeria

Abstract

Industrialization, a gradual pool of business incubation within a given geographical area and its importance of enhancing economic development cannot be over prioritized. This study is hosted to investigate the impact of marketing operations on the development of industrial parks in Niger state, Nigeria. However, few available studies on this gray topic in Nigeria have presented mixed empirical positions on its socio-economic impact. This study analyses the impact of marketing operations to the establishment and development of Industrial Parks (IPs) in Niger State, Nigeria taken into cognizance the Minna and Garam Industrial Parks. The study utilized both primary and secondary data. The population of the study is 77 constituting of staff members of Minna and Garam Industrial Parks and Niger State (IPs) Management Agency. 77 questionnaires were distributed to the entire population of which a total of 72 were returned with credible information and admitted as sample size. This was analyzed descriptively based on inferential statistics using five point likert scale and SPSS tool. The findings revealed that there is effort in industrializing the state but not followed with best practices as it has been riddled with constant setback like ineptitude, corruption, inadequacy of infrastructural facilities, poor trade logistics, poor marketing operations and weak linkage with local economy for harnessing of the enterprises' environment, among others. Therefore the study concluded that there is need to embrace industrial culture and discipline, establishment of marketing operations network, strategically connecting the various network of raw materials locations in and around the state and beyond. It is also found that the establishment of industrial park in the state will remarkably reposition the state economy towards overcoming the problem of job insecurity and developmental hardship in the state. The study, therefore recommend that the State government should prioritize her IPs policy with full marketing operations to attract participation that will harness the potentials and development of the state IPs.

Keywords: Economy, Infrastructure, Industrial, Marketing Operation, Parks.

INTRODUCTION

The development of industrial parks in Niger state, Nigeria, is a strategic move to boost economic diversification. Competitive offer such as costs, utilities, logistics, incentives, and cluster networking are the anchors of industrial parks embedded in marketing operations that generate activities that fosters investment and linkages, hence the development of Industrial parks. Every country operates an industrialization structure that suites her environment and facilitate the achievement of conceivable economic development (Ngwu, Onodugo, Monye, Ukere, Onyekwelu, & Mmame, 2023). Nigeria has not done much in harnessing the benefits of centralized production facilities by establishing and operating a well designated industrial parks. Poor marketing operations and infrastructural deficit is crippling the Niger state economy in a very alarming fast pace. The state in recent time on its own volition has demonstrated iconic strength in developing her institutions and rebuilding old infrastructure and construction of new link roads and express by-pass. To tackle dilapidated state economy, the state government has identified the need to resolve any constrain affecting the two operating industrial parks (IPs) in the state (Minna and Garam Industrial Parks).

Marketing operations are operations that benefit industrial parks through the creation of demand, attracting of investors and businesses, and improving a business reputation and economic development which is achieved through targeted promotion, market research, and the creation of a strong brand identity (Rajer, 2023). This in turn leads to increased productivity, job creation, and foreign direct investment (FDI).

Industrial Parks started as a result of the Millennium Development Goal (MDG) General Assembly Pact of the United Nations in the year 2000. The key session on the Millennium Year Assembly of UN was on the bid to industrialize the African Nations. Goal 9 or Article9 of the Pact earmarked the need/reasons for the takeoff of Industrial Parks to serve as a bed rock for industrial revolution of Africa Nations. Nigeria as a nation was ably represented and part of the agreement of which state by state and nationally was not followed up and therefore nothing has been achieved so far. Niger State on her own part adopted the Policy idea in 2007 as a motion to develop the State Industrially and position it as one of top three Industrially Developed States in Nigeria. The same was passed in the Niger State House of Assembly as Law and Gazetted by February 2014 (NS-Gazette, 2014).

Industrial Park, Industrial Estate, or Industrial Layout is one and the same thing. Industrial Parks as propounded by Michael Porter in 1998 captures essence of all the other names mentioned above that are in the form of clusters accommodating entrepreneurial development of scaled industries in same layout. The holistic component of plots of land planned to contain different industries in categories or clusters developed as an integrated one stop hub for manufacturing and also serving as a marketization point which can occupy a land mass of between 30 to 50Km² (Guangbo, Min, & Huayu, 2024) can be referred to as Industrial Parks (IPs). Industrial Parks as a new formation are to harbor the followings in differentiated categorization:

Industrial Clusters: A build-up of medium and small enterprises located together so that they can share common resources/facilities, and for the whole essence of creating market synergy

and healthy competition. Within the Industrial Clusters, we have Business Incubation (areas of Incubation) where people with unique business ideas in business are nurtured or trained and helped to generate take off capacity especially in financing to be able to start their own businesses. This is acquiring the right capacity for business take off.

Enterprise Zones: for example Building Material Market, Warehousing Entrepreneurs, Woodwork and Furniture Makers, Mechanic Square, Textiles and Garment Industries should occupy 5-10 hectares operating to scale up organized private sector and create self-sustenance by helping to alleviate the problem of unemployment.

Industrial Zones or Hub: This area constitutes a buildup of Heavy Industries being that they have the capacity of finally turning out direct consumable (Finished Products) products as the case may be.

Free Trade Zones: This is an area of economic activities usually situated within the proximity of international entry/exit borders to facilitate the movement of goods there in.

The idea of becoming a reproductive nation informs the objective of creating Industrial Parks to domicile the overwhelming availability of raw material processors and bases for the establishment of light industries (Muluneh, 2022) and market/consumable products for Heavy Industries within proximal points. This in real time implies creation of marketing operations with the convenience of centralized or shared infrastructure. The Heavy Industries are wholesomely or in part to consume the finished products/goods of the Light Industrial Zone for massive production of consumable goods that will be sent to the open market for final consumption or as a raw materials for further processing (Guangbo, *et al.*, 2024). This in essence means for example Shear-butter producers as its final product will feed a pharmaceutical company within the same Industrial Parks for the production of a final consumable products, (market within market) thereby creating employment base for the state.

NIGER STATE INDUSTRIAL PARKS DEVELOPMENT AGENCY

Niger State Industrial Parks Agency was conceived in 1996 and established in 2008. The Agency establishing the Industrial Parks was created by the state house of Assembly and the Law establishing the Agency was passed and accented to in 2014, being the Niger State Industrial Development Parks Agency and may be referred as 'The Agency', (NS-Gazette, 2014).

LOCATIONS OF NIGER STATE INDUSTRIAL PARKS

The Minna Industrial Parks:

Minna Industrial Park occupies 150hectares of land mass, divided into sections for various types of industrial capacities or entrepreneurial occupations. The industries already functioning from the Parks Center are Timber merchants, Furniture making and Wood work companies, Building materials market hub, and a functioning Police Station/Bit with Fire Service Station.

Koche & Azubuibe. Marketing operations and the development of industrial parks

The Garam Industrial Parks:

The Garam Industrial Park has a larger land mass of 260hectares, divided into sections for various weights of industrial capacities or entrepreneurial occupations development. There is already the presence of light industries like Timber merchants, Furniture making and Wood work companies, Building materials market hub, and though Police Out Post is not occupied till now and no presence of Fire Service Station.

Other Industrial Parks within proposal stages by the Niger State Government are:

1. Tegna Industrial Parks
2. Kontagora Industrial Parks
3. Bida Industrial parks.

The administration of current Government of Niger State in effort to fast track the development of the State is seeing to the massive upgrading of road infrastructures and up scaled agro-allied production leading to demands on diverse pattern of consumption for excess products from the state and therefore signaling the need for birthing various industrial parks in the state.

Private Industrial Park Ownership in Niger State

The Anfani Industrial Parks

At the moment there is alone private Industrial Parks by the name of **Anfani Industrial Parks** in Niger State managed by Hydro-Polis Investment Limited, an Investment company. The Hydro-Polis Investment Limited is a subsidiary company of Mainstream Energy Solutions. Among the success factors of Anfani Industrial Parks is its ownership of an Independent Power Plant of 100megawatts that distributes fully dedicated/uninterruptable power supply to the Industrial Parks for its enterprises’ activities (Z. Abubakar, personal communication, May, 21, 2025).

This study fills a gap with an insight that adds significantly to the body of knowledge on the need of industrial parks for economic development of a state. It is also expected that concerned Investors and Economic Institutions will meaningfully be able to harness from the richness of the research for effective decision making on industrial parks development and its marketing operations for a state, just as also the Research Community, Academicians, Non-Governmental Organizations (NGOs) and Local Communities to mention but few. The study would serve as a guide for improved directions for a well-informed good Policymaking for Governance decision-making processes for scaled enterprises categorizations and establishment of a well-articulated growing economy. It will intentionally investigate industrial parks capacities as well as linking marketing operations of products and services.

Therefore the absence of research that investigates the impact of industrial parks to the economic development of a state, the need for developmental infrastructures like roads and raw materials availability statistics, and entrepreneurial collaborations and partnership as strategies for economic development informs the need for this study. Cares, (2023) have argued that the domestication of enterprises’ has the capacity to develop or draw development to areas of its

concentration. Their presence significantly affects the economic development of their domiciled area. Therefore there is need for industrial parks to be located wisely.

Statement of the Problem

One most important objective leveraged from the establishment and operations of industrial parks is economic development and improved standard of living of a given country. Currently there exist no empirical researches from the perspective of industrial parks in Niger state and its marketing operations. Industrial parks are widely recognized as strategic instruments for accelerating industrialization, attracting investment, generating employment, and promotion of regional economic development. And among the key factors influencing the success or failure of industrial parks is the effectiveness of marketing operations such as investment promotion, stakeholder engagement, product and service delivery coordination, and investors' relationship management, which play a critical role in positioning industrial parks as attractive destinations for domestic and foreign investments coordinates. In Nigeria, encouraging industrial parks development has helped in diversifying the economy away from oil dependence and strengthening the manufacturing sector. Niger State, with its vast land and abundant natural resources, strategic location, and proximity to the Federal Capital Territory, possesses significant potential for industrial park development. Despite these strategic advantages, the performance and development level of industrial parks in the state remain relatively low compared to expectations.

Also the problem of insufficient infrastructure, policy inconsistency, bureaucratic bottlenecks, and limited private sector participation often overshadow marketing efforts in the state. There is a notable gap in knowledge regarding the effectiveness of current marketing strategies, institutional capacities, and stakeholder collaborations in driving industrial park development. Without such understanding, policymakers and industrial park managers may continue to adopt ad hoc or ineffective marketing approaches, thereby undermining the state's industrialization and economic development objectives. This study seeks to address this problem by examining the relationship between marketing operations and the development of industrial parks in Niger State, Nigeria.

The study is therefore guided by three (3) research questions:

- i. To what extent does marketing operations impact the development of Industrial Parks in Niger State?
- ii. To what extent do existing natural enterprises' resources impact the establishment and operations of Industrial Parks in Niger State?
- iii. To what extent do enterprises' collaborations determine the successful operations of Industrial Parks in Niger State?

And the following research objectives are generated to guide the study from the above research questions.

Koce & Azubuikwe. Marketing operations and the development of industrial parks

- i. To examine the impact of marketing operations on the development of Industrial Parks in Niger State
- ii. To investigate the impact of existing enterprises' resources to the establishment and operations of Industrial Parks in Niger State.
- iii. To examine how enterprises' collaborations determine successful operations of Industrial Parks in Niger State.

Significance of the Study

The proper positioning of industrial parks will help to generate employment, grow entrepreneurial possibilities, and build competitive marketing operations (cares, 2023). The long run absence of industrialization will eventually bring about a collapse economy for a State, triggering hardship for the common populace (Tagesse, 2024). Evidences shows among others that corruption and lack of continuity in government policies, wrong economic plan and insincerity of purpose by government (Imomole, and Izuagie, 2014) are among the major reasons for inability to accomplish the establishment and market guided operations of IPs in Niger State. Therefore the significance of this study is eminent in addressing the problem of unemployment, suggesting way forward in harnessing the abundant natural resources in Niger state and Nigeria generally, helping to visualize the need for continuity in government policies and addressing of enterprise collaborations for industrialization.

Concept of Industrial Parks and Marketing Operations

Every economic zone's (EZs) with distinct boundary and designated infrastructure is instrumental to harmonious hosting of industries in a park's clustering and serving a nation the opportunity for enhancing national economic transformation (Tefaw, 2023). Industrial park can be explained to mean a tract of land sub-divided into plots according to a comprehensive development plan and with the provision of roads, and public utilities like power supply, excellent network of drainage system, and water supply, for use by a group of manufacturers", (UNIDO SDG 2020). The all-inclusive spot location of industries is a global phenomenon, and keeping to the policy framework protected by law of the land is the nature of industrial parks formation, (Muluneh, 2022).

Marketing as a pillar explains the comprehensive exercise carried out extensively to create awareness that will enable businesses to sell their services and products better and more. And in this remark the desirability of industrial parks marketing operations is to create and deliver value that will make the consumers of products and or services to feel understood and accept the goods as valued. Therefore marketing operations need to be established as a comprehensive and systematic mechanism suitable for rendering of product or service to constituent market (Rajer, 2023). Industrial park will be particularly resourceful when it is matched with the appropriate marketing operations (Abrokwah-Larbi, 2023). Industrial park marketing operations must also be concerned with economic planning and operational capabilities that shapes and accomplish the strategic objectives of a nation's central growth potentials (Tefaw, 2023).

CONCEPTUAL AND EMPIRICAL REVIEW

Conceptual Review

Industrial Park: This is described as comprising of Industrial Clusters in there different formations and entrepreneurial relationships. The essence of which is to create markets within market, with network of marketing operations (Ngwu, et al., 2023). Muluneh, (2022), have clamored that it is no longer whether industrialization has a role to play in national development, but on the instances of what that role should be and how it should be played, as it has become crucial that industrialization must be encouraged for meaningful engagement of teaming youth population and for market conditions to excel. Industrial Clusters has also been explained by the study of Kebede and Heshmati, (2023) as an area where small and medium enterprises (SMEs) are located to enable them share common resources for the success of their entrepreneurial activities. Industrializing a State should be paramount to promoting economic development, reducing mass unemployment and/or ensuring national control over the overall direction of an economy, (Mawoli 2021).

Marketing Operations: Marketing operations is the collection of activities that is key to the traditional functions that is focused on the design of products and services and the construction of physical channels to meet desired customers' consumption habits (Rajer, 2023; Kumera, Amentie, and Bali, 2024). Every business can point out that their clear goal and objective is to generate profits, and marketing is strategic to achieving this goal (Rajer, 2023). In fact, many businesses would not exist without marketing. Therefore marketing operations constantly requires channel of exchange either for purchasing or for sales (Ren, 2024). These channels are being rebuilt, and marketed as a model with regard to creative innovations that is constantly evolving. Kotler and le (2008) in Agbogun, (2022) pointed that marketing operations defines the reason for target patronage marketing principles and techniques.

Literature Review

Kumera, et al., (2024) remarked that marketing operations are clarified to concern product or service identification within customer's perceived need and affordability. This answers to key understanding of product or service demand in and around a location versus the positioning of an industrial park where production resources are available. This is ultimately a productive based perception for establishing and operating of industrial parks for economic growth of a state. Juh'asz, Lane, and Rodrik, (2023) also stated that you will have to develop a structure before using the structure. A good means to grow the economy of Niger state is to industrialize the state. Therefore the development of industrial parks is very fundamental.

An improved economic standard of living of a nation is among the reasons for establishing industrial park (Cu, Huoang, and Le 2020). Cu, et al., (2020) also pointed that IPs development is of interest not only to researchers, but also to policymakers. The impact of industrial parks to the economic development of countries is very much emphasized by its ability to facilitate the reaching out the need of host environment and beyond. This research

Koce & Azubuike. Marketing operations and the development of industrial parks

intends to analyze the influence of industrial parks development and its marketing operations on the economy of Niger state Nigeria.

One of the desired activities for prosperous industrial parks is marketing operations. Marketing create the needed channel for comprehensive and extensive reach for businesses to sell their services and products (Rajer, 2023). Rajer, (2023) also remarked that marketing can come in the form of social marketing, service marketing green marketing, digital marketing, network marketing and more.

Empirical Review

The study of Ngwu, et al., (2023) which investigates the nexus between industrial parks and the sustainability of small and medium-scaled ventures (SMVs') examine the extent of the impact of government incentives for distributive trade, manufacturing, agriculture and allied products, and commerce and tourism sub-sectors in Enugu metropolis of Enugu state, Nigeria through the use of empirical data. The study adopted a descriptive survey design on population of 711, regression analytics tool was used to analyze the data from a structured questionnaire. The study's results indicate a significant positive impact on SMVs' innovativeness in Enugu metropolis ($R = 0.575$, $\beta = 0.283$, $t = 6.794$, $p = 0.000 < 0.05$), while government's tax incentive had a significant positive impact on SMVs' cost-effectiveness ($R = 0.267$, $\beta = 0.213$, $t = 6.472$, $p = 0.000 < 0.05$). The study concluded that the pursuit of sustainability stimulates' competition and results in higher levels of innovativeness, while government support such as tax incentives helped to lower SMVs' costs of operating in the parks. This means that SMVs can maintain viability through a well-planned structure of industrial park.

Abrokwah-Larbi, (2023) investigates the impact of marketing capabilities on business performance using survey method to gather information from 225 food processing SMEs registered in Ghana's eastern region. A structural equation modeling (SEM) path analysis was used for analysis and assessment of the impact of marketing analytics capability (MAC) on the performance of SMEs. The study results showed that MAC significantly and positively affect the financial performance (FP), customer performance (CF), internal business process performance (IBPP) and learning and growth performance (LGP) of Ghanaian SMEs. The findings also illustrates the significance of MAC determinants, especially marketing analytics skills (MAS), data resource management (DRM) and data processing capabilities (DPC), in achieving SME success in Ghana. The study concludes that the credence of marketing operations provides a crucial strategic capability with regard to the emerging performance of enterprises' economy.

The study of Rajer, (2023) identified marketing as comprehensive and in deed an extensive industry that presents the techniques for enterprises' to thrive with their products and or services. Rajer, (2023) successful defined the models of marketing that makes it competitive in nature and with the ability to increase awareness within their environment and beyond. The study therefore, developed a theoretical perspective on the introduction of dimensions, components, and vital elements that can align with the needs of customers and the competitiveness of economic enterprises by carrying out a conceptual and comprehensive review of literature and the harnessing of influential factors for marketing success. The study

recommends key elements of marketing models that is based on strategy and aligned with competitiveness objectives.

In all Industrial Parks that is designated for economic development must be accompanied with a good working policies (UNIDO 2018). The principal rationale for establishing industrial park is to enable resolved industrialization at specific location that is planned and improved to that effect and to enable the common sharing of industrial facilities, thereby providing strategic market and employment at a spot, (UNIDO SDG 2020; Tagesse, 2024).

METHODOLOGY

To shape the research process, the study used secondary means of data collection to gather the required data through administration of questionnaires. This secondary tool of analysis used gives a robust efficiency as instrument and thereby ensure the validity of findings. Analysis was done using content analysis approach to give robust information to the end users of the research work, like the Niger State IPs Agency, further research work and other industry R&D department for their understanding of the impact of establishing industrial parks and its marketing operations.

The questionnaires distributed to seventy seven (77) respondents comprising of Forty three (43) in Minna Industrial Parks, Twenty six (26) in Garam Industrial Parks and eight (8) in Niger State Industrial Parks Development Agency, Minna were collected and collated. However five (5) of the questionnaire data were wrongly filled and was rejected for the study analysis. The Seventy two (72) returned with the required information were analyzed descriptively based on inferential statistics using five point likert scale and rune with SPSS tool.

Table 5.1: Study Population and Sample size Analysis Table

S/No.	Study components	Distrd. data		Marred Data		Returned	
		Value	%	Value	%	Value	%
1	Minna Industrial Parks	43	56	4	80	39	54
2	Garam Industrial Parks	26	34	0	00	26	36
3	Niger State Industrial Parks Development Agency	08	10	1	20	7	10
	Total	77	100	05	100	72	100

Source: Researchers’ field survey, 2025

Analysis of Research Questionnaire and Implications of Findings

Table 5.2: (PART A) -Responses on Industrial Parks establishment in Niger State.

S/ N	STATEMENT	RESPONSES					Total//%
	(IMPACT OF IPs OPERATIONS IN NIGER STATE)	SA	A	N	D	SD	
1.	The problem of locals reoccupying abandoned Industrial Parks (IPs) lands	30 (41.7.)	12 (16.7)	4 (5.5)	16 (22.2)	10 (13.9)	72 (100%)
2.	The location of the IPs is convenient for industrial development	30 (41.7)	20 (27.8)	12 (16.7)	4 (5.5)	6 (8.3)	72 (100%)
3.	Plot transfer agreement are not properly done	12 (16.7)	16 (22.2)	6 (8.3)	4 (5.5)	32 (44.4)	72 (100%)
4.	Issues of corruption in government is devastating full takeoff of the IPs	36 (50)	10 (13.9)	2 (2.8)	8 (11.1)	16 (22.2)	72 (100%)
5.	IPs policies are in conformity or aligning with developmental program of state government	50 (69.4)	22 (30.6)	- (0)	- (0)	- (0)	72 (100%)
6.	Industrial Parks Agency not fully funded to drive developmental takeoff of the IPs	22 (30.6)	16 (22.2)	18 (25)	8 (11.1)	8 (11.1)	72 (100%)
7.	An encouraging Working Policy for IPs Agency	42 (58.3)	20 (27.8)	6 (8.3)	- (0)	4 (5.5)	72 (100%)
8.	Power supply problems will cripple activities in IPs	70 (97.2)	2 (2.8)	- (0)	- (0)	- (0)	72 (100%)
9.	Government inability to set-up infrastructures as projected	56 (77.8)	10 (13.9)	6 (8.3)	- (0)	- (0)	72 (100%)
10.	Industrial Parks will bring Development to the State and surrounding Settlements	30 (41.7)	22 (30.6)	4 (5.5)	10 (13.9)	6 (8.3)	72 (100%)
11.	Integrating waste management system will aid hygiene and keep standardized environment	56 (77.8)	10 (13.9)	4 (5.5)		2 (2.8)	72 (100%)
12.	Integrating Locals in the	-	8	24	30	10	72

Surrounding settlements is very difficult	(0)	(11.1)	(33.3)	(41.7)	(13.9)	(100%)
---	-----	--------	--------	--------	--------	---------------

Source: Researchers' field survey, 2025

Table 5.3: (PART B) -Responses on Industrial Parks Development and marketing operations in Niger State.

S/ N	STATEMENT	RESPONSES					Total
	AVAILABILITY OF ENTERPRISES' RESOURCES FOR ESTABLISHMENT OF IPs IN NIGER STATE	SA	A	N	D	SD	
1.	Niger State IPs Model for IPs Agency is not attractive to its development	26 (36.1)	20 (13.9)	8 (11.1)	6 (8.3)	12 (16.7)	72 (100%)
2.	Takeoff procedures is weighed down by administrative bottle neck	36 (50)	20 (27.7)	10 (13.9)	4 (5.5)	2 (2.8)	72 (100%)
3.	The State Government is not worried about the infrastructural development and harnessing of needed enterprises' raw materials	26 (36.1)	16 (22.7)	2 (2.8)	4 (5.5)	24 (33.3)	72 (100%)
4.	Poor Government Market Regulations' Policy are hindering investments in the IPs mapped out location	28 (38.8)	2 (2.8)	14 (19.4)	16 (22.2)	22 (30.6)	72 (100%)
5.	IPs market operations requirement/framework is complicating	30 (41.6)	16 (22.7)	2 (2.8)	20 (27.7)	4 (5.5)	72 (100%)
6.	The State has not been strategic about IPs marketing operations	10 (22.7)	4 (5.5)	14 (19.4)	18 (25)	26 (36.1)	72 (100%)
7.	Issues on adequacy of Insurance cover for insecurity in the State is not strategic	36 (50)	16 (22.2)	6 (8.3)	8 (11.1)	6 (8.3)	72 (100%)
8.	The Agency delivery framework on establishing IPs in the State is bankrupt	12 (16.7)	10 (13.9)	4 (5.5)	20 (27.7)	26 (36.1)	72 (100%)
9.	Issues of lack of continuity in IPs policies infringes on	60 (83.3)	10 (13.9)	2 (2.8)	- (0)	- (0)	72 (100%)

	global best practices						
10.	There are difficulties in aligning investors' interest with international best practices.	48 (66.7)	16 (22.2)	6 (8.3)	- (0)	- (0)	72 (100%)
11.	Investors' will be ready to build their enterprises' when infrastructures are ready	40 (55.5)	16 (22.2)	6 (8.3)	- (0)	8 (11.1)	72 (100%)
12.	Investors are ready to participate due to nearness to FCT (Nigeria) Market.	44 (61.1)	14 (19.4)	6 (8.3)	5 (5.5)	2 (2.8)	72 (100%)

Source: Researchers' field survey, 2025

Table 5.4: (PART C) - Responses on Industrial Parks Development for Niger State.

S/ N	STATEMENT	RESPONSES					Total
		SA	A	N	D	SD	
1.	Government Policies and Regulation are hindering IPs Partnerships and Collaborations in Niger State	10 (13.9)	2 (2.8)	24 (33.3)	16 (22.2)	22 (30.6)	72 (100%)
2.	Poor network with locals makes it difficult to harness available natural resources in the State	30 (41.6)	16 (22.7)	2 (2.8)	20 (27.7)	4 (5.5)	72 (100%)
3.	Look-warm attitude of government naturally affects investments/public interest in all ramifications.	44 (61.1)	12 (16.7)	4 (5.5)	4 (5.5)	8 (11.1)	72 (100%)
4.	Coordination by IPs Agency on Investment Promotion with Stakeholders is not effective	36 (50)	20 (27.7)	12 (16.7)	4 (5.5)	- (0)	72 (100%)

5.	Ill-timed marketing operations does not add-up to reliable results	28 (38.9)	20 (27.7)	8 (11.1)	8 (11.1)	8 (11.1)	72 (100%)
6.	Inadequate strategy in investment marketing and facilitation slows down IPs investor interest	2 (2.8)	12 (16.7)	6 (8.3)	20 (27.7)	32 (44.4)	72 (100%)
7.	The Politicization of policies of Niger State IPs Development is affecting its sound takeoff	40 (55.6)	16 (22.2)	10 (13.9)	6 (8.3)	- (0)	72 (100%)
8.	Look-warm attitude of government naturally affects investments in all ramifications and especially the marketing operations of the IPs.	44 (61.1)	12 (16.7)	4 (5.5)	4 (5.5)	8 (11.1)	72 (100%)
9.	Coordination among Investors (stakeholders) should be illustrative	36 (50)	20 (27.7)	12 (16.7)	4 (5.5)	- (0)	72 (100%)
10.	Marketing operations and facilitation for IPs is difficult to manage	2 (2.8)	12 (16.7)	6 (8.3)	20 (27.7)	32 (44.4)	72 (100%)
11.	The present State Government Strategic collaborations on Enterprises' Partnership Tendencies is better than before	40 (55.6)	16 (22.2)	10 (13.9)	6 (8.3)	- (0)	72 (100%)
12.	There are difficulties in harnessing investors' due to insecurity within the State IPs axis.	48 (66.7)	16 (22.2)	6 (8.3)	- (0)	- (0)	72 (100%)

Source: Researchers' field survey, 2025

Table 5.2 PART A – RESPONSES ON THE IMPACT OF IPs TO THE ESTABLISHMENT AND OPERATIONS IN NIGER STATE

The findings from research analysis of this study was quite expository as can be noticed from table 5.2 (Part A) with majority of respondents responses strongly agreeing that despite the local gradually reoccupying the land (item statement no.1), the site for the IPs has been rightly

acquired by government, this statement has the highest response (30/41.7%). Item statement (no. 2) also reveals an indication that the IPs has good location for business operations with highest number of respondents strongly agreeing (30/41.7%) to the statement. However from item (no. 3), respondents strongly disagreed that there is a proper plot transfer agreement with the analyzed data of (32/44,4%) which is the highest response rate. This is followed by response that indicates the actual reason for eventual abandoning the establishment of the parks (no. 4), the problem of corruption in government which has (28/38.8%) as response. The No. 5 response indicates that IPs policies align with development program of the state government with (50/69.4%) strongly agreeing. No.6 item from the table indicates that the Agency in charge of IPs is starved of funds to develop the parks, (22/30.6%). This is followed by responses that agreed that there is a working policy for IPs Agency with strongly agreeing responses of (42/58.3%) for statement item no. 7. The problem of power supply (no. 8) with (70/97.2%) responses also indicated hindrances to timely development of the parks. No. 9 reveals government inability to setup the required infrastructures to cater for the IPs locations which reveals (56/77.8%) strongly agreeing as responses. The analysis on statement no. 10 reveals that Industrial Parks will aid the development of the state and surrounding settlement (30/41.7%). Item no. 11 also reveals that integrating proper waste management system will (56/77.8%) will be very much appreciated by the enterprises' that eventually occupy the IPs. And finally (no. 12), from the analyzed data from table 61 also indicated that integrating locals within the surrounding of the IPs settlements will not be affect the activities of the IPs or otherwise will not be very difficult (30/41.7%).

Table 5.3 PART B – RESPONSES ON THE AVAILABILITY OF INFRASTRUCTURE, RAW MATERIALS AND DEVELOPMENT OF IPs IN NIGER STATE

Analyzing the questionnaires distributed on availability of infrastructure, raw materials and development of Industrial Parks in Niger State from table 5.3 revealed from completed data collation and analysis that there are so many unresolved issues that slowing down development or establishment and operations of the State Industrial Parks. Item no. 1 shows that Niger State Government model for IPs establishment is not investment friendly (26/36.1%), item no. 2 also noted that there is failure in takeoff procedures due to administrative bottle-neck (36/50%), item no. 3 indicated poor attitude by the State Government on infrastructural development and harnessing of abundant enterprises' raw material within the state which slows down occupation of the IPs (26/36.1%), data analyzed from item no. 4 also strongly agreed that Government has never had an active market regulation policy that encourages investing in the state or the IPs mapped out areas of the state. This was indicated by (28/36.1%), no. 5 hold that complicated plot allocation requirement and framework has its effect by (30/41.1%), item no. 6 from the analyzed data revealed that the state has not been strategic about IPs marketing operations for wooing investor to the IPs location (26/36.1%). This docile nature has not been helpful. While no. 7 on insurance and aftercare is not properly instituted against investment insecurity by as much as (36 /50%), the respondents also strongly disagreed (26/36.1) with the statement that poor IPs Agency's delivery framework was responsible for slow establishment of the Parks, this is as indicated from item no. 8. The attitude of non-continuity in government

policy framework for IPs establishment in Niger State occupied no. 9 item in the analyzed data with (60/83.3%) from this table 5.2. Item no. 10 indicated a glaring difficulties in aligning local investors with international best practices (48 /66.7%), the next item statement no. 11 are positive that investors will build their enterprises' when infrastructures are ready in the IPs locations (40/55.5%) and the last from this table, item statement no. 12 indicated a strong agreement to willingness of investors to participate due to nearness to Nigeria Federal Capital Territory market (44/61.1%).

Table 5.4 PART C - RESPONSES ON ENTERPRISES' STRATEGIC COLLABORATIONS FOR ESTABLISHMENT AND OPERATIONS OF IPs IN NIGER STATE

Analyzing Table 5.4 Item no. 1 shows that Niger State Government Policies and Regulations are not much of the problem for investment as most of the responses are neutral (24/33.3%), this is a good indication that industrialization opportunities of the State can be explored in this direction. Item statement for no. 2 identified poor network with locals being responsible for difficulties in harnessing of abundant natural resources hence acting as hindrance to the establishment of IPs in the State. This attracts responses with strong agreement of (30/41.6%). No. 3 statement item having (44/61.1%) as the highest response strongly agreed that look-warm attitude of government naturally affects investments/public on investment in all ramifications, analyzing item no. 4 also revealed poor coordination or coordination failure in investment promotion by the State Government IPs Agency with (36/50%) strongly agreeing to the statement, indicating that it must be taken serious or reconsidered. Item with serial no. 5 on ill-timed marketing operations does not add-up to a form of reliable results for IPs development opportunities, this revealed a strongly agreed position of (28/38.9%), the next analyzed data, no. 6 also strongly disagreed that there is lack of adequate Strategy in Investment Marketing and Facilitation for IPs Development with (32/44.4%), this means that opportunities abound with the right strategy in Investment Marketing and Facilitation. Item statement of no. 7 held that politicization of the Development Policies of Niger State IPs is affecting its sound takeoff with (40/55.6%) strongly agreeing to the statement.

No. 8 item statement of look worm attitude of government and its natural effect on public investors interest on its marketing operations was strongly agreed to by (44/61.1%), meaning that public investors dislike unserious business prepositions. For coordination among Investors/Promoters, the respondents believe it should be illustrative, this was strongly agreed to by (36/50%) responses from the analyzed data. No. 10 of item statement strongly disagreed that marketing operations and facilitation for IPs is difficult to manage for IPs with (32/44.4%) indicating the opinion. The eleventh statement (no. 11) on State Government Collaboration and Enterprises' Partnership Tendencies is believed to be more reliable at present than with the previous administration, this was revealed with (40/55.6%) strongly agreeing to the statement. No. 12 being the last item statement indicated that there are difficulties in harnessing investors due to insecurity within the State IPs axis, this statement showed a strongly agreed analyzed position of (48/66.7%). This indicates evidently that prospect investors are not comfortable with the level of insecurity in the State to want to be part of the enterprises in the IPs.

Discussion of Findings

The findings of Tagesse, (2024) on construction and operation of industrial parks remarked that it is a major socio-economic development strategy to be imbibed by policy and decision makers, which is in line with this study as it established a positive significant need for developing IPs in Niger state for socio-economic development. Also the study of Cu, Hoang, and Le, (2020) findings is positive of the need of IPs for livelihood development. This is in line with this study findings' that IPs creates immense opportunities that can leverage the standard of living of its host environment and beyond of which Niger state will be the first benefit. However, government must participate as facilitator collaborating and partnering with the enterprises' to spearhead rapid economic development in strategic areas where private sector investors either shy away from or lacked the capacity to invest such that demand much funding's and heavy industrial infrastructure for smooth takeoff and development of strategic urbanization. The creation of common good involve collaborations of enterprises to increase capital formation, produce essential goods at lower costs, create employment and generally contribute to the economic development of their nation, (Cu, Hoang, & Le, 2020). The incidence of corruption, management inefficiencies, overstaffing (without due regard to their economic viability, just as many government officials treats Public Enterprises as easy conduits for wastage of resources) are overbearing problems of governance in Nigeria (Imomole, & Izuagie, 2014). In addition to management deficits, many Enterprises also suffer from technological shortcomings and are advised to collaborate to overcome the situation (Cares, 2023).

CONCLUSION

Industrial Parks Development requires huge human and materials investment and at-least for the over whelming benefits that comes with it, it is worth encouraging. In analyzing the data from the general responses for marketing operations and development of Industrial Parks (IPs) in Niger State it was revealed that there are strong evidences of industrializing Niger State in record time giving the opportunities and availability of natural resources in the State. However this has not been succinct for obvious reasons such as:

- The inability of the state government to pay critical attention by adopting/adapting a level of independent approach for site infrastructural development along-side adequate investment administration and marketing operations' strategy that will ensure revitalization and development of the already allocated IPs layout. Therefore the need to avail current trend of privatization and commercialization on the development of the IPs cannot be overstated. The justification being that it will generate economic value for the state and help improve the living standard of the state population and in the long run help cub insecurity ravaging the state.
- Knowing that an enterprise resource which is in high abundance in the state is such that can significantly impact in no small measure the establishment and supporting of marketing operations of Industrial Parks in its location. The researchers' concludes that Niger State must ascend to her IPs policy guideline for the benefits of having a fully functional IPs.

- Remarking on the benefits of excellent utilization of enterprises' currency of collaborations and partnership which present endless possibilities of economic empowerment for a large populace in shortest unimaginable time, the state should be encouraged to harmonize industries from IPs point of view. In conclusion therefore, the development of industrial parks can null environmental change that can add sudden value to human existence which will translate into state attributes that can be better imagined.

RECOMMENDATIONS

Following the investigations on the impact of marketing operations and development of IPs in Niger State the study make bold to recommend as follows:

- That the state government should adequately fund full establishment and operations of infrastructure in the IPs layout that are needed for resourceful establishment and marketing operations of Niger State IPs. Poor performance by adjoining Government Institutions, establishments, or Agency responsible in attracting investors for the State IPs must be addressed and encouraged to do better.
- Generally therefore, this study also recommends the proper harnessing of the extremely abundant natural resources in Niger state, just as all stakeholders must be commitment to delivering targeted outcome for state wide economic empowerment through harmonized marketing operations at the various industrial parks in the state.
- The study recommends partnership and collaborative operations rather than direct privatization of the State Industrial Parks to allow for socio-economic growth of the IPs.

Therefore government must always be sensitive in addressing the concerns of economic growth expectations and adapt to those circumstances and trajectories accordingly. Government should ensures conducive investment and ethical climate for socio-economic development.

REFERENCES

- Abrokwah-Larbi, K. (2023). An empirical investigation of the impact of marketing analytics capability on SME performance: a resource-based view approach. *Asia-Pacific Journal of Business Administration* 16(4), DOI: 10.1108/APJBA-04-2023-0171
- Agbogun, E. C. (2022). Successful marketing strategies for sustaining Nigeria small and medium enterprises. Doctorial Study submitted in Partial Fulfillment for Doctor of Business Administration. Walden University. <https://scholarworks.waldenu.edu/dissertations>.
- Cares, S (2023). Entrepreneurial Orientation and Performance of Nigerian SMEs Firms. Doctorate Thesis. University of Utara, Malaysia.

Koche & Azubuike. Marketing operations and the development of industrial parks

- Cu, T. T., Hoang, T. H. H., & Le, T. Y. (2020). Impacts of Industrial Park Development on the Surroundings' Livelihood. *Journal of Asian Finance, Economics and Business* 7 (9), 737-746. doi:10.13106/jafeb.
- Guangbo, H. Min, W. Huayu, X. (2024). The socio-economic impacts of industrial parks in Ethiopia.
- Imomole, B. and Izuagie, L. (2014). Corruption in Nigeria: Implications for National Development. In I. Walter and L.R. Momoh (eds.). *Governance, Peace and Security in Africa*. Benin-City: Ambik Press.
- Juhász, R., Lane, N., and Rodrik, D. (2023). The new economics of industrial policy. *Annual Review of Economics*, 16.
- Kebede, S. and Heshmati, A. (2023). Political economy of industrialization and industrial parks in Ethiopia. *IZA Discussion Paper*.
- Kotler, P., & Lee, N. (2008). *Social marketing: Influencing behaviors for good* (3rd ed.). Sage
- Kumera, D., Amentie, C., & Bali, N. (2024). Effect of marketing orientation practices on manufacturing firm's performance: study on firms operating in Ethiopian industrial parks. *Journal of Science, Technology and Arts Research*. 13(1).
- Mawoli M.A (2021). Analysing Niger State business environment for investment attraction opportunities: The role of government and private investors. Research-Gate Series. (FMSS-IBBUL ISSN: 2006-6473).
- Muluneh, B. T (2022). Analysis on factors affecting industrial site selection in Hawassa town by using GIS and remote sensing technologies. *American Journal of Remote Sensing*. 10(1), 1-14.
- Niger State of Nigeria, (Feb-2014). Niger State Official Gazette (NS Gazette No. 6, 26-02-14: Vol. 18).
- Ngwu, R., Onodugo, V. A., Monye, F. E., Ukere, W. I., Onyekwelu, P. N., Mmame, U. G. (2023). The nexus between industrial parks and the sustainability of small and medium scaled ventures. *15(12)*, 9529; <https://doi.org/10.3390/su15129529>
- Porter, M. E., & Esty, D. (1998). Industrial ecology and competitiveness. *Journal of Industrial Ecology*, 1, 34-43.
- Rajer, N. (2023). New marketing models for developing a marketing strategy. *International Journal of Innovation in Marketing Elements*. 3(1), 23-29.
- UNIDO. (2018), Strategic framework for Leveraging a New Generation of Industrial Parks and Zones for Inclusive and Sustainable Development. Vienna International Centre. www.unido.org
- UNIDO (2020), Millennium Development Goal -SDG International Convention Guidelines on Africa Industrialization Initiative, Vienna International Centre. www.unido.org

- UNIDO (2024), Industrial Development Report for Millennium Development Goal –SDG. Turning Challenges into Sustainable Solutions (The New Era of Industrial Policy). www.unido.org
- Ren, G. (2024). Research on the Innovation of Enterprise Digital Marketing Model in the Era of Digital Economy [J]. *Financial Engineering and Risk Management*, 7(1), 8-10.
- Tagesse, M. S. (2024). An analysis on the relationship between an industrial park construction and the factors that determine its impacts: the case of Hawassa industrial park, Ethiopia. *Tuijin Jishu/Journal of Propulsion Technology*. 45(3) 1001-4055.
- Tesfaw, D. (2023). The effect of industrial park development on manufacturing firms' performance in Ethiopia. *Chinese Business Review*. 22(3), 95-115.
- Zeng, Z. (2017). Building a competitive city through innovation and global knowledge: the city of Sini-Singapore Suzhou Industrial park (Chinese), Policy Research working paper, no. WPS 7570. Washinton, DC: World bank.
- Zhao, C. and Qu, X. (2024). Place-based policies, rural employment, and intra-household resources allocation: Evidence from China's economic zones. *Journal of Development Economics*, 167:103210.