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HYPOTHESES

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CRITICAL ISSUES IN PROCESSING MARKETING AND INVESTMENT: IT'S CHALLENGES AND OPPORTUNITIES IN AGRICULTURAL RAW MATERIALS IN NIGERIA

DR. ABDULSALAM JIBRIL
DEAN
FACULTY OF SOCIAL AND MANAGEMENT SCIENCES
ADAMAWA STATE UNIVERSITY
MUBI

ABSTRACT

The Critical issues in Processing Marketing and Investment: Its challenges and opportunities in Agricultural Raw Materials is the study. The introduction aspect of research is a brief succinct begin with the aim of giving a glimpse of what the study is all concern. The problem statement is part of the introduction of the study, which includes inadequate storage facilities, low-level commitment of top-level authorities and ineffective marketing planning and investment. The researcher mainly make used of secondary data collection to review this study and marketing strategic management's SWOT Analysis model to identify some key variables that positively and negatively affects the marketing and investment of agric-food businesses in Nigeria. Some basic trends like policies and top-level commitment of governments are important elements in helping the investment issues of agricultural raw materials. The Challenges and Investment issues were carefully review to allow the researcher come out with a workable solutions. Among these are pressures on food supply leading to higher food prices; Supply chain transformation will reduce costs and shorten delivery times; and workable solutions; when raw materials are priced below world prices, processors can compete in price sensitive markets provided supply chains are efficient. Sustainable policy to improve access to raw materials and the opportunity to foster regional integration and infrastructures with particular attention to agro-raw materials marketing should be a fundamental issue by government.

KEYWORDS

agriculture raw material, marketing and investment.

INTRODUCTION

Processing marketing and investment are vital for any economy, especially a developing economy like Nigeria. Nigeria is classified as a mixed economy emerging middle-income status and has abundant supply of natural resources, well-developed financial institution, legal, communications, transport sectors and stock exchange (World Bank, 2011). Agriculture plays several key roles in economic development of any nation. It contributes to the gross domestic product, exports and raw materials for processing by the agro-industry. It has strong linkage with industrial goods (i.e., machinery, fertilizers, etc) and services such as transport, storage finance and wholesale and retail trade.

Nigeria has a wide array of underexploited mineral resources, which include natural gas, coal, bauxite, tantalite gold, tin, iron ore, limestone and zinc. Despite huge deposits of these natural resources, the mining industry in Nigeria is still in its infancy (New York Times, 2007).

Agriculture used to be the principal foreign exchange earner in Nigeria. Ace (1996) states that at one period Nigeria was the world's largest exporter of groundnuts, cocoa and palm oil and a significant producer of coconuts, citrus fruits, pear millet, cassava, yams, and sugar cane. Levy (2004) analyses that about 60% of Nigerians work in the agricultural sector and that Nigeria has vast areas of underutilized arable land. Nigeria contributes substantially in production of onion in Sub-Saharan African. Sokoto is note to have produced 1.06 million metric tons of onions in West African markets in 2004 (Muhammad, 2008). Onion is said to be one of the oldest food sources in the world and seen as an agro-raw material with very high potential in Sokoto Nigeria).

The focus of this research paper is to explore by way of review the trends, challenges and opportunities in agro-raw materials in value chain creation in the economy. Most economy activities are therefore, in primary production with limited value added through processing and agribusinesses. Most agricultural commodities, in particular crops, are subject to strong seasoned production patterns and their supply cannot always adjust rapidly to changes in prices and demand. This means that agro-raw materials markets are characterize to have a certain degree of variability structural factors, such as demographic growth, pressure on agricultural land and the impact of climate change may add to growing tensions on agro-raw materials markets. The inability of the processors to provide good storage facilities for agro-raw materials, strategic planning and general environmental analysis of their business and other adding value issues have greatly affected the agro industry's products.

THE REVIEW OF THE MAIN ISSUES

TRENDS IN AGRIBUSINESS IN NIGERIA; THE MARKETING PERSPECTIVES

The agro-industry is complex if compared to others in terms of industry's products and by-products. An agro-industry, for instance, coconut product map will have the following:

Primary	Value adding	By-Products	Value Adding
Nut	Desiccated coconut, coconut oil and powder and virgin coconut oil delicacies	Coconut shell	Shell charcoal, activated carbon

The processor can possibly, come into agro-business by using the model of competitive model of SWOT to analysis all the internal and external environments of the business-industry.

A) STRATEGIC PLANNING AND COMPETITIVE ADVANTAGE OF AGRO-RAW MATERIALS

Strategic planning is the job of planning strategies by processors – managers to guide a whole company – agro-raw materials business. This means, matching resources to market opportunities. Perreault and McCarthy (2000) describes strategic planning as the managerial process of developing and maintaining a match between an organizations resources and its market opportunities; that it's a top management job which includes planning not only for marketing but also for production, finance, human resources, and other areas. The strategic planning issue is pertinent to agro-raw materials producers because they need to specify a target market and a related marketing mix. This is the picture of what a processor – agro-industrialist will do in some market. Here, the processor must harmonize the interrelated parts that need to be. A target market (a homogenous customers) and marketing mix (controllable variables the agro-business put together to satisfy this customers).

Strategic planning is the guiding process used to identify the direction for your business. It spells out a long game plan for operating your business. According to Hatten (2006) states, strategic planning is a long-term planning tool used for viewing a business and the environments in which it operates in broadcast terms.

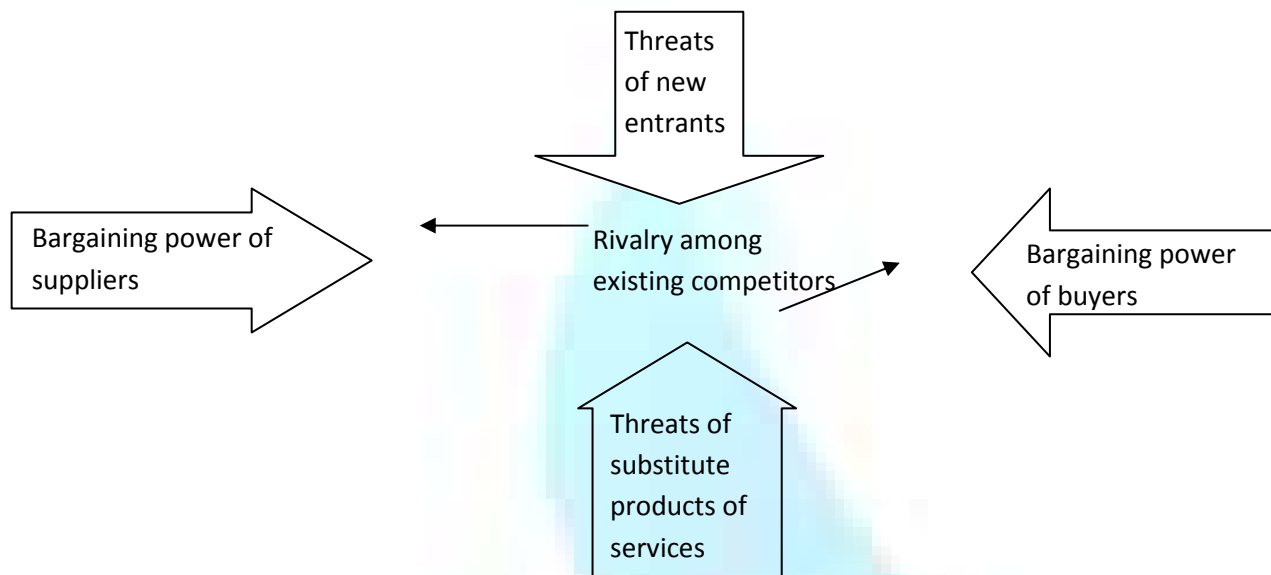
In view of the about understanding of strategic planning, agro-raw materials business must see and count on one finger what makes them successful and what really set their business a part from all other similar businesses, they would certainly recognize that it is their competitive advantage. Hatten, (2006) defines competitive advantage as the facet of a business that it does better than all of its competitors do. To follow new trends, all concerns in the agro-raw materials businesses should know how to analyze the competition. Agro business competitive advantage must be sustainable over time to remain a benefit to the processor.

(I) COMMON WAYS THAT CAN HELP AGRO-RAW MATERIAL INDUSTRIALIST GATHER INFORMATION FOR COMPILING THEIR COMPETITIVE ADVANTAGES;

- (a) Articles in trade publications
- (b) Listen to what their customers and sales people say about competitors
- (c) Keep file on key competitors
- (d) Establish a regular time, perhaps periodic meetings, to meet with their key employees to evaluate the information in these competitive information file.
- (e) Attend industry trade shows, exhibits, and conferences and;
- (f) Buy competitors' products and take them apart to determine their quality and other advantages. Do reverse engineering and bench marking. That is, incorporating the best elements of competing products into their own products and establishing comparison standards respectively.

(II) BASIC FORCES OF COMPETITION

The leading researcher and writer on the topic of competitive advantage is Michael Porter, a Professor at Harvard Business School identified five basic forces that exist within every industry.



Source: Adopted from Michael Porter, "know your place"

The interplay of competitive forces helps to determine which products and companies succeed in the market place and which do not.

The degree of rivalry among existing competitors refers to how passively and aggressively the businesses within an industry compete with one another (Hatten, 2006). Agro-raw materials producers if consistently attacking one another, the attractiveness of the industry will reduce. This is because the potential to make a profit is affected – profit decreases.

The other issue that practically affects the agro-raw material farmers, for instance, is a function of how easily other businesses can enter your market. This certainly allowed prices and profits down slope in the curve. This is threat of new entrants. This is so common in some agro-raw materials like tomatoes, onions, and sugar cane businesses where new entrants are prone to venture easily through the seasons in Nigeria. The bargaining power of suppliers affects the price you will have to pay to produce your goods. The need for processors to understand suppliers – producers of raw materials – is very fundamental in the processing marketing. The raw materials become part of a physical good. Farmer grows farm products – examples are oranges, wheat, sugar cane, cattle, poultry, eggs and milk (Perreault and Michael, 2000) inadequate supply of their products can adversely affect the industry's finished product. Industrialists must get and understand more than two vendors – suppliers of their raw materials to their industries.

The Porter theory also considers how much latitude you have in changing your company's prices. The agro-business should know that the more potential substitutes their buyers have the more power they have to influence their prices or the extent of quality and characteristic they must provide to keep their businesses.

The threats of substitute products are determined by the options your customers have when buying your product. The agro-business owners would have their business profits margin squeezed if the number of substitutes available is greater. For instance, overnight delivery of products/services must consider the threat of fax machines and e-mail.

(III) THE FATAL FLAWS AS COMMON TRENDS OF MISAPPLYING STRATEGIES AND IMPORTANCE OF COMPETITIVE ADVANTAGE AS A CRITICAL ISSUES

The marketing and investment of agricultural raw materials is very important to the economy of those concerns. The farmers, supporters and agro-industrialists.

The fatal flaws associated with misapplying strategies are:

- (a) Misleading industry attractiveness.
- (b) Failure to identify a true competitive advantage
- (c) Pursuing a competitive advantage that is not sustainable – Businesses that cannot sustain an advantage, view the business as a short-term investment (Porter, 1991).
- (d) Compromising a strategy in an attempt to go faster; and
- (e) Not making your strategy explicit or not communicating it to your employees. Your employees make decisions every day. If your overall strategy is to offer products at the lowest possible cost, decisions by everyone in your business need to reinforce that goal (Porter, 1991).

Industrial Agricultural Raw Materials Industrialists having a competitive advantage is critical. The business must do something better than other business organizations or it is not needed. To cope and go along with a quickly changing competitive environment of agro business, if need to be market driven (Cravens and Shipp, 1991). To become monitor changes in customer wants and needs. The determination of these changes and how it affects customer satisfaction and the development of strategies to gain an edge should be an important issue to the processors.

According to Porter (1991) maintained that competitive advantage is a core of small business strategy and critical because businesses cannot rely on the inertia of the market place for their survival. Government or banks, when running an agro business, cannot solve problems by throwing money at the agro-raw material processors. Instead, they need to see their competitive environment with crystal clarity, then identify and secure a position they can defend. This is also critical.

Hartley (2004) notes that we can seldom predict with any exactitude the reactions of consumers or the counter moves and retaliations of competitors. Processing marketers should develop and inevitably make decisions under conditions of certainty. This is the art, rather than the science of marketing related decision making. Another critical issue to agro business, the lack, or loss, of competitive advantage exists in every size of business and the list of products and business that have failed to gain a competitive advantage is long and distinguished in Nigerian economy.

(b) The model of SWOT Analysis for agro-businesses.

The ability to adopt to change is a major determinant to success or failure, for any business organization in a free enterprise system. Essentially, environmental analysis is the process in which a manager examines what is going on which any sector that could affect the business, either within the business or outside of it. According to Hatten, (2006) SWOT analysis is the step of strategic planning in which the managers identify the internal strengths and weaknesses of a business and the opportunities and threats that exist outside the business.

An analysis of the internal environment identifies strengths and weaknesses that exist with agro-business while the analysis of external will safely identifies opportunities and threats –factors outside agro-business control, which may affect industrials business.

This model is significant for the agro business because of their speed, flexibility, and sensitivity to customer preferences. They can take advantage of changes in the environment rapidly. Most of the agro-raw materials business owners are with fewer resources to risk. No business can afford many mistakes. Based on the model above, industry can be assessed hypothetically to show some common elements in SWOT analysis.

Strengths/ Advantages	Weaknesses/ Constraints
1. Available good cloves Forum Production 2. Favourable climate in most areas 3. Availability of technologies Logistics 4. Established marketing system 5. Export facilities Milling Presence of many mills and refiners Other Adding Value Many product possibility Institutions Multi-stakeholders Opportunities - stable and growing export and domestic markets - good prospects for value added products, eg, geotextiles, alternative fuel, eg coconut , methylester – biodiesel demand. - low domestic agro – raw materials consumptions. - good prospect for local and national markets.	1. Very few % of the areas are planted with good cloves 2. No irrigation system in some areas 3. Fewer farmers apply fertilizers 4. Plantings in marginal lands 5. Intercropping in only few % of the land 6. High assembly costs due to poor roads and fragmented, smaller holdings multi – layered marketing channels <ul style="list-style-type: none"> • underutilized mills and refiners • shortage of raw materials • shortage of raw materials • high assembly costs • high costs of raw materials • frequency changes in management/leadership lack of program support, too dependent on oil levy in the economy Threats <ul style="list-style-type: none"> - poor global image in supply Reliability - perception of government in action - competition from other tropical oils eg, palm oil and palm kernel oil. - development of rapeseed and cupliea with high lauric content - unregulated cutting down of trees - lack of adequate storage facilities for agro-raw materials etc Technology: Affects job in one the four ways; It can create them, It can destroy them, It can change them, It can change their location.

OTHER POSSIBLE TRENDS IN THE AGRO-RAW MATERIAL PROCESSING MARKETING

(i) Value Disciplines in Processing Marketing and Investment

After a successful start many small businesses fail because they do not continued to focus on their strategic discipline. Reacting to competitive and customer pressures, they pursue initiatives that have merit on their own but are inconsistent with their firm's initially chosen strategic value discipline (Calvin, 2002).

Agro-industries must aggressively respond to change but also not lose focus on their strategic operating model. This could come inform of operational excellence and lowering prices strategies. The consideration of the importance of customer intimacy and high-touch customer service to differentiate your offering should be a fundamental issue to agro-industrialists.

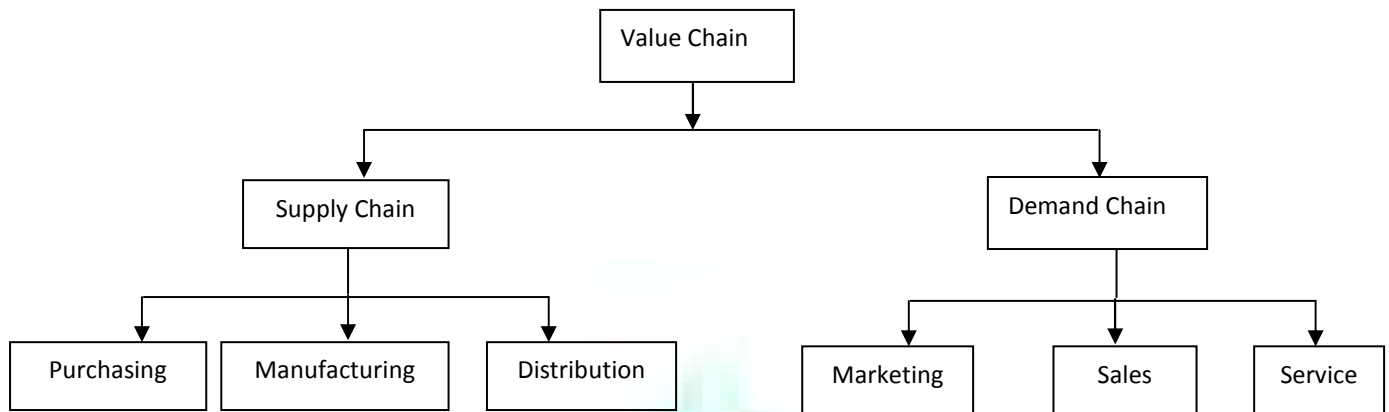
(a) The intimacy and high-touch service must be used to offset the weaknesses of limited resources and lack of diversification. Therefore, agro-businesses must understand how to put the service-profit chain to work.

The service-profit chain model demands that frontline workers, who touch customers and the customer, (whether a business or a consumer) need to be the center of management concern. The investments in people in agro-raw materials and processing marketing businesses, therefore, is important to those who touch customers, technology that supports those people, hiring and training practices that reinforce the service orientation, and performance compensation that linked to customer satisfaction all represent important tactical issues that drive success in processing marketing. Many agro-processors' businesses and start-ups, differentiation and success depend on happy employees who create satisfied customers. According to Calvin (2002) postulates that entrepreneurs must realize that there is strong relationship between profitability, customer loyalty and employee satisfaction, retention, and productivity. All these drive venue growth and income, it results from a customer's perceived value, which in turn, results primarily from the employers' high quality support services and from policies that enable workers to efficiently deliver results to customers. Processing marketing contains few legacy issues and bad habits, and should therefore, be able to embrace the service-profit chain strategy model.

(b) **Customers Demand Value Chain**

This is a demand that the results received from a purchase match the price and other associated costs. The analyzing the industry's activities, as a linked chain is a tried and test way of revealing value creation opportunities.

According to the business economist, Porter (1985) states that the value chain disaggregates the firm into it's strategically relevant activities in order to understand the costs and existing potential sources of differentiation. This is, a micro mechanism at the level of the firm that equalizes supply and demand at the macro market level. Oliver and Webber (1982) agrees that value chain is the early applications in distribution, manufacturing and purchasing collectively gave rise to supply chain and old supply chains have been transferred into faster, cheaper and more reliable modern supply chains as a result of investment in information technology, cost analysis and process analysis. The supply and demand is an economic model of price determination in a market. However, marketing, sales and service of an industry are the other half of the value-chain, which collectively drive and sustain demand chain. Progress in transforming the demand side of industry is behind the supply side, but there is growing interest today in transforming demand chains in agro-raw materials and processors' business. (i.e marketing activities). Value chain chart.



Source: Adopted from Tsai, 2010.

Most businesses want to add value to the bottom-line that means making sales and growing profits. In sales, adding value used to mean networking in the best interest of agro-raw material processors or your career, which is to sell, sell and sell (Tsai, 2010). Today, adding value means, helping people to make informed decisions, finding out their needs first and showing an interest to solve their problems.

In addition, most industry owners already understand the importance of continually adding value to their businesses. It is by knowing and consistently adding value brands remains competitive and have the opportunity to grow. Industries must focus on:

- (i) Increasing customer retention
- (ii) Knowing what value means and to their customer only (DSG, DMG, 2011).

(c) Brand value as vital issues to processing marketing of agro-businesses

Companies have some many brands and people are used to seeing them. Most times people take them for granted, but branding is an important decision area in processing marketing. Branding, according to Perreault and McCarthy (2000) means the use of a name, term, symbol or design. Therefore, in the same vein, a brand is a word, letter, or a group of words or letters.

Brands meeting needs: A well-recognized brand will assist processor in agro-raw material marketing activities, easier marketing dealings. A good brand reduces the processing marketers selling time and effort. Perreault and McCarthy (2000) postulates that good brands improve the industry's image – speeding acceptance of new products marketed under the same name.

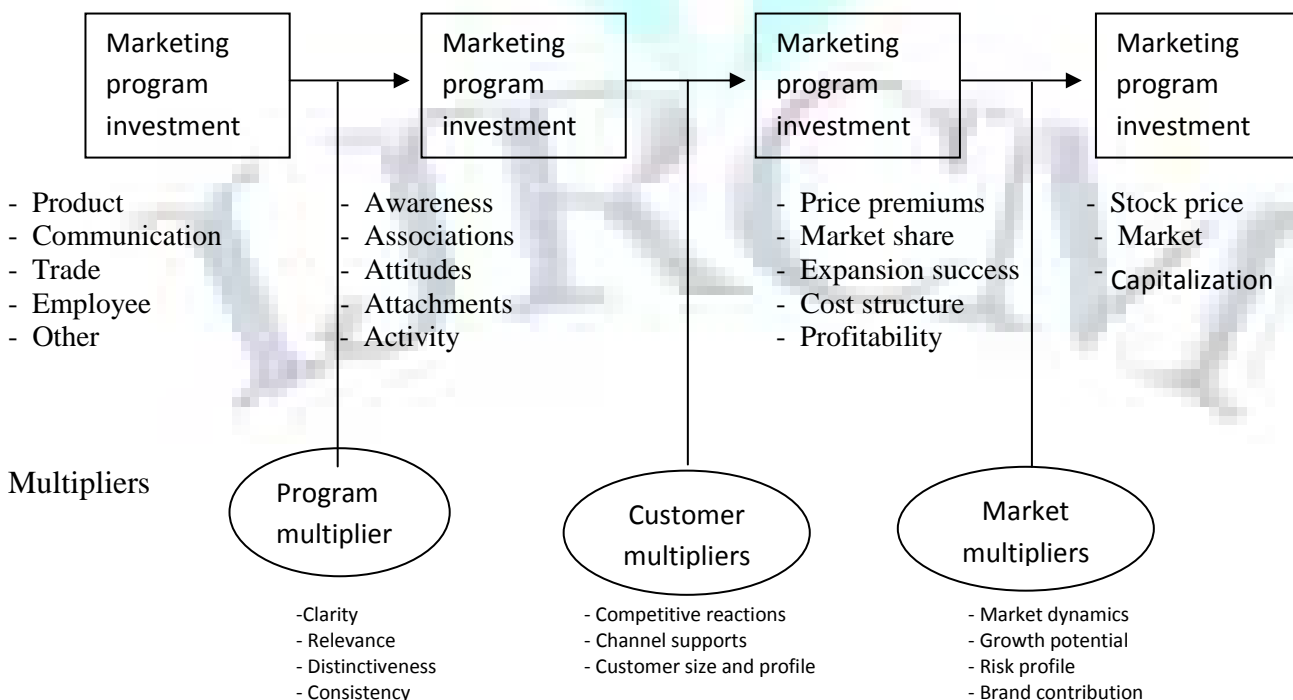
The values created by favourable and successful branding for industries as maintained by Perreault et al (2000) among others are:

- (i) The product is easy to identify by brand
- (ii) Product quality is easy to maintain and best value for the price
- (iii) Dependable and widespread availability is possible
- (iv) Demand is strong enough that the market price can be high enough to make the branding effort profitable and;
- (v) Economics of scale is possible because costs may drop and profit will increase.

The power of a brand resides in the minds of consumers and the way it changes their response to marketing. There are two approaches to measuring brand equity as postulated by Kaplan and Norton (1996), and Ante(2006), agrees that an indirect approach assesses potential sources of brand equity are by identifying and tracking consumer brand, knowledge structures. In addition, a direct approach assesses the actual impact of brand knowledge on consumer response to different aspects of marketing that gives rise to the brand value chain. The brand chain value, describes as a structured approach to assessing the source and outcomes of brand equity and the manner in which marketing activities create brand value (Kotler and Keller, 2009).

Keller and Lehmann (2003) states that based on several premises, brand value creation process assumes to begin when the firm invests in a marketing program targeting actual or potential customers and any marketing program investment that attributes to brand value development. The mindset of customers assumes to change because of the marketing program. This change, in turn, is assure to affect the way the brand performs in the market place through collective impact of individual customers deciding how much to purchase and when and how much they will pay. Finally, the investment community considers market as replacement cost and purchasing price in acquisitions to arrive at an assessment of shareholder value in general and the value of a brand in particular.

VALUE STAGES OF BRAND VALUE CHAIN



THE SUSTAINABILITY PILLARS IN ADDING VALUE

Adding value to industry of agro-raw materials processing business is founded on the three pillars of sustain ability, social conscience, environmental responsibility and economic fairness throughout the supply chain (Agrotrend, 2012). This sustainability can be possible by having a good top-level commitment from the governmental climate protection and a secure water supply in the agro-raw materials farm land-area to make a leading producer of agricultural and horticultural produce.

With good and sincere top-level commitment from the concerned stakeholders, excellent services, facilities and infrastructure, the Nigeria region could offers considerable investment potential through the development of value adding industries.

Agro-industries adding fair trade to their supply chain will certain add more value to the business? Fair-trade means sell according to agreement; to sell something in compliance with a pricing agreement. To have a focused fair trade and development that will have no negative legacy of questionable approaches, agro fair should respond to customer demands to provide trade histories positively. Industries of agro-raw material should go out of their way to increase impact on both at origin and in the minds of consumers (Agrotrends, 2012).

Producers should be shareholders/stakeholders in agro fair business. Procedures when working together in cooperatives in order to create economy of scale and to ensure for instance, global gap is in good direction. Sustainability for the producer is economic, environmental and social. This can certainly ensure a stable and sustainable producer base.

1. BENEFITS OF ADDING VALUE TO THE COMMUNITY

Agro-raw materials processing marketing provide potential benefits to the community that the formation of business could give. Hatten (2006) mentioned the under listed developments;

- (i) Economic development
- (ii) Community development; and
- (iii) Human development

The economic development will create number of jobs (total and skilled). The purchase of suppliers from local agro-raw material producers creates wealth. The multipliers effect (which shows the number of hands that new Naira brought into the community pass through existing). The industry provides community development by needed goods or services. This is also includes improving physical assets or the appearance of the community and contributing to community's standard of hiring.

The human development this provide new technical skills or other training, creating opportunities for career developing management or leadership skills, offering attractive wages, and provision of other type of individual growth.

AGRIBUSINESS SUPPLY CHAIN AS ADDING VALUE IN PROCESSING MARKETING

The supply chain management is all about logistical efficiency, the efficient transport handling and storage of physical products through the various stages of products to the final consumer. This is distribution and logistics management of marketing. It is essential to the whole marketing concept that the right products gets to the right place, at the right time, in the right condition, in the most efficient manner.

Dunne (2001) states that establishing integrated supply chains that provide end customers and supply chain member organizations with the materials required, in the proper quantities, in the desired forum, within the appropriate documentation, at the desired location, and at the lowest possible cost lies at the heart of supply chain management. However, logical efficiency is only one aspect of the term that sees a comparative strategic context. This context combines the quest for logistical efficiency with the drive for creating customer value as a means of achieving sustainable competitive advantage for the firms involved (Handfield and Nidots, 1999).

In a strategic sense, the adoption ofrequires managers/processors for firms servicing a customer market segment to re-evaluate their business relationship with inputs suppliers and buyers of their products. This re-evaluation usually involves a shift in their focus from an adversarial to a co-operative relationship. As regards this, the competitive focus shifts from that between firms within one supply chain to that between different supply chains, which service a common market segment (Speckman, Kamauff, and Myhr, 1998).

Dunne, (1999) identifies three basic forces that drive change in the agribusiness sector as:

- (i) The globalization of markets
- (ii) The rapid advances in technology and
- (iii) The greater involvement of people is what is produced and how it is produced. Based on the premises of Dunne, resistance to change, which in the long term is fruitless, a more productive course of action is to investigate ways of adapting to these forces to take advantage of the opportunities that change opens up in agribusiness sector.

According to Boehlje, Akridge and Downey (1995) states that changes have dramatic impact on the management of an agribusiness firm because they effect the competitive environment of the firm and influence the way in which the management of the firm will re-organize its internal resources to meet these challenges. In the case of agribusiness firms, the changes in the competitive environment are usually reflected in changes in:

- (i) Market access
- (ii) Competitive intensity, and
- (iii) Relative market power

Since change in any business is not easy to achieve in the absence of a crisis that would leave a firm a vulnerable strategic position, it is worthwhile examining the scope of these changes and the ramifications of their potential impact. Boehlje (1999) suggests that a more appropriate name for SCM is value chain management. Value chaining ...emfies innovation, efficiency and coordination as central elements of supply chain and implicitly recognizes the importance of competitive strategy in aiming to meet the strategic objective. (SMART must come for play).

Porter (1980) and Wernerfelt (1984) have argued that the individual firm is the source of value creation and hence competitive advantage by virtues of its recourses and processes employed to generate goods and services. Relationship marketing literature indicates that the value creation potential of an individual firm can be a more collaborative relationship with its suppliers and customers (Spekman, et al, 1998), relationship marketing provided that trust and commitment development are possible (Morgan and Hunt, 1994).

CHALLENGES IN AGRO-RAW MATERIAL PROCESSING MARKETING**PART OF CHALLENGES**

Too many businesses are started with only a plan A and no thought about what will happen if x, y, and z occurs (Goodman, 1994). The possible contingencies that agro-industry owners should anticipate include the following scenarios.

(a) Unreliable Sales Forecasts

Market does not develop as quickly as processors predicted or conversely it may develop too quickly. Each of this situation creates it own peculiar problem to an industrialist in agro-business. Sales may too low and it may cause serious financial problems or, sales may be too high and cause bottlenecks in production. If later happens, it will certainly cause difficulties in purchasing enough products from vendors or suppliers. The issue of hiring and scheduling of employees, and discussion with dissatisfied customers, who must wait longer than they expected for your product or service will be a critical issue.

- 1 Competitor's ability to under price or, to make product obsolete.
- 2 Unfavorable industry wide trends
- 3 Erratic supply of products or raw materials

(b) Lack of Orientation to Compete in Global Economy

Individual Local Government Areas hardly contemplate in the global economy, most local development plans are supply-driven inward-looking; and limited to encouraging businesses that cater to local consumption needs or, at best, attracting industries producing relatively low-value and small-scale products for

export. Ironically, the Federal Government shares the same orientation and, or need to improve on it, and is providing neither the required strategic direction nor the enabling policy and institution environment. The Federal Government has not provided enough independent leadership in developing basic infrastructure for efficient and cost-effective movement of goods and products within the country.

(c) Inadequate Infrastructure

The low capital and infrastructure spending by Local Governments do not augur well for Local Government/State development. Infrastructure affects both supply of and demand for reducing the cost of production and facilitating access to market.

(d) Inadequate Credit and Financial Services

A major constraint to local and regional agro-business, particularly in rural areas, is the inadequate flow of capital and credit to both agricultural and off-farm business. Despite Central Bank and Government efforts to provide policy and practical support to agriculture and small enterprises. This can be attributed to factors like increased uncertainty and risk involved in lending to and investing in the sector. The problems with land tenure system and uncertainty in the resolution of property rights brought about by the poor implementation of the agrarian reform law have been a big disincentive to bank lending.

(e) Weak Human Capital Development

Appropriately trained workers not as available as predicted. Preparation for higher levels of productivity demands higher preparation for human resources adequately, good quality education should be addressed including access to agricultural training and programmes. Gross disparity in the functional literacy rates of women in urban and rural areas and indicated the lack of opportunities to education, access to schools and some parents discourage their daughters from attending school, are serious issues and possible reasons for weak human capital development.

(f) Environmental Degradation

Population growth and urban migration have resulted in the premature conversion of productive agricultural lands for residential and other urban uses. Economic opportunities problem and poverty in the country side leads to low productivity and destructive activities that threaten the already fragile ecosystem. The flooding incidents in the recent past attest to the degradation that affects the country see Sokoto and other places.

(g) Policy and Institutional Deficiencies

The agro business is challenged by various policy gaps and institutional constraints. The agrarian reform program that distorts economics of scale of farm production, makes agriculture unattractive sector and contributing to increased rural unemployment is truly a constraint to agro-raw materials production. There is also much to be desired in terms of the country's farm land information and management system. The division of land parcels, titling and recording are problematic. Transfer of deeds and titles is not an easy task and it creates delays and increases transaction costs, thus impeding agro business development.

(h) Failure to Generate Demand

Many industries failed because the processors/owners do not do a good job in demand generation for initial or repeat orders. Often this results from a lack of funds for advertising and promotion. Successful industries differentiate themselves by discovering unique in expensive and subtle ways of generating demand for their products (Calvin, 2002). Differentiating company's products involves how, where, and when it can be purchased. Consumption chain of agro-business should see if the customer's selection process offers an opportunity for differentiation and whether it is comfortable, less irritating, or more convenient, where these are not possible demand failure is possible to occur.

(i) Technology as Problems/Challenges

Rapid advances in technology, in particular in the fields of biotechnology and communication, are revolutionizing the way food and fibre products are produced, processed, distributed and consumed. The advances have resulted in what Boehije (1996) refers to as the industrialization of agriculture. These technological advances are not without their problems. For instance, the development of new technology is usually capital intensive, which in turn leads to a concentration of ownership of such technology and the possibility of anti-competitive behaviour.

The development and acceptance of the internet as a source of information and a channel of communication presents great opportunities for the provision of timely information but raises problems in the areas of accuracy, security and data management. The recent acceptance of e-commerce threatens the traditional powers of retailers by providing consumers with direct access to manufacturers – Direct marketing with single channel of distribution (Dunne, 1999).

The major challenges associated with these changes in technology are:

Agro – industries will be required to demonstrate element of flexibility in integrating these new technologies in their industrial and business operations, people: The impact of people on the agribusiness sector stems from their dual roles as consumers and workers. Changes in the demographics, incomes, and social awareness of people alter the nature of demand for food and fibre products. It also influences how these products will be produced and distributed to the consumers. Consumers are demanding ever-increasing variety of products to match their growing disposable incomes and lifestyle.

Associated with technological increasing influence, people have developed an increased awareness of health, welfare and environmental issues. This increased has impacted on agribusiness industry through increased regulations of how food products are produced. Some of these regulations are:

- (a) Instances of food contamination have resulted in tighter controls in respect of chemical residues and production hygiene. Agribusiness firms are well aware of their responsibility to exercise due diligence in providing safe products.
- (b) Consumer groups have successfully lobbied governments to introduce compulsory labeling of food products that contain ingredients that have been genetically modified.
- (c) Environmental groups have influenced attitudes towards sustainable production and pollution.
- (d) Agribusiness firms are being influenced by rapid changes in their competitive environment.
- (e) The agribusiness managers have challenges of formulating strategies to accumulate these changes.

THE CHALLENGES THAT COUNTRY FACES:

1. Pressures on food supply leading to higher food prices
2. Rising energy and fertilizer costs causing energy farm costs.
3. Increasing land and water scarcity that calls for optimum resource utilization
4. Stringent food safety standards that limit food exports from developing nations to developed nations.
5. Climate change that leads to yield variability and crop losses.

OPPORTUNITIES TO THOSE WHO CAN COMPETE INCLUDE:

1. Supply chain transformation will reduce costs and shorten delivery times.
2. Bio-fuels will expand land utilization
3. Technologies in life sciences will improve yields quality and reduce costs. At the same time, advances in information and communications technologies (ICT) will improve market access and price information.
4. Liberalized trade will open markets across the globe
5. Cross border investments will not bring resources but also new markets; technologies, and business models.
6. Rising income and wealth in Nigeria and the ECOWAS and Trans-Sahara markets will spur demand for higher value added products.

CONCLUSION

This paper has analyzed the critical issues, challenges and opportunities in agro-raw materials in value chain creation in the economy, which means that agro-raw materials markets are characterized to have a certain degree of variability structural factors. This includes issues of demographic growth, pressure on agricultural land and the impact of climate change may add to growing tensions on agro-raw materials market in Nigeria. An analysis of the internal environment that identified strengths and weaknesses that exists with agro business while the analysis of external environment which safely identified opportunities and threats – factors outside agro-business control, which may affect industrial business was clearly explained. The Challenges that Country face like pressures on

food, supply leading to higher food prices Opportunities to those who can compete and Supply chain transformation will reduce costs and shorten delivery times.

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