

## The Need for Strategic Management of Maiduguri Modern Market Complex, Borno State

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### Abstract

The market management in Nigeria has been an area of concern to the public and agency of the government concerned, especially with the maintenance system. The government spent a lot of money developing those market stalls but little or nothing is done maintaining them. This usually leads to decay given this; the research examines the role played by the Maiduguri Modern Market Company Limited on the management of these stalls and facilities. The research revealed a lack of strategic approach to management, limited recognition of the value of these assets by property users and operational decision-makers have eroded the significance of the market. It also reveals that the statutorily recognized property managers are not involved in implementing necessary quality management approaches and lack of competence on the part of the government agency. Therefore, if the market management must survive for the market and vice versa, then the personnel of the management company should be re-examined. Qualified, innovative and creative professionals from real estate, management sciences, architecture, and built environment should be employed to effectively manage the market. Finally, the best guess for the effective strategic management of this market is that the private sector is considered. This is more professional than public management.

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### **Background to the Study**

The state of a Nation's economic prosperity is dependent on efficient infrastructural development and a numeral of effective investment and trading activities. This trading activity, according to Arianty (2017), will always require facilities that include office space with adequate infrastructure including market facilities to accommodate the event. Market places are important centres of trade, commerce, exchange, entertainment, and social interaction that have existed since ancient times in various forms starting with the agora in Ancient Greece to the modern globalized shopping malls (Al-Maimani et al, 2014). The market has always been a focal point of a city that serves as a centre for the exchange of goods and services for economic gain. According to Hayden (2009), the term 'market' is most often limited to the economic term and not to an actual location. Markets contribute to generating local revenue, create employment, provide household incomes and support human resource development by providing for and educating their children or other family relatives (Baah-Ennumh and Adom-Asamoah, 2012; Owusu and Lund, 2004).

The market thrives in the first place because it serves the local community and has been a significant part of the local traditions that are rich with arts and cultural practice (Pourjafar *et al*, 2013; Siti and Bharoto, 2013). There are two classes of markets; traditional and modern markets. The traditional market is a place to sell the products of basic needs generated by economic factors; medium and small, such as farmers, fishermen, and craftsmen domestic industry so that the traditional markets have an important role in employment on the local community (Toya, 2012). Elsayed et al, (2019) opined that traditional markets have significant cultural, functional, and socio-economic values, which reflect the main pillars for effective sustainable development. Similarly, Arianty (2017) sees the traditional market as a place where buyers and sellers can conduct bargaining directly and traded goods are stapled goods and resulting in a price agreed between the two sides. Traditional markets tend to have poor physical condition. But for consumers who are still loyal, the traditional market still has its charm. No appeal to the traditional market is a cheaper price, the price is negotiable, the location of which is usually close to where you live, plenty of food and fresh produce as well as providing all the needs, especially the daily needs of the community.

However, in the modern market, goods are mostly traded at fixed prices and with the service itself, and examples are malls, supermarkets. The modern market is to attract consumers by offering the ambience pleasant, good service, and a diverse variety of goods under one roof. Subandi (2005) in Devi (2012), sees the modern market as having advantages in the application of the concept of professionalism and quality of service to attract consumers as much as possible so that the design layout of the building since its inception has been to consider the alignment and comfort, with parking provision, space convenient, easy access to public transportation, sorting of goods and services from the saleswoman very indulgent consumers (Witz and Whitfield, 2006).

Despite the benefits associated with the development of modern markets in Nigeria, their management has continued to be challenging as elements and characters that define traditional markets continues to rear its ugly head in many modern market places, especially Maiduguri modern market. Characters like lack of organized layout and good circulation spaces, hawking and congestion within the market, and unhygienic environment due to lack of maintenance. This, however, violates the very essence of modern market establishment. Therefore, this paper aimed to examine the management strategy of the market with the view to know the problems confronting it.

### **The Maiduguri Modern Market - Monday market**

The market began its management for a long time, and it is as old as the town. It was first established at the center of the town near the Shehu's place. The market was later shifted to its permanent site. The administration of the Monday market was the sole responsibility of the local authority until 1994. This was changed later with the transformation of the market into the complex market. The idea of constructing a modern market complex for Maiduguri was conceived in 1972 but was only after fire disaster which burnt down the market in March 1979, and it was originally planned to be executed by Maiduguri metropolitan council but due to the huge amount of money involved, the state government has to shoulder the responsibility, it was the ministry for local government and community affair that handled the planning and execution of the entire project. There are sixty (60) of such pillars, B1-B3 of similar styles, other buildings are workshop, stores, trader' shop, a store office block constructed with sandcrete blocks rendered and covered with steel trusses and aluminium roofing sheets. There are semi-permanent structures, originally constructed structures and temporary structures and (10,000) ten thousand permanent fixed structures, the total number of stalls in the market stand at 10,339.

The administrative block comprises of the general managers and security officers. The market was executed at the cost of about 11million naira of which 6million was a loan obtained by the state government from the first bank of Nigeria limited. The construction of the Monday market complex was completed in 1985 and commissioned on Wednesday 14th August 1985 by the then military Governor of Borno State, Major General Abu-Bakr. The market has the various structure of stores and stalls, public store C1-C3, the meat shop which has a cold room, a mosque, office complex, (4) four banking hall, fire brigade office, police station. Some of the service structures are being charged rents.

The Maiduguri Modern market is provided with a large parking space for their consumers, tenants, and other staff for their vehicles. There are three (3) categories of parking space in the market which are located in the northern part of the market. The parking space of the southern part which is immediately behind the office block of the market has the capacity of five hundred (500) vehicles and one thousand (1000) motorcycles, the parking space on the east and the northern part has the capacity of one thousand (1000) vehicles and seven hundred and fifty (750) motorcycles. The Maiduguri Monday market parking space is secure to minimize loss of vehicles etc and users are identified by cards in the parking area.

## Literature Review

### The Concept of Modern Market

The development of modern markets or modern stores in many developing countries is rapid, and this is the indication of what we call “*supermarketization*” (Reardon and Hopkins, 2006) and more regularly to make consumers feel comfortable shopping, with unnecessary price negotiable, and self-service systems that make customers serve themselves (Arianty, 2017). Hence, the basic marketing idea behind the modern market is to create a beautiful and suitable competitive ambience in which trading exchange can take place without the customers having to an unnecessary, bargain price. On one side, the existence of modern markets can be an economic driving force but, on the other side, the modern market can be a pressure for conventional/traditional market development (Suryadarma et al, 2007; Hawkes, 2008; Ho, 2005).

For those tasked with the physical design and layout of a market, there are currently no written standards. Markets play a significant role as a 'place' for commercial and cultural interchange (UNESCO, 2013). The significant contribution that property makes to the ultimate success or failure of a business is the recognition of the strategic importance of property to a company's financial structure; as such the need for efficient and ethical management is imperative. It is important to accept the fact that from both public and private perspectives, the property can be considered as having financial contribution and effect upon annual financial statements, asset base, and as well as in resale values in case of privatizations of any public entities. The sustainability of property assets as a source of wealth creation requires effective and creative management - physical, financial, human, information, and social management (Gbadegesin and Ojo, 2011). According to Arianty (2017), findings from qualitative methods showed that the main cause of losing its competitive traditional markets is poor management and poor infrastructure of traditional markets and not solely because of the presence of a modern market. Due to the difference in the layout of the modern market from the traditional markets, this is to say, according to Smeru (2007) that, the modern market takes advantage of the bad conditions that exist in traditional markets.

Zakariya et al., (2016) used a questionnaire and a semi-structured interview with the market vendors to examine the qualities of an urban public market that can sustain cultural vitality alongside physical redevelopment. Major findings from the research are: market venues need to have spaces and activities that can create opportunities for cultural participation, cultural vitality of the market can be sustained through the development and support of the local businesses and local products are the vital components that contribute to the cultural qualities and attraction value of a market. Similarly, Musa (2005) used an interview to examine the socio-cultural of the typical African markets in Nigeria and to determine the influence of change and modernity on the traditional African markets. Major findings are: planning and circulation enhance social activities, hawkers should be avoided to enhance social interaction and building services have to be adequately provided to support people's needs. Agboola, et al. (2017) used Arc GIS and survey questionnaire, the research was focused on the people, market square, and

community relationships, while the reason to enhance the significant interaction was reinstated. It is, however, ironic when the elements that characterized the traditional markets begin to creep into the modern market environment....

### **Management of Market**

The concept of strategy has evolved into a field of knowledge in management, strategic management, with content, concepts, and practical reasoning, ending up by carving out its role in the academic and business fields (Dess et al, 2007; Bhalla et al, 2009). An exact definition of strategy may not be fundamental, however, within the context of organizational knowledge management, specifically the knowledge that new professionals bring into companies, grasping which type of strategic understanding new managers bring into the organization is clearly of importance (Schneider and Lieb, 2004; Bierly and Hamalainen, 1995; Nadler and Tushman, 1992). Since it represents an important tool for business management in a competitive and turbulent market place, the main objective of the strategy involves preparing the organization to confront the current hostile environment, to this end systematically and objectively deploying the skills, qualifications and internal resources of the enterprise (Dess et al, 2007). According to Bhalla et al. (2009), strategic management was born as a hybrid discipline, influenced by both sociology and economics. It may be considered an evolution of theories of organizations.

### **Methodology and Theoretical Framework**

This research is a survey type and the qualitative method was adopted. The method was used because questions about the management system and viability of the markets were answered from the perspective of the Maiduguri Market Management Company Limited. The study consists of theoretical and empirical aspects. The theoretical aspect involves a review of relevant literature from journals, conference papers, textbooks, and other related published articles. The empirical aspect deals with the data sourced from the personal interview with the officials of the Monday Market Company and the market shop owners. These questions bother on the quality of maintenance management and funding, and perception of the layout of the market. Information was also sourced through observation of the general physical layout and social configuration of the market vis-à-vis the return on the investments.

This research is viewed from the perspective of the property management framework. Managing property involves establishing goals, objectives, and policies and implementation of strategies to achieve those goals and objectives. According to Singh (1996), property management is an activity that seeks to control interests in property owners and a particular purpose for which the property is held. Wong (1999) considers property management as the work carried out to manage and maintain the development including its facilities at the level that will retain or enhance the value of the development, create a safe, functional and conducive living environment for occupants, keep or restore every facility in efficient working order and good state of repair, and project a good appearance or image for the development. Marsh (2003) in Olanrewaju and Abdul-Aziz

(2015) defines maintenance as “services required so that the building can operate efficiently and effectively while taking into account environmental conditions, reliability and economic issues”. Similarly, Ismail (1996) regards property management responsibility as including all the necessary making to ensure the economic and physical vitality of property assets. Therefore, the reason for a company's existence as well as what it wants to be in the future will determine various goals for the company and the strategies on how these goals can be realized (Alfjung et al., 2013).

### **Findings and Discussion**

The study found out the problems that hinder the effective management of the market. These are stated and analyzed as follows;

**i. The dearth of Management and Supervisory Control:** Lack of competence and neglect of supervisory control on the part of the local government authority was observed. According to Jones and George (2014), the outputs of the control will create the capability to determine the performance accurately and also to determine the effectiveness and efficiency of organization policy. Therefore, the management and supervision of the Modern market for effective performance can be achieved by either strengthen the market management company limited via suitable laws and regulations of the Local Government Authority or through a cooperation method of given the power of attorney to a private company for managing and making a set payment to the MMCL each year.

**ii. Lack of Creative and Innovative Ideas:** The weaknesses in managing and supervising the development of the modern market are caused by a lack of knowledge, especially among the local government apparatuses. Unlike the traditional markets, the modern markets complex allows for a high degree of beautiful and suitable competitive ambiances which do not only allow the trading exchange to take place but can also be traded for economic prosperity. It is about being innovative. Studies published in the last decade by Casslolato, Rosenberg, Castellacci, Fager-berg, Fagerberg, Maryann Feldman, and Martin Srholec, showed that innovation is the engine of the growth, being an important element of the development achievements (Szabo, Šoltés and Herman, 2013). Innovation relies on the operations core competency of a firm (Ahmed and Wang, 2007). Therefore, any company that is interested in holding forth with its business management and possible expansion as long as possible, it is necessary to realize innovations that drive business and are regarded as a tool to maintain competitiveness. That is innovations concerning increasing the company process efficiency to guarantee the strategic growth of the company (Rastislav and Silvia, 2015). Therefore, strategic management of the market should aim to manage sustainably, the socio-economically viable market environment. The Maiduguri modern market with satisfactory infrastructural facilities and strategic location can be harnessed to boost the internally generated revenue (IGR) to maintain its physical and socio-economic problems. Therefore, this as noted by Rastislav and Silvia (2015), for the market management company to maintain competitiveness and improving the performance of the business entity, it is essential that companies have to challenge the strategic performance management system and innovation.

**iii. Lack of Funds and Low Revenue Generation Capacity:** The study reveals that the revenue generated from the Maiduguri Monday Market is small and barely enough on the part of the government for effective maintenance management. The revenue from the entire structure of the market will be at the highest level with the low revenue generated by the market, salaries, equipment, stationeries, and the repairs managing are executed. It is known that all companies are operating under the control and management of the revenue capacity generating by the company. Therefore, concerning the revenue capacities of Maiduguri Modern Market Company are every low, and as such the maintenance and expansion of the market is at its lowest ebb.

**iv. Viability of the Market:** Viability appraisal is a tool in the management and process. Any rational manager can never decide without consciously weighing its implications and consequences or without consulting experts' advice on appropriate cases. Maiduguri Modern Market Company limited is regarded as viable in the sense that the aims and objectives of establishing the market have been achieved. The market was aimed for socio-political reasons, and for the purposed of raising revenue to the government. It is observed that the Modern market is not viable with regards to revenue generated via company limited business registered premises; taxes are collected monthly by the market and annually by the government. This will enable the company to know what management to make on the damaged properties of the market. The taxes being collected are mainly for management market. Despite the huge infrastructural facilities abound in the market; the management has not been creative enough to raise the internally generated revenue. As the saying goes, 'government has no business doing businesses.

### **Conclusion**

From the foregoing, it has been observed that the modern market has failed to take advantage of the bad conditions that exist in traditional markets within the state to market the good environment that was the original part of the market design by allowing the traditional market characters to creep into the modern market environment. This is partly due to the lack of professional property management competence among the company members. As previous studies conducted have revealed, cultural vitality is very important in any Nigerian market and that was not been factored into the design decisions. So the market complex needs to have spaces and activities that can create opportunities for cultural participation to be sustained through the development of local businesses and products. These are the vital components that contribute to the cultural qualities and attraction market value. This alone has and would continue to be a serious challenge to its management.

In this period of financial crunch due to the COVID 19 pandemic, there is a strong demand for government and their agencies to bring in new ideas that can shoot the state into economic prosperity. Therefore, if the Market Management Company wants to be useful for its creation, it must be re-energized into economic and innovative performance, to maintain the property assets as a source of wealth creation for effective and creative

management. The strategic management goal should be to raise fund either through a public-private partnership or through internally generated revenue to maintain the market and remit certain per cent of the money to the government coffers.

### **Recommendations**

From the property management perspective, controlling and supervising modern markets effectively can be achieved by a strategic management approach. This is done by;

- i. The state or local government, creating suitable and thorough regulations of the modern market, including such issues as the rights and responsibilities of the market operators and the Management Company, and also sanctions for breaching the regulations.
- ii. Improving the current bylaw establishing the market may be sufficient to give the management company the legal teeth to bite. This is, however, important to ensure that the regulations are understood and complied with by all the stakeholders.
- iii. The law banning the hawkers and vendors from opening and moving around the stalls to free up circulation spaces in the market, and create a place for them to trade their activities. This is to be backed up by taxing and issuing of hawking permits to them.
- iv. The large car and motorcycle parks should be maintained and managed for vehicle parking and payment be made such with. This can also be outsourced to a private company for effective management.
- v. The personnel of the management company should be re-examined. Qualified, innovative and creative professionals from real estate, management sciences, architecture, and built environment should be employed to effectively manage the market.
- vi. Finally, the best guess for the effective strategic management of this market is that the private sector is considered. This is more professional than public management.



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