A Business Development Plan to Improve the Market Performance of Dana Airline (Dana Air) in the Nigerian Local Airlines Sector

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Abstract: *Civil aviation business is one of the fastest-growing business in the world today and the most profitable section of the civil aviation business is the commercial airline operations. In Nigeria there are presently 23 domestic airline companies in operation and over the years many of them have recorded large profits, but the competition between the airlines requires for constant improvement of business processes of each airline to become leader of the marketshare and increase profit in the business. The rationale for this research is to investigation the operations of Dana Airline for the purpose of understanding the areas of the operations that needs improvement and suggest solution that could change them from the fifth marketshare holder to the first in the domestic airline business in Nigeria. The study conducted a survey using questionnaire to investigate all operations of Dana Airline from the senior management of the company and the customers of Dana Airline. The result of the survey indicated flexible air flight ticketing and control of the checking-in service of Dana Airline, the workforce planning is faulted and lack of motivating incentives for staffs. On the side of the customers there are issues relating to aircraft locations and boarding, staff shortage to attend to air and ground operations for ease of customer attendance. This research proposed a business model that will attend to the problems discovered and also improve the areas of the operation and also increase the performance of the areas where Dana Airline is performing. A business plan created at the end of the study is to show how the business model and its elements can be embedded into real-live operations of Dana Airline over time.*

1. Introduction

1.1 Introduction

From the middle of the 90's into the new millennium, the aviation industry experienced an exponential boom that had never happened in history of the industry (Cento, 2009). To buttress this, Harvey (2007) argued that civil aviation industry is one of the most notable as well as fastest-growing in the service-providing sector. Due to this identified growth over the years, there has been business benefits for owners of aviation companies and countries where they operate. The Aviation industry is divided into two major types which are; civil (non-military) aviation and military aviation, the civil aviation is further divided into commercial and private airline service (USA International Business Publications, 2006). To give clarity to the structure of the aviation industry, Revolvy (2016) stated that the civil aviation is actually divided into Scheduled air aviation and general aviation, but the later can be a private or commercial aviation service provider while scheduled air aviation can only be commercial. The Fig1.1 below shows this in a diagrammatic representation.
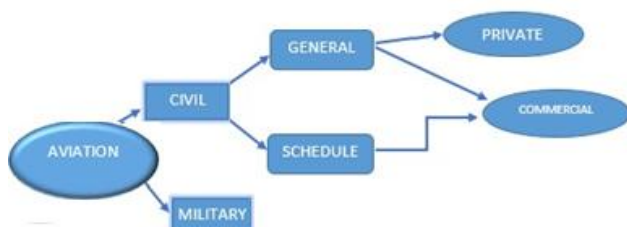

Figure 1.1: Structure of the Aviation industry

According to IATA the commercial airlines globally has recorded growth of $379billion to $751billion between 2004 to 2014, although there was a reduction of -4.4 and -1.3 in 2015 and first quarter of 2016 respectively, yet this two years still stand at $718billion and $709billion dollars (IATA,

2016). Today, the airline industry is metamorphosing from just being a provider of transportation to that of a hospitality and services business, and the companies that prioritize on offering an amicable experience are being rewarded with increasing customer satisfaction and patronage (J.D. Power, 2015).

1.2 Background

Commercial airline operation is a part of the civil aviation sector which International Civil Aviation Organization (ICAO) controls the civil aviation activities in most countries around the world and they make sure that all the member countries follow a proposed standard and practice (CTI Reviews, 2016). According to ICAO (2013), Nigeria is one of the member states of the ICAO.

An airline can be categorised to be intercontinental, continental, regional and domestic and can be operated as a scheduled services or chartered services (Abdelghany, 2016). It is mentioned by Abdelghany (2016) that there is rapid growth in the airline business and reasons for this are; increased income and quality of life, change in aviation laws and open-sky deals between governments, it's now perceived as a safe model to travel, reduced airfare due to competition. The airline industry has been transformed by the level of competition (Morrison and Winston, 2010). Airline carriers now understand the level of competition that is in the aviation business considering the large profits in the sector, and it has come to their realisation that business improvement is important for them to achieve competitive advantage (J.D. Power, 2015). Buttressing the point above, quality of service rendered and hospitality rating determines the level of profitability achieved by an airline companies.

In Nigeria this same growth in the aviation sector has prompted the government's support for the operating airlines

in the country, especially for the domestic airlines. According to NCAA (2016) civil aviation is a force to reckon with in the Nigeria's transportation system because it generates revenue to the economy, making Nigeria to have twenty airports, 23 domestic airlines in operation, about 554 pilots and cabin personnel of 1700. The most populous country in Africa is a significant destination for more than 22 foreign carriers, making the giant of Africa have a bilateral Air service agreement with more than 78 countries (NCAA, 2016). An example of the airline growth in Nigeria is how 8.5million people patronised the air transportation in 2007 and by 4 years later a 72% increase was recorded making the figure 14.6million people which 82% of this people that flew in 2011 flew on the domestic airlines (Oxford business group, 2012).

Evidently, there is still a chance for more profitability in the domestic airlines in Nigeria hence more potential benefits awaits any airline that strengthen its business process and strategy to gain more market share.

1.3 Purpose and Rationale

Below is a figure (Fig 1.2) that gives an idea of what the market share looks like in the Nigeria domestic airline market share.
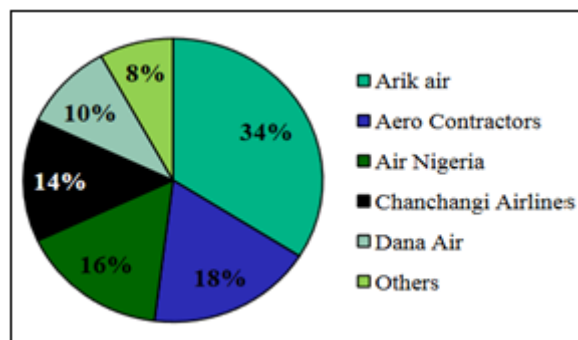

Figure 1.2: Nigeria Domestic Aviation Market share as at 2009

The above diagram shows that any of the airlines can rise to become the market leader and that Dana Air is the least in ranking of the most popular locally operating airlines in Nigeria. The rationale behind this research is to present a conceptual business development plan to improve market performance of Dana Airline in Nigeria. During this research literature statistics and research data will be collected to identify the lapses of Dana Airline in its approach to compete in the domestic airline marketplace, leading to a business plan that can increase their market share and customer base for profit and expansion.

1.4 Significance of Research

This research investigating the business process of domestic airline in Nigeria will establish the effect of business supporting processes on the performance of a domestic airline business in the marketplace. This study will investigate business operation departments and how each of them can play a role in domestic airline business in Nigeria. This study could become a blueprint that can establish a certain profitability for a domestic airline due to higher

market performance which could launch the business into continental or international operations.

1.5 Research Objectives

- To study how entire business process can make a domestic airline in Nigeria gain strength in the competitive aviation market rather than go into extinction like many airlines have.
- To study the impact of human resource on domestic airline market performance in Nigeria
- To study the relationship between finance and market performance of a domestic airline in Nigeria
- To understand the influence of marketing strategy on the performance of a domestic airline in the highly competitive aviation market in Nigeria.

1.6 Research Questions

- What is the effect of business process on improving the market performance of a domestic airline in Nigeria?
- What determines that the right marketing strategy has been used to achieve increased market performance for a domestic Airline in Nigeria?
- How does the financial condition of a domestic airline in Nigeria affect its market performance?
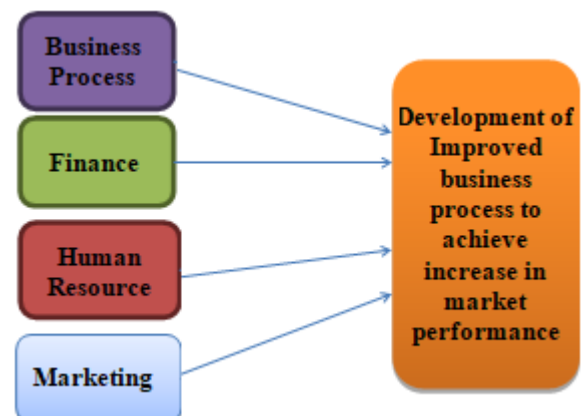
1.7 Research Framework

Figure 1.3: Research Framework

In developing a business model that can be used to increase the market performance of a business, which in this study is a domestic airline in Nigeria, there is need to investigate the business process and business supporting processes that can add value to the performance of the airline company which in turn leads to increased market share.

2. Business Review

2.1 Business Process

2.1.1 Overview
Generally, the process of a business starts with objective(s) and ends with the realization of those objectives. Organizations that are process driven try to overcome barriers of structural departments and avoid functional obstacles.

Business processes, which are complex, may be broken down into different sub-processes, each having its own attributes and at the same time contributes to the goal of the grand-process. Analyzing business processes usually entails drawing inferences from the different process and sub-processes to the task at hand (Deselet al, 2004). Business processes are essentially designed to add value to the customer and as such should not include boring and inconsequential activities. A well thought-out and designed process breeds increased efficiency (cost reduction) and increased effectiveness (value for money paid) (Bentley and Davis, 2009)

Business organizations can go through different processes made available by a number of processing methods and techniques. An example is the Business Process Modeling Notation, which can be used to draw business processes in a workflow.

2.1.2 Business Process Defined
A business method or process may be defined as an aggregation of related and structured activities or tasks in order to produce a specific service, goal or product for customer(s). It may be envisioned as a flow chart that consists of activities flowing logically and with intertwining decision points. It may also be likened to a Process Matrix which has a sequence of activities that has relevant rules based on the data in the process.

A business process is also defined as a collection of intertwined tasks whose ends are in the combined delivery of a service or product to a customer. It is also a set of tasks or activities that is sure to accomplish an organizational goal, once duly completed. By duly, it means that the process must involve inputs that clearly defined as well as a clearly defined output. These inputs are those factors that contribute to adding value to a product or service, either directly or indirectly. These factors are categorized into management processes, supporting processes and operational processes.

A process needs a collection of actions for a certain objective to be achieved. Business management processes are usually deliberately planned and continuous but at times, they allow for initially unplanned actions to be chipped in. Based on the number of steps and systems involved, business processes can either be simple or complex. In other words, they can have a short or long running period. Longer running processes usually have multiple variables and a greater need for documentation (Appian, 2016).

Business Process Management (BPM) is a systematic approach to improving the process that helps achieve an organizational goal. Perhaps an organization is incapable of perform some internal processes due to financial constraints; the company might make use of Business Process Outsourcing (BPO). Many businesses contract specific services like human resources (recruitment exercise particularly), payroll duties, or accounting, to third party service providers (Rouse, 2014)

To track or measure a successful business process, organizations monitor the different steps involved in the process i.e. benchmarks or marked out points. When the

goals set by an organization is not being achieved within the stipulated time period or with the available resources, a number of strategies can be undertaken to improve the situation. Business Process Mapping (BPM) is often used to re-engineer business processes and improve on an initially unsuccessful one. Organizations might check the business process visibility in order to indentify issues in process performance or execution.

Business Processes Categories
Business Processes can be categorized into three distinct categories, depending on the organization, industry and nature of the work done. These categories include:

- **Operational Processes (or Primary Processes):** Operational processes, also known as primary processes, are the processes that deal with the business core and value adding chain. These processes deliver value to the customer by helping in the production process of a product or service. Operational processes are those business activities that help to achieve business goals and objectives, e.g., revenue generation. Some examples are managing bank accounts and taking customer orders.
- **Supporting processes (or secondary processes):** Supporting or secondary processes act as back up for core functions and processes within an organization. Examples of supporting processes include Human Resources Management, accounting, and workplace safety. A major difference between operational and supporting processes is that supporting processes do not deliver direct value to customers.
- **Management processes:** Management processes are processes that monitor, measure and control business related activities, procedures and systems. Examples of this type of processes are governance, strategic planning, internal communications, budgeting, capacity management or infrastructure. Just like supporting systems, management processes do not provide direct value to customers (Rouse, 2014)

2.1.3 Importance of the process chain
Business processes are made up of a set of interrelated sub-tasks or activities that have different but connecting paths, depending on certain applicable conditions, undertaken to achieve a given goal or objective or produce specific outputs. Each process has a required number of inputs. These inputs and outputs may be received from or sent to other organizational units, other business processes or to internal or external stakeholders.

Business processes are structured to be operated by one or more functional units of a business and emphasis should be laid on the "process chain" instead of the individual units.

Generally, the two major ways in which various tasks of a business process can be performed are
1) Manually
2) Through business data processing systems such as ERP systems

It is typical that some processes tasks will be manual while some will be computer based and these tasks may be logical in many ways. What this means is that the data and information handled may pass through both manual and computerized processes in any given order.

2.2 Human Resource

2.2.1 Human Resource Management

Human Resources Management is a purposeful and logical approach to the management of the most valued assets of an organization: the humans who are employed to individually and collectively contribute to the achievement of its goals and objectives.

It has also been defined as the management of human resources. According to Johnason (2009), Human Resources is a function in an organization, designed to maximize the potentials of employees in accordance with an organization's strategic goals. Human Resources is concerned, primarily, with the strategic management of people within organizations, with due focus on policies and systems (Collings and Wood, 2009). The activities of HR departments and units in organizations majorly cut across employee recruitment, performance appraisal, training and development, employee benefits design and rewarding (Paauwe and Boon, 2009). HR also deals with industrial relations and organizational change, that is, aligning organizational practices and processes with governmental laws and requirements arising from collective bargaining (Klerck, 2009). According to Buettner (2015), Human Resources Management covers the following core areas:

- Job Design and Analysis
- Legal Issues
- Remuneration
- Performance Management
- Training and Development
- Recruitment and Selection
- Workforce Planning

Historically, HR arose from the Human relations movement of the early 20th century, when researchers documented strategies of creating business value through the management of human resources (workforce). Things that were earlier documented were largely transactional work like payroll and benefits administration. With the rise of globalization, technological advances, company consolidation and further research, HR, as of today, deals with strategic initiatives like talent management, succession planning, merger and acquisitions, diversity and inclusion as well as labour relations.

HR is a business field dedicated to maximizing the productive potentials of employees. HR professionals do this by managing the human assets of an organisation and focusing on the implementation of processes and policies. In some cases, there can be specialists that focus on specific areas like Training and Development, Recruitment, Employee relations or benefits. Specialists in Training and Development make sure that employees are trained in relevant areas and are continually developed through training programs, performance evaluations and reward programs. Recruitment specialist, however, are in charge of finding and hiring top talents. According to Monday, Human Resources Management has five core functions which are:

- Staffing
- Employee and labor relations
- Safety and Health
- Compensation and benefits
- Human Resources Development (Mondy et al, 2014)

From the foregoing, it can be deduced that HRM has four basic functions, namely: Staffing, Training and Development, Motivation and Maintenance. Staffing is the hiring and selection of qualified candidates for a position they fit into in an organization and it is done through interviews, aptitude testing etc. Training and development is the continuous process of training and developing competent and adapted employees. Motivation entails procedures and process that increases the morale of employees to be highly efficient and productive. These procedures include employee benefits, performance appraisals and rewards. The last function of maintenance means keeping the employees' commitment and loyal to the organization.

HR may also involve mobility management, especially for expatriates. It also concerns itself with merger and acquisitions. According to Towers (2007), HR is generally seen as a support function for business because it helps them minimize costs and reduce risks.

2.3 Marketing

2.3.1 Conceptual Definitions of Marketing

Company Marketing Strategy is an imperative and integral part of the global market. Marketing Strategies vary from brand to brand, organization to organization and country to country. For satisfactory and adequate marketing strategy, which has a positive outcome on a firm's success both locally and internationally, the marketing department within a company should consider all different marketing mix strategies that can bring about comprehensive result and firm success (Durrieu, 2008, Thomas, 2009)

According to the American Marketing Association, marketing is "the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (American Marketing Association, 2013).

2.3.2 Brief History

The marketing orientation historically evolved from production orientation, the product orientation, and the selling orientation (Adcock, 2001; Kotler and Kevin, 2009).

Recently, marketing approaching has gone beyond earlier orientations. Marketing now includes relationship marketing, which deals with the customer, business or industrial marketing, which focuses on an organisation and social marketing, which deals with providing benefits to the society (Adcock, 2001). There is also a newer form of marketing called Internet marketing; this is because it uses the internet. This form of marketing is alternately called e-marketing, online marketing, search engine marketing, digital marketing or desktop advertising. Internet marketing attempts to fill in the gap of segmentation strategy used in traditional marketing. It is sometimes called personalized marketing because it targets its audience more precisely. Organizations that have a defined customer or membership base, like insurance companies and health clubs, use direct marketing, through personalized communication like mail and email, to

develop strong on-going relationships with their customers. In addition, direct marketing employs broadcast means like press, print and television campaigns in order to attract new members and maintain old ones. Internet marketing is largely considered to have a broad scope. This is because it not only refers to marketing on the internet, it also entails making done through e-mails and wireless media. It also drives audiences from old marketing methods like radio and billboard to the online platform.

2.3.3 Market vs Marketing

A market is a platform that allows for the exchange of goods and services while marketing encapsulates all those activities present within the process of production and final consumption.

Marketing, Selling & Merchandizing: Marketing is a broad concept driven by customers' demand, selling is a part of marketing that entails cajoling customer to buy products from a seller. Merchandizing is the process of displaying or offering different kind of products to a retail consumer in a manner that sparks his/her interest and stimulates demand (Sharen, 2014)

2.3.4 Marketing Mix

The marketing mix is a combination of 4Ps postulated and popularized after Neil H. Borden's article titled ' *The Concept of the Marketing Mix* ', was published in 1964. Borden started to use the term 'marketing mix' to teach in the late 1940s after James Culliton described the marketing manager of an organization as a "mixer of ingredient" The ingredients in Borden's marketing mix included pricing, distribution channels, advertising, planning, branding, personal selling, promotion, display, packaging, physical handling, servicing and fact finding and analysis. Jerome McCarthy later grouped these ingredients into the four main categories that are known as the 4 P's of marketing today - Price, Product, Place and Promotion.

Price: Price refers to the value and final cost of a product. Before a price is attached to a product, the cost of production, paying ability of the market, segment targeted, supply-demand and other direct and indirect factors need to be considered. Different pricing strategies can be used depending on the overall business plan of an organization. For instance, pricing can be used as a demarcation; to differentiate a particular product from that of other competitors.

Product: Product refers to the item to be sold. A product must deliver a certain level of performance; otherwise, even the best work on the other elements of the marketing mix (Price, Place, and Promotion) won't do any good.

Place: Place refers to the point of sale. In every industry, attracting the attention of the consumer and making it easy for him/her to buy your product is the sole aim of the 'place' strategy. Retailers pay a certain price for the right location. In fact, the key to a successful retail business is 'location, location, location'.

Promotion: Promotion refers to all activities carried out to make the product or service known to the public. This can

include word of mouth, incentives, commissions, discounts, consumer schemes, advertising, awards to the trade, contests and prizes (Economic Times, 2016).

What is the importance of the marketing mix?
The four elements of the marketing mix influence each other. They make up the business plan for a company and when handled the right way, can produce great success for an organization. When handled wrongly, however, it could be very costly for the business and the business could take years to recover (Economic Times, 2016). The importance of the marketing mix is in its ability to help businesses link up their products to and check its suitability for the target customer base (Bradley, 2016). The marketing mix entails a lot of market research and consultation with several people, and understanding of the market from users as well as trade and manufacturing bodies (Economic Times, 2016).

2.4 Finance

Finance is a very integral for the growth of any business endeavour whether long term of short term. This is because finance is regarded as the "life blood" of any business. Finances are important elements of a business because when there is absence of funds, sustainability of the business becomes difficult. It is therefore necessary to have continuous source of funds in order for a business to survive.

Finances can be categorized into long term and short term. Long term finance system can be paid back over a long period of time, say many years while short term finance system should be paid back within a year.

Meanwhile, the sources for financing a business can be majorly categorized as internal and external sources of finance.

2.4.1 Internal source of finance
Internal sources of finance are funds gotten from inside sources within the business.

Retained profits:
Companies can increase funds by retaining and reusing profits made with in a particular time period and not distributing them as dividends. The shareholders deprived of capital will expect retained profits to be invested to achieve a competitive rate of return and an increase in dividends. Most big businesses retain 50% of profits as an internal source of finance to fund expansion.

Tighter credit control:
Another way a company can generate finance internally is by decreasing working capital items. For instance, chasing debts owed by credit customers releases funds which can be re-invested in the business.

Reduce inventories:
Purchase and storage costs use revenue that could have otherwise been used to expand the business. Therefore reducing these costs can help generate internal revenue. It should be, however, be noted that, when reducing inventories, enterprises should be careful in order to retain the capacity to meet future demand.

Delay paying trade payables:
This involves holding on to cash payments for goods purchased by a company and using the money to trade for a period of time in order to generate profit. According to Henley Business Review (2013), this can come at a reputational cost, which damages the possibility of buying on credit in the future.

2.4.2 External sources of finance
External sources of finance are finances got from outside the business, like from creditors or financial institutions.

Ordinary shares:
Companies can raise capital b selling its parts (in shares) to private investors. The purchaser of the shares becomes a shareholder of the company and has a chance o f voicing his/her decision in company matters. While ordinary shares do not have fixed rates of dividend (a share of company profits) from profits after current liabilities, not paying them can diminish share value. A company will avoid this if they hope to issue shares in the future.

Preference shares:
Preference shares are shares with lower risks and low levels of return. Preferential shareholders receive dividends before ordinary shareholders. Their lower risk and lower levels of return mean that preference shares have a less volatile price in the market. Preference shares have lost popularity since. While they are like borrowing in many aspects, dividend payments are not tax deductible for preference shares.

Rights issue:
Rights issues can also be used to raise funds externally and with the perk of not diluting the control of the business. A rights issue offers new shares that generate goodwill and maintain predictability of shareholder governance, to existing shareholders. Rights issues are always discounted (sold at an average of 31% under market price).

Bank overdraft:
Bank overdraft is a bank system where banks allow individuals and business to have access to more money than they have with them. The advantages of using a bank overdraft are competitive interest rates, flexibility and it can also become a long-term source of finance (depending on the bank's willingness to give out). Reliance on an overdraft, however, can be disastrous since it has to be paid on demand by the bank.

Term loan:
Financial institutions also provide loans to individuals and businesses with an attached interest rate. Financial loans are negotiable particularly on the grounds of interest rates, repayment dates and security for the capital offered. Because loans are commonly offered, they are easy to set up and are very flexible. Loans, however, have terms and conditions detailed in "loan covenants"

Loan notes/stock:
Loan notes are notes that exchanges capital from investors with a note. This note can be traded on the Stock Market to generate returns. The value of a loan note fluctuates in the Stock Market with the business' performance.

Finance lease:
Under this arrangement, a business will select a property which it intends to purchase then the finance company purchases it. The lease will then be paid in a series of rentals or installments to the finance company. This avoids the large cash outflows of an outright purchase that could be used to fund the business. The risks and rewards associated with the purchased item are, however, transferred to the lessee.

Operating lease:
Operating lease is akin to financial lease, except that the rewards and risks associated with the item stay with the owner. The asset becomes security, that is, operating leases are usually given without detailed credit checks. Operating leases are usually short term compared to the utility of the asset, and so the asset might be used by multiple lessees in its lifetime. Businesses can, therefore, avoid the risks of old and worn out property or item by this means.

Sale and lease back:
Business organizations can gain revenue by leasing their assets that are not in current use, to financial institutions.

Debt factoring:
Debt collection can increase cash assets by providing savings in credit management and certainty in cash flows. This financial option can be outsourced to specialist subcontractors for effective results. Stakeholders should be considered before choosing this financing option, because the use of outside agents might set in fear of a business having financial difficulties in the mind of the shareholders.

Invoice discounting:
This is a type of loan based on the value of a business' outstanding credit sales. It is more like a short-term alternative to debt factoring. Invoice discounting is more widely used based on its low service charges and the independence it gives to businesses to collect payment for its own credit sales. However, according to Henley Business Review (2013), repayment of the advance is not dependent on trade receivables being collected, so a business must be confident that they can raise funds within the stated term of the loan.

3. Research Design

3.1 Research Methods

Research method is defined as the systematic approach used to carry out a research either for information gathering or knowledge increase on a specific topic (Kothari, 2004). The research design that will be used in carrying out the business research on "A Business Development Plan to Improve the Market performance of Dana Airline (Dana Air) in the Nigerian local airlines sector" is quantitative method. According to Sukamolson (2010), Quantitative research is taken as the approach to information gathering because it translates observations into numerical information that is easy to relate and useful in describing behind the gathered information.

Descriptive survey will be adopted as the research design; this is due to the fact that it enables the researcher to obtain

the opinion of the representative sample of the target population in order to infer the attitude of the entire population (Jamiu and Abdul-Raheem, 2010). By extension, descriptive survey could be described as having feature of reporting things the way they are and examine the condition of a phenomenon.

To achieve the effective use of the quantitative approach, data must be gathered by a method (Babbie, E. R.,2010). In this research, Questionnaires development will be used for gathering data and perception of employees of Dana Airline and also customers that patronise the local airline operations in Nigeria. This means that there will be two different kinds of questionnaire, one will be serving business operations and the other will be for the customers (clients) to understand how business operations has affected their decision to fly by Dana Airline or use other competitors, knowing that market performance is how much of customer-base and ticket sales the company acquire. Data gathered from the questionnaire distribution will later become statistics that can outline the operations that have major impact on market performance of a business, hence actions that can improve market performance will be suggested.

3.2 Sample Unit (Target Respondents)

According to Khan (2011), to achieve rich data and its effectiveness on the research objectives, it is important to use a certain strategy in choosing the respondents to the survey instrument.

The target population for this study shall comprise of employees of Dana Air precisely the ones that have worked with the airline company for a few years to give accurate information on the business process and the business support processes, they are the ones directly involved in the practices and activities of the airline business. Also, general customers of the local airline industry which naturally include both existing and potential of Dana airline. However, in practice, since it is not always possible to reach the entire population, it is necessary to settle for a sample size.

3.3 Sampling Method

According to Thompson (2013), In a research project sampling is defined as the act of nominating a representative number of respondents for the research but the result of the research is used to generalise the findings to cover the whole population affected by the subject of the research. Considering the eventual assumption to make the findings of a research become a generalised hypothesis or fact then it is important to make the sample as large as possible to meet reliability and validity guidelines of the research. Some subject matters concerns the entire population of a country, some a city and some an industry, in each case, it is impossible to survey the whole population concerned with the topic and this is where sampling plays a role. In this research the judgmental/purposive sampling method will be used- will settling for a sample size which shall be selected from the pool of Dana airline staffs and local airline customers. The Purposive sampling method is what best fits for sample selection where the specialty of an authority can select a more representative sample that can bring more

accurate results than by using other probability sampling techniques. The process involves nothing but purposely handpicking individuals from the population based on the authority's or the researcher's knowledge and judgment (Explorable.com).

3.4. Sample Size

Since 100% inspection and collection of data from all sample unit is impractical, there must be a number of people that their significant response could be used as an hypothesis to identify areas of concern in a research (Mathews, 2010). Thus, in order to obtain a more representative sample of the population, the study will be making use of 82 respondents customers and 30 Dana Airline staffs that have worked with the company for more than 3 years which will comprise of junior staff, administrative staff and top management of Dana Air.

3.5 Survey Location

The survey for strategic reasons and for more accurate response shall be distributed by online means to the provided leads of staffs that have worked with the Dana Air for more than three years in the major cities of Nigeria where they have highest representatives and operations; Abuja, Lagos, Port-Harcourt, Calabar and Kano. The customers have no geographic or jurisdiction limitations as customers fly from anywhere in Nigeria. With the use of www.surveymonkey.com to design the questionnaire will help to achieve this.

3.6 Collection Method

The type of research and the methodology in gathering the data determines the type of collection method to be used (Sapsford and Jupp, 2006). The method that shall be used to obtain data for a study of this kind shall be primary in nature. Hence, in order to obtain the primary data, the research instrument to be used for this study shall be a semi-structured questionnaire titled: A Business Development Plan to Improve the Market performance of Dana Airline in Nigeria. The questionnaire will be self-administered by the staffs of Dana Air and the customers of the airline. The questionnaire is divided into two sections in order to elicit information from the selected respondents.

Section A contains the socio-demographic characteristics of the respondents which include: their gender, age, type of customer and so on: While Section B consist of items designed for the purpose of addressing the research questions: The questionnaire is design in a five point Likert scale method. This include strongly agreed=SA, Agreed=A, I=Indifferent, Disagreed=D, Strongly Agreed=SD (Akyina and Alubokin, 2015).

3.6.1 Validity
The developed survey instrument is to be submitted to the project supervisor for validation and critical review. The instrument which is two different types of questionnaires which also be given to other experts in the measurement and evaluation field to ascertain its validity for the research objective.

3.6.2 Reliability

Reliability of a research instrument can be defined as the consistency in the result it obtain from an assessment (Laake, Benestad and Olsen, 2007). In other words this could be consistency in time and tasks, therefore it could be stated that level of consistency of an instrument leads to increased reliability of results. The questionnaire used for this research was subject to reliability test. According to Darr (2005), one of the method used in carrying out reliability test is Software package for Social Science (SPSS) with the aid of the Cronbach's Alpha statistical parameter. SPSS was used to test and confirm the reliability and consistency of the research instrument.

3.7 Ethical Issues

Certain ethical standards must always be adhered to when carrying out research of social phenomenon. Hence this research followed those ethical standards by making sure that all data and information collected from respondents of the survey will be kept confidential. In research four major ethical issues to avoid are;lack of informed consent to the respondents, invading privacy of respondents, deception and harm of the participants of the survey (Bryman, 2012). These four issues were avoided in the process of carrying out this research.

Lastly, in the area of literature reviewed as guides throughout this research, plagiarism was avoided as all materials used were properly referenced and cited, and paraphrased within the context of their meanings.

4. Data Analysis

4.1 Dana Airline Market Performance Data Analysis

4.1.1: Survey Data Analysis (Business Perspective)
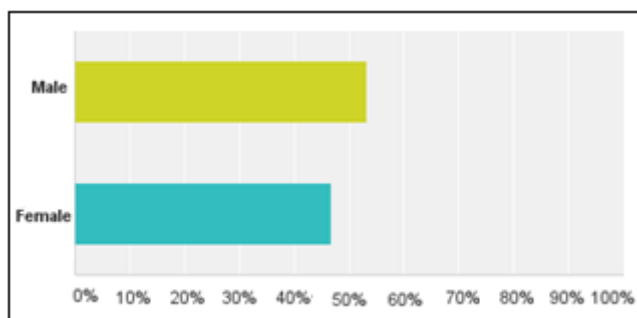
Section A- Demographics

Question 4.1.1 Gender

Figure 4.1.1: Staffs Gender

Table 4.1.1: Staffs Gender

Answer Choices	Responses
Male	**53.33%** (16)
Female	**46.67%** (14)

Table 4.1.1 above shows the sex distribution of the respondents that participated in the research work. (53.3%) of the respondents were reported to be males while the remaining (46.67%) of the respondents were females. Hence,

majority of the Dana staffs involved in the research work were males.
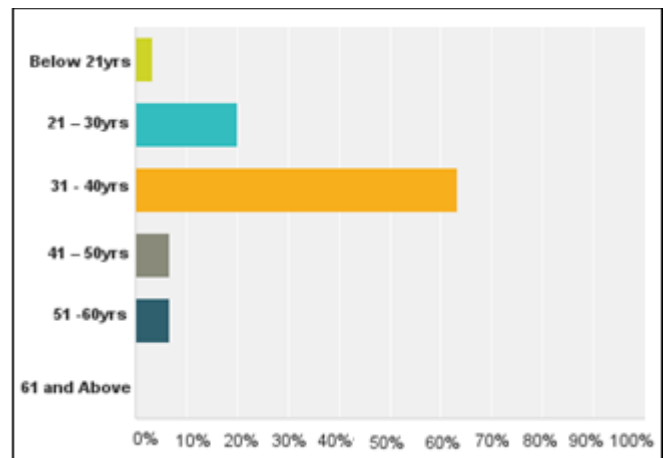
Question 4.1.2: Age

Figure 4.1.2: Staffs Age

Table 4.1.2: Staffs Age

Answer Choices	Responses
Below21yrs	**3.33%** (1)
21–30yrs	**20.00%** (6)
31-40yrs	**63.33%** (19)
41–50yrs	**6.67%** (2)
51-60yrs	**6.67%** (2)
61andAbove	**0.00%** (0)

In view of the age distribution of the respondents as illustrated in table 4.1.2, (3.33%) of the respondents indicated that they were below 21 years, (20%) of the respondents were found to be between the 21 and 30 years, (63.3%) were shown to range from 31-40 years, (6.67%) of the respondents fell between 41-50 years age category, (6.67%) were also between the 51-60 years age category while none (0.00%) of the respondents were fell in the 60 years and above age group. Thus it shows that majority of the staffs interviewed belonged to a very youthful population of the 31-40 years category.
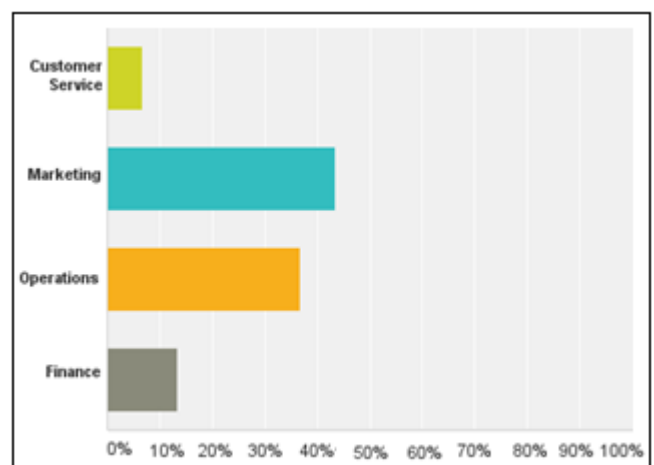
Question 4.1.3 Department

Figure 4.1.3: Staffs Department

Table 4.1.3: Staffs Department

Answer Choices	Responses
Customer Service	**6.67%** (2)
Marketing	**43.33%** (13)
Operations	**36.67%** (11)
Finance	**13.33%** (4)

In terms of the department of the employees as shown in table 4.1.3, (6.67%) of the respondents indicated that they are customer agents, (43.33%) of the respondents were indicated to be in the marketing department, (36.67%) were shown to in operations, while only (13.33%) of the respondents were found to be in the finance department. Thus it shows that majority of the staffs belonged to the marketing department.

Question 4.1.4 How long have you been working with Dana Airline
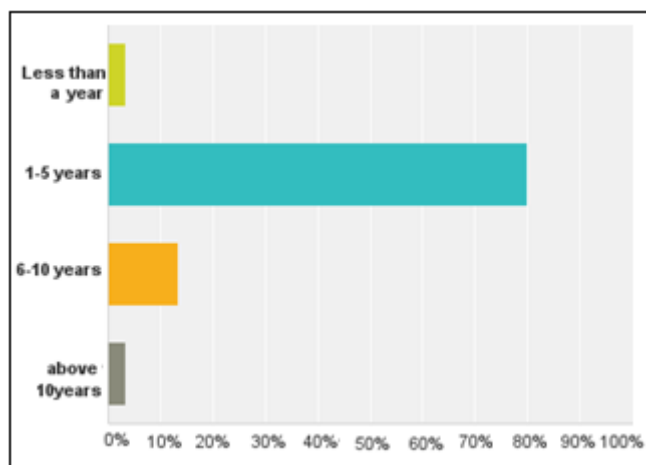
Figure 4.1.4: Employment Duration

Table 4.1.4: Employment Duration

Answer Choices	Responses
Less than a year	**3.33%** (1)
1-5years	**80.00%** (24)
6-10years	**13.33%** (4)
above10years	**3.33%** (1)
Total	**30**

When asked how long have they have been working with Dana Airline, (3.33%) of the respondents were indicated to have worked for less than year, (80%) of the respondents had worked 1-5 years, (13.33%) had worked for 6-10 years, while the remaining (3.33%) of the respondents had worked for above 10 years. This shows that majority of the staffs have a working experience of 1-5 years.

Question 4.1.5 What influences your choice of work
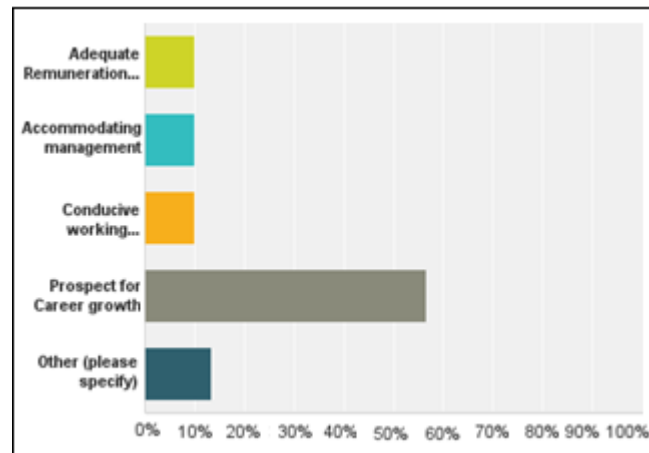
**Figure 4.1.5:** Motivation to work

Table 4.1.5: Motivation to work

Answer Choices	Responses
Adequate Remuneration/Salaries	**10.00%** (3)
Accommodating management	**10.00%** (3)
Conducive working environment	**10.00%** (3)
Prospect for Career growth	**56.67%** (17)
Other (please specify)	**13.33%** (4)
Total	**30**

Furthermore, when asked what influences their choice of work, (10%) of them said adequate remuneration/salaries, also (10%) of them said accommodating management, (10%) of them said conducive working environment, (56.67%) said prospect for career growth while the remaining (13.33%) of the respondents indicated other reasons. This shows that majority of the workers are currently working with Dana Air because it has a prospect for the career growth of its staffs.

Section B
Business Process (Business Survey)
Question 4.1.6 Air flight ticketing at Dana Air is very flexible
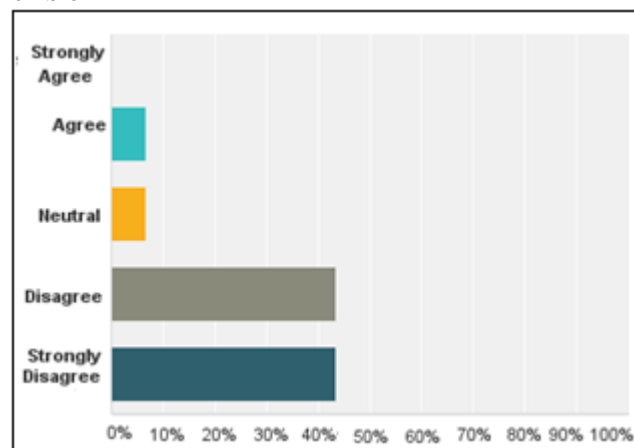
Figure 4.1.6: Flexible ticketing

Table 4.1.6: Flexible ticketing

Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**6.67%** (2)
Neutral	**6.67%** (2)
Disagree	**43.33%** (13)
Strongly Disagree	**43.33%** (13)
Total	**30**

In terms of whether air flight ticketing at Dana Air is very flexible none (0%) strongly agreed, (6.67%) of them agreed, also (6.67%) of them were neutral, (43.33%) of them disagreed, also (43.33%) of them strongly disagreed. This shows that majority of the respondents generally disagreed that air flight ticketing at Dana Air is very flexible.

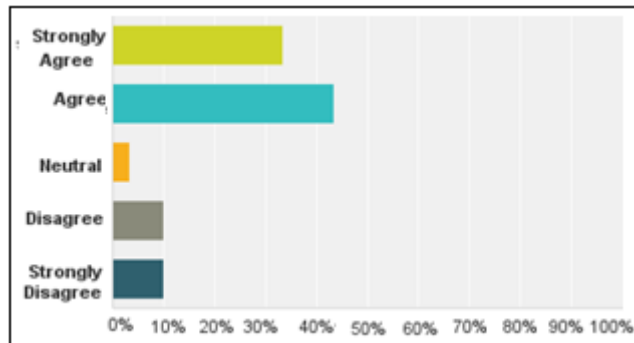**Question 4.1.7 There is less cancellation of flights in Dana Air**

Figure 4.1.7: Flight Cancellations

Table 4.1.7: Flight Cancellation

Answer Choices	Responses
Strongly Agree	**33.33%** (10)
Agree	**43.33%** (13)
Neutral	**3.33%** (1)
Disagree	**10.00%** (3)
Strongly Disagree	**10.00%** (3)
Total	**30**

When asked whether there is less cancellation of flights in Dana Air (33.33%) strongly agreed, (43.33%) of them agreed, (3.33%) of them were neutral, (10%) of them disagreed, also (10%) of them strongly disagreed. Thus majority of the respondents agreed that there is less cancellation of flights in Dana Air.

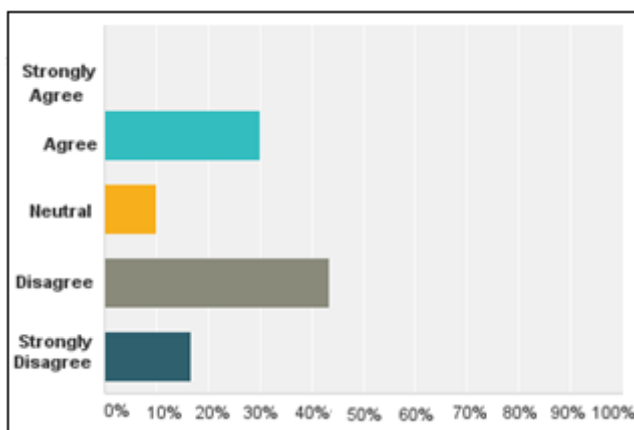**Question 4.1.8.Thechecking-in service of Dana Airline is convenient to control**

Figure 4.1.8: Checking-in convenience

Table 4.1.8: Checking-in convenience

Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**30.00%** (9)
Neutral	**10.00%** (3)
Disagree	**43.33%** (13)
Strongly Disagree	**16.67%** (5)
Total	**30**

In view of whether the checking-in service of Dana Airline is convenient to control, none (0%) strongly agreed, (30%) of them agreed, (10%) of them were neutral, (43.33%) of them disagreed, while (16.67%) of them strongly disagreed. Thus majority of the respondents disagreed that the checking-in service of Dana Airline is convenient to control.

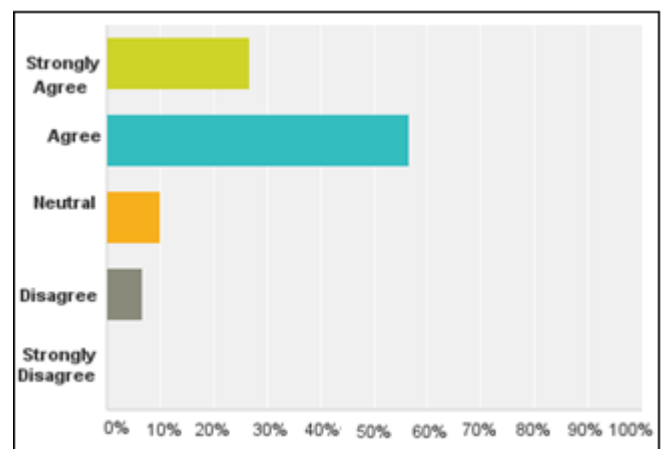**Question 4.1.9 There are less issues of flight difficulty at Dana Air**

Figure 4.1.9: Flight difficulty issues

Table 4.1.9: Flight difficulty issues

Answer Choices	Responses
Strongly Agree	**26.67%** (8)
Agree	**56.67%** (17)
Neutral	**10.00%** (3)
Disagree	**6.67%** (2)
Strongly Disagree	**0.00%** (0)

In terms of whether there are less issues of flight difficulty at Dana Air, (26.67%) strongly agreed, (56.67%) of them agreed, (10%) of them were neutral, (6.67%) of them disagreed, while none (0%) of them strongly disagreed. Thus majority of the respondents agreed.

Question 4.1.10.Thebusinessoperation of Dana Air values flight experience of customers

Table 4.1.10: Customer experience value

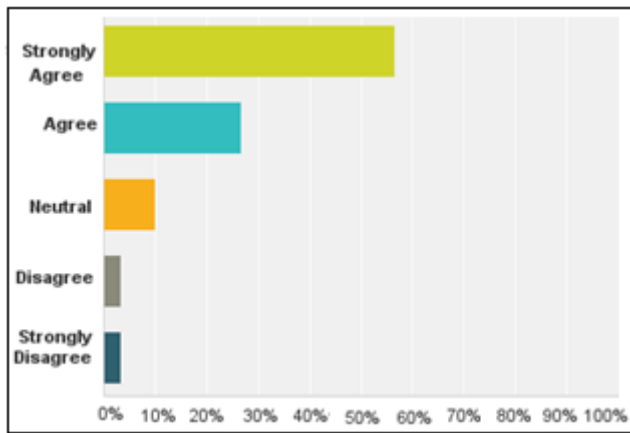| Answer Choices	Responses
Strongly Agree	**56.67%** 17)
Agree	**26.67%** (8)
Neutral	**10.00%** (3)
Disagree	**3.33%** (1)
Strongly Disagree	**3.33%** (1)

Figure 4.1.10: Customer experience value

When asked whether the business operation of Dana Air values flight experience of customers, (56.67%) strongly agreed, (26.67%) of them agreed, (10%) of them were neutral, (3.33%) of them disagreed, while (3.33%) of them strongly disagreed. Thus majority of the respondents strongly agreed.

Marketing (Business Survey)

Question 4.1.11 The product planning of Dana Air is customer-sensitive

Table 4.1.11: Customer sensitive product planning

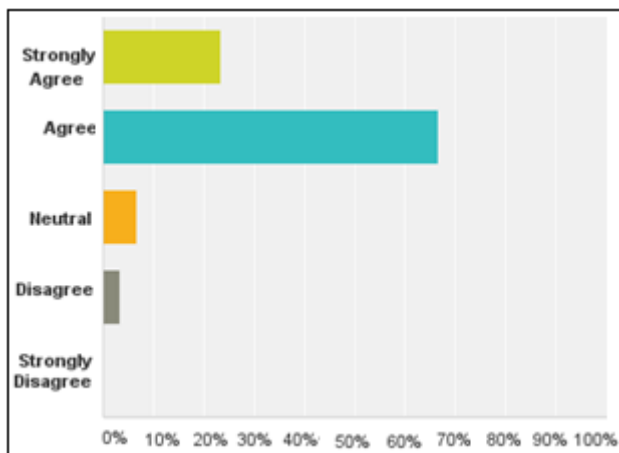| Answer Choices	Responses
Strongly Agree	**23.33%** (7)
Agree	**66.67%** (20)
Neutral	**6.67%** (2)
Disagree	**3.33%** (1)
Strongly Disagree	**0.00%** (0)

Figure 4.1.11: Customer sensitive product planning

In addition when asked whether the product planning of Dana Air is customer-sensitive, (23.33%) strongly agreed, (66.67%) of them agreed, (6.67%) of them were neutral, (3.33%) of them disagreed, while none (0.00%) of them strongly disagreed, hence majority of the respondents agreed.

Question 4.1.12.Theservices of Dana Air is well branded to meet customers' needs

Table 4.1.12: Customer centric branding

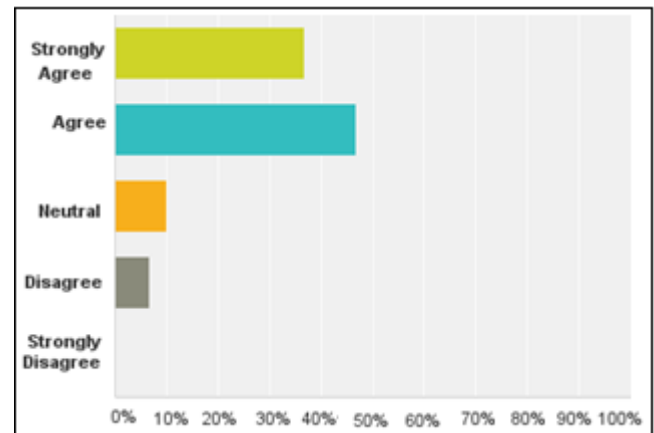| Answer Choices	Responses
Strongly Agree	**36.67%** (11)
Agree	**46.67%** (14)
Neutral	**10.00%** (3)
Disagree	**6.67%** (2)
Strongly Disagree	**0.00%** (0)

Figure 4.1.12: Customer centric branding

With respect to whether the services of Dana Air is well branded to meet customers' needs, (36.67%) strongly agreed, (46.67%) of them agreed, (10%) of them were neutral, (6.67%) of them disagreed, while none (0.00%) of them strongly disagreed, meaning that majority of the respondents agreed.

Question 4.1.13. There is high rate of customers complain of aircraft location

Table 4.1.13: Rate of aircraft location complains

Answer Choices	Responses
Strongly Agree	**20.00%** (6)
Agree	**66.67%** (20)
Neutral	**6.67%** (2)
Disagree	**6.67%** (2)
Strongly Disagree	**0.00%** (0)

Figure 4.1.13: Rate of aircraft location complains

In view of whether there is high rate of customers complain of aircraft location, (20%) strongly agreed, (66.67%) of them agreed, (6.67%) of them were neutral, (6.67%) of them disagreed, while none (0.00%) of them strongly disagreed, therefore, majority of the respondents agreed.

Question 4.1.14. Is there a huge level of returns from your promotional packages

Table 4.1.14: Returns on promotional packages

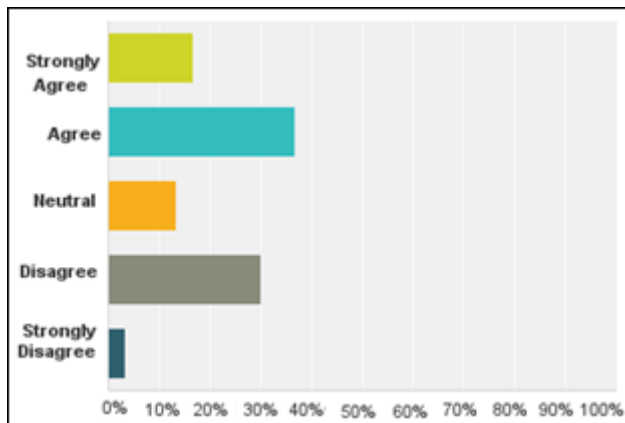| Answer Choices	Responses
Strongly Agree	**16.67%** (5)
Agree	**36.67%** (11)
Neutral	**13.33%** (4)
Disagree	**30.00%** (9)
Strongly Disagree	**3.33%** (1)

Figure 4.1.14: Returns on promotional packages

Table 4.1.14 shows that (16.67%) strongly agreed, (36.67%) agreed, (13.33%) were neutral, (30%) disagreed while (3.33%) strongly disagreed that there are a huge level of returns from your promotional packages.

Question 4.1.15.Yours customers are generally satisfied with the service charge of Dana Air

Table 4.1.15: Satisfaction with service charge

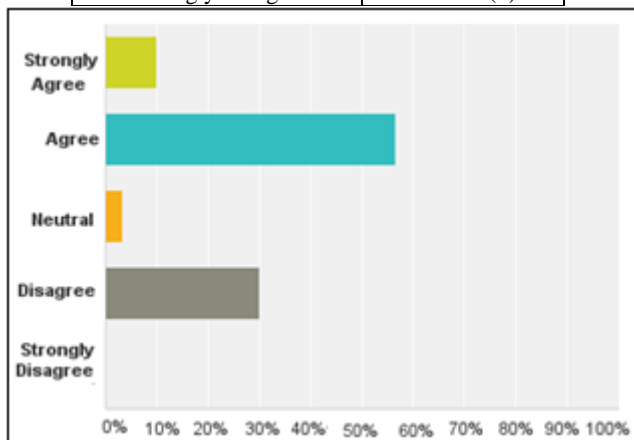| Answer Choices	Responses
Strongly Agree	**10.00%** (3)
Agree	**56.67%** (17)
Neutral	**3.33%** (1)
Disagree	**30.00%** (9)
Strongly Disagree	**0.00%** (0)

Figure 4.1.15: Satisfaction with service charge

Table 4.1.15 shows that (10.00%) of the staffs strongly agreed, (56.67%) agreed, (3.33%) were neutral, (30%) disagreed while none (0.00%) strongly disagreed that customers are generally satisfied with the service charge of Dana Air.

Finance (Business Survey)
Question 4.1.16.The management of Dana Air have a large level of retained profit

Table 4.1.16: Level of retained profit

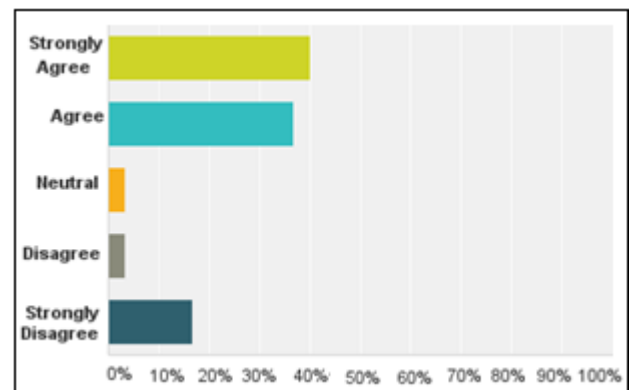| Answer Choices	Responses
Strongly Agree	**40.00%** (12)
Agree	**36.67%** (11)
Neutral	**3.33%** (1)
Disagree	**3.33%** (1)
Strongly Disagree	**16.67%** (5)

Figure 4.1.16: Level of retained profit

Table 4.1.16 shows that out of the staffs that partook in the survey, (40.00%) strongly agreed, (36.67%) agreed, (3.33%) were neutral, also (3.33%) disagreed while (16.67%) strongly disagreed that the management of Dana Air have a large level of retained profit.

Question 4.1.17.Thereisroom for promotion and substantial salary increase at Dana Air

Table 4.1.17: Promotion and Salary increment

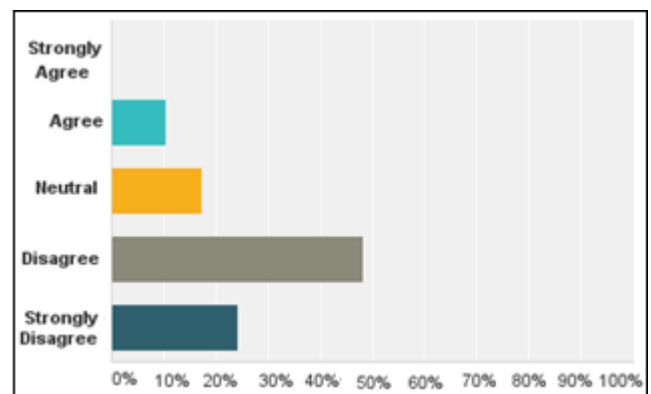| Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**10.34%** (3)
Neutral	**17.24%** (5)
Disagree	**48.28%** (14)
Strongly Disagree	**24.14%** (7)

Figure 4.1.17: Promotion and Salary increment

Table 4.1.17 shows that none (0.00%) of the workers in Dana Air strongly agreed, (10.34%) agreed, (17.24%) were neutral, (48.28%) disagreed while (24.14%) strongly disagreed that there is room for promotion and substantial salary increase at Dana Air.

Question 4.1.18. My companies share of profit have been growing in the last few years

Table 4.1.18: Share profit growth

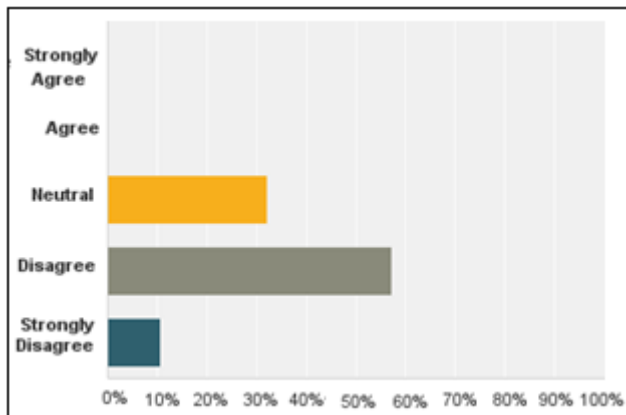| Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**0.00%** (0)
Neutral	**32.14%** (9)
Disagree	**57.14%** (16)
Strongly Disagree	**10.71%** (3)

Figure 4.1.18: Share profit growth

In view of whether their companies share of profit have been growing in the last few years, none (0.00%) of the employees strongly agreed, also none of them (0.00%) agreed, (32.14%) were neutral, (57.14%) disagreed while (10.71%) of them strongly disagreed.

Question 4.1.19.Dana Air takes time to attend to repairs/operational expenses that often arises

Table 4.1.19: Response to repairs and operation expenses

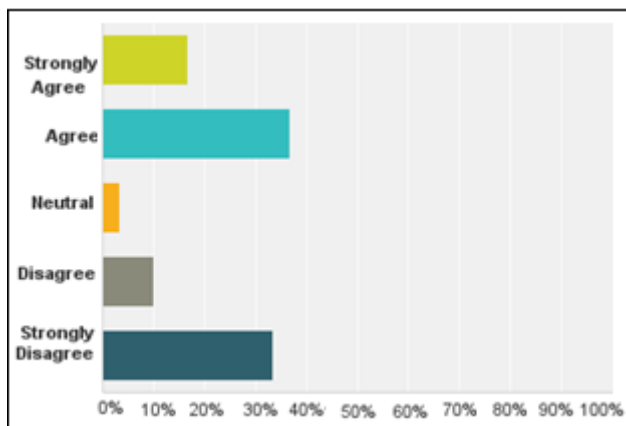| Answer Choices	Responses
Strongly Agree	**16.67%** (5)
Agree	**36.67%** (11)
Neutral	**3.33%** (1)
Disagree	**10.00%** (3)
Strongly Disagree	**33.33%** (10)

Figure 4.1.19: Response to repairs and operation expenses

When asked if Dana Air takes time to attend to repairs/operational expenses that often arises (16.67%) of the staffs strongly agreed, (36.67%) of them agreed, (3.33) were neutral, (10%) disagreed while (33.33%) of them strongly disagreed. Hence, majority of the respondents agreed.

Question 4.1.20. Dana Air is suffering from issues of bad debt as at the time of this study

Table 4.1.20: Availability of debts

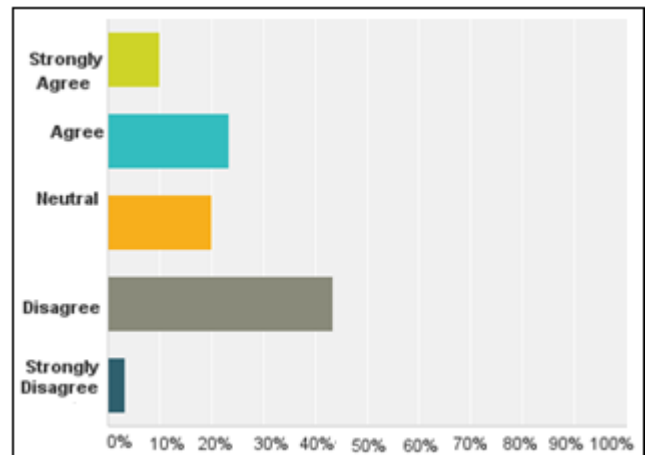| Answer Choices	Responses
Strongly Agree	**10.00%** (3)
Agree	**23.33%** (7)
Neutral	**20.00%** (6)
Disagree	**43.33%** (13)
Strongly Disagree	**3.33%** (1)

Figure 4.1.20: Availability of debts

When the workers were asked if Dana Air is suffering from issues of bad debt as at the time of this study (10%) of them strongly agreed, (23.33%) of them agreed, (20) were neutral, (43.33%) disagreed while (3.33%) of them strongly disagreed. Hence, majority of the respondents disagreed.

Human Resources (Business Survey)

Question 4.1.21.There is a systematic oversight and maintenance of consumer relationships in my company

Table 4.1.21: Existence of customer relationship management

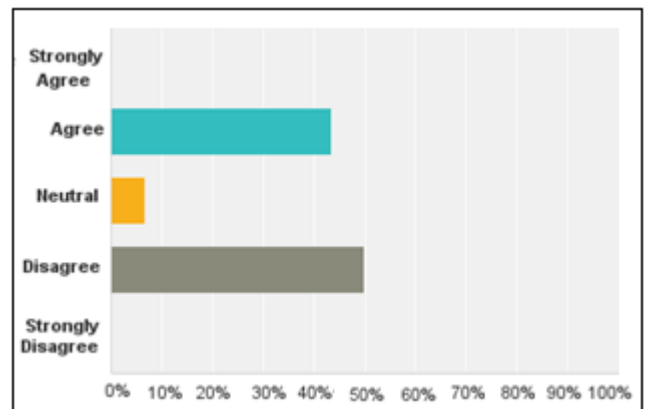| Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**43.33%** (13)
Neutral	**6.67%** (2)
Disagree	**50.00%** (15)
Strongly Disagree	**0.00%** (0)

Figure 4.1.21: Existence of customer relationship management

Meanwhile, when the staffs were asked if there is a systematic oversight and maintenance of consumer relationships in Dana Airline none (0.00%) of them strongly agreed, (43.33%) of them agreed, (6.67) were neutral, (50%) disagreed while none (0.00%) of them strongly disagreed. Hence, majority of the respondents disagreed.

Question 4.1.22.The Workforce Planning of Dana Air makes staffs want to remain with the airline

Table 4.1.22: Staffs' believe in the workforce

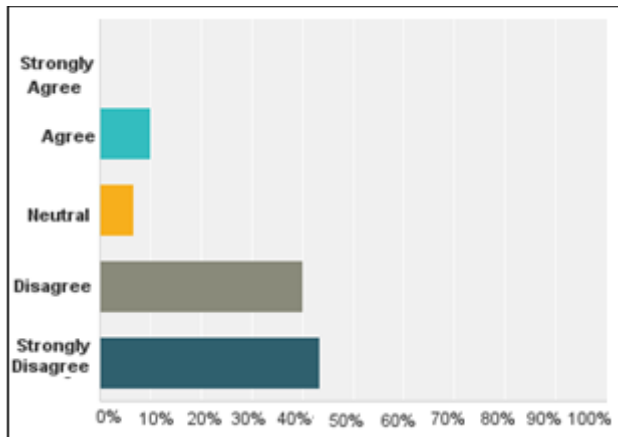| Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**10.00%** (3)
Neutral	**6.67%** (2)
Disagree	**40.00%** (12)
Strongly Disagree	**43.33%** (13)

Figure 4.1.22: Staffs' believe in the workforce

Table 4.1.22 shows that none (0.00%) of the workers in Dana Air strongly agreed, (10%) agreed, (6.67%) were neutral, (40.00%) disagreed while (43.33%) strongly disagreed that the workforce planning of Dana Air makes staffs want to remain with the airline. This shows that majority of the respondents strongly disagreed.

Question 4.1.23.Thecareergrowth of Dana Air is prospective and retentive

Table 4.1.23: Career growth possibilities for staffs

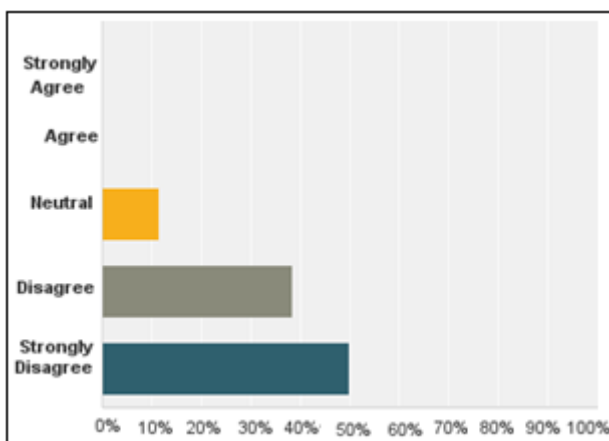| Answer Choices	Responses
Strongly Agree	**0.00%** (0)
Agree	**0.00%** (0)
Neutral	**11.54%** (3)
Disagree	**38.46%** (10)
Strongly Disagree	**50.00%** (13)

Figure 4.1.23: Career growth possibilities for staffs

Table 4.1.23 indicates that none (0.00%) of the employees in Dana Air strongly agreed, also none (0.00%) agreed, (11.54%) were neutral, (38.46%) disagreed while (50%) strongly disagreed that the career growth of Dana Air is prospective and retentive. This shows that majority of the respondents strongly disagreed.

Question 4.1.24 There is a high level of team spirit amongst the staffs

Table 4.1.24: Level of team spirits amongst staffs

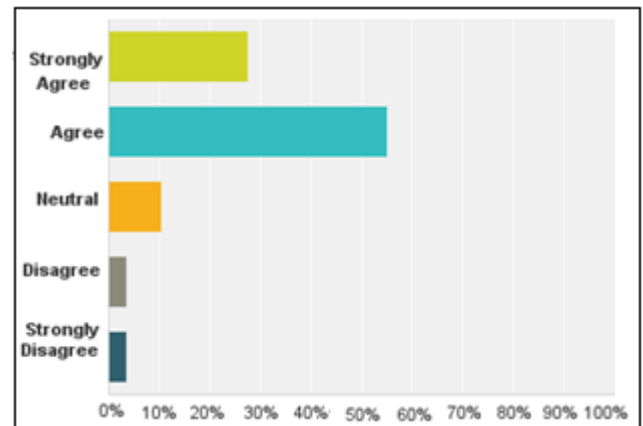| Answer Choices	Responses
Strongly Agree	**27.59%** (8)
Agree	**55.17%** (16)
Neutral	**10.34%** (3)
Disagree	**3.45%** (1)
Strongly Disagree	**3.45%** (1)

Figure 4.1.24: Level of team spirits amongst staffs

Table 4.1.24 indicates that none (27.59%) of the of the respondents strongly agreed, (55.17%) agreed, (10.34%) were neutral, (3.45%) disagreed while also (3.45%) strongly disagreed that there is a high level of team spirit amongst the staffs. These shows that majority of the respondents agreed.

Question 4.1.25.The management of Dana air has a high level of core competency

Table 4.1.25: Core competency level of Management

Answer Choices	Responses
Strongly Agree	**20.00%** (6)
Agree	**43.33%** (13)
Neutral	**10.00%** (3)
Disagree	**6.67%** (2)
Strongly Disagree	**20.00%** (6)

Figure 4.1.25: Core competency level of Management

Paper ID: ART2019444   DOI: 10.21275/ART2019444   1258
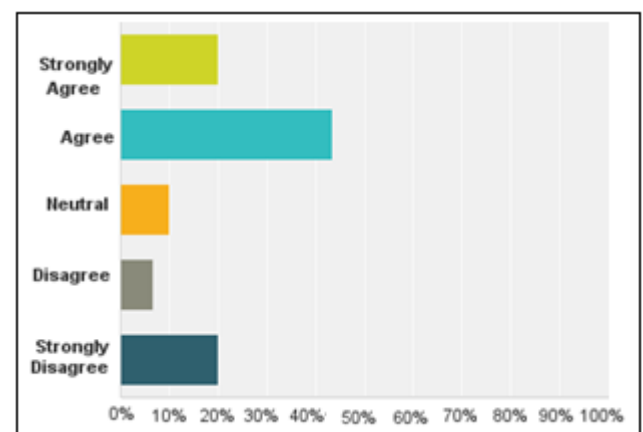
Table 4.1.25 indicates that (20.00%) of the employees in Dana Air strongly agreed, (43.33%) agreed, (10.00%) were neutral, (6.67%) disagreed while (20%) strongly disagreed that the management of Dana air has a high level of core competency. Thus majority of the respondents agreed.

4.1.2: Survey Data Analysis (Customer Perspective)

Section A- Demographics
Question 4.1.26 Gender

Table 4.1.26: Customers Gender

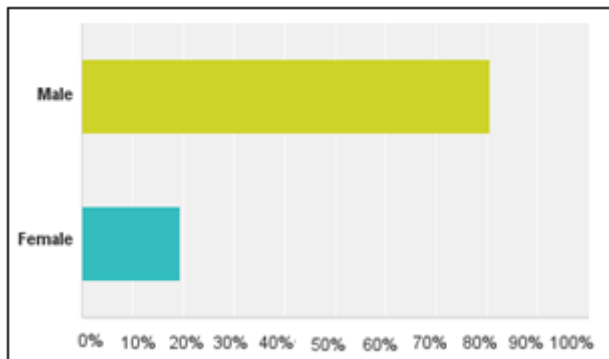| Answer Choices	Responses
Male	**80.49%** (66)
Female	**19.51%** (16)

Figure 4.1.26: Customers Gender

In view of the gender distribution of the customers, table 4.1.26 indicates that (80.49%) of the respondents were male while the remaining (19.51%) were female. Thus majority of the respondents surveyed were males.

Question 4.1.27Age

Table 4.1.27: Customers Age

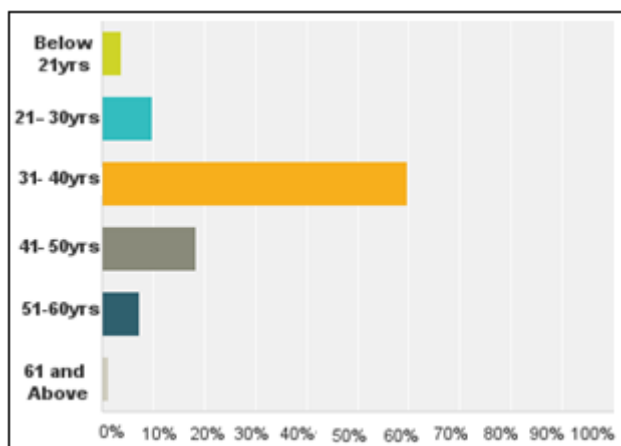| Answer Choices	Responses
Below 21yrs	**3.66%** (3)
21–30yrs	**9.76%** (8)
31-40yrs	**59.76%** (49)
41–50yrs	**18.29%** (15)
51-60yrs	**7.32%** (6)
61and Above	**1.22%** (1)

Figure 4.1.27: Customers Age

In view of the age distribution of the respondents as noted above (3.66%) of the respondents indicated that they were below 21 years, (9.76%) of the respondents were found to be

between the 21and 30 years, (59.76%) were shown to range from 31-40 years, (18.29%) of the respondents fell between 41-50 years age category, (7.32%) were also between the 51-60 years age category while(1.22%) of the respondents were fell in the 60 years and above age group. Thus it shows that majority of the customers are between 31-40 years.

Question 4.1.28 How often do you fly with Dana Air

Table 4.1.28: Frequency of use

Answer Choices	Responses
Always	**7.32%** (6)
Most at times	**21.95%** (18)
Sometimes	**47.56%** (39)
Once in a while	**18.29%** (15)
Never	**4.88%** (4)
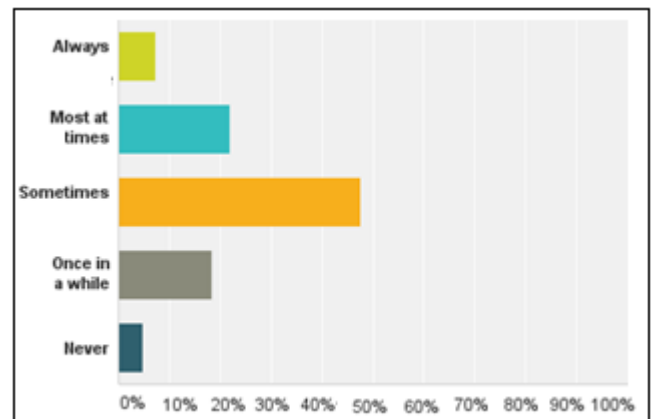
Figure 4.1.28: Frequency of use

When asked how often they fly with Dana Air, (7.32%) of them said always, (21.95%) said most times, (47.56%) said sometimes, (18.29%) said once in a while and (4.88%), therefore, majority of them sometimes.

Question 4.1.29 How long have you been flying with Dana Airline

Table 4.1.29: Duration of use

Answer Choices	Responses
Less than 6 months	**14.81%** (12)
6-12 months	**46.91%** (38)
1-3 years	**27.16%** (22)
Above 3 years	**11.11%** (9)

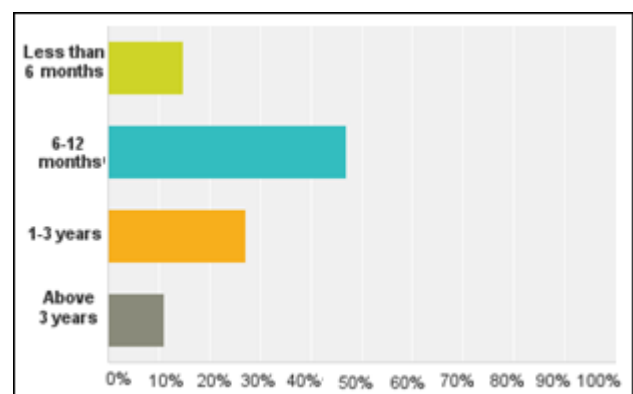**Figure 4.1.29:** Duration of use

Also, when asked how often they fly with Dana Air, (14.81%) of them said less than 6 months, (46.91%) said 6-12 months, (27.16%) said 1-3 years, while (11.11%) said above 3 years, therefore, majority of the customers have been travelling with Dana Air for 6-12 months.

Question 4.1.30 What influences your choice of our Services

Table 4.1.30: Rationale for influence to use

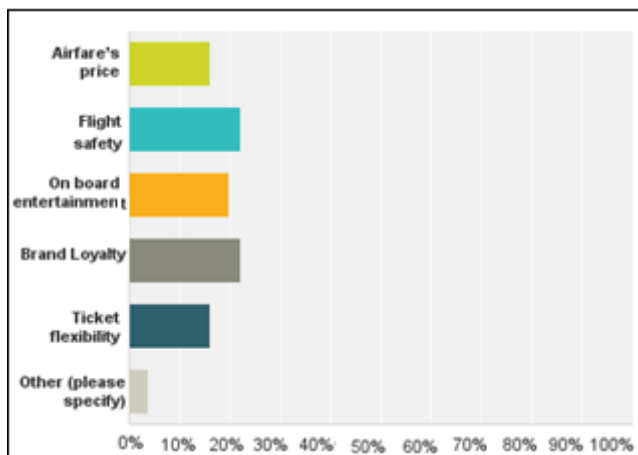| Answer Choices	Responses
Airfare's price	**16.05%** (13)
Flight safety	**22.22%** (18)
Onboard entertainment service	**19.75%** (16)
Brand Loyalty	**22.22%** (18)
Ticket flexibility	**16.05%** (13)
Other (please specify)	**3.70%** (3)

Figure 4.1.30: Rationale for influence to use

When asked what influences their choice of Dana Services, (16.05%) of them indicated that it was airfare's price , (22.22%) said it was flight safety, (19.75%) said on board entertainment service, also (22.22%) indicated that it was brand loyalty, (16.05%) said it was ticket flexibility while the remaining (3.7%) said it was for other reasons. Thus, majority of the respondents, fly with Dana mainly because of their flight safety and brand loyalty.

Section B

Business Process (Customer Survey)

Question 4.1.31 The management of Dana air takes orders from customers

Table 4.1.31: Direct order processing

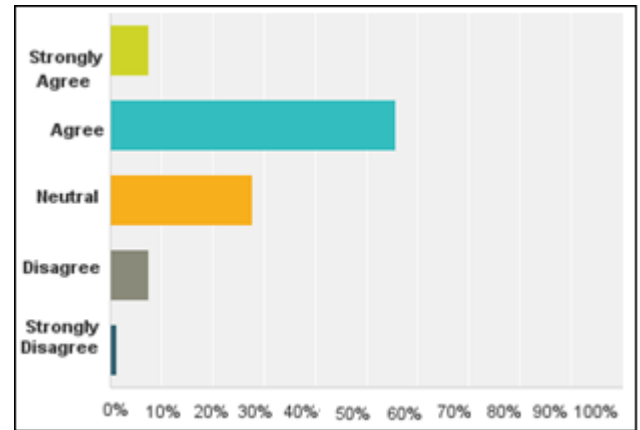| Answer Choices	Responses
Strongly Agree	**7.59%** (6)
Agree	**55.70%** (44)
Neutral	**27.85%** (22)
Disagree	**7.59%** (6)
Strongly Disagree	**1.27%** (1)

Figure 4.1.31: Direct order processing

In view of whether the management of Dana air takes orders from customers (7.59%) strongly agreed, (55.70%) agreed, (27.85%) were neutral, (7.59%) disagreed while (1.27%) strongly disagreed. Thus, majority of the respondents agreed that the management of Dana air takes orders from customers.

Question 4.1.32 There is adequate technical support in Dana Airline services

Table 4.1.32: Presence of adequate technical support

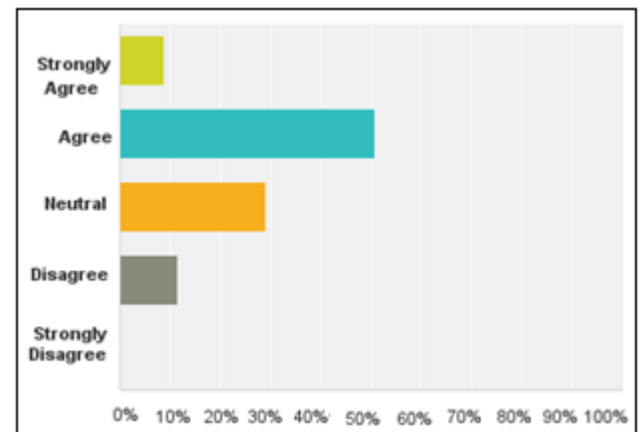| Answer Choices	Responses
Strongly Agree	**8.86%** (7)
Agree	**50.63%** (40)
Neutral	**29.11%** (23)
Disagree	**11.39%** (9)
Strongly Disagree	**0.00%** (0)

Figure 4.1.32: Presence of adequate technical support

Table 4.1.32 shows that (8.86%) strongly agreed, (50.63%) agreed, (29.11%) were neutral, (11.39%) disagreed while none (0.00%) strongly disagreed that the respondents agreed that there is adequate technical support in Dana Airline services.

Question 4.1.33 The management process in Dana Airline is efficient

Table 4.1.33: Efficiency of the management process

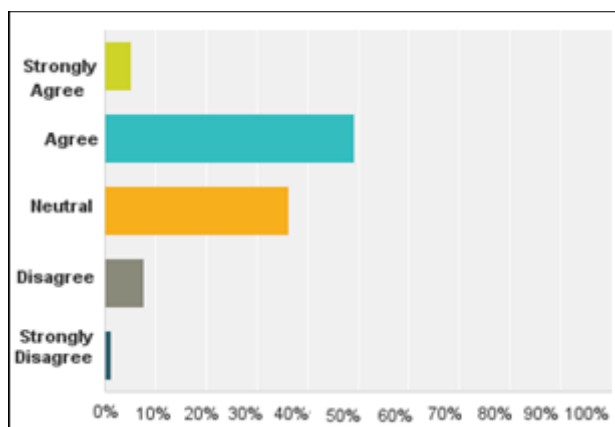| Answer Choices	Responses
Strongly Agree	**5.19%** (4)
Agree	**49.35%** (38)
Neutral	**36.36%** (28)
Disagree	**7.79%** (6)
Strongly Disagree	**1.30%** (1)

Figure 4.1.33: Efficiency of the management process

Table 4.1.33 shows that (5.19%) strongly agreed, (49.35%) agreed, (36.36%) were neutral, (7.79%) disagreed while (1.30%) strongly disagreed. Thus, majority of the respondents agreed that the management process in Dana Airline is efficient.

Question 4.34The business operation of Dana Airline adds value to my flight experience

Table 4.1.34: Effect of operation on value of flight experience

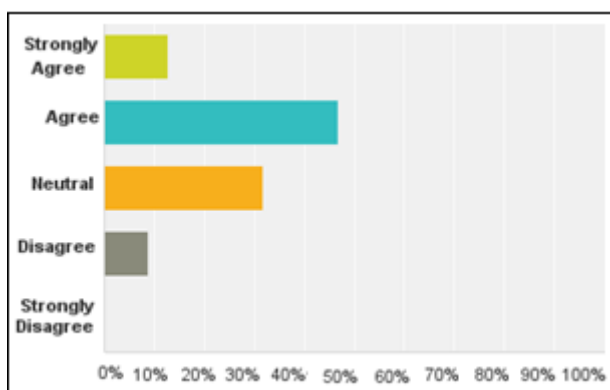| Answer Choices	Responses
Strongly Agree	**12.66%** (10)
Agree	**46.84%** (37)
Neutral	**31.65%** (25)
Disagree	**8.86%** (7)
Strongly Disagree	**0.00%** (0)

Figure 4.1.34: Effect of operation on value of flight experience

Table 4.1.34 shows that (12.66%) strongly agreed, (46.84%) agreed, (31.65%) were neutral, (8.86%) disagreed while none (0.00%) strongly disagreed that the management process in Dana Airline is efficient.

Question 4.1.35The in-flight and ground services of Dana Airline is in a sequential order

Table 4.1.35: In-flight and ground service sequence

Answer Choices	Responses
Strongly Agree	**11.39%** (9)
Agree	**48.10%** (38)
Neutral	**31.65%** (25)
Disagree	**7.59%** (6)
Strongly Disagree	**1.27%** (1)
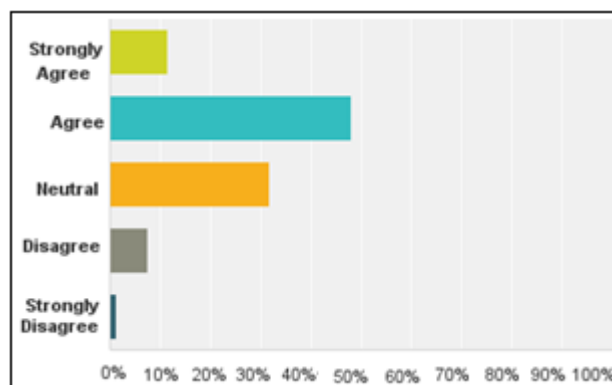
Figure 4.1.35: In-flight and ground service sequence

Table 4.1.35 shows that (11.39%) strongly agreed, (48.10%) agreed, (31.65%) were neutral, (7.59%) disagreed while (1.27%) strongly disagreed that the in-flight and ground services of Dana Airline is in a sequential order.

Marketing (Customer Survey)

Question 4.1.36Theadvertising platform of Dana Airline is attractive

Table 4.1.36: Attractive Advertising Platform

Answer Choices	Responses
Strongly Agree	**6.33%** (5)
Agree	**64.56%** (51)
Neutral	**25.32%** (20)
Disagree	**3.80%** (3)
Strongly Disagree	**0.00%** (0)

Figure 4.1.36: Attractive advertising platform

Table 4.1.36 shows that (6.33%) strongly agreed, (64.56%) agreed, (25.32%) were neutral, (3.80%) disagreed while none (0.00%) strongly disagreed that the advertising platform of Dana Airline is attractive.

Question 4.1.37 The cost and fees of Dana is worth the value been provided

Table 4.1.37: Cost of flight in relation to value

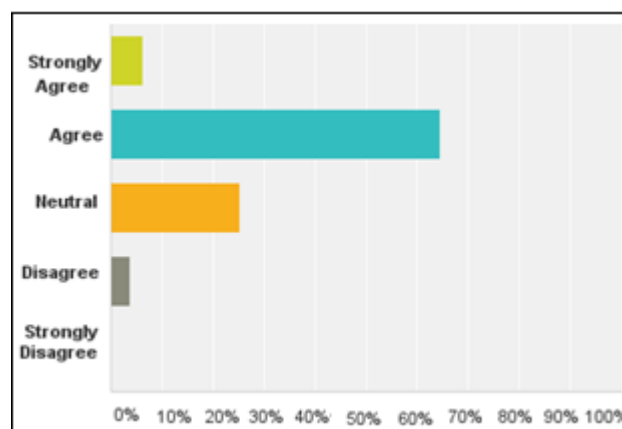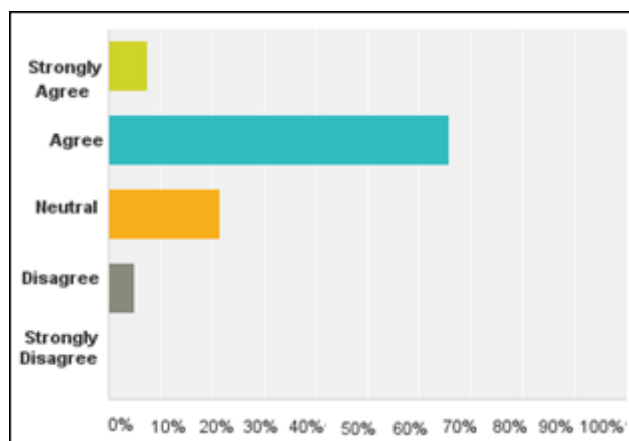| Answer Choices	Responses
Strongly Agree	**7.59%** (6)
Agree	**65.82%** (52)
Neutral	**21.52%** (17)
Disagree	**5.06%** (4)
Strongly Disagree	**0.00%** (0)

Figure 4.1.37: Cost of flight in relation to value

Table 4.1.37 shows that (7.59%) strongly agreed, (65.82%) agreed, (21.52%) were neutral, (5.06%) disagreed while none (0.00%) strongly disagreed that the cost and fees of Dana is worth the value been provided.

Question 4.1.38 The loyalty program of Dana Airline increases my brand loyalty

Table 4.1.38: Loyalty program effect on brand loyalty

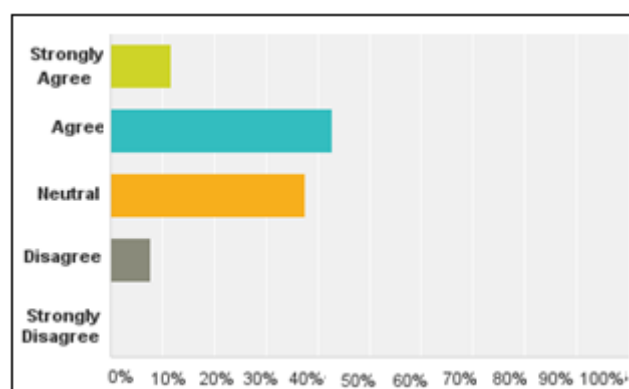| Answer Choices	Responses
Strongly Agree	**11.69%** (9)
Agree	**42.86%** (33)
Neutral	**37.66%** (29)
Disagree	**7.79%** (6)
Strongly Disagree	**0.00%** (0)
Total	**77**

Figure 4.1.38: Loyalty program effect on brand loyalty

Table 4.1.38 shows that (11.69%) of the respondents strongly agreed, (42.86%) agreed, (37.66%) were neutral, (7.79%) disagreed while none (0.00%) strongly disagreed that the loyalty program of Dana Airline increases their brand loyalty.

Question 4.1.39 The onboard entertainment service and reservation is very attractive welcoming

Table 4.1.39: Welcoming entertainment and reservation

Answer Choices	Responses
Strongly Agree	**24.05%** (19)
Agree	**50.63%** (40)
Neutral	**20.25%** (16)
Disagree	**5.06%** (4)
Strongly Disagree	**0.00%** (0)
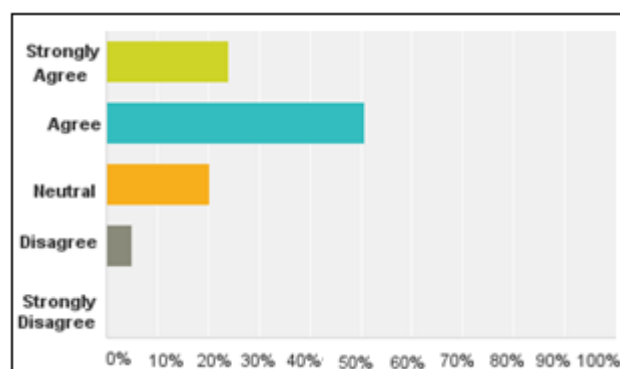
Figure 4.1.39: Welcoming entertainment and reservation

Table 4.1.39 shows that (24.05%) of the respondents strongly agreed, (50.63%) agreed, (20.25%) were neutral, (5.06%) disagreed while none (0.00%) strongly disagreed that the on board entertainment service and reservation of Dana Air is very attractive welcoming.

Question 4.1.40 The air flight location/ point of sale of Dana always makes me want to fly with them

Table 4.1.40: Flight location and point of sale

Answer Choices	Responses
Strongly Agree	**13.92%** (11)
Agree	**55.70%** (44)
Neutral	**25.32%** (20)
Disagree	**5.06%** (4)
Strongly Disagree	**0.00%** (0)

Figure 4.1.40: Flight location and point of sale

Table 4.1.40 shows that (13.92%) of the respondents strongly agreed, (55.70%) agreed, (25.32%) were neutral, (5.06%) disagreed while none (0.00%) strongly disagreed that the air flight location/point of sale of Dana always makes me want to fly with them.

Finance (Customer Survey)

Question 4.1.41 Do you book your local flights online or through an agency

Table 4.1.41: Medium of ticket purchase

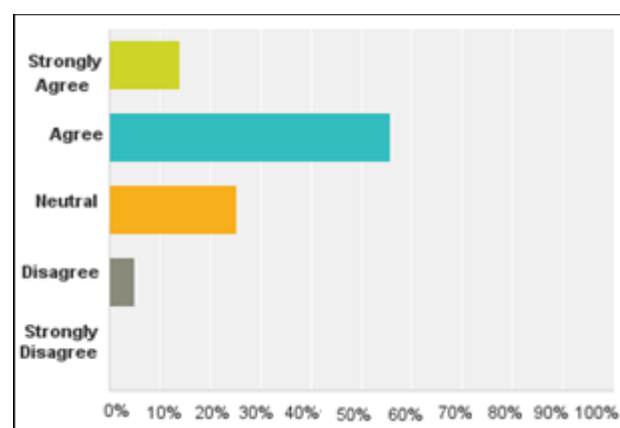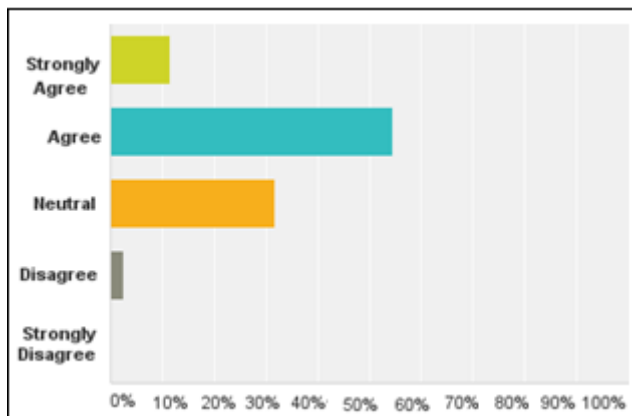| Answer Choices	Responses
Strongly Agree	**11.39%** (9)
Agree	**54.43%** (43)
Neutral	**31.65%** (25)
Disagree	**2.53%** (2)
Strongly Disagree	**0.00%** (0)

Figure 4.1.41: Medium of ticket purchase

Table 4.1.41 shows that (11.39%) of the respondents strongly agreed, (54.43%) agreed, (31.65%) were neutral, (2.53%) disagreed while none (0.00%) strongly disagreed that they book their local flights online or through an agency.

Question 4.1.42 Their aircraft are new and Comfortable

Table 4.1.42: Aircraft Condition and comfort

Answer Choices	Responses
Strongly Agree	**7.59%** (6)
Agree	**55.70%** (44)
Neutral	**20.25%** (16)
Disagree	**16.46%** (13)
Strongly Disagree	**0.00%** (0)
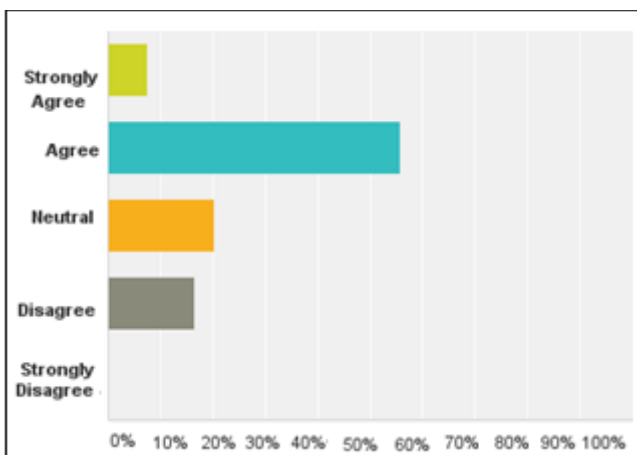
Figure 4.1.42: Aircraft Condition and comfort

Table 4.1.42 shows that (7.59%) of the respondents strongly agreed, (55.70%) agreed, (20.25%) were neutral, (16.46%)

disagreed while none (0.00%) strongly disagreed that their aircrafts are new and comfortable.

Question 4.1.43 They are always short of staffs to serve on air and ground operations

Table 4.1.43: Staffs shortage in operation

Answer Choices	Responses
Strongly Agree	**2.53%** (2)
Agree	**45.57%** (36)
Neutral	**35.44%** (28)
Disagree	**15.19%** (12)
Strongly Disagree	**1.27%** (1)
Total	**79**
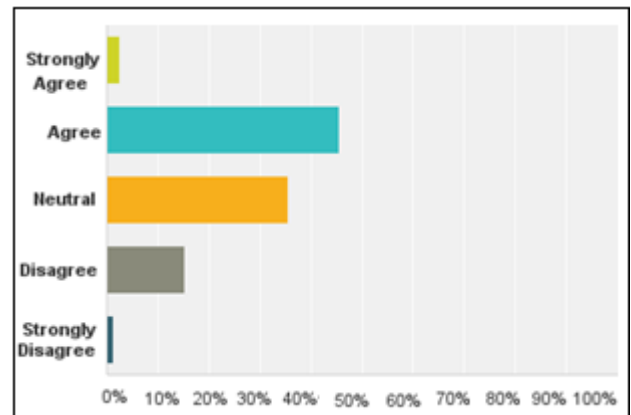
Figure 4.1.43: Staffs shortage in operation

Table 4.1.43 shows that (2.53%) of the respondents strongly agreed, (45.57%) agreed, (35.44%) were neutral, (15.19%) disagreed while (1.27%) strongly disagreed that Dana Airline is always short of staffs to serve on air and ground operations.

Question 4.1.44 They have the cheapest price for airfares on local travels

Table 4.1.44: Price comparison to other airlines

Answer Choices	Responses
Strongly Agree	**10.13%** (8)
Agree	**63.29%** (50)
Neutral	**18.99%** (15)
Disagree	**7.59%** (6)
Strongly Disagree	**0.00%** (0)
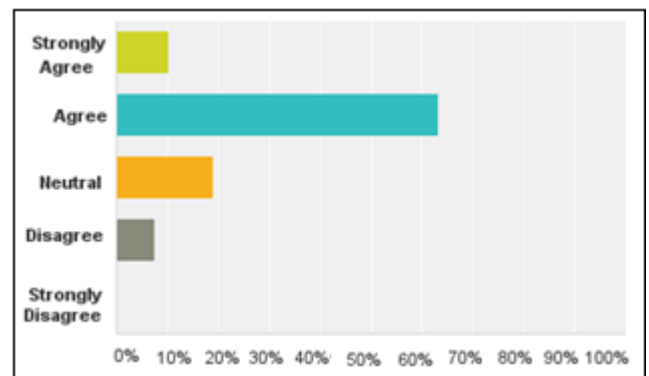
Figure 4.1.44: Price comparison to other airlines

Table 4.1.44 shows that (10.13%) of the respondents strongly agreed, (63.29%) agreed, (18.99%) were neutral, (7.59%)

disagreed while none (0.00%) strongly disagreed that Dana Air has the cheapest price for airfares on local travels.

Question 4.1.45 Theyare the airline most frequently used by family/colleagues/business

Table 4.1.45: Frequency of use by relative and colleague

Answer Choices	Responses
Strongly Agree	**17.72%** (14)
Agree	**50.63%** (40)
Neutral	**25.32%** (20)
Disagree	**6.33%** (5)
Strongly Disagree	**0.00%** (0)
Total	**79**

Figure 4.1.45: Frequency of use by relative and colleague

Table 4.1.45 shows that (17.72%) of the respondents strongly agreed, (50.63%) agreed, (25.32%) were neutral, (6.33%) disagreed while none (0.00%) strongly disagreed that Dana airline is the most frequently used by their family/ colleagues/ business.

Human Resources (Customer Survey)

Question 4.1.46 The flight crew of Dana definitely makes me want to fly with that airline again

Table 4.1.46: Flight crew treatment

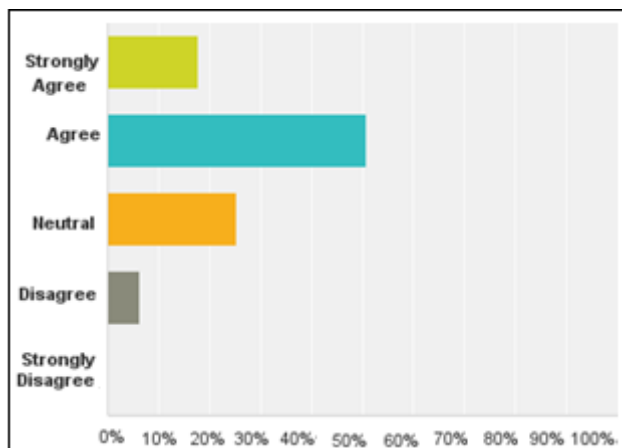| Answer Choices	Responses
Strongly Agree	**11.39%** (9)
Agree	**51.90%** (41)
Neutral	**30.38%** (24)
Disagree	**5.06%** (4)
Strongly Disagree	**1.27%** (1)
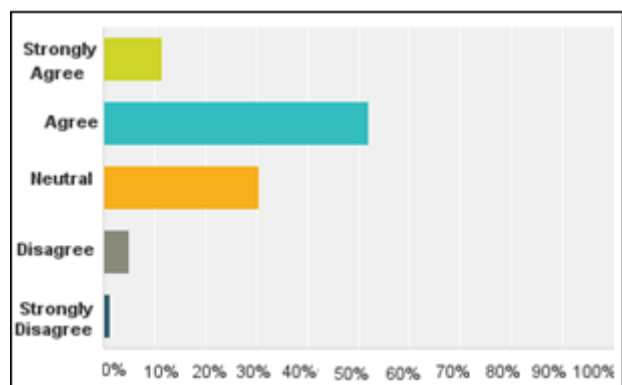
Figure 4.1.46: Flight crew treatment

Table 4.1.46 shows that (11.39%) of the respondents strongly agreed, (51.90%) agreed, (30.38%) were neutral, (5.06%) disagreed while (1.27%) strongly disagreed that the flight crew of Dana definitely makes them want to fly with the airline again.

Question 4.1.47 Their customer service makes me to want to recommend the airline to friend and colleagues

Table 4.1.47: Customers' recommendation to others

Answer Choices	Responses
Strongly Agree	**27.85%** (22)
Agree	**54.43%** (43)
Neutral	**15.19%** (12)
Disagree	**2.53%** (2)
Strongly Disagree	**0.00%** (0)
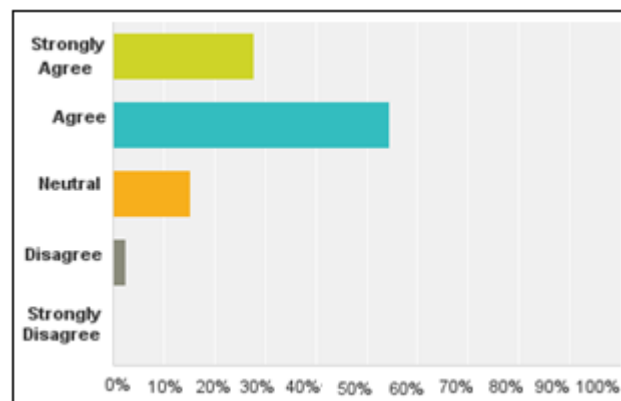
Figure 4.1.47: Customers' recommendation to others

Table 4.1.47 shows that (27.85%) of the respondents strongly agreed, (54.43%) agreed, (15.19%) were neutral, (2.53%) disagreed while none (0.00%) strongly disagreed that Dana's customer service makes them want to recommend the airline to friend and colleagues.

Question 4.1.48 Their online customer care is responsive and engaging

Table 4.1.48: Effectiveness of online customer care

Answer Choices	Responses
Strongly Agree	**9.21%** (7)
Agree	**50.00%** (38)
Neutral	**31.58%** (24)
Disagree	**7.89%** (6)
Strongly Disagree	**1.32%** (1)

Figure 4.1.48: Effectiveness of online customer care

Table 4.1.48 shows that (9.21%) of the respondents strongly agreed, (50.00%) agreed, (31.58%) were neutral, (7.89%) disagreed while (1.32%) strongly disagreed that Dana Airline's online customer care is responsive and engaging.

Question 4.1.49 The challenges of customers get attended to in real time by staffs

Table 4.1.49: Attendance to customer's challenges

Answer Choices	Responses
Strongly Agree	**27.85%** (22)
Agree	**40.51%** (32)
Neutral	**27.85%** (22)
Disagree	**3.80%** (3)
Strongly Disagree	**0.00%** (0)
Total	**79**

Figure 4.1.49: Attendance to customer's challenges
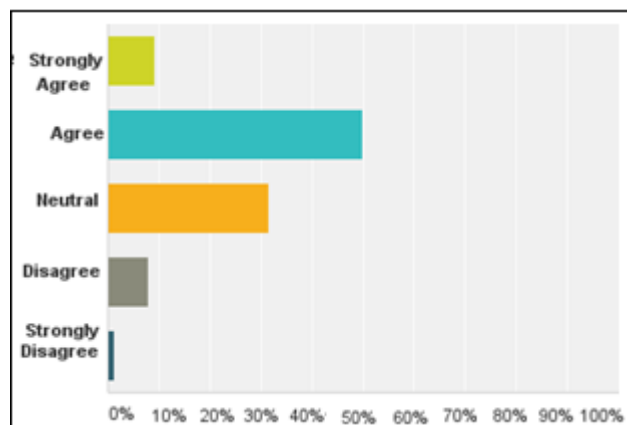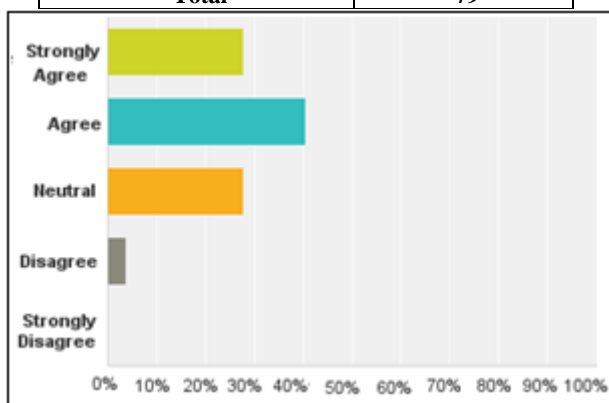
Table 4.1.49 shows that (27.85%) of the respondents strongly agreed, (40.51%) agreed, (27.85%) were neutral, (3.80%) disagreed while none (0.00%) strongly disagreed that the challenges of customers get attended to in real time by the staffs of Dana Air.

Question 4.1.50 Their staffs are adapting to social customer's changing expectations

Table 4.1.50: Adaptation to customer's changing expectation

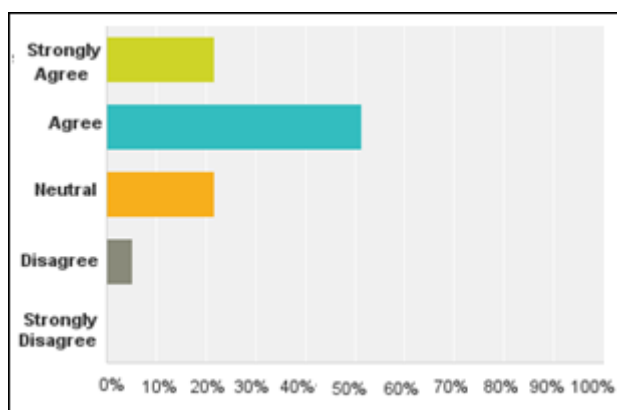| Answer Choices	Responses
Strongly Agree	**21.79%** (17)
Agree	**51.28%** (40)
Neutral	**21.79%** (17)
Disagree	**5.13%** (4)
Strongly Disagree	**0.00%** (0)

Figure 4.1.50: Adaptation to customer's changing expectation

Table 4.1.50 shows that (21.79%) of the respondents strongly agreed, (51.28%) agreed, (21.79%) were neutral, (5.13%) disagreed while none (0.00%) strongly disagreed that Dana Airline's staffs are adapting to social customer's changing expectations.

4.2 Business Implication

4.2.1 Business Process

From the analysis of our survey carried out on "a business development plan to improve market performance of Dana Air in Nigeria", it was discovered from the employees' view point that, despite the fact that there are; less cancellation of flights in Dana, less issues of flight difficulty and that the business operation of Dana Air values flight experience of customers, however, it was noticed that there are still shortcomings in the area of flexible air flight ticketing and control of the checking-in service of Dana Airline.

This indicates that the business process in Dana Airline has had a mixed performance and thus the management still has a lot to do in the area of making air flight tickets flexible and in the checking-in service control.

Meanwhile, from the customers' view point, no significant lapses were observed with respect to the business process of Dana Airline. As majority of the respondents were of the opinion that the management process of Dana Air is efficient and takes orders from customers. It was also found out that there is adequate technical support in Dana Airline services and that their in-flight and ground services are in a sequential order. The customers were also delightful to agree that the business operation of Dana Airline adds value to their flight experience.

4.2.2 Human Resource

On the human resource perspective which has to do with the management of employees who individually and collectively contribute to the achievement of the company's objective, it was noted from the staffs that there exists some gaps. For instance many of the workers that responded where of the opinion that there is lack of a systematic oversight and maintenance of customer relationships in the company. The employees were also of the view that the workforce planning of Dana Air is not accommodating and that the career growth of Dana Air is not prospective and retentive.

In spite of these challenges it was recognized that there is still a high level of team spirit amongst the staffs and that the management of Dana air has a high level of core competency.

On the customers view it was also found out that majority of the respondents were of the opinion that the kind of services offered by the flight crew of Dana would definitely make them want to fly with the airline again, in fact a total of 54.43% said they would further recommend the airline to their friend and colleagues while a total of 50.00% agreed that the online customer care of Dana is responsive and engaging. It was also observed that the respondents generally agreed that the challenges of customers get attended to in real time by their customer service agents while a massive 51.28% were of the opinion that Dana staffs are adapting to social customer's changing expectations.

4.2.3 Marketing

In view of the marketing, majority of the employees were of the view that the product planning of Dana Airline is customer-sensitive. They also collectively agreed that the services of their company are well branded to meet customers' needs. Also, on the marketing, it was observed that through promotional packages the company obtains a huge level of returns and that the customers are generally satisfied with the service charge of Dana. Meanwhile, on the contrary it was reported that customers are always complaining of the aircraft location of Dana. Furthermore, in the opinion of the customers it was observed and majorly attested to that the advertising platform of Dana Airline is attractive, the cost and fees of Dana is worth the value been provided, the loyalty program of Dana Airline increases their brand loyalty, the onboard entertainment service and reservation is very attractive and welcoming and that the air flight location/point of sale of Dana always makes them want to fly with the airline.

4.2.4 Finance

In terms of finance, the analysis revealed on the business side that the workers in Dana air were of the strong opinion that the management of Dana Air has a large level of retained profit. However, it was observed that there is lack of promotion and a significant increase in the salaries of staffs at Dana Air. The companies' share of profit was also said to have not been growing in the last few years. They also agreed that the management of Dana does not attend to repairs/operational expenses on time.

Meanwhile, it was generally disagreed that Dana Air is suffering from issues of bad debt as at the time of this study.From the customers point of view it was mostly agreed that the aircraft of Dana are new and comfortable and have the cheapest price for airfares on local travels.However, it was also discovered that there exist some challenges in the area of shortage of staffs to serve on air and ground operations.

5. Business Model

5.1 Business Model Elements
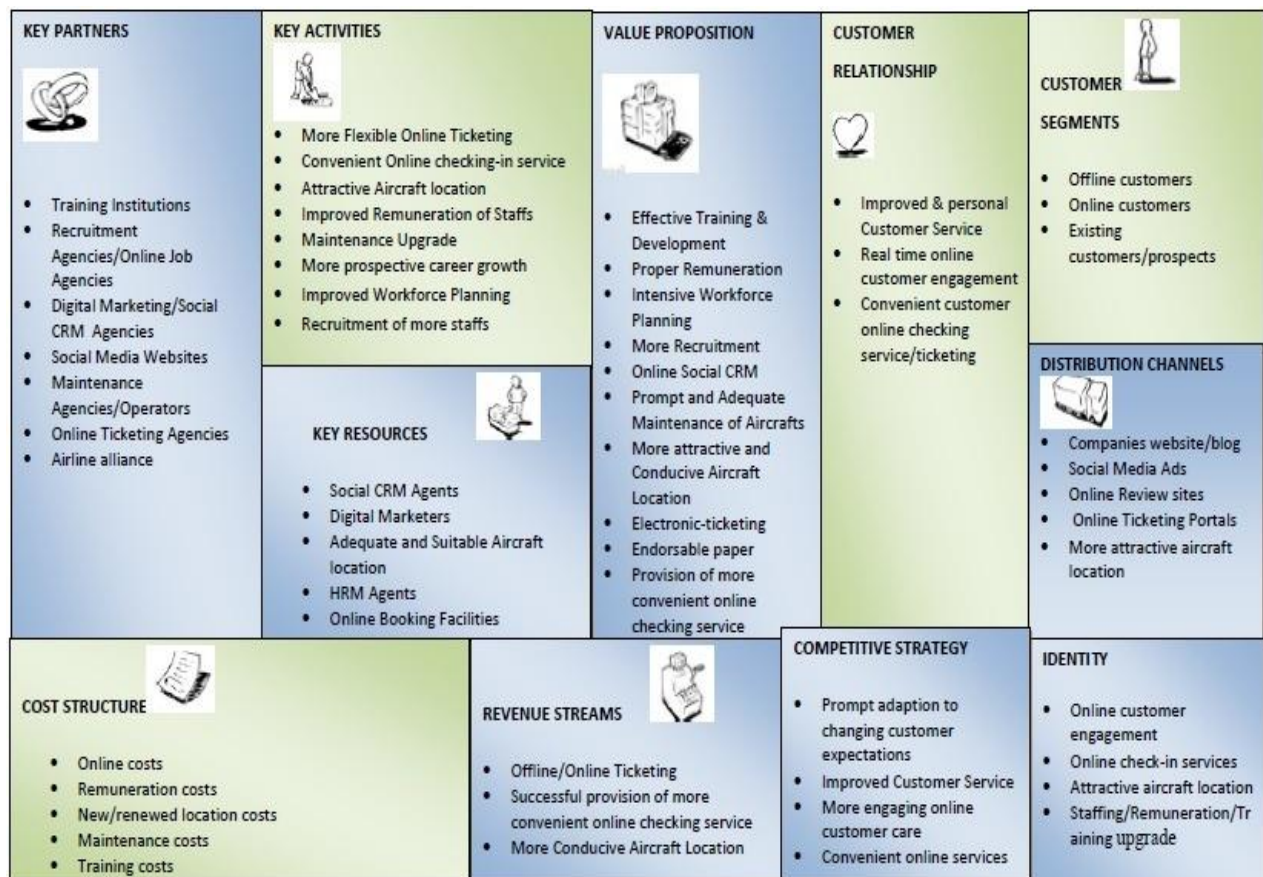
Figure 5.1: Business Model Canvas Development for Dana Airline's Market performance

5.1.1 Key Partners

Key partnerships involve activities that are outsourced and resources that are acquired outside the enterprise (May, 2016). For the successful running of the business some of the following key partners were identified as necessary.

For a successful engagement with customers online and in real time there is now need for the management of Dana Airline to consider the services online social customer relationship management agents. These agents would specifically for responsible for handling and integrating the different social media handles of Dana and in reaching to her existing online customers and leads. They would also be responsible for attending to customer complaints/issues online and in responding to posts online and in online review sites in order to maintain the companies' online social reputation.

Another key partner involved in the successful establishing of this business model are online ticket agencies in order to solve the problem of lack of flexible ticketing. These agents through online ticket portals/booking facilities would ensure that customers can easily access tickets at affordable costs within the comfort of their jurisdiction without the need of travel agents and various difficulties associated paper ticketing.

Also to ensure that the staffs of Dana airline are conversant and are up-to-date with latest industry skills/expertise there is need to constantly involve the staffs in adequate trainings offered by different appropriate training institution required to develop them to adapt to newer challenges and changing customer expectations/industry dynamism.

Meanwhile, for prompt adequate maintenance/repair of the airplane facilities there is need to involve the services of adequate maintenance agencies/operators in order to keep the aircraft running and its services uninterrupted to the delight of customers.

Also, it is also required that Dana airline belong to a standard and well recognized airline alliance in order to ensure that its customers benefits in the form of lower prices due to lowered operational costs for a given route, more departure times to choose from on a given route, more destinations within easy reach, shorter travel times as a result of optimised transfers, a wider range of airport lounges shared with alliance members, faster mileage rewards by earning miles for a single account on several different carriers and round-the-world tickets, enabling travelers to fly over the world for a relatively low price.

5.1.2 Key Activities

Key activities are the actual jobs and operations needed to be performed in order to produce key resources (May, 2016). In order to ensure an improved marketing performance of Dana Air there is need to consider the following activities which are crucial to the value proposed.

First and foremost, in order to ensure that there is flexibility of ticket and convenience in the accessing of air-flight tickets, there is the need for the encouragement and adequate provision of electronic ticketing.

Also, in order to further encourage a better and more convenient customer service there is need to gravitate towards a more customer oriented online checking-in service.

Since, it was observed from our survey, that most of the customers actually complained about the location of Dana Air, hence, there is now need to make it more attractive by rehabilitating the existing location or moving to a more appealing customer-friendly location.

It was also observed from our analysis that most of the staffs of Dana where dissatisfied with the current level of remuneration in the company. It is therefore recommended for the management to review the current remuneration packages of her staffs in order to see how this can be improved.

Furthermore, in order to ensure prompt and adequate repair of worn out parts there is the need for a maintenance upgrade.

For adequate quipping of staff with today's industries critical skills and relevance, there is also need to ensure adequate training of staffs to ensure a more prospective career growth. Reforms are also needed to ensure an improved workforce planning.

5.1.3 Value Proposition

In order to solve the existing challenges in Dana Airline and meet its rising customer needs, there is need to establish some value propositions. One of such is the issue of constantly and effectively training and development of staffs with the critical, relevant and up-to-date industry skills needed to function in today's dynamic business models.

Also for to encourage and motivate the staffs to fulfill their obligations and carry out their responsibilities to there is also need to improve on the way they are compensated or rewarded both financially and non-financially.

Other value propositions highlighted in the business model which are also necessary for improving the marketing performance of Dana are intensive workforce planning, more recruitment to cover up for the shortage of staff as revealed in our result, online Social CRM for engaging with customers online, prompt and adequate maintenance of aircrafts, more attractive and conducive aircraft location, electronic-ticketing for flexible ticketing and endorsable paper in case of cancellation of flights so that customers can still patronize other available flights and the provision of more convenient online checking service.

5.1.4 Customer Relationship

For improved customer relationship there is need for improved and personalized customer service, real time online customer engagement, and convenient customer online checking service/ticketing.

5.1.5 Customer Segment

An organization serves one or more customer segments for whom they are creating value or who are most important them. Our business recognized that in order to cover for the shortcomings currently prevalent in Dana, there is need for the company to target not only her offline customers but also the rapidly growing online community both existing and prospects. The key benefit of the online approach is to be able to reach a wider audience within a short possible time with less resource.

5.1.6 Key Resources

Key resources are the assets required to offer and deliver the value propositions and the customer relationships. They majorly identified as Social CRM Agents/Digital Marketers, Adequate and Suitable Aircraft location, HRM Agents and online Booking Facilities.

5.1.7 Distribution Channels

Value propositions are delivered to customers through communication, distribution and sales channels. In view of business model, it therefore recognized that Dana Airline can increase her customers, services and consequently her

revenue through the companies' website/blog, social media advertisements, by responding to posts/complaints on online review sites, by using online ticketing portals which are more convenient and cost effective and by having a more attractive aircraft location.

5.1.8 Revenue Streams
Revenue streams result from value propositions successfully offered to customers. It involves the values for which the customers are willing to pay, for which they are currently paying, how they are currently paying and would they prefer to pay. Some of which were highlighted as Offline/Online Ticketing, Successful provision of more convenient online checking service and More Conducive Aircraft Location.

5.1.9 Cost Structure
The various which are said during the course of running the business are highlighted as online costs, remuneration costs, new/renewed location costs, maintenance costs and training costs.

5.1.10 Competitive Strategy
Some of the competitive strategies needed for the company to outclass its competitors are prompt adaption to changing customer expectations, improved customer service, more engaging online customer care and convenient online services

5.1.11 Identity
Business identity is another strategy to create a strong brand and win more business. In order for this new business to grow some elements were identified. These are elements that will describe the business once a customer thinks of the company product. Some identified marketing strategies are online customer engagement, online check in services, attractive aircraft location and Staffing/ Remuneration/ Training upgrade are the most important once the business will need for the first three years.

6. Business Plan

6.1 Vision & Mission

Vision
"To grow beyond the national operation level into the international airline industry successfully representing another Nigeria owned airline flying to some big destinations of the world after we have achieved market leadership in the Nigerian aviation sector".

Mission
"To become a cogent part of economic development in Nigeria by being an airline that can help business meetings be met, create job opportunities and also make large profit which in turns means large tax and give something back to the community in social responsibility and different kinds of customer supports. To a point where when businesses think of how they are able to achieve successful running of their businesses across the nation, they will give credit to Dana Airline".

6.2 Objectives

The following will be the objectives of Dana Airline in Nigeria:
- To be the preferred local airline in Nigeria.
- To be the leading local airline in Nigeria in terms of market share and customer reviews.
- To be the next local airline to take operation to the International airline industry.
- To be a major contributor to economic development by supporting businesses and government by giving them reduced air fares and long-term packages that will reduce the cost of sending staffs for official trips around the nation, also our employees will be one of how strongest value as we will create monthly incentives to reward our staffs and make sure that remuneration increment will be the reward which will lead to more dedication and effort being put into the service they render to customers.

6.3 Marketing Plan

The success of marketing of any organization often starts with a marketing plan. The marketing plans of Dana Airline are achieved as follows:

6.3.1 Segmentation, Targeting & Positioning
The Segmentation, Targeting and Positioning (STP) is a methodological technique in marketing used to provide a more focused marketing strategy that is majorly audience targeted. As the name implies it consists of three steps that help a company analyze herservices and the way it can communicate its benefits and value to a niche, which are; Segment your market, Target your best customers, and Position your offering.

Segmentation
In order to establish a more focused, effective and feasible marketing, the strategy for this business model is geographically confined within the Nigerian market.

Targeting
Although, the strategy shall involve both offline and online customers, moreover, the segmentation will largely be focused on the growing online audience. This is because the most of the gaps in Dana airline services are observed to be online and also as discovered from our analysis findings it was revealed that most of the respondents (54.43%) said they book their local flights online.

Positioning
Findings from our study is indicative of the fact that there is a thriving and growing online marketing audience in Nigerian airline industry, hence, it becomes an eye opener that the value position of this strategy should be majorly positioned online using various unique selling positions.

6.3.2 Marketing Mix (4Ps)
The 4Ps of marketing mix is very important in achieving any marketing strategy. As noted previously in the business review all the elements of the marketing mix influence each other. They make up the business plan for a company and handled right, can give it great success.

Products

The services that Dana will offer will be two fold; largely online and minor offline due to the observed huge gap and prospects online. Some of the online services as earlier noted in our business model that will be offered include; more flexible online ticketing , cconvenient online checking-in service, more responsive and engaging online customer services. Meanwhile, the offline services that shall be improved upon include; attractive aircraft location, improved remuneration of staffs, maintenance upgrade and more prospective career growth and improved workforce planning.

Pricing Strategy

In order to encourage more online oriented services which is not only cost-effective but also less time consuming and by far more customer reaching, online services shall be more discounted than offline services. For instance, ticket booked through online portals would be cheaper than those booked offline.

Place

The online services shall be offered using the various social media handles of Dana Airline and ticketing through online ticketing portals.Meanwhile, the offline services shall be done through a more attractive company office/location.

Promotion

Online promotions shall be enhanced through online distribution channels such as social media advertisement, blogs, online promotions, online discounts, affiliate marketing, re-marketing and other digital marketing techniques.
Meanwhile, the offline services shall also be promoted through the traditional media, in the form newspapers, radio and television adverts.

6.3.3 Strategic Growth (Ansoff Matrix)

The Ansoff Matrix is a strategic planning framework that helps themanagement of any organization formulate blueprint for the growth of their company.
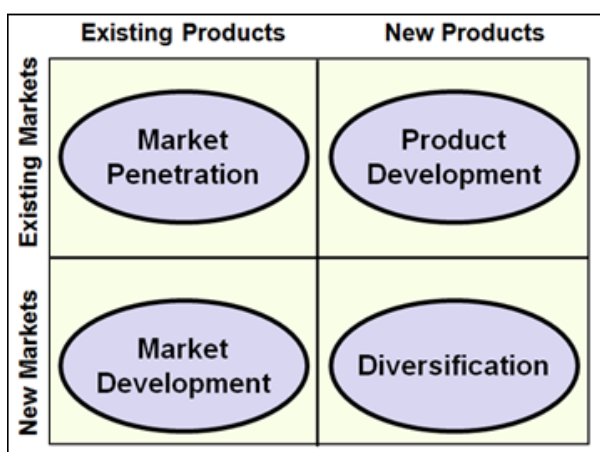

Figure 6.1: Ansoff Matrix
Source: http://www.tutor2u.net/business/reference/ansoffs-matrix

Market Penetration

In the case of Dana Air the market penetration strategy shall be achieved through a more rehabilitated aircraft location and refined remuneration packages as well as effective training of staffs to provide better customer services in line with current needs and more intensive workforce planning.

Market development

In the case of Dana Airline, ticketing and checking services which have previously been offline shall be improved by being more engaged online to allow for flexibility and convenience.

Product development

In this case, newer services in the form social customer relationship management shall be adopted more in place of the existing CRM in Dana Airline.

Diversification

This entails Dana Airline offering her various online services to attract and convert new online customers/leads.

6.4 Organizational / Operational Plan

An operational plan is a broken down plan used to provide a comprehensible idea of how a cadre or department will contribute to the attainment of an organisation's planned goals.

The organizational plan will still follow the existing plan of Dana Airline, with the only inclusion of more social customer relation/digital marketing officers in the IT department.

6.4.1 Human Capital Plan

The Human Capital Plan is an important organizational tool used to drive planned actions in order to bring about goal attainment and reaching business objectives. It helps organizations to plan and harness her human workforce in such a way as to ensure that the organization's vision, mission, and goals are met.

In the case of Dana Airline human capital plan entail the employment of staffs as it was observed from our analysis that there are shortages of staffs in the company.

Also, it also needs the services of social CRM agents in order to handle her online customer services, hence it is therefore recommended that the staffs are trained on how to relate to customers through various social media handles and techniques or the services should be outsourced to digital marketing agencies.

6.4.2 Business Process /Value Chain

The management, operational and supporting process of Dana Airline shall be focused at how the services of the company can be improved using more targeted online processes and improving the existing online process. Online services shall be used to enrich the company's relationship with her customers by providing more convenient services which they can access from the comfort of their domain. Such as booking flights within their comfort and talking to an online customer care at any time of the day.

Also, in order to attract more online customers the company shall also offer heavy discounted to purchases that are made online.

6.5 Financial Plan

The financial plan which is a three years projection will be presented in three sets for 3 years which is:
- Business cost
- Projected Income
- Ratios

The projection estimated may be different as a result of unpredictable circumstances; hence, a miscellaneous factor will not be more than 10 % of the totals for each year.

Costing
The cost for employing the business model is estimated as follows:

Table 6.1: Statement of cost in Naira

Details	Description	Year One	Year Two	Year Three
Online costs	This includes the costs for maintaining and running the various social media handles of the company as well as costs for outsourcing. Other costs included here are costs for running the online checking in service and online flight ticketing portals/outsourcing it to online ticket agents	10,00,000	6,50,000	5,00,000
Remuneration costs	The entails the running costs aimed at upgrading the salaries of workers as well as other promotional packages, compensations and rewards. It will also cover part of the cost for outsourcing.	50,00,000	60,00,000	70,00,000
Renewed &location costs	Cost of renewed/rehabilitated flight location	10,00,000	15,00,000	17,50,000
Maintenance costs	This involves the costs for maintaining and repairing worn out machineries or parts	3,00,000	4,00,000	4,50,000
Training costs	Entails cost for on-the-job/off-the-job trainings for staffs	5,00,000	6,50,000	7,50,000
Total	**The total for the above mentioned cost factors**	**78,00,000**	**94,00,000**	**1,06,50,000**
Miscellaneous	An addition of 10 % to the cost of total for unexpected circumstances	7,80,000	9,40,000	10,65,000
Grand Total	**The total capital investment for each year**	**85,80,000**	**1,03,40,000**	**1,17,15,000**

Capital required = Total first year expense divided by 2=
8,580,000/2 = ₦ 4,290,000

Hence, the capital requirement for the business to operate until it starts generating revenue will be ₦ 4,290,000.

6.5.1 Three-year Forecast Income Statement

The estimation for the three years projected income statement is based on comparisons with similar companies in the airline industry. The current company income tax rate (30%) will be the tax deductable for the three years.

Table 6.2: Projected Income Statement

Details	2017	2018	2019
Revenue			
Sales	50,000,000	55,500,000	62,000,000
less Direct costs	2,580,000	2,640,000	2,765,000
Gross profit	47,420,000	52,860,000	59,235,000
Expenses			
Operating Expenses	1,000,000	1,500,000	1,750,000
Remuneration	5,000,000	6,000,000	7,000,000
Amortization	0	250,000	355,000
Total Expenses	6,000,000	7,750,000	9,105,000
Net profit before tax	41,420,000	45,110,000	50,130,000
Less taxation	30 %	30 %	30 %
Net profit for the year	28,994,000	31,577,000	35,091,000

The table above showing the projected income statement of Dana Air indicates that the Sales which stood at ₦50, 000,000 in 2017 is expected to increase to ₦55, 500,000 in 2018.Meanwhile, although the direct cost incurred was indicated to increase ₦ 2,580,000 in 2017 to ₦ 2,765,000 in 2019, moreover, the sales was said to cover this rise in cost by increasing substantially from ₦50, 000,000 in 2017 to ₦62,000,000 in 2019 in the third year.

6.5.2 Three-year Forecast Balance Sheet

The balance sheet for the company's minimum first 3 years of business is as follows:

Table 6.3: Projected Balance Sheet Statement

Details	2017	2018	2019
Current Assets			
Cash	10,000,000	20,000,000	30,000,000
Accounts Receivable	50,000,000	55,500,000	62,000,000
Total Current Assets	**60,000,000**	**75,500,000**	**92,000,000**
Non-Current Assets			
Fixed Assets	1,000,000	1,500,000	1,750,000
Intangible Assets	2,580,000	2,640,000	2,765,000
Total Assets	**63,580,000**	**79,640,000**	**96,515,000**
Liabilities			
Accounts Payable	2,580,000	2,640,000	2,765,000
Income Tax Payable	12,426,000	13,533,000	15,039,000
Accrued Expenses	6,000,000	7,750,000	9,105,000
Total Current Liabilities	**21,006,000**	**23,923,000**	**26,909,000**
Shareholders (equity)	**42,574,000**	**55,717,000**	**69,606,000**

6.5.3 Assumptions, Explanation and Justification

The balance sheet for the 3-year projected financial plan shows that due to expected increase in expenses, the company's liability is expected to increase from year to year, but these spending are expected to bring about better services and larger revenue to offset theses liabilities.

6.6 Implementation Schedule - Gantt Chart

The Gantt chart below shows the implementation of the business activities for the three years projection. All the programs shall be implemented in the first year. However, the rehabilitation process will only last for the first year while the remaining activities would run for the complete three years. This is because of the staffs remuneration packages would have to be upgraded every year to increase motivation. There would also be constant training of staffs for all three years in order to match the dynamic process of the airline industry. The online services would also run for all three years with constant engagement with customers while the maintenance process in the case of repairs would also be constant.

Table 6.4: Business Plan Implementation Gantt Chart

Time	Y1	Y2	Y3
Details			
Rehabilitating Location	▨		
Remuneration	▨	▨	▨
Training	▨	▨	▨
Online services	▨	▨	▨
Maintenance	▨	▨	▨

6.7 Critical Success Factors

The critical factor that is essential for the success of this business model is to ensure that the employees are involved in the process and that there is a constant feedback mechanism between the management and their customers on any new developments.

6.8 Risks Mitigation / Contingency Plan

Also, in order to ensure for the success of the model, the online services and customers posts shall be shielded or protected using various digital security techniques and the involvement of digital security experts at the occurrence of any form cyber attacks. The company's information shall also be adequately protected from cyber attacks using appropriate anti-virus software or anti-malwares.

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Appendix

Questionnaires
Questionnaire (Business Perspective)
Section A: Demographics
Kindly tick ( ) in the appropriate box as provided.
1. **Gender:** Male ☐ Female ☐
2. **Age:** Below 21yrs ☐   21 – 30yrs ☐   31 - 40yrs ☐   41 – 50yrs ☐   51 -60yrs ☐   61 and Above ☐
3. **Department:** Customer Service ☐ Marketing ☐ Operations ☐ Finance ☐
4. **How long have you been working with Dana Airline?** Less than a year ☐ 1-5 years ☐ 6-10 years ☐ above 10years ☐
5. **What influences your choice of work?** Adequate Remuneration/Salaries [ ] Accommodating management [ ] Conducive working environment [ ] Prospect for Career growth [ ] Others please specify...............
SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

Section B
Please tick (√) appropriately

S/N	Statement of Research variable	SA	A	N	D	SD
	Business process					
1.	Air flight ticketing at Dana Air is very flexible					
2.	There is less cancellation of flights in Dana Air					
3.	The checking-in service of Dana Airline is convenient to control					
4.	There are less issues of flight difficulty at Dana Air					
5.	The business operation of Dana Air values flight experience of customers					
	Marketing					
6.	The product planning of Dana Air is customer-sensitive					
7.	The services of Dana Air is well branded to meet customers' needs					
8.	There is high rate of customers complain of aircraft location					
9.	Is there a huge level of returns from your promotional packages					
10.	Yours customers are generally satisfied with the service charge of Dana Air					
	Finance					
11.	The management of Dana Air have a large level of retained profit					
12.	There is room for promotion and substantial salary increase at Dana Air					
13.	My companies share of profit have been growing in the last few years					
14.	Dana Air takes time to attend to repairs/operational expenses that often arises					
15.	Dana Air is suffering from issues of bad debt as at the time of this study					
	Human resource					
16.	There is a systematic oversight and maintenance of consumer relationships in my company					
17.	The Workforce Planning of Dana Air makes staffs want to remain with the airline					
18.	The career growth of Dana Air is prospective and retentive					
19.	There is a high level of team spirit amongst the staffs					
20.	The management of Dana air has a high level of core competency					

Thanks for participating in the survey.

Questionnaire (Customers Perspective)

Section A: Bio-Data

Kindly tick ( ) in the appropriate box as provided.
1. **Gender:** Male ☐ Female ☐
2. **Age:** Below 21yrs ☐   21 – 30yrs ☐   31 - 40yrs ☐   41 – 50yrs ☐   51 -60yrs ☐   61 and Above ☐
3. **How often do you fly with Dana Air:** Always ☐   Most at times ☐ Sometimes ☐ Once in a while ☐ Never ☐
4. **How long have you been flying with Dana Airline?** Less than 6 months ☐ 6-12 months ☐ 1-3 years ☐ above 3years ☐
5. What influences your choice of our Services? Airfare's price [ ] Flight safety [ ] Onboard entertainment service [ ] Brand Loyalty [ ] Ticket flexibility[ ] Others Please specify...............

SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

Section B

Please tick (√) appropriately

S/N	Statement of Research variable	SA	A	N	D	SD
	Business Process					
1.	The management of Dana air takes orders from customers					
2.	There is adequate technical support in Dana Airline services					
3.	The management process in Dana Airline is efficient					
4.	The business operation of Dana Airline adds value to my flight experience					
5.	The in-flight and ground services of Dana Airline is in a sequential order					
	Marketing					
6.	The advertising platform of Dana Airline is attractive					
7.	The cost and fees of Dana is worth the value been provided					
8.	The loyalty programme of Dana Airline increases my brand loyalty					
9.	The onboard entertainment service and reservation is very attractive welcoming					
10.	The air flight location/point of sale of Dana always makes me want to fly with them					
	Finance					
11.	Do you book your local flights online or through an agency					
12.	Their aircraft are new and comfortable					
13.	They are always short of staffs to serve on air and ground operations					
14.	They have the cheapest price for airfares on local travels					
15.	They are the airline most frequently used by family/colleagues/business					
	Human Resource					
16.	The flight crew of Dana definitely makes me want to fly with that airline again					
17.	Their customer service makes me to want to recommend the airline to friend and colleagues					
18.	Their online customer care is responsive and engaging					
19.	The challenges of customers get attended to in real time by staffs					
20.	Their staffs are adapting to social customer's changing expectations					

Thanks for participating in the survey.