



Strategic Planning and Growth of Poultry Business in Warri, Delta State

Okpeva Tega Ovonomo¹ & B. Chima Onuoha²

1. Doctoral Student, Department of Management, University of Port Harcourt

2. Professor of Management, Department of Management, University of Port Harcourt

Abstract: *This study was conducted to investigate the relationship between strategic planning and Growth of poultry business in Warri Delta State. This study examines the necessary course of action to be adopted in order for the poultry business to grow. The survival and growth of the poultry businesses, solely depends on strategic planning, marketing strategies and innovative measures employed by the business owners and managers. A cross sectional survey was employed for this study. 38 poultry operators and owners were selected to form the population study. The entire population was used. Data were generated through the use of questionnaire, administered and retrieved. The findings of data analysis shows that strategic planning influences the growth of poultry businesses, and a strong positive relationship between market strategy and growth exist, with an rho value of 0.728 and a P-value of 0.000, which is less than 0.05. The study also shows a strong linear association between innovation and growth, with a P-value of 0.000 and a rho of 0.789. The study concluded that strategic planning enhances the growth of poultry businesses. It was recommended amongst other things that owners of poultry businesses should employ innovative and suitable marketing strategies that will take the business to higher level.*

Keywords: *Strategic Planning, Growth, Marketing Strategy and Innovation.*

Introduction

Previous research has shown that in 2008, that Agriculture contributes 24% of Nigeria's Gross Domestic Product (GDP). Nigeria Agricultural sector comprises of four sub-sectors: crops livestock fisheries and forestry (Rekwot et al., 2015). The major source of animal protein is derived from livestock. Livestock production constitutes an important component of the Agricultural economy in developing countries and it is an instrument of socio-cultural change, improved income and quality of rural life in Nigeria (Okumadewa, 1999). Domesticating birds such as chickens, ducks, quails, turkeys, and geese with the goal of raising them for meat and eggs, as well as producing incidental products like feces, is referred to as livestock production.

According to Heise, Crisan, and Theuvsen (2015), poultry production may be categorized into three separate categories: small, medium, and big size. According to Adeyemo and Onikoyi (2012), poultry production in Nigeria outnumbers all other types of livestock and is widespread. The two main sectors of poultry farming are egg and meat production (United states Department of Agriculture -USDA, 2018). The nutritional advantages of chicken products, including their high levels of animal protein, minerals, fat-soluble vitamins, carbohydrates, pigments, fluids, and cholesterol, are due to their importance as a significant food source worldwide (Dilger, Schroeder, and Moseley, 2016).

In all regions of the nation, raising poultry is mostly done for nutritional and financial reasons (Ogundipe and Sanni 2002). The most difficult aspect of animal husbandry in Nigerian agricultural goods has been the poultry industry (Ajani, Mgnbenka, and Onah 2015; Price 2019). Alders, et al 2019, emphasis poultry plays an important role in human economy through provision of food while creating wealth through job provision for our teeming population. Anosike et al (2020) posited that in Nigeria, poultry is regarded as a source of income and a method of reaching some degree of financial independence. The poultry business serves as a take-up industry for other sectors, such the animal health industries, as well as a supplier of raw materials to other industries. The poultry business also contributes to the economy and has a positive impact on the travel and fashion industries.

However, the growth of poultry businesses solely depends on the necessary strategies adopted by the owners and operators of the poultry businesses. When the right course of actions are put in place to ensure that proper care is given to the birds, their productive level will be high, whereby ensuring growth of the business. The strategies should be implemented to enhance the growth and improvement of poultry farm that will promote profitability and expansion. These also include consumer expectations for values and quality that will lead to sustainability of the poultry farm. These also include consumer expectations for values and quality that will lead to sustainability of the poultry farm. In order to attain the goal of a successful poultry farming, the necessary process and strategies should be adopted to ensure the best practice in the poultry farm. To ensure that customers needs are met, sustainable standards should be considered and set.

Statement of the Problem

Due to the relevance of poultry business to human lives and human living as follows: food provision in the form of the supply of protein, vitamins, minerals, and oils; industrial uses such as in the production of vaccines, fertilizers and animal feeds: pharmaceutical importance also includes preservatives during semen storage; in plant etc. With the daily rise of the demand for poultry products, it is therefore expected that poultry business owners and managers will encounter some challenges in meeting the demands of the population. These challenges have caused set backs in the poultry business whereby affecting it's productivity. Dealing with these challenges can enhance expansion of the Nigerian poultry. Disease outbreak is a major challenge facing the poultry industry. High rate of disease and pest attack were reported to be complicated

issues in the poultry industries (Ajala et al., 2007). The risk involved in the poultry business is when the birds are attacked by disease outbreak such as bird flu etc. In most cases death of the birds occurs whereby causing losses to the owner.

The required technical knowledge is paramount to ensure the productivity of the poultry business. Every necessary resource should be properly utilized to ensure its efficiency. Olaniyi et al... (2008) posited that lack of technical knowledge is a challenge faced by the poultry industry. Most people engage in poultry business without the proper knowledge of it as a result of the financial benefits attached to the business. They no longer consider the technical knowledge needed for the smooth operation of the business.

High cost of poultry feeds was identified by Agro-Industry. Adeyemo and Onikoyi (2012) state that the high rate of the poultry feeds is a major challenge faced by the industry. It has been an issue with the poultry business the feeds for the birds are constantly on the increase, and has hereby caused some level of financial burden to the business.

Aim and Objectives of the Study

The aim of the study is to examine the following:

- 1) To examine the strategic planning for growth rate of poultry business
- 2) To investigate market strategies of the poultry business
- 3) To examine the impact of innovation in the poultry business

Research Questions

The study will be guided by the following research questions

- 1) What are the strategic planning for growth in the poultry business.
- 2) What are the innovative measures to adopt to enhance growth in the poultry business
- 3) What are the market strategies for poultry business.

Research Hypotheses

- H01: There is no significant relationship between strategic planning and growth in the poultry business.
- H02: There is no significant relationship between market strategy and growth in the poultry business
- H03: There is no significant relationship between innovation and growth in the poultry business.

Literature Review

This study anchor on the Survival-Based Theory. The survival-based theory was first developed by Herbert Spencer suggesting that organizations need to continually adapt to their competitive environment in order to survive (Abdullah 2010). This theory is also referred to the **“Survival of the fittest”**. Spencer synthesized Darwin’s theory of evolution and natural selection with Adam Smith’s **“Invisible hands”** to come up with the idea of social Darwinism. In the early 19th and 20th century, this theory was very popular and emphasized on the notion that by following the principle of nature, only the best and the fittest competitors will win, which in the end would lead to the improvement of the social community as a whole. Social Darwinism assumed it is normal for competition to behave in hedonistic ways to produce the fittest business, who survived and prospered by successfully adapting to its environment or become the most efficient and economic producer of all.

However, the survival based view in strategic management emphasized on the assumptions that in order to survive organizations have to adapt strategies that focused on running a very efficient operation and respond rapidly to the changing competitive environment (Mohammad & Abdullah, 2010).

Strategic Planning

In our everyday life, planning is a tool for our daily success, as it is used to forecast our future. We plan our personal lives for every occurring event and future occurring event. Planning is essentially is the organization of a series of actions to achieve a specified outcome. Every business environment thrive on planning with more disciplined and systematic approach. In essence plans are organizational route map to get us from where we are at now to where we want to get to at some defined point, or points in the future. Today we have what we call **“strategic plan”**

Since early 1960 strategic planning evolved and has been growing rapidly to become one of the essentials of modern business and organizational life. Henri Fayol (1841-1925) the management theorist described **Planning** as “examining the future, deciding what needs to be done and developing a plan of action”. Onuoha (2016) examined strategic planning as making decisions on the firm’s major targets or goals which are relevant and relate to its long-term survival, growth, value and prosperity. The survival and growth adopted to foster the business. Dansoh (2005) posited that small business need to survive and remain competitive in harsh environments the business need to practice strategic planning process. According to Jennings and Disney (2006), businesses operating in unpredictable situations should use thorough yet adaptable strategic planning techniques more often.

According to Huang (2005), strategic planning is a sophisticated and inclusive management strategy that entails scanning the environment and developing a mission, vision, and set of strategies in order to enhance an organization's performance and, as a result, its ability to compete in the market. Strategic planning, according to Feyza (2013), is a management method that aids businesses in establishing long-term goals and objectives in order to achieve more

steady and predictable growth. The steps necessary to accomplish these goals are also identified through strategic planning. Peter Drucker a business experts suggests four main strategies to be implemented for business success.

1. “Being fustest with the mostest” - creating something new, different or unique
2. “Hitting them where they ain’t” – use another’s idea and improve it.
3. Finding and occupying a specialized ‘ecological niche’- specialized in a product or knowledge no other company has.
4. “Changing the economic characteristics of a product” – create new customers for an existing market (Ducker, 1985).

Marketing Strategy

Marketing involves taking your product to the end users which are the consumers. Marketing is described as "the process or technique of promoting, selling, and distributing a product or service" in the Merriam-Webster dictionary. The purpose of marketing is to improve customer reach and market share relative to rivals in order to ensure the long-term viability of the business. Adequate consideration should be paid to the marketing component of the firm to achieve profitability in the poultry industry. However, because there are several providers in a cutthroat market, processors must also be aware of customer wants in order to satisfy consumer interests and boost consumer sales. Farmers mostly sell their eggs and poultry directly to customers, who make up the bulk of their market sales. Profitable venture magazine (2023) stated some marketing strategies to be adopted by Poultry owners and managers as follows

1. **By Passing the middlemen:** Poultry farmers most at times rely on middlemen to assist them in the sales of their poultry products. As a result, they sell in bulk to other people who in turn sell to the consumers. To make quick sales then, sell both in wholesale and retail. A good location to rent a store and then use it to stock products from your farm so that in addition to selling to wholesalers, and also to retailers.
2. **Take your business online:** On daily basis we have a large percentage of people on the internet around the world, which makes it a good place to market your products if you want it to thrive. Social media creates a good avenue to promote your business and increase awareness for your products. For quick returns on your business, you should have strong internet presence, so people can order for products online and for recognition purpose by those who do not know your business.
3. **Become a Supplier:** In order to thrive in the poultry business, become a supplier to hotels and restaurants. As a manager, a proper proposal should be written to hotels and restaurants, offering to be a major supplier of poultry meat and eggs. Hotels and restaurants always have foods with poultry meat or foods made with eggs on their menu and they have to get their eggs from somewhere. You can help them to have access to a regular supply of fresh eggs without stress.
4. **Employ Marketers:** The essence of the marketers in the poultry business is to boost the sales of the poultry products. Marketers for your poultry farm can increase your sales by more than 30%.
5. **Feed your Birds well:** When the birds are properly fed, they produce big and good quality eggs which are what the consumers want. For your products to be top choice for consumers, proper attention should be given to the quality of products you generate and in poultry farming, that means paying attention to the type of foods you feed your birds with because good food equals good eggs and quality meat.
6. **Advertise your products:** For the growth of the business proper advertisement should be engaged in for the promotion of the business, you can only buy what you know. Most people buy products they know or have heard about and when you advertise your products, it helps to increase awareness and demand for your products.

7. **Carry out marketing research:** Sales of poultry products can be increased by carrying out marketing research. By doing this, you would be able to have a clear idea of what your customers want, areas of insufficient supply of products will be identified and improvement on the quality to customers will be done.
8. **Home Delivering:** As owner or operator of poultry business, it is necessary to try home delivery services. Due to busy schedule of some people, it will make sense if you offer to deliver your product to their door step. You could also put the senior citizens , the physically challenged or even sick people who can not make the trip to your business place or grocery stores to purchase meat and eggs.
9. **Packaging:** Packaging is one quick way of selling your product in the market as the attractive nature of the product can help increase the sales and attract more buyers

Innovation

COVID-19 came with numerous challenges for the poultry industry from shortage of workers to different interruptions throughout the supply chain. The introduction of new technologies can help the industry solve these issues and look forward to future opportunities to thrive and succeed. There are innovating technologies that can cause tremendous change in the poultry business. Elizabeth (2020) enumerated the following technologies introduced in poultry farming

- **Remote sensing:** Sensor can help in streamlining data collection process for both birds and workers, resulting in precision poultry production. Hence, sensors can help estimate weight and measure crop uniformity. When used as a wearable sensor for employees, they can also assist in the resolution of labor disputes and increase worker retention and food safety.
- **Automation:** On poultry farms, automation can take the role of manual labor for routine jobs like managing trash, removing welfare immunizations, and inspecting the welfare of the birds. There are robots in processing facilities that can separate the meat from the bones.
- **Artificial Intelligence:** Powerful tools like artificial intelligence might assist poultry producers in increasing productivity and addressing issues with welfare and health. There are several potential uses for this technology in poultry farms. Machine learning, camera vision, and acoustic monitoring are some examples that may be used to enhance bird welfare and communicate data with vets.
- **Blockchain Technology:** Consumers are interested in how their food is raised, fed and produced. Blockchain helps track and trace food products throughout the supply chain. The simplest way to explain blockchain is to think of a series of linked data that is securely linked to one another. Once data has been saved to the blockchain, it cannot be altered without changing all the other records within the set.

However, nowadays immediate treatment for various diseases are given to birds as well as the reason behind occurrence of that disease are studied fully so that in future proper preventative

measures can be taken. Himanshu (2020) posited that treatment or preventive measure should be applied to poultry farm in the following:

- Infrastructure for disease diagnostics, training of farm staff, and information exchange on developing illnesses are key components of poultry farms' disease management plans.
- Geographic information system (GIS), a computer software for gathering, storing, verifying, and presenting data about locations on the surface of the planet, can assist in creating a disease preventive program against local pathogens in addition to a vaccination program.

Empirical Review

Anosike et al. (2020) did research on Nigeria's poultry production problems and potential solutions. The study took into account the socio-economic functions of chickens, which included providing human beings with dietary animal protein, satisfying their demand for a source of foreign income, and providing chances for saving and investing. This research examines the difficulties in raising chicken in Nigeria and the reasons for the industry's slowing output rate. These difficulties include a high mortality rate, frequent pest and disease attacks, a lack of lending facilities, a lack of technical expertise, a high cost of bird foods, etc.

This investigation of the use of alternative feedstuffs in Nigeria's poultry business was done by Idahor (2013). The research's findings demonstrated that innovative feed sources in particular, which are safe to use in chicken nutrition, are an alternative to traditional feed sources. Many researches pointed out their applicability, others predicted the boundaries of their efficacy, and some made an effort to make suggestions for improvement. In order to meet research goals and value-adding strategies for modernizing the Nigerian cattle business, this study compiles the categories of various feed supplies with examples, as well as their accessibility and safety.

The Nigerian poultry market was researched by Heinke et al. (2015). According to the survey, Nigeria's demand for chicken products is expanding as a result of strong population growth and rising affluence. Despite being the most marketed and rapidly growing sector in the animal husbandry subsector, the poultry business still has a lot of issues. Foreign private investment may make this market more accessible. Based on a PESTEL study and a SWOT analysis, this paper identifies the opportunities and hazards of a market entrance for private investors.

A research on Financial Re-Engineering and Financial Performance of the Poultry Industry in Nigeria was carried out by Dada et al. in 2023. This research looked at how financial re-engineering affected corporate performance and the sub-factors of Nigeria's poultry industry. The study population consisted of 4324 active farmers and significant poultry industry players from Nigeria's six geopolitical zones. With an 84% response rate, 450 people were chosen as the sample size using Taro Yamane's method. Both descriptive and inferential (multiple regression) methods of data analysis were used. All financial re-engineering proxies significantly impacted

financial performance, according to the data. The study recommended the introduction of standards that will aid the starting point of using financial result to drive the business and make credit availability easier in support of various government and non-governmental aids and grants.

Methodology

This study was conducted to determine the relationship between strategic planning and growth on poultry business in Warri Delta State. A Cross sectional survey was employed for this study. 38 poultry operators and owners were selected to form the population study. The entire population was employed for the study in order to determine the relationship that exist the variables. Data were generated through the use of questionnaire, administered and retrieved. Five items were used to measure each component. The Cronbach alpha was used to assess the reliability of the variables. On a 5-point Likert scale, the questionnaire items were scaled as follows: 1-strongly disagreed, 2-disagree, 3-undecided, 4-agree, and 5-strongly agreed. The stated hypotheses were examined using the spearman rank order correlation coefficient.

Result and Discussion

Out of the 38 questionnaires distributed, 35 of them were duly completed and returned. The hypotheses test is performed with a 95% confidence interval, and the decision rule is as stated below.

Where $P < 0.05$ = Reject the null hypotheses

Whee $P > 0.05$ = Accept the null hypotheses

Table 1: Relationship between Strategic Planning and Growth

Correlations				
			Strategic Planning	Growth
Spearman's rho	Strategic Planning	Correlation Coefficient	1.000	.824**
		Sig. (2-tailed)		.000
		N	35	35
	Growth	Correlation Coefficient	.824**	1.000
		Sig. (2-tailed)	.000	
		N	35	35

** . Correlation is significant at the 0.01 level (2-tailed).

The findings of the data analysis in Table 1 show a significant link between strategic planning and growth of poultry businesses, with $P < 0.05$ ($0.000 < 0.05$) and $\rho = 0.824$. With the result obtained from the analysis, it shows that strategic planning influences the growth of poultry businesses.

Table 2: Relationship between Market Strategy and Growth

Correlations				
			Market Strategy	Growth
Spearman's rho	Market Strategy	Correlation Coefficient	1.000	.728**
		Sig. (2-tailed)		.000
		N	35	35
	Growth	Correlation Coefficient	.728**	1.000
		Sig. (2-tailed)	.000	
		N	35	35

** . Correlation is significant at the 0.01 level (2-tailed)

Table 2 reveals a strong and positive relationship between market strategy and growth with an rho value of .728 and a P-value of .000, which is less than .05. This shows that there is highly significant relationship between the two variables. Hence, it can be deduced that market strategy had a significant relationship with the growth of poultry businesses, which means the alternate hypothesis is hereby accepted and the null hypothesis rejected.

Table 3: Relationship between Innovation and Growth

Correlations				
			Innovation	Growth
Spearman's rho	Innovation	Correlation Coefficient	1.000	.789**
		Sig. (2-tailed)		.000
		N	35	35
	Growth	Correlation Coefficient	.789**	1.000
		Sig. (2-tailed)	.000	
		N	35	35

****.** Correlation is significant at the 0.01 level (2-tailed).

The research findings in Table 3 shows a strong linear association between innovation and growth, with a P-value of .000 and a rho of .789. This portrays that innovation enables growth of businesses and we hereby reject the null hypothesis and accept the alternate hypothesis that there is a significant relationship between innovation with growth of poultry businesses.

Discussion of Findings

The result of the findings shows that out the questionnaire was duly administered to 38 persons, 35 of which were retrieved. It was observed that 3 were wrongly filled, thereby making it invalid to the study. However, the research retrieved 35 of the questioned which was used for the analysis. The analysis showed that correlation exist between strategic planning and growth as it enhances the success of the poultry business. The findings anchor on the fact that strategies adopted by the owner and manager of the poultry business determines the level of growth the business will attain. The necessary market strategies adopted for the business will go a long way in the growth of the business as stated in the analysis. The result also shows strong correlation between Innovation and growth in order to achieve growth in the poultry business.

Conclusion

The analyses of data indicates that the study draws the following conclusion on Strategic planning and growth of poultry business in Warri delta state Nigeria. The result of the analysis on the above stated, identify the significant relationship that exists between the variables. This study shows that strategic planning is a predictor of growth of poultry business which is the criterion variables. This study shows that the adoption of the right strategies will determine the growth of the poultry businesses operating in Warri. This study emphasizes the need for adequate market strategies to be employed by poultry business owners and managers to ensure the growth of the business. The owners of the poultry business show also constantly adopt new ideas that will move the business forward as the growth of the business is tied to innovative ideas.

Recommendation

This study has been able to establish the correlation between strategic planning and growth of poultry business. Based on the findings and conclusion of the study, recommendation drawn were as follows

1. Poultry business can flourish based on the relevant strategies adopted by the owner and manager of the business.
2. The owners should always employ innovative ideas that will take the business from its present state to another level.

3. The most suitable marketing strategies should be adopted. A profitable marketing strategy that will enhance growth of the business should be employed by the owners and managers of the business.

References

- Ajala, M.K, Akinyele O.K, Adeselinwa, & Mohammed, A.K. (2007). Characteristics of small holder pig production in Southern Kaduna State, Nigeria.
- Ajani, E.N, Mgubenka, R.N & Onah, O. (2015) Empowerment of youths in Rural areas through Agricultural Development Programmes. Implications for poverty Reduction in Nigeria. *International Journal of Research in Agriculture and Forestry*, 2(2), 34 – 50.
- Alders, R. G., Dumas, S. E., Rukambile, E., Magoke, G., Maulaga, W., Jong, J., & Costa, R. (2018). Family poultry: Multiple roles, systems, challenges, and options for sustainable contributions to household nutrition security through a planetary health lens. *Matern. Child Nutr.* 14(S3). <https://doi.org/10.1111/mcn.12668>.
- Anoaiké, F.U., Rekwot, G.Z., Owoshagba, O.B. & Ahmed, S. (2020). Challenges of poultry production in Nigeria. *Nigerian Journal of Animal Production*, 45(1), 252-258. DOI: 10.51791/njap.v45i1.335
- Dada, S.O., Akintoya, R.I., Alawode, P.O. (2023). Financial Re-Engineering and Financial Performance of Poultry Business in Nigeria. *European Journal of Accounting, Auditing and Finance Research* (4), 60-86.
- Dilger S. & Moseley (2016) Barriers to global implementation of current and development of new performance-enhancing technologies in meat production *J. Animsci* 6(this issue):50-55
- Doughmmaan, E. (2020). Article on 5 poultry innovations ready to change the industry in 2021 [wattpoultry. Wattlagnet.com/poultry](http://wattpoultry.com/poultry).
- Drucker, p. (1985). Entrepreneurial Strategic. *California Management Review*, 17. mystrategicplan.com/resources/mission-statements.
- Hall, F. (2013). The importance of strategic planning. Strayer University Researchgate.net/publication
- Heinke, H., Crisan, A., Theuvsen, L. (2015). The Poultry market in Nigeria: Market structure and potential for investment in the market. *International food and Agribusiness Management Review* 18(98), 197-222.
- Heise, C.T. (2015). The Poultry Market in Nigeria: Market Structures and Potential for investment in the market. *The international Food and Agribusiness Management Review*. doi: 10.22004/AG.Econ.207011
- Idahor, K.O. (2013). Alternative feedstuff utilisation Nigeria Poultry industry: Potentials problems and Prospects. *World's Poultry Science Journal*, 69 (3), 666-675,2013.

Mehtaa, H. (2020), Article on Modern innovations in poultry farming. Poultry Punch English monthly magazine.

Ogundipe, O. and Sanni, M. (2002). Economic of poultry production in Nigeria. In J.O Gefu, I. A Adeyinka and A.A Sekoni (eds). *A training manual on National Training Workshop on poultry production in Nigeria*. National institute for Animal Production, Research Institute (NAPRI), Ahmedu Bello University Zaria, Nigeria pp 27-45

Okumadewa, F. (1999). Livestock industry as a tool for Poverty Alleviation, *Nigerian Journal of Animal Science*, 2, 1-7.

Profitable Venture Magazine Ltd (2023) Article on 10 Best Marketing ideas to sell Poultry Birds and Eggs in 2023.

Rekwot, G.Z., Ahmed, S., Dawag, N.C. (2015). Technical efficiency of poultry eggs production in Kaduna State, Nigeria. Proceedings of the 20th Annual Science Association of Nigeria.

Singh, R. (2022) Marketing Strategies of eggs & poultry products in India vs developed country. Livestock Entrepreneurship.

United States Department of Agriculture USDA (2018) Farmers Guide to 2018 Farm Bill Programs