



ABSTRACT

COVID-19 and the associated lock down have disrupted the economy of the world and created significant adverse impact on different sectors including the poultry production. The effect of the Pandemic has severe economic consequences across the globe, which has led to dramatic changes in how businesses act and consumers behave. This study therefore examines the

IMPACT OF MARKETING MIX PROMOTION STRATEGY AND SALES PERFORMANCE OF POULTRY PRODUCTS AMIDST COVID-19 LOCK DOWN PERIOD IN YOLA

***ZAILANI AHMED; & **MANDARA BINTA M**

**Department of General Studies Education, Federal College of Education, Yola. **Department of Business Education, Federal College of Education, Yola*

Introduction

The Covid-19 Pandemic is one of the events that have the most impact on modern history. It spread to over 216 countries and territories around the world and induced the most economic downturn since the Great depression (World Health Organization, 2020; International Monetary Fund, 2020). Covid-19 was first identified in Wuhan, China, in December 2019 and has caused colossal death and has spread to almost all parts of the world (Akanni and Gabriel, 2020). No company was likely to have prepared for COVID-19, irrespective of business size. Public Health Research has informed business owners to always make for this type of emergency, but in the real sense, only big businesses often have formalized plans (Rebmann, Wang, Swick, Reddick and Delrosano, 2013). Igwe (2020) noted that the world economy faces the worst ever economic recession due to the outbreak of the



Covid-19. The global economy is expected to account for economic losses via three transmission channels: supply chain, demand, and the financial market. These channels will negatively impact businesses, household consumption, and international trade. Covid-19 Pandemic has put pressure on policymakers and supervisory institutions across the globe, sparking off several mitigating initiatives by Government agencies to combat the potential negative social-economic impacts on households and businesses (KPMG, 2020). Marketing as a discipline is meaningful because it helps to define the bases upon which

impact of marketing mix promotion strategy on sales performance of poultry products amidst COVID-19 lock down regulations in Yola metropolis, Adamawa. Questionnaires were distributed to staff and owners of eight poultry farms in yola metropolis. Analysis was done using both discriptive and inferencial statistics. The results revealed that respondents strongly agreed to statements on items 1,2,4,8,9,10,11,12, and 13, while they strongly disagreed to statements on items 3,5,6,7 and 14. This implies that the cooefficient of after sales service (AFS) and price reduction (PR) are statistically significant and positively impacts sales performance of poultry fermers, while advertisement (ADVT) and personal sellings (PS) are statistically insignificant but has positive impacts on poultry production during COVID-19 lock down in Yola. R² shows that all explanatory variable depicted 83% variability in the sales performance while Durbin Watsons statistics of 1.695 indicated freeness of the model from autocorrelation problem. The study therefore recommends The study therefore recommends that government should ensure that beurocratic procedures of security agents in clearing vehicles carrying consumable goods on rout be minimesed to ease delay in delivery of imputs (feeds & chicks).

Keywords: COVID-19 lock down, marketing mix, promotion strategy, sales performance, poultry production.



change is recognizable and understanding the evolution of the discipline with regards those changes. The practice of marketing has been known since antiquity and the term “Marketing” is used to describe commercial activities of buying and selling products or services. Marketing simply implies the fusion of marketing activities and the downward distribution of authority. It has become imperative for organizations to internationalize their activities in order to remain competitive in a global marketing environment. The concept of marketing strategies is a viable tool used by organizations as an instrument to achieve competitiveness (Momoun, 2011). Strategic decisions made by organizations helps in ensuring conformity with the established marketing objectives. However, most of these organizations do not meet their objectives because of poor use of the marketing mix strategies. (Chiliyaetal, 2009), asserted that for a firm to deliver greater value to its customers, achieve lower cost and maximize profits, it must focus on marketing mix strategies as well as the offerings and strategies of rivals and basic marketing activities of promotion, packaging, sales/distribution, and customer relations.

This paper therefore focuses on promotion as a marketing strategy and the sales performance of poultry production during the COVID-19 lock down in Yola metropolis. The study was steered in Adamawa State Which lies geographically between latitude 70 281 and 100 55 North and longitude 1110 200, 1330 400 East. Its capital Yola, lies on latitude 90 141 North and longitude 120 28 East. The state shares boundaries to the North with Borno State, North-West with Gombe and South with Taraba State. The state also shares international boundary with Federal Republic of Cameroon in the North-East. It has a total land area of 42,159km² (Uyanga & Ilesami, 2003). It also has 21 Local Government Areas. Yola North popularly known as Jimeta is a capital city of the state with the population of 266,800 National Population Commission (NPC), 2016).

The state capital has a higher population compared to the remaining 20 Local Government Areas. The consumption rates of meat therefore is expected to be higher especially chickens and its products. Jongur, Oji, Yahaya, and Tashikalma (2009) noted the presence of many poultry farms ranging from commercial to medium and small, who compete in



the same market, hence the necessity for farms to utilize the marketing mix to achieve competitive advantage during the Covid-19 lock down period.

Marketing Mix

Rogers, in Gilmore, (2011) defined marketing as “A social process by which an organism, individual, enterprise, or institution, be it an army, business, church, government, hospital, industry, political party, school or social club relates itself to its external environment. In this relationship the organism provides services for and exchanges values with this environment and thereby justifies the right of its continued existence” On another hand, a marketing strategy refers to a business’s overall game plan for reaching prospective consumers and turning them into customers of the products or services the business provides. A marketing strategy contains the company’s value proposition, key brand massaging, and data on target customer demographic and other high-level elements (Barone, 2020). Marketing mix is one of the major concepts in modern marketing, it is defined as the set of controllable, tactical marketing tools that a firm blends to produce the response it wants from the target market. It consist everything the firm can do to influence the demand for its product. The main possibilities can be grouped into four variables known as the “four Ps”: Product, price, place, and promotion. Product means the goods and services combination the company offers to the target market. Price is the amount of money customers has to pay to obtain the product. Place includes company activities that make the product available to target consumers, Promotion means activities that communicate the merits of the product and persuade target customer to buy it (McCarthy, 1960). The marketing mix constitutes the company’s tactical tool kit for establishing strong positioning in target markets. scholars of the time particularly stressed in problem solving and decision making (Rogers, in Gilmore, (2011).

The selling philosophy

The Selling is concerned with making use of any available means to achieve an organization’s competing goals of turning its already-produced goods and services into sales revenue. This usually entails hard-selling goods to consumers. The main goal of Selling is the satisfaction of the firm’s need for a higher level of sales, irrespective of how it is



achieved and whether or not buyers find the goods and services they purchase useful or satisfactory. To achieve their selfish end of aggressively turning their products into sales revenue, firms predominantly use the promotional tools of sales promotion and personal selling.

Adeleke, (2001) observed that a large number of business organizations in Nigeria produce goods without making prior effort to ensure that there is an existing demand for it or that there would be a demand by the time they finish production. When they get to the market and discover that consumers are not interested in the product for whatever reason, they begin to compel them to buy. For some time now, there has been a mounting increase in the stock of unsold goods in the warehouses of many big manufacturers like fish production etc. in Nigeria. In order to dispose of their stock of unsold goods, many of these manufacturers have resorted to drastic price-reduction, sales promotion, and direct sales through the use of salesmen who call on individuals to buy or take the goods to open (collective) markets to attract patronage.

Today many organizations are moving beyond the Marketing Philosophy to the Customer Concept. The capacity of a company to compact with customers one at a time has become realistic as a result of advances in factory customization, computers, the Internet, and database marketing software (Mattsson, 1997). In general, companies have determined that, in order to be successful, they must become less internally focused and pay attention to the customer. This development in company idea has extended to the point where many firms now see themselves as long-term partners with their customers. As information technology becomes more advanced, marketers will become more acutely aware of their customers' needs and more quickly able to provide goods and services to satisfy those needs.

Promotion as a marketing strategy

Promotion according to Jagons (2020) involves a variety of activities undertaken by a firm to communicate the merits of its products and to persuade target consumes to purchase it. (Nasirundin, 2011) oppined that activities like advertising, sales promotion, personal selling and



publicity should be forecast. Promotional techniques common to the poultry business has been price discounts, free gifts and vouchers, advertisements in the press and after sales service like slaughtering the chickens, packaging, taking it to customers car etc. Customers with debit cards also enjoy discounts and assorted gifts. Many of the promotional activities take place at the site. This is probably because they are particular to certain poultry Business.

Brand-oriented advertising strengthens brand image, causes greater awareness, differentiates products and builds brand equity (Aaker 1991; Keller 1993). Advertising may also signal product quality leading to an increase in brand equity. Accordingly, several authors have found advertising to have a positive and enduring effect on sales like Dekimpe and Hanssens(1999). The promotion mix is the integration of advertising, personal selling, sales promotion public relation and direct marketing: (Business Jargons, 2020).

Advertisement of poultry product

Advertising Association of UK (2019) defines advertising as a means of communication with the users of a product or service. Advertisements are messages paid for by those who send them and are intended to inform or influence people who received them. Therefore, for poultry products to be promoted farmers should engage in advertisement means toward making people aware of the poultry products. During the advertisement of poultry products the price, location, and other mind capturing statements should be included. Advertisement should be on Television and radio jingles, newspapers advert, posters to get prospective buyers informed.

Personal selling of poultry product

Adewale, Adenirum, and Oluyinka (2019), viewed personal selling as a direct communication between sellers and potential customers, usually done directly with the buyer in person and sometimes over telephone. Personal selling serves as a communication bridge between the Poultry Famers and the target audience. This method will be effective because it permits a direct two way communication between buyer and seller.



Perreault and McCarthy, state that Doly and Stem, as quoted in Adewale, (2019) emphasized that personal selling gives the organization a much greater opportunities to investigate the needs of their consumers and a greater flexibility in adjusting their offers and presentation to meet the needs.

Sales Promotion of Poultry Product)

Sales promotion according to (Payne1995, Duncan and Mariarty1998), includes incentive offering and interest creating activities which are generally short-term marketing events other than advertising, personal selling, publicity and direct marketing. The purpose of sales promotion is to stimulate, motivate and influence the purchase and other desired behavioral responses of the firm's customers. Sales promotion is advantageous on price discrimination where prices are charge differently to different consumers, it also has effects on consumer behavior, in which customers may feel a sense of urgency and stop comparing the alternative, customers are persuaded to act now rather than later, incentives can be used to achieve maximum customer's pursuance (Scribd, 2011).

Public relation of poultry product

Public relation is the management function that establishes and maintains mutually beneficial relationships between producers and the public on whom its success or failure depends on. Public relations are the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and the public. It's the key to effective communication in all sectors of business and government. It is a management function which evaluates public attitudes, identifies the policies and procedures of individuals and organization with public interest then plan and execute program of action to earn public understanding and acceptance. (Emet Curel, and Sevay, 2016).

OBJECTIVES OF THE STUDY

The main objective of the study is to examine the impact of promotion strategy on sales performance of poultry products during COVID-19 lock down in Yola metropolis



The specific objectives are to:

1. Determine the accessibility and availability of inputs (chicks and feeds) of poultry production during the lock down
2. Examine the promotion strategies used in enhancing sales of poultry products during the lock down

Research question

- i. Were poultry production inputs available and accessible during lockdown?
- ii. What was the promotion strategy used to enhance sales of poultry products during lockdown?

Hypotheses

Hypotheses 1

H₀: Promotion strategy adopted has no impact on sales performance (SP) of poultry products in Yola metropolis

Methodology

Population of the Study and Area of the study

The target population for this study consists of (150) poultry farmers/staff in Yola metropolis. The area of this study is Yola, the capital city and administrative centre of Adamawa State and is split into two parts; the old town of Yola where the Lamido resides is the traditional city and the new city, Yola North (Jimeta,) which is the administrative and commercial centre. Generally, the term Yola is now used to mean both (Yola town and Jimeta) with a population of 3,168,101 (census, 2006) projected to 2010.

Sample Size and Sampling Technique

The sample comprises of 109 staff from 8 poultry farms thus, include: Dulcef Farms Enterprise, Bizopex poultry farms ltd, Ladi integrated poultry farms, Umar Ardo farm, AD Basharu farms, G Ahmed farms, MB Starlite Ltd (Bornoma Farms), and Dura farms in Yola, Adamawa State. In determining the sample size, the population is grouped into strater and Taro Yamane's (1976) Statistical Formula was adopted as a sampling



technique. This gives every member in the population equal chance of being selected to ensure a proportionate representation of population in the sample.

formula

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population of the study

e = % level of significance or margin of tolerable error

The researcher chooses 5% as level of significance or margin of tolerable error. The translation of the formula is as follows:

$$n = \frac{150}{1 + 150(0.05)^2}$$

$$n = \frac{150}{1 + 150(0.0025)}$$

$$n = \frac{150}{1 + (0.375)}$$

$$n = \frac{150}{1.375}$$

$$n = 109$$

$$n = 109 \text{ staff.}$$

Method of data collection

The questionnaires formed the main instrument for data collection in this study. This is because the questionnaire is a vital instrument for gathering information from people about their opinions and perceptions. The questionnaire contains structured questions which select answers from the respondents. The questionnaire would be administered personally to the respondents.

The questionnaire was divided into two sections; A and B. Section A solicits information related to objective one while Section B relates to objective two which were treated on a five-point Likert rating scale. Research questions were answered using the following response options below:

<u>Response Option</u>	<u>Abbreviation</u>	<u>Numerical Value</u>
Strongly agreed	SA	5



Agreed	A	4
Undecided	U	3
Strongly disagreed	SD	2
Disagreed	D	1

The decision rule for the research questions using mean and standard deviation were as follows: Any item with a mean response of 3.50 and above was considered as “strongly agreed” while any item with mean value of 3.49 and below was regarded as “strongly disagreed”.

Method of Data Analysis

The method of data analysis for this paper involved the use of descriptive analysis and inferential to get the data by cross tabulation to show different variables. Examples of descriptive statistic include response rate, frequency distribution, means and standard deviation. While the use of inferential analysis was used to estimate the casual links between the study variables, this consists of regression analysis to test the hypotheses. Statistical Package for Social Science (SPSS) was used for data analysis.

Regressions Analysis

Regression analysis was used to develop and performed a mathematical relationship between investigation variables and also to make accurate predictions about the relationship between the independent and dependent variables. The regression model is an equation used to determine the result of multiple regression analysis. The general formula for the multiple regression models is as follows:

Model specification

Functional relationship:

$$\gamma = f(X_1, X_2, X_3, X_4) \text{ ----- (1)}$$

Regressions equation:

This study employed a multiple regression model to analyze the hypothesis and made use of econometric procedure in estimating the relationship between sales performance (SP), advertisement (ADVT), after sales service (AFS), price reduction (PR) and personal selling (PS). The following models were specified as:

SP= F (ADVT, AFS, PR, PS,) equation2

The econometric form of the model is below:



$$SP = \beta_0 + \beta_1 ADVT + \beta_2 AFS + \beta_3 PR + \beta_4 PS + U \text{ equation} \dots \dots \dots 3$$

Where:

γ = Sales performance

a = constant

$\beta_1, \beta_2, \beta_3$ = parameter of coefficient

X_1 = Advertisement

X_2 = after sales service

X_3 = price reduction

X_4 = personal selling

U = Error Term

A priori expectation is $\beta_1, \beta_2, \beta_3, \beta_4 > 0$.

Apriori Expectations

This refers to expected signs and magnitude of parameters of economic relationship and is drawn to know if they agree with economic theory. Therefore, based on economic theory, the independent variables are expected to have a positive sign. A priori expectation for this study shows that, the variables which are the X's are expected to be positively signed since the X's are expected to have positive relationship with the sales performance (Y). This indicates that the independent variable (x) will positively affect the dependent variable (Y).

Analysis

Research question 1. Were poultry production inputs available and accessible during lockdown?

Table 1

Mean and standard deviation of accessibility and availability of inputs during lockdown period

s/no	Items	\bar{x}_{pf}	σ_{pf}	Remark
1	Did you experience difficulties in the accessibility of inputs?	4.50	1.23	SA
2	Poultry production during lockdown regulations was very difficult	3.68	1.20	SA
3	Non availability of customers during lockdown regulations	2.70	1.12	SD
4	Long awaiting queue before getting inputs for production	3.59	1.01	SA
5	The behavior of market discourages the market of poultry production	3.12	1.10	SD
6	Experiencing mortality as a result of delay in the supply of feeds	3.49	1.11	SD



7	Loss of customers as a result of delay in the supply of chicks	3.30	1.21	SD
---	--	------	------	----

Key: \bar{x}_{pf} = Means of poultry farmers, σ_{pf} = Standard deviations of poultry farmers, SA = strongly agreed, SD = strongly disagreed

The data analysis presented in table 1 above shows the responses of the poultry farmers on the impact of promotion as a marketing strategy on sales performance of poultry production in Yola metropolis. The responses indicated strongly agreed for the items (1, 2 & 4) on above table ; (Did you experience difficulties in the accessibility of inputs, poultry production during lockdown regulations was very difficult, and long awaiting queue before getting inputs for production) respectively. The result shows a mean response which ranges between 3.59- 4.50 with average standard deviation ranging between 1.01-1.23 respectively. From the result above it indicated that the staff are in agreement with the item statements. While, item 3, 5, 6 & 7 strongly disagreed with the item statement non availability of customers during lockdown regulationses, behavior of market discourages the market of poultry production, eexperiencing mortality as a result of delay in the supply of feeds and loss of customers as a result of delay in the supply of chicks with a mean ranging between 2.70-3.49 and standard of 1.01 -1.21 respectively.

Research question 2

What was the promotion strategy used to enhanced sales promotion of poultry product during lockdown?

Table2

Mean and standard deviation of promotion strategy used to enhance sales of poultry products during lockdown

s/no	Items	\bar{x}_{pf}	σ_{pf}	Remark
8	Did promotion strategy enhance the sales of your poultry product during lockdown period	3.75	1.10	SA
9	Was sales promotion strategies adopted reliable and easy to use?	4.07	1.16	SA
10	Do you consider the method to be very expensive during lockdown period?	3.15	.85	SA
11	Do promotion strategy allow you to have contact with customers despite lockdown	3.51	.86	SA



12	Was promotion strategy adopted convenient for Customers during lockdown	3.99	1.04	SA
13	Does the strategy affect the prices of your product?	3.67	.86	SA
14	The strategy adopted are usually slow in attracting customers	3.11	.99	SD

Key: \bar{x}_{pf} =
Means of customers, σ_{pf} Standard deviations of strongly agreed, SD = strongly disagreed

The data analysis presented in table 2, shows the response of the poultry farmers on the impact of promotion as a marketing strategy on sales performance of poultry production in Yola metropolis. The respondents strongly agreed to statements in items (8- 13) on promotion strategies used to enhanced sales performance of poultry products during lockdown in the study area with a mean response ranging between 3.51-4.07 with average standard deviation ranging between 0.86-1.16 respectively. From the above table, the item statements are “Did promotion strategy adopted enhance the sales of your poultry product during lockdown period, was sales promotion strategy adopted reliable and easy to use, do you consider the method to be very expensive during lockdown period, do promotion strategy allow you to have contact with customers despite lockdown, was promotion strategy adopted convenient for customers during lockdown, does the strategy affect the prices of your product and the strategy adopted are usually slow in attracting customers”. Meanwhile, poultry farmers strongly disagreed with the statement in item 14, that the strategy adopted are usually slow in attracting customers, with a mean response of 3.11 and standard deviation of 0.99 as indicated on table 2 above.

Result of the regression analysis

DEPENDENT VARIABLE= SP

METHOD=ENTER ADVT AFS PR PS

METHOD: REGRESSION

Included Observations: 109

Table: result of the regression analysis

Variable	Coefficient	Std. error	t-statistic	Prob.
(Constant)	98.232	7.660	12.824	0.102
ADVT	.363	.226	1.606	0.040
AFS	.689	.124	2.870	0.030



PR	.792	.542	1.461	0.012
PS	.226	.203	1.113	0.064
R-squared	0.834		Durbin-Watson stat	1.695
Adjusted squared	R- 0.824		Sum of Squares Residual	10849.518
S.E. of regression	of 9.06605			
F-statistic	181.149			
F-prob	0.001			

Spss version 20

The value of the intercept which is 108.232 shows that the sales performance will experience a 108.232 increase when all other variables are held constant

The coefficient of advertisement (ADVT) is 0.363 and it gives a positive and insignificant impact on sales performance (SP) at 10 percent level of significance as indicated by its probability value 0.102. This shows that one percentage increase in advertisement (ADVT) will lead to 0.363% increase in sales performance (SP). The result indicates that advertisement (ADVT) increases the rate of sales promotion (SP) level in poultry production in Adamawa state during lockdown.

And the coefficient of after sales service (AFS) is 0.689% and also has a positive and significant impact on sales performance (SP) as indicated by probability value of 0.030. This shows that percentage increase in (AFS) will lead to 0.689% increase in SP.

The coefficient of price reduction (PR) is 0.792% and it has a positive sign and statistically significant impact on sales performance (SP) at 5 per cent level of significance as indicated by its probability value 0.012. This shows that percentage increase in price reduction (PR) will lead to 0.792% increase in sales performance. The coefficient of personal selling (PS) is 0.226 and statistically significant at 10 per cent level of significant as indicated by its probability value 0.064. This shows that percentage increase in personal selling (PS) will lead to 0.226 increase in sales performance.

From the above result, R^2 shows that all the explanatory variables explained 83% variability in the sales performance (SP). This implies that the model explains 83% of the changes in sales performance (SP) and the remaining 17% was contributed by other variables outside the model or



that are not captured by the error term. Durbin Watson statistic, the benchmark for DW is 2 given the DW to be 1.695 which can be approximated to 2 shows that the model is free from autocorrelation problem.

To check if the independent variables are jointly significant to explain the dependent variable or the overall significance of the model, F-statistic was used. So, given the F-statistic value to be 181.149 with the F-Prob value of 0.0001, it can be concluded that there was statistically significant relationship between the explanatory variables and the dependent variable. This is because the probability value of 0.0001 is less than 0.05 i.e. at 5% level of significance which led to the rejection of the null hypothesis which states that there exists no significant relationship between the explanatory variables and the dependent variable; hence, the acceptance of alternative hypothesis which states otherwise.

Conclusions

Effective demand of poultry products (eggs & meats) has a major role to play in the encouragement of more people into poultry farming as such increasing the turn over and reducing the prices. The study concludes that employment of promotional strategies helped to keep customers informed of what the business offers, where to get the products and the possible prices.

Recommendations

The study therefore recommends that government should ensure that bureaucratic procedures of security agents in clearing vehicles carrying consumable goods on route be minimized to ease delay in delivery of inputs (feeds & chicks). Also government should assist in providing avenues for advertisement for the poultry farmers in the state and encourage more participation in poultry farming by providing loans at tolerable interest rate. This will help in creating job opportunities to youths and meet the increasing needs for protein in the state.

The Poultry business needs to re-strategize on promotion strategies. This is based on the evidence that Promotion as a marketing strategy helps to utilize the skills of its employees and stakeholders especially in developing creative approaches to sales and customer service.



References

- Chiliya .N, Herbst.G, and Roberts- Combard.M (2009). The impact of marketing strategies on profitability of small grocery shops in South African Townships. *African Journal of Business Management* 3 (3), 70 – 79
- Aaker, D.A. (1991). *Managing brand equity*. Free Press, New York.
- A.A.U Jongur, S.N Oji, M.S. Yahaya, A.K. Tashikalma (2009). Profitability analysis and management practices among poultry farmers in Yola Metropolis of Adamawa State, Nigeria. *Global Journal of Agricultural Science* 8(2)
- Barone A, (2020) Marketing strategy: reviewed by Magaret James Advertising Association of UK (2019). Definition of Advertising. Published at www.m.economictime.com
- Adegbeti G, Adewale A, Joshua A, Solomon A. O., (2019). The effect of personal selling and marketing on farms sales growth (a case study of PZ and Dangote Nigeria Plc. *IJRDO-journal of Business Management*.
- Scribd, (2011). Definition of Sales Promotion accessed in www.scribd.com
- Mamoun, N. A. (2011). The 7ps classification of the service marketing mix revised; ssan empirical assessment of their generalizability, applicability and effect on performance evidence from Jordan's service organizations. *Jordan Journal of Business Administration*, 7(1), 116-123
- Akanni, L. O. and Gabriel, S. C. (2020). The implication of COVID-19 on the Nigerian Economy. Centre For The Study Of The Economies Of Africa. Retrieved from cseaafrica.org
- Igwe, P. A. (2020). Coronavirus with Looming Global Health and Economic Doom. *African Development Institute of research methodology*, 1, 1-6, retrieved from www.researchgate.net
- Rebmann, T., Wang, J., Swick, Z., Reddick, D. and DelRosario, J L (2013). Business continuity and pandemic preparedness: US health care versus non-healthcare agencies. *American Journal of Infection Control* 41 (4), 27-33. doi:10.1016/j.ajic.2012.09.010
- KPMG(2020). Coronavirus: Global and domestic impact. KPMG International. Retrieved from www.KPMG/ng
- WHO (2020). Timeline of WHO's response to COVID-19. World Health Organization. Retrieved from www.who.int
- IMF (2020). Policy-Responses-to-COVID-19. International Monetary Fund. Retrieved from www.imf.org