Marketala

Market research for Nigeria, from a simulated market informed by published evidence

SAMPLE · SABI BOOKS · B2B / B2G MARKET · DEEP REPORT

Sabi Books: market analysis

Deep analysis · 16 October 2026

Prepared 16 October 2026 | 1 source used | Simulated results

Prepared by Marketala from a simulation of the Nigerian market, informed by published evidence. How it works and its limits are set out in the appendix (“About simulated results”).

Marketala is a product of ExperTrait Consulting and Management Limited

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About Marketala

Executive summary

We simulated how 21,641 organisations in 60 groups in Nigeria would likely respond to Sabi Books, covering market opportunity, customer profile / ideal customer profile, pricing research, purchase barriers, buying committee analysis, go-to-market intelligence.

VERDICT

Rethink the offer before investing

- About 16% of the organisations in your audience are interested (4 or 5 out of 5; likely 0%–36%): weak demand.
- About 13% would pay your proposed price or more (likely 0%–28%): weak price fit.
- The biggest obstacle is cost, cited by about 80%; your plan must answer it.

Evidence scorecard: the factors behind the verdict

Factor	What the simulation shows	Rating	What it means
Demand: interested (4–5 of 5)	about 16% (likely 0%–36%)	Weak	Interest is thin: sharpen the offer or the audience before spending.
Price fit: would pay your price or more	about 13% (likely 0%–28%)	Weak	Most would not pay this price: test a lower price or a smaller pack.

16%
of organisations are interested in the offer
4 or 5 out of 5 · likely 0%–36%

5.3 million
organisations in Nigeria would pay 12,000 or more
Of about 40 million who match your audience · published organisation counts

13%
would pay 12,000 or more
likely 0%–28%

34%
of organisation purchases stall at “evaluation”
The stage to prepare for

In short

Verdict: Rethink the offer before investing. The simulation suggests interest and willingness to pay at your proposed price are weaker than needed for a broad launch: about 16% of organisations in your audience are interested and about 13% would pay 12,000 per month or more. Cost is the dominant obstacle (about 80%), so the current price-positioning and go-to-market approach must change before you commit significant spend.

What this means for Sabi Books: there is a large ceiling if you can solve price and trust barriers — the simulated market that matches your audience is about 40 million organisations and the yearly value at 12,000 if every matching customer bought is about 770 billion. But that is a ceiling, not a forecast. The practical path is to prove demand in narrower segments where interest is concentrated and where owners decide purchases.

Where to start: the simulation points to Medium enterprise (50–199 employees), North West as your clearest early customer: about 85% of that group are interested, well above the 16% average. Other high-potential groups are Medium enterprise, South South (about 70%) and Small enterprise (10–49 employees), South West (about 65%). Owners or CEOs lead purchases (about 86%) so sales and marketing should address them directly.

Price and purchase mechanics: at 12,000 per month only about 13% would pay; lowering price nearer 6,000 lifts willingness to about 57%. About 57% of buyers prefer monthly payment, and many purchase decisions stall at evaluation (about 34%), so phased pilots, entry options and clear short onboarding plans are essential to convert trials into paid customers.

- Cost is the single biggest barrier — about 80% cite it.
- Interest is concentrated; focus on Medium enterprise (50–199 employees), North West first.
- Only about 13% would accept your 12,000/month price; 6,000 attracts far more interest.
- Owners/CEOs control purchase decisions (about 86%); target them directly.
- Many purchases stall at evaluation (about 34%); plan for a short, visible onboarding path.

Written by AI from the computed results and checked against them before publishing. It adds no figures of its own.

Strong signal Who usually owns a purchase like this? Owner or ceo leads clearly: about 86% (70–100%), ahead of finance at about 6%.

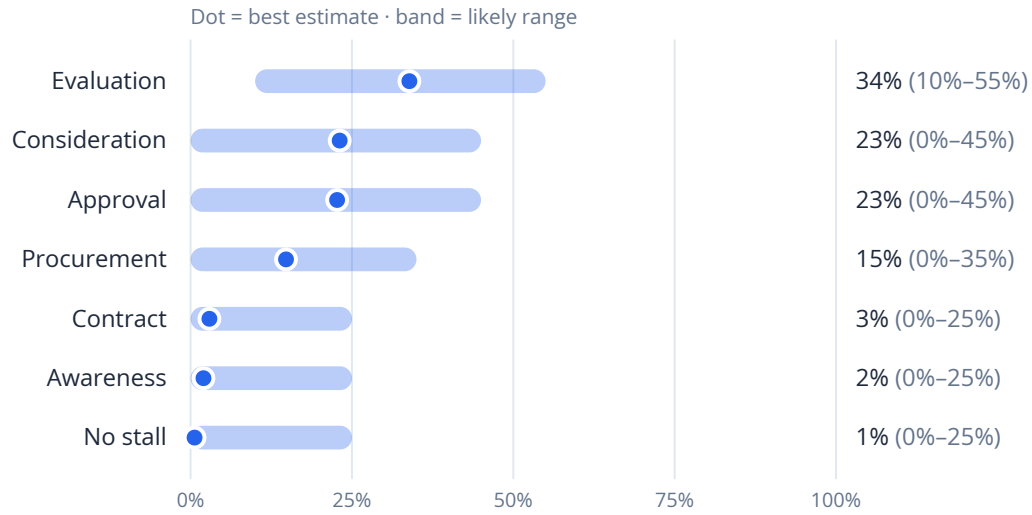
Strong signal About 13% of organisations would pay the proposed price or more (range 0–30%). The most common maximum is under half the proposed price (about 43%).

Strong signal Finance leans against: half or more would be sceptical or block the purchase.

Strong signal How do they handle this need today? Manual process leads clearly: about 66% (50–85%), ahead of in house at about 15%.

Strong signal What first step would they take? Ask peers leads clearly: about 64% (45–80%), ahead of book demo at about 17%.

Where would a purchase most likely stall? SIMULATED



Simulated answers of 21,641 organisations (lower confidence). Evidence: 1 source (see the appendix).

What this means: Most common: “Evaluation” at about 34% (a close call with “Consideration” at about 23%). Purchases most often stall at “evaluation”: prepare for that stage.

The business and the decision

The business, the offer, the decision to be made and the audience this analysis covers.

Business	Sabi Books · Business software
Offer	Sabi Books: bookkeeping and invoicing software for small and medium businesses. Record sales and expenses on your phone, send invoices by WhatsApp and email, and get tax-ready monthly reports.
Price	12,000 per month
Objective	Price, win organisations, understand customers. Find which small businesses to target first, what they would budget, and who decides.
Stage	Early
Market type	Businesses (B2B)
Target	Small and medium businesses that still keep their books in notebooks or spreadsheets.
Places	Nigeria
Organisations simulated	21,641 in 60 groups
Decision-makers	Founder/CEO, Managing director, Finance
Questions covered	Market Opportunity, Customer Profile / Ideal Customer Profile, Pricing Research, Purchase Barriers, Buying Committee Analysis, Go-to-Market Intelligence
Date	16 October 2026

The consumers and organisations in this analysis are simulated: each stands for a group in Marketala's model of the Nigerian market, not a real person or company.

Market size and opportunity

How many potential customers there are in your chosen places, how many are interested, how many could pay your price, and what that market is worth.

Organisations in Nigeria that match your audience	about 40 million
Interested (4 or 5 out of 5)	about 6.5 million (likely 0–15 million)
Would pay 12,000 per month or more	about 5.3 million (likely 0–11 million)
Yearly value of that market at your price	about 770 billion

About 40 million organisations in Nigeria match your audience, about 6.5 million of them are interested, about 5.3 million would pay 12,000 per month or more. If every one of those customers bought at your price, the market would be worth about 770 billion a year: that is the ceiling, not a sales forecast. Your realistic share of it is in the revenue outlook below. INTERPRETATION

From the whole market to paying customers

Stage	Share	Number
Match your audience in your places	100%	about 40 million
Interested (4 or 5 out of 5)	about 16%	about 6.5 million
Would pay your price or more	about 13%	about 5.3 million

Marketala's organisation model: the real organisations its matching profiles stand for, from published counts (650 matching profiles have no published count and are not included). Shares are simulated; numbers are those shares applied to the published count and rounded.

What you are really competing with: most organisations use “manual process” today (about 66%), then “in house” (about 15%). You named Notebooks and spreadsheets, Accountants, International accounting software as competitors. INTERPRETATION

Your ideal customer organisation

Who to sell to first: the customers most likely to buy, and what matters to them.

Start with this group: Medium enterprise (50–199 employees), North West. About 85% of this group are interested, against about 16% across your whole audience. Next: Medium enterprise (50–199 employees), South South (about 70%); Small enterprise (10–49 employees), South West (about 65%). INTERPRETATION

The customer groups that respond best

Group	Interested (4 or 5 out of 5)
Medium enterprise (50–199 employees), North West	about 85%
Medium enterprise (50–199 employees), South South	about 70%
Small enterprise (10–49 employees), South West	about 65%
Medium enterprise (50–199 employees), North Central	about 63%

Who decides	owner or ceo (about 86%)
Roles you target	Founder/CEO, Managing director, Finance
What holds them back	cost (about 80%); budget timing (about 54%); trust (about 50%)
What they use today	manual process (about 66%); in house (about 15%)
How they prefer to pay	monthly (about 57%); pay per use (about 25%)
Where they start looking	ask peers (about 64%)
Channels that reach them	referrals (about 56%); direct sales (about 31%); partners (about 30%)

Your description of the target: Small and medium businesses that still keep their books in notebooks or spreadsheets.

Pricing recommendation

Where to set your price, based on what the simulated market would pay at each price point.

Consider a price nearer 6,000 (half your price). About 57% would pay that, against about 13% at 12,000 per month, so the lower price is likely to bring in more revenue overall. If your costs do not allow it, keep the price and add an entry option. INTERPRETATION

What the market would pay at each price point

Price point	Price	Would pay this or more	Revenue compared with your price
Half your price	6,000	about 57%	214
80% of your price	9,600	about 28%	167
Your proposed price	12,000	about 13%	100
120% of your price	14,400	about 6%	55
150% of your price	18,000	about 2%	26

"Revenue compared with your price" multiplies each price by the share who would pay it, with your proposed price set to 100. Shares are simulated (each within about ±15 points).

Offer "monthly" as the default way to pay (about 57% prefer it), with "pay per use" as the alternative. INTERPRETATION

Revenue outlook and unit economics

What revenue could look like at different levels of success, and the economics of each sale. Use these figures as planning scenarios, not forecasts.

What revenue could look like if you win a share of the customers who would pay your price

Scenario	Share won	Customers	Revenue a year
Cautious	1%	about 53,000	7.7 billion
Base	3%	about 160,000	23 billion
Ambitious	5%	about 270,000	38 billion

The shares won (1%, 3%, 5%) are planning assumptions for illustration, not simulated results. Replace them with your own sales capacity and early conversion figures.

Price	12,000 per month

Add your cost to deliver one unit to the brief to see gross margin and break-even here.

Go-to-market plan

How to take the offer to market: where to start, with whom, through which channels, and the first 90 days.

Who to target first	Medium enterprise (50–199 employees), North West
Where to start	Nigeria
Channels	Referrals, direct sales, partners
Payment	monthly

The first 90 days

Period	Focus	Done when
Days 1–30	Pilot with 50–100 real prospects from “Medium enterprise (50–199 employees), North West” in Nigeria; test the price and lead message.	You have real interest, price and conversion figures to compare with the benchmarks below.
Days 31–60	Fix what the pilot showed, starting with cost; set up “monthly” payment and the first channel (referrals).	The offer, price and channel work for the first customers.
Days 61–90	Launch to the wider group, adding “Medium enterprise (50–199 employees), South South”; track cost per customer and repeat purchase.	You know what one customer costs to win and is worth.

This plan is our recommendation, built from the simulated results above.

Risks and how to reduce them

The main things that could stop customers buying, and what to do about each.

Risk register

Risk	Evidence	Level	What to do
Cost	about 80% cite it	High	Lead with return on investment and offer a phased or pilot price.
Budget timing	about 54% cite it	High	Time the sales push to buyers' budget cycles and offer to start in the next cycle.
Trust	about 50% cite it	Medium	Build proof early: guarantees, visible reviews, referrals and a no-risk first purchase.
Implementation	about 50% cite it	Medium	Offer onboarding and a short implementation plan with named milestones.
Demand is narrower than hoped	about 16% interested	High	Focus on the groups that respond best and prove demand there before widening.
Price resistance	about 13% would pay your price	High	Offer an entry option (smaller pack, trial or starter plan) and show value per naira.

Validation plan and KPIs

What to measure when you test this with real customers, and the simulated benchmark to compare your results against.

What to measure, and the simulated benchmark to beat

KPI	Simulated benchmark	Proceed if	How to measure
Interest rate	about 16% rate 4 or 5 out of 5	0% or more	Ask pilot prospects to rate their interest after seeing the offer.
Price acceptance	about 13% would pay 12,000 per month	0% or more	Share of prospects who accept the price (pre-order, deposit or signed quote).
Conversion to first purchase	Not simulated	Set from your pilot	Paying customers ÷ prospects reached.

If your pilot meets the “proceed if” levels, the simulation and the real market agree: scale up. If it falls short, revisit the offer, the price or the audience before spending more. INTERPRETATION

Our recommendation: what to do next

Our reading of the results as a whole: what we would do next, and why, if this were our business.

Do not widen distribution or increase acquisition spend at the current price. Instead, refine the offer and pricing to tackle cost and trust before scaling. Start with a focused pilot in Medium enterprise (50–199 employees), North West where simulated interest is about 85%, followed by Medium enterprise, South South and Small enterprise, South West. Lead messaging to owners/CEOs (about 86% decision role) and emphasise clear return on investment, a phased pilot price or starter plan, and a short, named onboarding process to reduce evaluation friction (about 34% stall) and implementation concerns (about 50%).

Adjust pricing and packaging: test an entry option near 6,000 per month because about 57% would pay at that level versus about 13% at 12,000. If costs prevent a permanent lower price, offer a time-limited pilot, a smaller starter pack, or pay-per-use to lower the initial barrier. Build trust signals early — visible proof, referrals and a low-risk first purchase — since trust is cited by about 50% as a blocker. These changes are necessary before committing marketing budget to wider segments.

Next steps

1. Design a 3-month pilot offer priced at or near 6,000 per month and limited to Medium enterprise (50–199 employees), North West.
2. Prepare a short onboarding and implementation plan with named milestones to be used in sales conversations and proposals.
3. Create owner/CEO-targeted messaging that quantifies ROI and includes referral or case proof to address trust.
4. Set up a simple pay-per-use or starter pack option if the full feature set can’t be profitably sold at the lower entry price.
5. Run the pilot, track conversion through evaluation to paid, and measure reasons for drop-out to inform wider rollout.

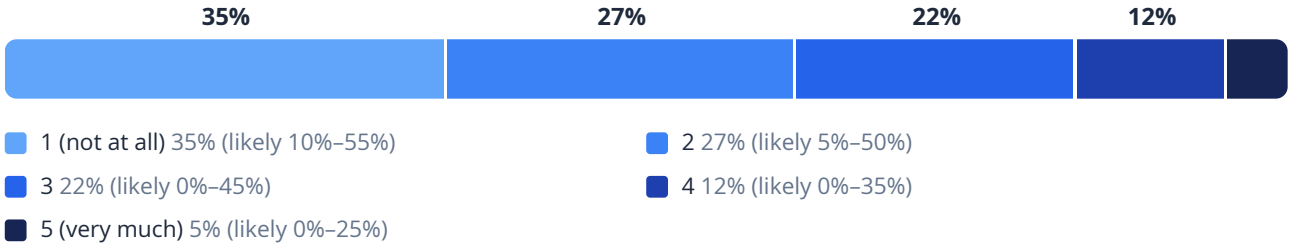
Written by AI from the computed results and checked against them before publishing. It adds no figures of its own.

How big the opportunity looks

The detailed evidence from here on: how interested the market is likely to be, and where interest is strongest.

Organisations · Market Opportunity. Moderate confidence. SIMULATED

How interested would organisations in this group be in the offer? SIMULATED



Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: About 16% are interested (4 or 5 out of 5; likely 0%–60%). Interest is limited: focus on the groups that respond best, or sharpen the offer.

How interested would organisations in this group be in the offer?: the groups that differ most from the overall answer "1 (not at all)" (about 35% overall)

Group	Share of your audience	Chose "1 (not at all)"
Financial institution (200–999 employees), South West	about 1%	about 70% (higher than average)
Medium enterprise (50–199 employees), North West	about 2%	about 0% (lower than average)
Industrial manufacturing (50–199 employees), North Central	about 1%	about 1% (lower than average)
Medium enterprise (50–199 employees), North East	about 1%	about 1% (lower than average)
Industrial manufacturing (50–199 employees), South East	about 1%	about 1% (lower than average)
Medium enterprise (50–199 employees), South West	about 1%	about 2% (lower than average)

How do they handle this need today? SIMULATED



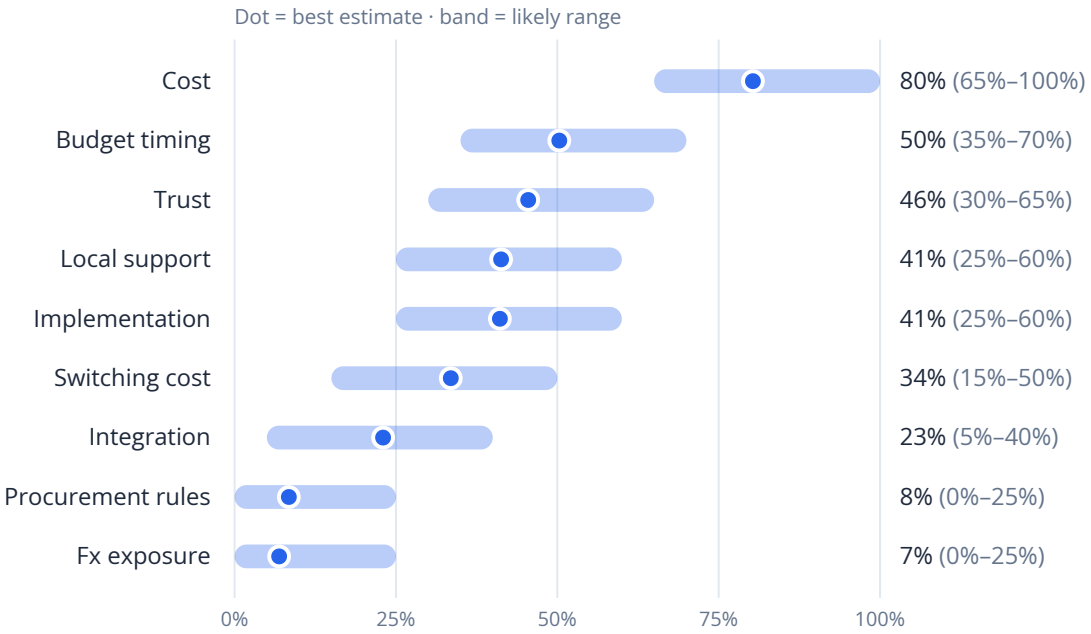
Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: Most common: "Manual process" at about 66%, ahead of "In house" at about 15%. Your real competition is "manual process": show why you are better than it.

How do they handle this need today?: the groups that differ most from the overall answer "Manual process" (about 66% overall)

Group	Share of your audience	Chose "Manual process"
Financial institution (200–999 employees), South West	about 1%	about 5% (lower than average)
Financial institution (50–199 employees), South West	about 1%	about 10% (lower than average)
Medium enterprise (50–199 employees), South East	about 1%	about 15% (lower than average)
Financial institution (10–49 employees), South West	about 1%	about 18% (lower than average)
Industrial manufacturing (50–199 employees), South South	about 1%	about 20% (lower than average)
Medium enterprise (50–199 employees), North East	about 1%	about 20% (lower than average)

What would hold them back? SIMULATED



Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: Top answers: cost (about 80%), budget timing (about 50%), trust (about 46%). Your plan must answer these obstacles, starting with the first.

What would hold them back?: the groups that differ most from the overall answer "Cost" (about 80% overall)

Group	Share of your audience	Chose "Cost"
Industrial manufacturing (50–199 employees), South South	about 1%	about 28% (lower than average)
Industrial manufacturing (50–199 employees), North West	about 1%	about 35% (lower than average)
Financial institution (50–199 employees), South West	about 1%	about 35% (lower than average)
Financial institution (200–999 employees), South West	about 1%	about 38% (lower than average)
Medium enterprise (50–199 employees), North West	about 2%	about 40% (lower than average)
Industrial manufacturing (50–199 employees), North East	about 1%	about 40% (lower than average)

Strong signal How do they handle this need today? Manual process leads clearly: about 66% (50–85%), ahead of in house at about 15%.

How your market splits into groups

Your audience splits into groups that behave differently. These are the differences that matter.

Strong signal Among the 50–199 employees, sw zone, financial institution group of organisations, "owner or ceo" is about 3% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 200–999 employees, sw zone, financial institution group of organisations, "owner or ceo" is about 3% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 50–199 employees, ss zone, education institution group of organisations, "owner or ceo" is about 8% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 50–199 employees, sw zone, industrial manufacturing group of organisations, "owner or ceo" is about 8% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 50–199 employees, nc zone, education institution group of organisations, "owner or ceo" is about 9% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 50–199 employees, ne zone, industrial manufacturing group of organisations, "owner or ceo" is about 9% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Among the 50–199 employees, sw zone, education institution group of organisations, "owner or ceo" is about 14% for "Who usually owns a purchase like this?", against about 86% overall.

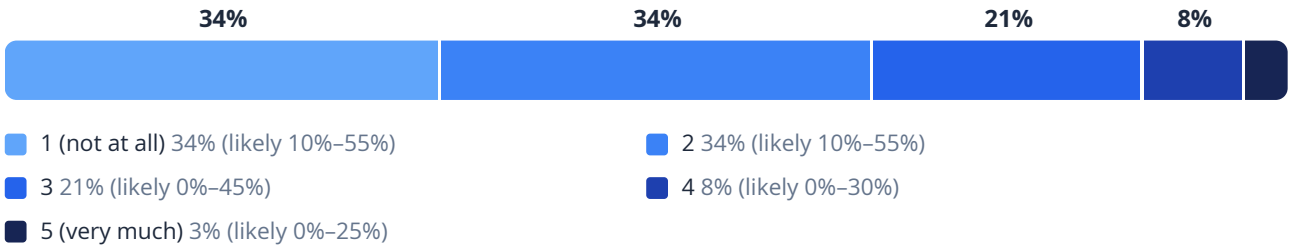
Strong signal Among the 50–199 employees, nw zone, industrial manufacturing group of organisations, "owner or ceo" is about 18% for "Who usually owns a purchase like this?", against about 86% overall.

Your best-fit organisations

The kinds of customers most likely to respond to your offer.

Organisations · Customer Profile / Ideal Customer Profile. Moderate confidence. SIMULATED

How well does the offer fit organisations in this group? SIMULATED



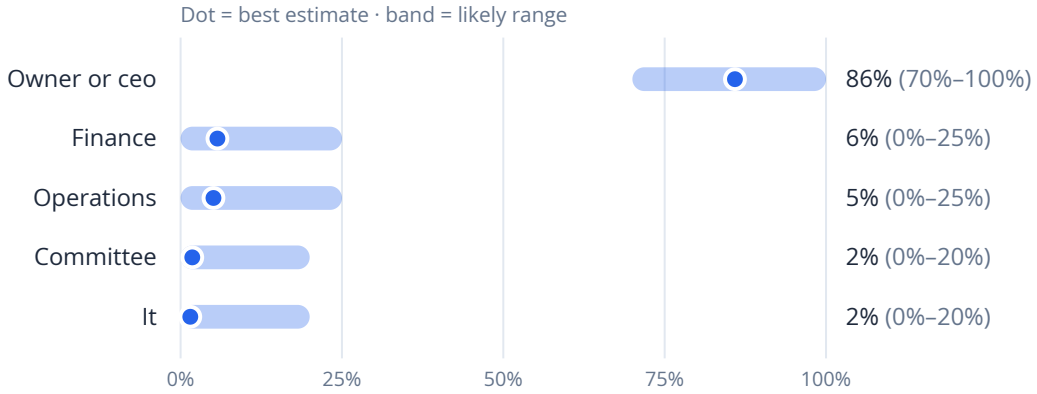
Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: About 11% say the offer fits them well (4 or 5 out of 5; likely 0%–55%). The fit is loose: narrow the audience or adapt the offer.

How well does the offer fit organisations in this group?: the groups that differ most from the overall answer "1 (not at all)" (about 34% overall)

Group	Share of your audience	Chose "1 (not at all)"
Financial institution (200–999 employees), South West	about 1%	about 70% (higher than average)
Medium enterprise (50–199 employees), North West	about 2%	about 0% (lower than average)
Medium enterprise (50–199 employees), South West	about 1%	about 0% (lower than average)
Industrial manufacturing (50–199 employees), South South	about 1%	about 0% (lower than average)
Education institution (50–199 employees), North Central	about 1%	about 0% (lower than average)
Industrial manufacturing (50–199 employees), North Central	about 1%	about 0% (lower than average)

Who usually owns a purchase like this? SIMULATED



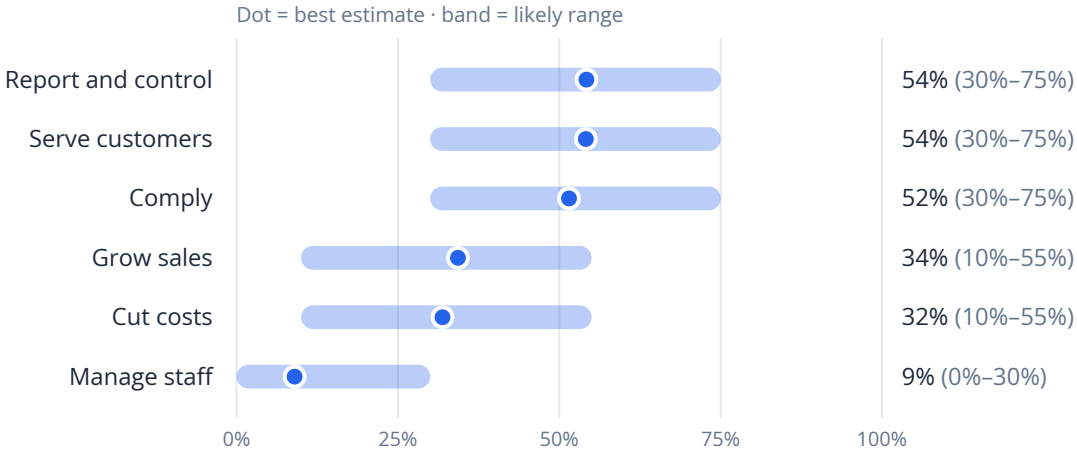
Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: Most common: “Owner or ceo” at about 86%, ahead of “Finance” at about 6%. Aim your marketing at “Owner or ceo”, who most often decides.

Who usually owns a purchase like this?: the groups that differ most from the overall answer “Owner or ceo” (about 86% overall)

Group	Share of your audience	Chose “Owner or ceo”
Financial institution (50–199 employees), South West	about 1%	about 3% (lower than average)
Financial institution (200–999 employees), South West	about 1%	about 3% (lower than average)
Education institution (50–199 employees), South South	about 1%	about 8% (lower than average)
Industrial manufacturing (50–199 employees), South West	about 1%	about 8% (lower than average)
Education institution (50–199 employees), North Central	about 1%	about 9% (lower than average)
Industrial manufacturing (50–199 employees), North East	about 1%	about 9% (lower than average)

What would they use it for? SIMULATED



Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: Top answers: report and control (about 54%), serve customers (about 54%), comply (about 52%). Lead your sales pitch with these uses.

What would they use it for?: the groups that differ most from the overall answer “Report and control” (about 54% overall)

Group	Share of your audience	Chose “Report and control”

Group	Share of your audience	Chose “Report and control”
Education institution (50–199 employees), South South	about 1%	about 85% (higher than average)
Medium enterprise (50–199 employees), South West	about 1%	about 83% (higher than average)
Industrial manufacturing (50–199 employees), North West	about 1%	about 83% (higher than average)
Education institution (50–199 employees), South West	about 1%	about 83% (higher than average)
Education institution (50–199 employees), North East	about 1%	about 83% (higher than average)
Medium enterprise (50–199 employees), North West	about 2%	about 80% (higher than average)

Strong signal Who usually owns a purchase like this? Owner or ceo leads clearly: about 86% (70–100%), ahead of finance at about 6%.

Strong signal Among the 50–199 employees, sw zone, financial institution group of organisations, "owner or ceo" is about 3% for "Who usually owns a purchase like this?", against about 86% overall.

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Strong signal Among the 50–199 employees, nw zone, industrial manufacturing group of organisations, "owner or ceo" is about 18% for "Who usually owns a purchase like this?", against about 86% overall.

How organisations decide to buy

Organisations rarely buy on one person's say-so. This shows who is involved and where purchases tend to stall.

Organisations · Buying Committee Analysis. Lower confidence. SIMULATED

Where would a purchase most likely stall?: the groups that differ most from the overall answer “Evaluation” (about 34% overall)

Group	Share of your audience	Chose “Evaluation”
Informal micro (2–9 employees), North Central	about 3%	about 10% (lower than average)
Education institution (10–49 employees), South West	about 1%	about 13% (lower than average)
Medium enterprise (50–199 employees), South West	about 1%	about 15% (lower than average)
Industrial manufacturing (2–9 employees), North West	about 1%	about 15% (lower than average)
Industrial manufacturing (2–9 employees), South South	about 1%	about 20% (lower than average)

Group	Share of your audience	Chose “Evaluation”
Industrial manufacturing (10–49 employees), North East	about 1%	about 20% (lower than average)

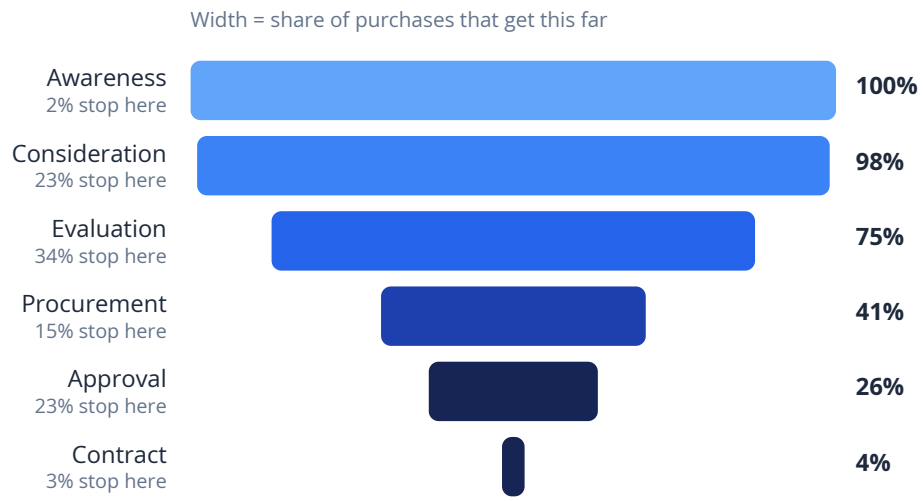
Strong signal Finance leans against: half or more would be sceptical or block the purchase.

Strong signal The committee is divided (a 106-point gap between its most and least supportive roles). The founder/CEO usually approves; IT usually starts the purchase.

Who is involved in the decision (across 4,357 simulated buying teams)

Role	Involved in	Leaning	Likely to push back
Staff who would use it	1% of decisions	In favour	5%
Founder/CEO	1% of decisions	Mixed	41%
IT	0% of decisions	Against	40%
Finance	0% of decisions	Against	57%
Managing director	0% of decisions	Mixed	34%
Operations	0% of decisions	In favour	5%
Procurement	0% of decisions	In favour	29%
Legal and compliance	0% of decisions	—	—

How far purchases get SIMULATED



Simulated answers of 21,641 organisations (lower confidence). Evidence: 1 source (see the appendix).

What this means: Purchases lose the most ground at “Evaluation” (34% stop here); about 4% get through to “Contract”. That is the stage to prepare for.

Strong signal Finance leans against: half or more would be sceptical or block the purchase.

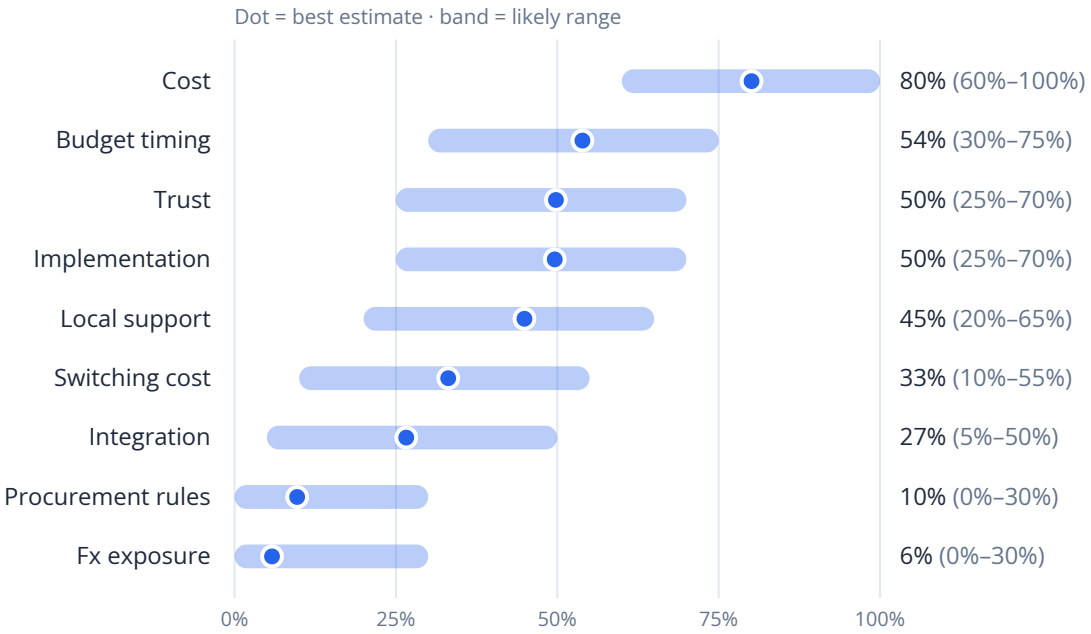
Strong signal The committee is divided (a 106-point gap between its most and least supportive roles). The founder/CEO usually approves; IT usually starts the purchase.

What stops them buying

What would most likely stop them from buying.

Organisations · Purchase Barriers. Moderate confidence. SIMULATED

What would stop them from adopting? SIMULATED



Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: Top answers: cost (about 80%), budget timing (about 54%), trust (about 50%). Your plan must answer these obstacles, starting with the first.

What would stop them from adopting?: the groups that differ most from the overall answer "Cost" (about 80% overall)

Group	Share of your audience	Chose "Cost"
Financial institution (200–999 employees), South West	about 1%	about 15% (lower than average)
Education institution (50–199 employees), North Central	about 1%	about 23% (lower than average)
Industrial manufacturing (50–199 employees), North West	about 1%	about 25% (lower than average)
Industrial manufacturing (50–199 employees), South South	about 1%	about 25% (lower than average)
Industrial manufacturing (50–199 employees), North East	about 1%	about 25% (lower than average)
Industrial manufacturing (50–199 employees), South East	about 1%	about 25% (lower than average)

How hard would it be to overcome these obstacles?

Answer	Share	Likely range
1 (easy)	about 4%	0–20%
2	about 9%	0–25%
3	about 21%	5–40%
4	about 33%	15–50%
5 (very hard)	about 33%	15–50%

What this means: About 67% find the obstacles hard to overcome (4 or 5 out of 5; likely 30%–100%). Obstacles are serious: address them in the offer itself.

How hard would it be to overcome these obstacles?: the groups that differ most from the overall answer "4" (about 33% overall)

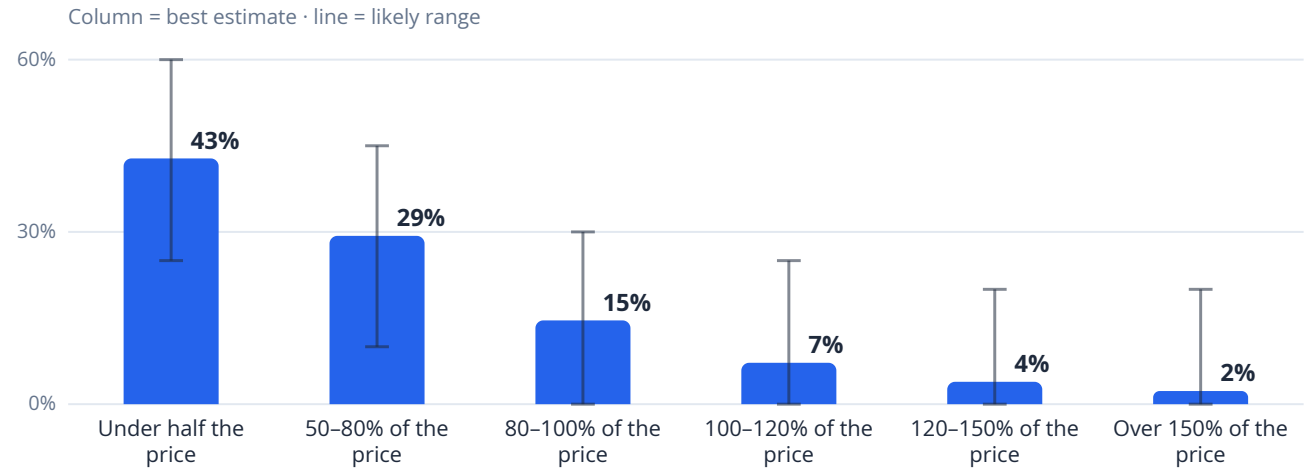
Group	Share of your audience	Chose “4”
Industrial manufacturing (2–9 employees), North East	about 1%	about 50% (higher than average)
Industrial manufacturing (10–49 employees), North Central	about 1%	about 23% (lower than average)
Industrial manufacturing (10–49 employees), North West	about 1%	about 25% (lower than average)
Education institution (50–199 employees), South West	about 1%	about 25% (lower than average)
Industrial manufacturing (50–199 employees), South East	about 1%	about 40% (higher than average)
Medium enterprise (50–199 employees), North West	about 2%	about 28% (lower than average)

What they would pay, and how

How much they would likely pay, how much price matters, and how they would prefer to pay.

Organisations · Pricing Research. Moderate confidence. SIMULATED

What is the most they would budget for it? SIMULATED



Simulated answers of 21,641 organisations (moderate confidence). Evidence: 1 source (see the appendix).

What this means: About 13% would pay your proposed price or more. The most common maximum is “under half the price” (about 43%), so most of the market sits below your price: test a lower price or an entry option.

What is the most they would budget for it?: the groups that differ most from the overall answer “Under half the price” (about 43% overall)

Group	Share of your audience	Chose “Under half the price”
Medium enterprise (50–199 employees), South West	about 1%	about 0% (lower than average)
Financial institution (200–999 employees), South West	about 1%	about 0% (lower than average)
Medium enterprise (50–199 employees), South South	about 1%	about 1% (lower than average)
Industrial manufacturing (50–199 employees), North East	about 1%	about 1% (lower than average)
Medium enterprise (50–199 employees), North Central	about 1%	about 2% (lower than average)
Medium enterprise (50–199 employees), North West	about 2%	about 3% (lower than average)

How much does price decide whether they buy?

Answer	Share	Likely range
1 (barely)	about 2%	0–20%
2	about 7%	0–25%
3	about 16%	0–35%
4	about 34%	15–50%
5 (completely)	about 41%	25–60%

What this means: About 75% say price matters a lot (4 or 5 out of 5; likely 40%–100%). Price is a deciding factor: keep an entry option.

How much does price decide whether they buy?: the groups that differ most from the overall answer "5 (completely)" (about 41% overall)

Group	Share of your audience	Chose "5 (completely)"
Industrial manufacturing (50–199 employees), North East	about 1%	about 4% (lower than average)
Financial institution (200–999 employees), South West	about 1%	about 6% (lower than average)
Medium enterprise (50–199 employees), North West	about 2%	about 8% (lower than average)
Medium enterprise (50–199 employees), South South	about 1%	about 8% (lower than average)
Industrial manufacturing (50–199 employees), North West	about 1%	about 8% (lower than average)
Education institution (50–199 employees), South West	about 1%	about 8% (lower than average)

Which terms would they prefer?

Answer	Share	Likely range
Monthly	about 57%	40–75%
Pay per use	about 25%	10–45%
Upfront	about 8%	0–25%
Annual	about 6%	0–25%
Milestones	about 4%	0–20%

What this means: Most common: "Monthly" at about 57% (a close call with "Pay per use" at about 25%). Offer "Monthly" as the default way to pay.

Which terms would they prefer?: the groups that differ most from the overall answer "Monthly" (about 57% overall)

Group	Share of your audience	Chose "Monthly"
Financial institution (200–999 employees), South West	about 1%	about 28% (lower than average)
Industrial manufacturing (50–199 employees), South East	about 1%	about 38% (lower than average)
Education institution (50–199 employees), South South	about 1%	about 40% (lower than average)
Financial institution (50–199 employees), South West	about 1%	about 40% (lower than average)
Industrial manufacturing (50–199 employees), South South	about 1%	about 43% (lower than average)
Industrial manufacturing (50–199 employees), South West	about 1%	about 43% (lower than average)

Strong signal About 13% of organisations would pay the proposed price or more (range 0–30%). The most common maximum is under half the proposed price (about 43%).

Strong signal Which terms would they prefer? Monthly leads clearly: about 57% (40–75%), ahead of pay per use at about 25%.

How to reach them

What the results suggest for each step of taking the offer to market, and where we lack evidence.

Organisations · Go-to-Market Intelligence. Moderate confidence. SIMULATED

Where would they hear about and trust a supplier like this?

Answer	Share	Likely range
Referrals	about 56%	35–80%
Direct sales	about 31%	10–55%
Partners	about 30%	5–50%
Online search	about 19%	0–40%
Events	about 9%	0–30%
Email	about 6%	0–30%
Industry associations	about 5%	0–30%
Linkedin	about 3%	0–25%
Tenders	about 1%	0–25%

What this means: Top answers: referrals (about 56%), direct sales (about 31%), partners (about 30%). Put your marketing budget into the top channels first.

Where would they hear about and trust a supplier like this?: the groups that differ most from the overall answer "Referrals" (about 56% overall)

Group	Share of your audience	Chose "Referrals"
Industrial manufacturing (10–49 employees), North Central	about 1%	about 80% (higher than average)
Medium enterprise (50–199 employees), North Central	about 1%	about 75% (higher than average)
Industrial manufacturing (2–9 employees), North West	about 1%	about 75% (higher than average)
Education institution (10–49 employees), South West	about 1%	about 75% (higher than average)
Education institution (10–49 employees), North Central	about 1%	about 75% (higher than average)
Financial institution (10–49 employees), South West	about 1%	about 75% (higher than average)

What first step would they take?

Answer	Share	Likely range
Ask peers	about 64%	45–80%
Book demo	about 17%	0–35%
Request proposal	about 9%	0–25%
Run pilot	about 8%	0–25%

Answer	Share	Likely range
Issue tender	about 2%	0–20%

What this means: Most common: “Ask peers” at about 64%, ahead of “Book demo” at about 17%. Be present where customers start: “ask peers”.

What first step would they take?: the groups that differ most from the overall answer “Ask peers” (about 64% overall)

Group	Share of your audience	Chose “Ask peers”
Financial institution (200–999 employees), South West	about 1%	about 5% (lower than average)
Financial institution (50–199 employees), South West	about 1%	about 13% (lower than average)
Medium enterprise (50–199 employees), North Central	about 1%	about 19% (lower than average)
Industrial manufacturing (50–199 employees), South South	about 1%	about 20% (lower than average)
Education institution (50–199 employees), North East	about 1%	about 23% (lower than average)
Industrial manufacturing (50–199 employees), South West	about 1%	about 28% (lower than average)

Strong signal What first step would they take? Ask peers leads clearly: about 64% (45–80%), ahead of book demo at about 17%.

Organisations (B2B)

Target How well does the offer fit organisations in this group? About 11% of organisations answer 4 or 5 ("very much" end of the scale).

Decision unit Who usually owns a purchase like this? Owner or ceo leads clearly: about 86% (70–100%), ahead of finance at about 6%. Finance leans against: half or more would be sceptical or block the purchase. The committee is divided (a 106-point gap between its most and least supportive roles). The founder/CEO usually approves; IT usually starts the purchase.

Need How interested would organisations in this group be in the offer? About 16% of organisations answer 4 or 5 ("very much" end of the scale). How do they handle this need today? Manual process leads clearly: about 66% (50–85%), ahead of in house at about 15%.

Discovery Where would they hear about and trust a supplier like this? Most cited: referrals (about 56%), direct sales (about 31%), partners (about 30%).

Purchase About 13% of organisations would pay the proposed price or more (range 0–30%). The most common maximum is under half the proposed price (about 43%). Which terms would they prefer? Monthly leads clearly: about 57% (40–75%), ahead of pay per use at about 25%. What would stop them from adopting? Most cited: cost (about 80%), budget timing (about 54%), trust (about 50%). What would hold them back? Most cited: cost (about 80%), budget timing (about 50%), trust (about 46%). Purchases stall most at evaluation (about 34% of those that get that far stop there); about 1% are expected to go through without stalling.

Adoption What first step would they take? Ask peers leads clearly: about 64% (45–80%), ahead of book demo at about 17%. What would they use it for? Most cited: report and control (about 54%), serve customers (about 54%), comply (about 52%). The leading reasons are close; treat the order as a lean.

Not covered by this analysis: Evaluation, Retention. Adding more research questions to the brief would cover them.

Appendix

How the figures were worked out, the sources behind them and what to keep in mind.

All findings

Every finding from this analysis, strongest first.

Strong signal Who usually owns a purchase like this? Owner or ceo leads clearly: about 86% (70–100%), ahead of finance at about 6%.

Strong signal About 13% of organisations would pay the proposed price or more (range 0–30%). The most common maximum is under half the proposed price (about 43%).

Strong signal Finance leans against: half or more would be sceptical or block the purchase.

Strong signal How do they handle this need today? Manual process leads clearly: about 66% (50–85%), ahead of in house at about 15%.

Strong signal What first step would they take? Ask peers leads clearly: about 64% (45–80%), ahead of book demo at about 17%.

Strong signal Among the 50–199 employees, sw zone, financial institution group of organisations, "owner or ceo" is about 3% for "Who usually owns a purchase like this?", against about 86% overall.

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Strong signal Among the 50–199 employees, sw zone, education institution group of organisations, "owner or ceo" is about 14% for "Who usually owns a purchase like this?", against about 86% overall.

Strong signal Which terms would they prefer? Monthly leads clearly: about 57% (40–75%), ahead of pay per use at about 25%.

Strong signal Among the 50–199 employees, nw zone, industrial manufacturing group of organisations, "owner or ceo" is about 18% for "Who usually owns a purchase like this?", against about 86% overall.

Findings are read from the simulated results by fixed rules. A strong signal is bigger than the uncertainty in the figures; an early signal is not, so treat it as a lead to check.

How we worked this out

How the simulated market was built and how the figures were worked out.

We built the audience from Marketala's model of the Nigerian market, which is based on published statistics, and grouped it into 60 organisation groups. Each group answered the same fixed questions through an AI model, using a small sample of its members, 2 times over. We checked the answers and combined them in code: organisations count in proportion to the real organisations they stand for, and consumers as shares of the audience.

Every figure comes with a likely range (for example “about 40%, likely 30–50%”). The range shows how much the simulated answers varied, plus an allowance for model error; it is not a survey margin of error.

Sources

1. **SMEDAN and NBS — 2021 MSME Survey Report: enterprises by State, sector and size (reference December 2020)**

   National Bureau of Statistics · 2022-04-25 · strength A (Authoritative) · https://smedan.gov.ng

   Supports: Employee count band, Industry, Revenue band. Limitations: Survey estimates (weighted), not a census. Published cells are rounded independently, so parts and totals differ by ±1 in places; values are stored exactly as printed. Cells printed as '–' are not loaded (no estimate, not zero). Excludes enterprises with 200+ persons, finance and insurance, and public administration. ISIC sectors map to Marketala industries; administrative support, water/waste and other services all map to other_services. The uploaded copy was re-saved (LibreOffice, April 2026): the checksum covers that copy, not SMEDAN's original file. Publication date is not printed in the report, so the source stays draft until a date is confirmed. Publication date confirmed by Olatunbosun Olalekan on 2026-10-01: SMEDAN.

Attributes without a source are model assumptions, labelled as such in the population model; they are not listed here.

Limits of this analysis

What to keep in mind when using these results.

These results come from a simulation informed by published evidence, not from a survey of real people. Consumer results are shares of the audience, not head counts. Links between organisations and the consumers they serve are simulated too.

Limit 1	Answers varied noticeably between repeat runs
Limit 2	Most attributes used are model assumptions rather than evidence

About simulated results

Synthetic persona and organisation interactions in this report are model simulations informed by Marketala's evidence base. They are not equivalent to direct interviews or statistically representative surveys unless validated primary research has been separately incorporated. Synthetic personas and organisations are not real people or real companies.

Reference: 55c8fbe8

About Marketala

Marketala

Marketala is a product of ExperTrait Consulting and Management Limited.

This report gives you an evidence-informed view of how the Nigerian market is likely to respond. Before you commit budget, the ExperTrait team can review it with you and support the next steps of entering or growing in Nigeria with human, in-market work.

How ExperTrait can help

- A human review of this report and what it means for your plans
- Checking the findings with real customers, distributors and organisations
- Support with your market-entry plan and the people you need on the ground

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