

**THE INFLUENCE OF GREEN MARKETING STRATEGIES ADOPTED
BY AGROCHEMICAL FIRMS ON PERFORMANCE OF
AGROSTOCKISTS IN KERICHO COUNTY**

BY

WILLIAM K. NG'ENO

A Marketing Research Project Submitted in Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration, University
of Nairobi, School of Business

October 2011

DECLARATION

Declaration by the Candidate

This proposal is my original work and has not been presented for degree work in any other University.

William K. Ng'eno

D61/72421/2008

Signature

Date

Declaration by the Supervisor

This project has been submitted for examination with our approval as university Supervisors.

Dr. Justus Munyoki

Lecturer,

Signature

Date

School of Business, Kisumu Campus

ACKNOWLEDGEMENTS

There are many people who have been instrumental to the success of this project. First is to thank my supervisor, Dr. Justus Munyoki, for his support and guidance throughout this course. I would also like to thank my colleagues for their contribution and positive criticism that led to the fulfilment of the project.

Finally, I extend a hand of appreciation to the Ministry of Agriculture staff in Kericho and the managers of the agrochemical firms visited. Thank you for your time and generosity. This project would not have been possible without your input.

DEDICATION

This study is dedicated to my wife Edna Ng'eno, my brothers Peter and John, not to forget my dear parents Mr. and Mrs. Philip Chepkwony.

ABSTRACT

Although environmental issues has influenced all activities but very few academic disciplines have inculcated green issues into their literature. Even to date, it has not been inculcated a must be taught subject in all most all management and related higher education level but one business area where environment issues have received a great deal of importance is marketing. Smart business houses have accepted green marketing as a part of their strategy. Though our understanding about green marketing still is in the stage of infancy, this study identifies and explores key ideas in relation to promote green product that may be most relevant to both scholars and the practitioners of green marketing.

The purpose of this study was to examine the extent of green marketing practices and its influence on firm's performances. To fulfil the objectives of this study, two research questions were formed and a survey was conducted of ten key business enterprises in Kericho county.

The results indicate that the strategy is targeted to the mass market (no segmentation) and the best effort is through branding of shops with distinct colours. Findings also indicate that green marketing strategies differ for each firm and are done for different reasons but most dealers implement these strategies in order to acquire a competitive advantage in the industry. The financial benefits and the possibility of gaining a competitive advantage are the foremost incentives for implementing green measures.

TABLE OF CONTENTS

Declaration	i
Acknowledgement	ii
Dedication	iii
Abstract	iv
List of Tables and Figures	vii
Abbreviations	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.1.1 The concept of Green marketing	1
1.1.2 Firms' performance	4
1.1.4 The Agrochemical industry in Kenya	7
1.2 Statement of the problem	9
1.3 Objectives of the study	10
1.4 Value of the study	10
CHAPTER TWO: LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Green Marketing evolution	12
2.3 Green Washing	15
2.4 Green Marketing approaches	16
2.5 Implementing green marketing strategies	19
2.6 Conclusion	22
CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Research design	24
3.2 Population	24
3.3 Data collection	24
3.4 Data analysis and presentation	25
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION	26
4.1 Introduction	26
4.2 Background information of the study	26

4.3 Green Marketing practices	28
4.4 The influence of Green Marketing on stockist performance	32
CHAPTER FIVE: SUMMARY AND CONCLUSIONS.....	35
5.1 Introduction	35
5.2 summary and conclusion of findings	35
5.3 Recommendations	37
5.3.1 Recommendations for policy and practice.....	37
5.3.2 Suggestions for further study	38
5.4 Limitations of the study	38
REFERENCES	39
APPENDIX I: QUESTIONNAIRE	41
APPENDIX II: List of Key Agrovets shops in Kericho County	47

LIST OF TABLES

Figures

Figure 2.1 Greenwashing continuum	14
Figure 2.2 The Green Marketing Strategy Mix	27

Tables

Table 1.1 Possible performance metrics	5
Table 4.1 Distribution of agrovets by years of existence	34
Table 4.2 Daily sales in offpeak season	34
Table 4.3 Daily sales in peak season	28
Table 4.4 Extent of stockist involvement in Green Marketing	29
Table 4.5 Reasons for engaging In GM efforts	30
Table 4.6 Green marketing strategies used by agro-stockists	30
Table 4.7 Effects of green marketing on firms performance aspects	31

ABBREVIATIONS

AAK	Agrochemical Association of Kenya
AMA	American Marketing Association
BCS	Bayer CropScience
B2B	Business to Business
GM	Green Marketing
GTZ	German Technical Cooperation
GW	Green World
HSEQ	High health, Safety, Environmental protection and Quality
KENGAP	Kenyan Good Agricultural Practices
Ksh	Kenya Shillings
MOA	Ministry of Agriculture
NGO	Non Governmental Organization
UN	United Nations
US	United States of America

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

1.1.1 The concept of Green Marketing

According to the American Marketing Association, green marketing is the marketing of products that are presumed to be environmentally safe. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Yet defining green marketing is not a simple task where several meanings intersect and contradict each other; an example of this will be the existence of varying social, environmental and retail definitions attached to this term.

Green marketing refers to the development and distribution of ecologically-safe products. It refers to products and packages that have one or more of the following characteristics: Are less toxic, more durable, Contain reusable materials or made of recyclable material. In short, these are products considered “environmentally responsible”.

It can also be defined as, the application of marketing tools to facilitate exchanges that satisfy organizational and individual goals in such a way that the preservation, protection and conservation of the physical environment is upheld. It encompasses all activities designed to generate and facilitate any exchanges intended to satisfy human needs and wants, therefore it ensures that the interest of the organization and all its consumers is protected, as voluntary exchange will not take place unless the buyers and sellers are mutually benefited. The definition also includes the protection of natural environment by attempting to minimize the detrimental impact; this exchange has on the environment (Polonsky, 1994).

The environment’s role in business is profoundly obvious, but easy to overlook. It provides every business with its inputs, and a destination for all its outputs. It also provides the

business with the physical space within which its operations occur. For businesses dealing directly with environmental resources, such as agriculture, tourism or oil, the importance of the physical environment has always been apparent. Society in its present form and on its current trajectory of development, however, cannot be sustained indefinitely.

The physical environment has limited resources and limited capacity to absorb pollution and waste. The underlying cause of society's current unsustainability relates to the way in which economics and technology have come to dominate our thinking about business and the environment. Conventional marketing within industry is very much a product of this techno-economic perspective. This has created a 'grey' culture which is not sustainable and is therefore terminal. To transform this into a 'green' sustainable culture, there is a need to balance consideration of the economic and technical impacts and aspects of businesses with understanding of their social and physical implications.

It is now widely accepted that societies, economies, and the businesses within them need to find a more sustainable path to for future development. In the business world the vocabulary of management was suddenly expanded by the discussion of 'green consumers', 'green markets' and 'green products' and the practice of 'environmental' or 'green marketing', (Ottoman and Miller, 1999).

Majority of the companies improving environmental performance has, until recently, been a question of legislative compliance and occasional reactions to external events and pressures. It has only been companies in the front-line sectors such as oil, chemicals, power and cars that have gone beyond a reactive and tactical approach to green issues. However, by early 1990s a shift away from a technical-compliance oriented approach towards a more proactive green strategy orientation was noticed. Companies were increasingly pursuing competitive

advantage and product differentiation by increasing investment in environmental marketing, green design and improving overall corporate eco-performance, (Polonsky, 1994).

In addition to these externally motivated changes, the realization is dawning within industry that sustainability will not be reached simply by demand-pull from the market and compliance-push from the regulators. The changes that are needed to safeguard the future of the environment and the economy must partly be driven from the business community, which means they must proactively integrate eco-performance into the strategies, systems and cultures of the organization.

Biopesticides are non toxic and naturally occurring substances that help to control pests. The usage of biopesticides is growing worldwide at an impressive rate of 20% as they are now considered a viable alternative for chemical pesticides. Increasing concerns about environment pollution and toxic residual effects of chemical pesticides are driving the demand for biopesticides. Major global agrochemical companies such as Dow Agrochemicals are investing in the development of biopesticides products. At present, biopesticides cover more than 2% of the global pesticides market and their share is expected to increase tremendously in the next five years. Under this research; global biopesticides market is forecasted for 2010 – 2015 on the basis of products and geographies along with emerging trends and winning imperative analysis, (Intel 1991, *Green Consumer Report*).

A green marketing approach in the product area promotes the integration of environmental issues into all aspects of the corporate activities; from strategy formulation, planning, re-engineering in production process and dealing with consumers.

To remain competitive within the challenge thrown by the environment protectionists, the companies will have to find answer through their marketing strategies, product & service

redesign, customer handling etc. in this endeavor the companies may go for new technologies for handling waste, sewage and air pollution; it can go for product standardization to ensure environmentally safe products; by providing truly natural products.

1.1.2 Firms' performance

In an increasingly competitive globalized business world, radical innovation is central to the prosperous growth of firms. Indeed; radical innovation can render corporate giants extinct and transforms small start-ups into multinational superstars. Innovative firms are similar in important ways: they share the same cultural practices and attitudes, despite differences in location. Organizations measure their performance for numerous reasons. The major ones being:

Improvement: By tracking performance, companies can spot—and promptly address—problems such as declining customer loyalty, flattening profits, or defections of talented employees.

Planning and forecasting: Performance measurement serves as a progress check—enabling organizations to determine whether they're meeting their goals and whether they need to revise their budgets and forecasts.

Competition: When companies compare their performance against their rivals' and against industry benchmarks, they can identify weak areas and address them to sharpen their competitive edge.

Reward: By knowing how much employees have excelled in achieving goals, managers can distribute performance-based incentives and rewards fairly to their direct reports.

Regulatory and standards compliance: Many companies measure performance in order to comply with government regulations (such as antipollution laws) or international standards (for instance, ISO 9000). In its simplest terms, measuring performance means assessing business results to: (1) determine how effective a company's strategies and operations are and (2) make changes to address shortfalls and other problems.

Companies measure their performance using different methods and criteria. However, in many organizations, performance management entails examining the results generated by key business activities, using specific **performance metrics** (also known as measures). For each business activity, there are numerous possible metrics.

Table 1.1: Performance metrics for various business activities.

Business Activity	Possible Performance Metrics
Finance	<ul style="list-style-type: none"> • Profit margin (percentage of every dollar of sales that contributes to the company's bottom line) • Revenues
Marketing	<ul style="list-style-type: none"> • Market share • Customer profitability
Production	<ul style="list-style-type: none"> • Number of units manufactured within a specific time period • Number of items shipped on time • Machine changeover time
Sales	<ul style="list-style-type: none"> • Percentage of customer visits or phone calls that generate sales • Percentage increase in sales over previous quarter or year • Percentage of customers retained this period

Customer Service	<ul style="list-style-type: none"> • Number of customer complaints • Service-call response time
Purchasing	<ul style="list-style-type: none"> • Vendors' ability to provide services or materials on time • Defect rate of vendors' products
Quality	<ul style="list-style-type: none"> • Product yield: ratio of good products produced to total products started into production • Defect rates of a key process
Human Resources	<ul style="list-style-type: none"> • Workforce turnover • Absenteeism rates

Table 1.1: source; 'Performance Measurement in Service Businesses' by Lin Fitzgerald.

It is imperative that measures be selected for situations where they are most appropriate. This is particularly true in changing times as boundaries among the firm's various functional areas dissolve, and effective supply chain management requires evolving responsibilities and accountabilities. Choosing measures that meet the general call for characteristics such as reliability, observability, and ease of capture are not sufficient to guide measure selection. Measures must be consistent with the specific needs of the firm and be capable of communicating to those within the organization what type of performance is desired.

One way firms differentiate themselves in the marketplace is through their goals, and those goals determine the nature of firm operations. In turn, these goals affect the type of measures the firm should select for its logistics system. The potential exists for a disconnect between the logistics organization's measurement needs and the information reporting capabilities covering performance measures chosen by the firm. Just as referring to a thermometer for a

humidity reading is misguided, consulting a logistics performance measure for information it is incapable of reporting is similarly unproductive.

Performance measures can be grouped into two basic types: those that relate to results (outputs or outcomes such as competitiveness or financial performance) and those that focus on the determinants of the results (inputs such as quality, flexibility, resource utilization, and innovation). This suggests that performance measurement frameworks can be built around the concepts of results and determinants, (Boyd, 1997).

1.1.3 The Agrochemical industry in Kenya

The agrochemical industry sales has been expanding each year due to the rapid expansion of farming area and changes in technology from subsistence to modern commercial farming. This has necessitated entry of many players (especially Asian companies) and thus stiff competition, (AAK, 2011).

The most notable factors in the past years are the strong growth in dollar terms recorded by all the leading companies in the industry, and also that Syngenta overtook Bayer to regain the leading position in the industry. In addition to organic growth, several medium sized companies were again involved in a number of acquisitions from 2007 through to 2009, which has also enhanced their sales performance in 2009 in comparison with the previous year,(Farmlink,2010).

Over the last few years merger and acquisition activity within the agrochemical industry has been driven by the medium and smaller sized companies seeking to reposition their activities in response to the position of the six major R & D driven companies that lead the industry. Recent moves have been driven by strategies aimed at improving the distribution capability and the product portfolios of these operations, and 2008 saw a continuation of this trend.

The western part of the country is very vibrant in agriculture and has always been referred to as the country's 'Food basket' and thus the amount of pesticides used in the area is massive. The general trend used by most companies is to appoint key distributors who will manage the distribution of the products within the allocated territory with support from company sales representatives.

The major crops in the area include: Cereals, Vegetables, Horticulture, Sugarcane, Tea, Flowers and forestry. The vast agriculture nature of the area has seen a fast influx of agrochemical players in the area in order to increase their sales. This can be noted by stationing of sales representatives by companies in the area so that they can build on their marketing network, (Moa, 2010).

1.2 Statement of the problem

There is growing interest among the consumers all over the world regarding protection of environment. Worldwide evidence indicates people are concerned about the environment and are changing their behavior. As a result of this, green marketing has emerged which speaks for growing market for sustainable and socially responsible products and services. As resources are limited and human wants are unlimited, it is important for the marketers to utilize the resources efficiently without waste as well as to achieve the organization's objective, (Menon, 1997).

In Kenya, the agrochemical industry plays a pivotal role in that crop loss due to pests and diseases is above 50% and thus the industry ensures such losses are minimized. It provides massive employment to Kenyans in terms of procurement, processing, research, sales and marketing of pesticides. Due to intense competition, unlike the past where there were few players, many firms are striving to distinguish themselves in order to win the market. Such

has been noted through increased creative advertisements (print, radio & TV), increasing the field workforce and supporting social projects.

There is need to determine how best to adopt Green marketing strategies in order to boost firm's sales. The firms' growth will result in the overall agrochemical industry success and thus alternative employment for majority of Kenyans and thus help reduce unemployment.

If a paradigm shift from conventional to green marketing occurs, corporations will need to incorporate sustainability into their strategies or risk being left behind (Grant,2008).It will be important for organizations and marketers to be well-versed on the subject and have a thorough understanding of green marketing and how it can create value. Present Green marketing studies have focused on the strategies that have been employed in the telecommunication sector (Prakash 2002), electronic industry (Grant, 2008) and petroleum industry (Menon, 2003).

This study focused on the influence of Green Marketing strategies employed by agrochemical firms on the performance of agrostockists in Kericho County with an attempt to bridge the gap from other studies by seeking answers to the following research questions:

- (i) What are the GM strategies used by the Agrochemical firms in Kericho county?
- (ii) How do the GM strategies affect the sales of the firms and stockists?

1.3 Objectives of the study

The objectives of the study were:

- (i) To determine the Green Marketing practices used by agrochemical firms in Kericho county.

(ii) To establish the influence of Green Marketing strategies on the sales performance of Agrochemical stockists.

1.4 Value of the study

There has been little attempt to academically examine environmental or green marketing. For the Kenyan case, there has been no much work done about GM and thus academicians and scholars will use the study findings as a source of reference for other researches. In addition, academic researchers may need the study findings to stimulate further research and like any other research, it will yield new information and act as a resource material for other readers.

The current study seeks to raise ideas and issues in the hope that the various stakeholders and persons involved directly addressing issues related to marketing in the Kenyan industry will continue with the discussion. The management of the chemical companies will gain a better understanding of the current GM approaches to support overall marketing strategy and the impact it has on the performance of the whole firm. On the basis of the findings of the study, the management of the firms will implement decisions on GM marketing from an informed position.

This will help firms to focus on the different strategies and other activities inside the organization which enables them to properly and successfully implement green marketing and connect with their green consumer. Above all, it can also help to analyze the different positive impact of green marketing in terms of financial and non-financial performance and achievements of companies, particularly in this industry that is directly connected or concerned with the environment.

The final analysis should assist the industry players in determining whether to modify or maintain their marketing campaigns.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Green marketing concept is fairly young and as a consequence it has not been extensively explored or research yet (Grant, 2007; Hartman & Ibanez, 2006; Baker & Sinkula, 2005). Many corporations have implemented some form of green initiative but very few have actually established an enterprise-level green strategy. As much as it may vary depending on industry and possibly by individual business, early adoption of a formalized and well-articulated green strategy can allow companies the opportunity of a competitive advantage (Olson, 2008)

To define green marketing is not a simple task, the terminology used in this area has varied, it includes: Green marketing, Environmental marketing and Ecological marketing. While green marketing came into prominence in the late 1980s and early 1990s, it was first discussed much earlier.

This chapter will look at the genesis, evolution and development of green marketing also laying an emphasis on past research studies and gaps.

2.2 Green marketing evolution.

The term Green Marketing came into prominence in the late 1980s and early 1990s. The American Marketing Association (AMA) held the first workshop on "Ecological Marketing" in 1975. The proceedings of this workshop resulted in one of the first books on green marketing entitled "Ecological Marketing".

The first wave of Green Marketing occurred in the 1980s when Corporate Social Responsibility (CSR) Reports started with the ice cream seller Ben & Jerry's where the financial report was supplemented by a greater view on the company's environmental impact.

In 1987 a document prepared by the World Commission on Environment and Development defined sustainable development as meeting “the needs of the present without compromising the ability of future generations to meet their own need”, this became known as the Brundtland report and was another step towards widespread thinking on sustainability in everyday activity. Two tangible milestones for wave 1 of green marketing came in the form of published books, both of which were called Green Marketing. They were by Peattie (1992) in the United Kingdom and Ottman (1993) in the United States of America.

The term green consumer was first coined and used by environmental consultant John Elkington in 1986, while green consumerism was launched into the market place in September of 1988, together with the Green Shopping Week and the publication of The Green Consumer Guide. The said event had considerable media impact, and was followed by another promotion in 1989 and other publications. The campaign started a widespread feeling of public concern generated by a succession of environmental scares in the media, at the same time help to empower ordinary people to take action (Child, 1999).

Green consumers focus on availing green brand. Green brand is one that offers a vial eco-advantage over the incumbents and which consequently appeals to those who are willing to making green a high priority. There are strong green brands targeting both retail consumers and also B2B customers (Grant, 2008).

The rate of environmental degradation has intensified. The nineteenth century brought the first large scale pollution as companies geared themselves to produce goods as fast as possible, with virtual disregard for human or environmental well-being. Nations battled for industrial supremacy using raw materials and creating pollution at a staggering rate. As countries became economically stronger, competition also grew. More efficient production

methods were employed, and few companies, if any, gave a thought to the impact they were having on their surroundings. With the increase in water pollution from the chemical works, and air pollution from the iron and steel industry, towns and cities began to pay the price for high industrial productivity, (Turner, 1996).

As the 1980s progressed, it became increasingly clear that, although the starkest predictions of resource depletion and population explosion had failed to materialize, all was far from well with the planet. A number of published analyses of the environment showed that according to a wide range of indicators, the environment was coming under increasing stress. Concern among consumers and the electorate began to mount, with the inevitable consequence being that environmental issues moved from the fringes to the center of the business and political agenda, (Porter, 1995).

The past decade has shown that harnessing consumer power to effect positive environmental change is far easier said than done. The so-called "green consumer" movements in the U.S. and other countries have struggled to reach critical mass and to remain in the forefront of shoppers' minds. While public opinion polls taken since the late 1980s have shown consistently that a significant percentage of consumers in the U.S. and elsewhere profess a strong willingness to favor environmentally conscious products and companies, consumers' efforts to do so in real life have remained sketchy at best. One of green marketing's challenges is the lack of standards or public consensus about what constitutes "green", (Makower, 1990).

2.3 Green Washing

The menace of Greenwashing, according to oxford dictionary is "disinformation disseminated by an organization so as to present an environmentally responsible public image."

The normal business operations of every business inevitably have an impact on the environment. With consumers becoming increasingly conscious and critical of any negative environmental impacts, you don't have to look hard to find examples of companies that have gone green in an effort to persuade consumers that they're doing all they can for mother Earth.

The challenge consumers take on (with varying levels of diligence) is to identify which companies are authentically green, and which are imposters guilty of 'Greenwashing'. With regard to this, companies can be classified in a context of Greenwashing continuum:

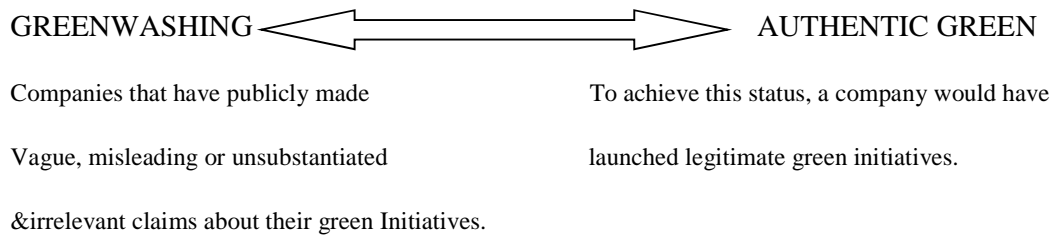


Fig 2.1 Greenwashing continuum (Source; Torque customer strategy publication, Feb 2008).

The Greenwashing index was announced at the 2007 UN Climate change conference held at Bali, Indonesia with an objective to eradicate bad environmental marketing claims and at the same time shine a positive light on companies making measurable reduction in carbon emissions related to climate change. Experts urged the consumers and the industries to be ever vigilant in preventing Greenwashing. They believed that one of the major factors that led to Greenwashing was the absence of a central agency to certify the green credentials of a firm. This allowed companies, even those with questionable green credentials to step forward and call themselves green.

2.4 Green marketing approaches

Although no consumer product has a zero impact on the environment, in business, the terms “green product” and “environmental product” are used commonly to describe those that strive to protect or enhance the natural environment by conserving energy and/or resources and reducing or eliminating use of toxic agents, pollution, and waste. Greener, more sustainable products need to dramatically increase the productivity of natural resources, follow biological/ cyclical production models, encourage dematerialization, and reinvest in and contribute to the planet’s “natural” capital, (Lovins, 2002).

Many people believe that green marketing refers solely to the promotion or advertising of products with environmental characteristics. Generally terms like Phosphate Free, Recyclable, Refillable, Ozone Friendly, and Environmentally Friendly are some of the things consumers most often associate with green marketing, (Siro, 1997).

In general green marketing is a much broader concept, one that can be applied to consumer goods, industrial goods and even services. For example, around the world there are resorts that are beginning to promote themselves as "ecotourism" facilities, i.e., facilities that specialize in experiencing nature or operating in a fashion that minimizes their environmental impact. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising.

When looking through the literature there are several suggested reasons for firms increased use of Green Marketing. Five possible reasons are as follows:

First, Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives. Secondly, Organizations believe they have a moral obligation to be

more socially responsible. Governmental bodies are forcing firms to become more responsible. The other reason could be due to Competitors' environmental activities pressure firms to change their environmental marketing activities. Finally, cost factors associated with waste disposal or reductions in material usage forces firms to modify their behavior, (Ottman, 2006).

There are numerous examples of firms who have strived to become more environmentally responsible, in an attempt to better satisfy their consumer need. McDonald's replaced its clam shell packaging with waxed paper because of increased consumer concern relating to polystyrene production and Ozone depletion. Xerox introduced a "high quality" recycled photocopier paper in an attempt to satisfy the demands of firms for less environmentally harmful products (Chopra, 2007).

This is not to imply that all firms who have undertaken environmental marketing activities actually improve their behavior. In some cases firms have misled consumers in an attempt to gain market share. In other cases firms have jumped on the green bandwagon without considering the accuracy of their behavior, their claims, or the effectiveness of their products. This lack of consideration of the true "greenness" of activities may result in firms making false or misleading green marketing claims, (Wong, 1996).

Since the mid-nineties environmental legislation has increased, leading to a higher level of awareness of environmental issues in the business community and many corporations being required to consider these issues in their strategic planning in order to meet stricter environmental standards (Olson, 2008).

Regardless of legislation and standards many people are calling for corporations in general to take more responsibility for their actions and the consequences thereof. One objective of a

marketing strategy is to optimize the marketing mix in relation to the wants and needs of the target market. Data from the targeted business consumers can provide valuable input for the decision making process. Mass-undifferentiated marketing will often fail to ensure customer satisfaction and profit and that segmenting the market provides a more realistic market interpretation (Fuller, 1999).

From an organizational standpoint, environmental considerations should be integrated into all aspects of marketing — new product development and communications and all points in between. The holistic nature of green also suggests that besides suppliers and retailers new stakeholders be enlisted, including educators, members of the community, regulators, and NGOs. Environmental issues should be balanced with primary customer needs, (Ottman, 1998).

In true green marketing, environmental issues become an overriding strategic corporate focus rather than simply one strategic action”. When forming a green marketing strategy it is important to realize that, just as in conventional marketing, there is no single strategy that will work for all companies (Ginsberg & Bloom, 2004; Fuller, 1999). Instead each company must examine what strategy will work best depending on its own individual objectives, resources, target market and competitive conditions (Polonsky, 2001).

2.5 Implementing GM Strategies

Implementing a GM strategy requires a fundamental, holistic, integrated approach across all functional marketing areas, including the entire marketing mix of targeting, pricing, design, positioning and promotion (Rosenberg, 2001). Only companies that are truly committed to environmental concerns and are willing to translate those concerns into action through marketing mix decisions can develop viable Green marketing strategies (Fuller,1999).

Environmentally superior strategies exist, which can create a competitive advantage by stimulating innovation and tapping into consumer concerns, (Porte,1995).Worldwide corporate practices suggest that a competitive advantage can indeed be earned and companies not implementing a GM strategy will be viewed as uncompetitive,unresponsive,and out of touch with emerging global markets,(Elkington & Fuller1994).

However, others argue that greening strategy is difficult to do in practice (Walley & Whitehead,1994).Managers need strategies that transform environmental investments into sources of competitive advantage by optimizing the economic return on their investments, (Orsato,2006).

Ginsberg and Bloom (2004) have come to the conclusion that there is no single GM strategy that is right for all corporations. They have developed four strategies that range from relatively passive and silent “lean green” approach to a more visible and aggressive “extreme green” approach; in between are “defensive green” and “shaded green”.

The Green Marketing Matrix is illustrated below;

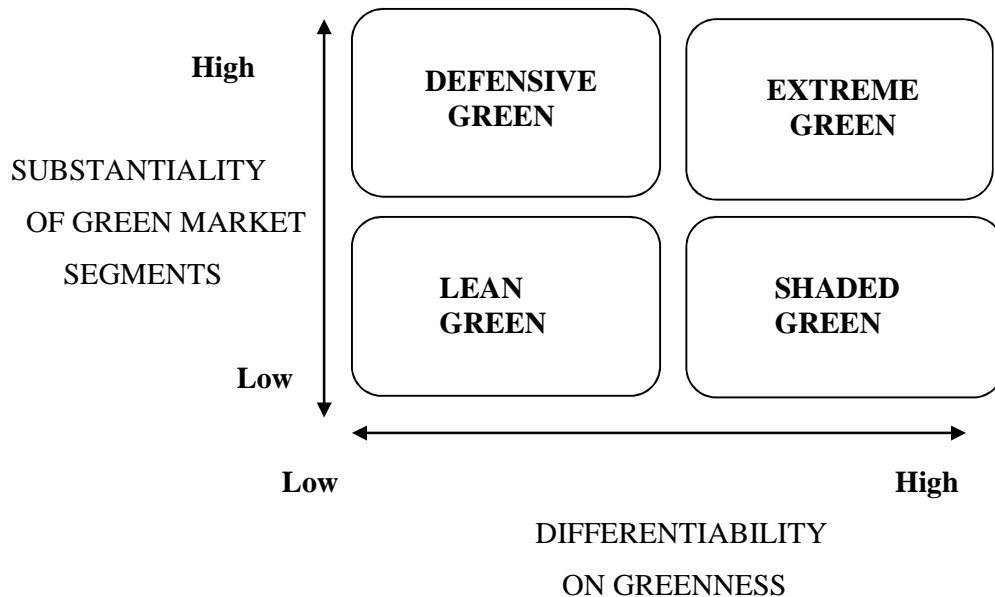


Fig 2.2: Source; The Green Marketing Strategy Matrix, “Choosing the Right Green Marketing Strategy”

These green marketing strategies should be derived from the likely size of the green market in their industry and the company's ability to differentiate their products based on greenness, (Ginsberg and Bloom, 2004).

Lean Green: Companies with this strategy do not emphasize publicizing or marketing their green initiatives even though they make efforts in trying to be good corporate citizens. Their interest lies in reducing costs and improving efficiencies through pro-environmental activities, thus creating a lower-cost competitive advantage, not a green one. For companies such as these, substantial amounts of money are not to be made from the green market segments. Instead; the main drive is to comply with regulations and finding pre-emptive solutions in the long term. Concerned with being held to a higher standard which they cannot always live up to or differentiate themselves from competitors, Lean green initiatives may cause all products to be labelled as green which may not be beneficial and therefore, creating a separate brand for environmentally friendly products is a safer approach.

Defensive Green: This strategy uses green marketing in response to a crisis, as a precautionary measure, or a response to actions made by competitors. Defensive greens have identified green market segments as important consumers that they cannot afford to alienate and will attempt to mitigate damage and enhance brand image. They do not spend resources on aggressive promotion of greenness as this would create expectations that they cannot meet, unless it would yield a sustainable competitive advantage.

Shaded Green: Shaded greens make substantial financial and non-financial commitments by investing in long-term, system wide, environmentally friendly processes. These companies are capable of significantly differentiating themselves and gaining competitive advantage

through greenness, but choose not to do so as they can make more money by highlighting other attributes. Environmental features are promoted as secondary benefits.

Extreme Green: These types of companies are based on holistic philosophies and values, fully integrating environmental issues into the business and product life-cycle. Greenness has often been the major driving force behind these companies from the very beginning. They engage in life-cycle pricing approaches, total-quality environmental management and manufacturing for the environment. Extreme Greens' products and services usually serve niche markets.

2.6 Conclusion

In essence, there is no definition of "how good is good enough" when it comes to a product or company making green marketing claims. This lack of consensus—by consumers, marketers, activists, regulators, and influential people—has slowed the growth of green products, because companies are often reluctant to promote their green attributes, and consumers are often skeptical about claims.

Despite these challenges, green marketing has continued to gain adherents, particularly in light of growing global concern about climate change. This concern has led more companies to advertise their commitment to reduce their climate impacts, and the effect this is having on their products and services.

Lack of proper knowledge by consumers about environmental issues, sometime causes problem for companies to present their products in market place as high percentage of customers still feel that environmental products do not work as well as conventional one; some time though the consumers are well aware about a particular issue, they are not willing

to pay a premium price for a green product. It appears that consumers are not overly committed to improve their environment and may be looking to lay too much responsibility on industries and government (Smithe, 1998).

All types of consumers, both individual and industrial are becoming more concerned and aware about the natural environment. As demands change, many firms see these changes as an opportunity to be exploited. It can be assumed that firms marketing goods with environmental characteristics will have a competitive advantage over firms marketing non-environmentally responsible alternatives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

A survey design was undertaken to accomplish this research. The basic idea behind this methodology is to measure variables by asking respondents questions and then to examine relationships among the variables thus surveys attempt to capture attitude or patterns of past behavior (Fowler, 1993).

A survey research presents all subjects with a standardized stimulus, and so goes a long way toward eliminating unreliability in the researcher's observations. Careful wording, format and content reduce significantly the subject's own unreliability (Kosecoff, 1985).

The researcher was able to administer the data collection tools to the respondents in their business premises with relative ease, and thus able to achieve maximum response rate.

3.2 Population

The target population consisted of 10 (ten) distributor agrovet stockists within Kericho County. These are appointed shops (by manufacturers) mainly doing distribution of agrochemicals to the other small agrovet in the region. The researcher utilized ministry of agriculture database which classifies the several agrovet as being dealer or retailer (M.o.A, 2010) in the selection category. There was no sampling as the entire population was involved, thus the study was a census.

3.3 Data collection

Primary data was collected from the General Managers of the agrovet stockists with the aid of structured questionnaires that was both open (inviting free response) and close-ended (Yes or No). The questionnaire was structured in two main parts. Part A captured the background information of the respondents and their businesses whereas part B included information on

pertinent issues touching on the objectives of the study. The researcher called and scheduled visits to the shops by making appointments early as to ascertain availability of the concerned manager.

A proper sequence of questions was used to reduce the chances of individual questions being misunderstood. The questions sequence was clear and smoothing moving meaning questions that were easy to answer were put in the beginning.

The researcher adopted questionnaires as a research collection tool because they are cheap and easy to administer. Data obtained by use of questionnaires are also easy to arrange and analyze because the researcher does not need to be physically present when the respondents are filling the questionnaires hence providing the respondents with free conducive atmosphere to fill the questionnaires (Fowler, 1993).

3.4 Data Analysis and Presentation

Once data collection was complete, data cleaning and coding was done. Then the refined data was analyzed using descriptive statistics which include; frequencies, percentages, mean scores and standard deviations. Statistics enable meaningful description of a distribution of scores or measurements using a few indices, (Mugenda 1999).

Frequency distributions were used to analyze demographic characteristics, the extent of dealer involvement in Green marketing and the major reasons for implementing such strategies. Likert scales were used to establish the importance of GM strategies and its effect on the firms' sales performance.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter covers the findings of the research and analysis of data. The study targeted distributor agrovet within Kericho County and achieved a 100 % response rate. The objectives of the study were to determine the Green Marketing practices employed by Kenyan agrochemical firms and its influence on stockists' performance.

4.2 Background information of the study

In order to understand and qualify the respondents (if they fit the target category), the study sought some background information including the location of the agrovet, period of existence of the firm and average sales during peak and off-peak periods.

The agrovet stockists that were involved in the study were located in different areas in Kericho County; Litein, Sotik, Chepseon and Belgut sub-counties. These shops are located in different areas across the county and it could therefore mean that the findings of the study were representative of the position in the county.

The study also captured the period of existence of the agrovet in the counties. The study revealed that 50% of the respondents had operated for more than 8 years and only 10% had been in the region for a year. From these results, most of the agrovet stockists had over 5 years of existence, this means that the stockists had been in existence long enough to present reliable results on the green marketing strategies and performance of the Agrovet. Table 4.1 shows the results;

Table 4.1: Distribution of Agrovets by years of existence

Years of experience	Frequency (n)	Percentage (%)
1-2 Years	1	10
3-5 Years	1	10
6-8 Years	3	30
Over 8 Years	5	50
Total	10	100

(Source: Survey Data)

The study captured the average sales of the Agrovet stockists during peak and off peak periods by questioning the daily sales values during this two seasons and the length of each season in a year. From the results, during off peak periods which last for 4 months, 10% of the firms had daily sales of over 450,000 shillings; 20% had daily sales of between 150,000 and 450,000 shillings and 40% had daily sales of between 50,000 and 100,000 shillings.

Table 4.2: Daily sales in Kenya shillings of the Agrovets during off-peak season

Average Daily sales (Ksh)	Frequency	Percentage
Less than 50,000	3	30
50,000 to 150,000	4	40
150,001- 450,000	2	20
Over 450,000	1	10
Total	10	100

(Source: Survey Data)

The study also investigated the daily sales during peak periods which lasts for 8 months, the average daily sales were as; total of 40% agrovets had daily sales of between 1 million to 1.5 million, 30% agrovets had between 0.5 million and 1 million shillings in daily sales during peak periods, 20% had over 1.5 million on average in daily sales and lastly 10% of the agrovets had sales less than Ksh 250,000. The results are shown in table 4.3 below;

Table 4.3 Average daily sales during peak periods

Average Daily sales (Ksh)	Frequency	Percentage
Less than 250,000	1	10
500,000- 1,000,000	3	30
1,000,000 – 1,500,000	4	40
Over 1,500,000	2	20
Total	10	100

(Source: Survey Data)

This portrays a clear picture that business is high for the peak (8 months) unlike the off-peak (4 months) seasons during the year. The peak season is on from March when long rains start and continues throughout the planting season upto when the rains subside in October. Green marketing efforts should target the peak season in order to achieve maximum results and high sales returns.

4.3 Green marketing strategies

The first objective of the study was to determine the current Green Marketing practices used by the Kenyan agrochemical firms. The researcher began by first enquiring from the respondents the extent to which they were involved in any manufacturer's program geared

towards Green marketing. From the results, majority consisting of 60% of the agrovets were extensively involved in such programs, 20% of the agrovets were very intensively involved while only 20% were a bit intensively involved. All the shops were involved in one way or another with Green marketing initiatives, this shows that the concept is gaining ground in the county.

The table 4.4 below summarizes the results;

Table 4.4: Extent of Stockists' involvement in GM strategies

Extent of Involvement in GM	Frequency	Percentage
Very extensively	2	20
Extensively	6	60
A bit extensive	2	20
Not at all	0	0
Total	10	100

(Source: Survey Data)

The study further sought to know the reasons why the agrovet stockists decided to join the manufacturers programs geared towards Green Marketing. The researcher therefore asked the respondents to explain the reasons for them engaging in Green Marketing.

A total of 80% of agrovets engaged in manufacturers efforts geared towards Green marketing did so because it increased the revenue of the organization, while 10% did so as a good public relations practice and 10% said that they did it because of ease in marketing of green products due to its uniqueness. Table 4.5 below shows the results;

Table 4.5: Reasons for engaging in Green marketing efforts

Reason	Frequency	Percentage
It increases revenue of our organization	8	80
It is a good public relations practice	1	10
Ease in marketing of green products	1	10
It is in line with corporate social responsibilities of our organization	0	0

(Source: Survey Data)

The other study findings showed that 60% of the respondents were not stocking new products prior to joining Green marketing initiatives. In addition, 80% of the organizations had added new products into their stores since they started engaging in green marketing while only 20% had not seen any change in their line of their products. This results show that green marketing has the effect of improving the amount and variety of goods stocked in the agrovets. This is an indicator that GM strategies can positively influence firms' performance.

The study concluded by investigating how the stockists rate the importance of the various green marketing initiatives using a five point scale. The marketing strategies questioned were branding of outlets with GM identification colours and Logos, training of counter sales/Distributors staff on Environmental safety, picking up of used containers to avoid environment contamination, a reverse logistic system and annual Rebate on volumes of Green products sold.

The respondents view on the strategies employed varied;but most of the respondents (50 %) preferred branding of the outlets with GM identification colours and Logos as a very important strategy. For the organizations, training of counter sales/Distributors staff on

Environmental safety was very important according to 20% of the respondents, 60% considered it as important and 20% said it was somehow important.

The studied agrovets also engaged in picking up of used containers to avoid environmental contamination. A total of 30% of the firms said that this strategy was very important, 40% viewed it as an important tactic and 30% said that this strategy was just slightly important.

Lastly, the respondents had a divergent view on annual rebates for volumes of Green products sold as a green marketing strategy. A total of 40% approved of this strategy as very important, 40% said that this strategy was important and 20% considered it as just important.

This is an eye-opener in the sense that green marketing should entail the application of marketing tools to facilitate exchanges that satisfy organizational and individual goals in such a way that the preservation, protection and conservation of the physical environment is upheld. It should entail all activities that generate and facilitate any exchanges intended to satisfy human needs and wants, therefore ensuring that the interest of the organization and all its consumers is protected, as voluntary exchange will not take place unless the buyers and sellers are mutually benefited.

Agrochemical firms should include the protection of the natural environment in their marketing campaigns and by attempting to minimize the detrimental impact its activities may have on the environment. The results are presented on table 4.6;

Table 4.6 Green marketing strategies used in the organizations

GREEN MARKETING STRATEGIES	Very important		Important		Somehow Important		Slightly unimportant		Unimportant	
	no	%	no	%	no	%	no	%	no	%
Branding of Outlet with GM identification colours and Logos.	5	50	4	40	1	10	0	0	0	0
Training of counter sales/Distributors staff on Environmental safety.	2	20	6	60	2	20	0	0	0	0
Picking up of used containers to avoid environment contamination. A reverse logistic system.	3	30	4	40	3	30	0	0	0	0
Annual Rebate on volumes of Green products sold.	4	40	4	40	2	20	0	0	0	0

Key: no. – Number, % - Percentage

(Source: Survey Data)

4.4 The influence of GM strategies on the performance of AgroStockists

The second and final objective of the study was to investigate the influence of the green marketing strategies on the performance of the Agrostockists in Kericho County. The enquiry began by first asking the respondents the influence that green marketing strategies has had on the revenue of their firms since their adoption.

From the results, 90% of the respondents confirmed that their revenue have increased after they engaged in Green marketing initiatives. This results show that adoption of green marketing increased the revenue of the agrovot stockists in Kericho County and is also an indication that green marketing efforts if they are well implemented can boost firm's sales.

The study further sought to know the perception of the stockists on green marketing strategies. This was done to establish how they view several aspects such as competitive advantage, competition pressure and corporate social responsibility of the Agrochemical firms. For each question, the score of the respondents were summed up and divided by the total number of respondents to give mean score.

A mean score greater than 3.5 meant that Green Marketing strategies influenced performance as captured in the question. All the statements had mean scores greater than 3.5 meaning that GM had enabled the agrovet stockists to achieve a competitive advantage leading to achieving more sales, easing competition pressures by keeping away competitors and achieving corporate social responsibilities. This was done using a 4 point likert scale as presented on table 4.7.

Table 4.7 Effects of green marketing strategies on different performance

Effects of adopting green marketing on performance	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean response
	no.	%	no.	%	no.	%	no.	%	
Since adopting GM practices we have had some competitive advantage leading to achieve more sales	3	30	4	40	3	30	0	0	4
Since adopting GM practices Competitive pressure has reduced	4	40	4	40	2	20	0	0	4.2
Since adoption of green marketing strategies we have achieved corporate social responsibilities.	5	50	4	40	1	10	0	0	4.4

Key: no. – Number, % - Percentage

(Source: Survey Data)

CHAPTER FIVE: DISCUSSION AND CONCLUSIONS

5.1 Introduction

This chapter presents summary of the findings, draws conclusion and presents recommendations on the findings of the study. This chapter further gives recommendations for further study.

5.2 Summary and Conclusions

The study involved 10 distributor agrovet stockists in Kericho County. From these results, most of the agrovet stockists had over 3 years of existence, this means that the stockists had been in existence long enough to present reliable results on the green marketing strategies and performance of the Agrovet. The agrovet had more average daily sales during peak periods compared to the off peak periods.

The study found that the majority of the agrovet were extensively involved in manufactures programs geared towards Green Marketing with a total of 60% being extensively involved and 80% of the respondents did so because it increased the revenue of the organization. This illustrates that GM is becoming a vital tool in marketing of agrochemical products.

The study also found that engaging in Green Marketing strategies increased the chances of stocking green products since a total of 60% agrovet stockiest were not stocking green products earlier but after engaging in the GM strategies all of them were stocking green products. Consequently, the total number of products they stocked also increased; with a total of 80% of the organizations having added new products into their stores after participating in Green marketing tactics.

The second and final objective of the study was to investigate the influence of the green marketing strategies on the performance of the Agrostockists in Kericho County. A total of 90% of the firms had their sales / revenue increased since they adopted the green marketing strategies. Green marketing efforts had enabled the agroveter stockists to achieve competitive advantage leading to achieving more sales, easing competition pressures by keeping away competitors and achieving good public image/relations.

The study found that the major GM strategies employed were branding of outlets with GM identification colours and Logos and training of counter sales/Distributors staff on Environmental safety. Adoption of these strategies lead to different outcomes such as improved sales and revenue, achieving competitive advantage leading to achieving more sales, easing competitive pressures by keeping away competitors and achieving corporate social responsibilities.

Therefore, Agro-Firms in order to succeed in their green marketing strategies they should incorporate a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Creativity is of essence in order to reach and appeal to the target market especially now that consumers are more environmental conscious. Green marketing presents an opportunity for firms to differentiate their offerings along this line.

A green marketing approach in the product area promotes the integration of environmental issues into all aspects of the corporate activities; from strategy formulation, planning, re-engineering in production process and dealing with the consumers.

5.3 Recommendations

5.3.1 Recommendations for policy and practice

The study recommends that the government should take lead through the ministry of agriculture in sensitizing the agrovets on the importance of green products so that more and more outlets see the need to engage in true green marketing.

The government should regulate the industry so that firms putting forward false claims or 'Greenwashing' are punished. This can be done by developing a policy framework in order to standardize quality of the products and reduce counterfeit products in the market.

Kenyan agrochemical firms should put in structures to monitor their product performance in the market and should also provide product stewardship at the end user level so that product usage is not at risk of the environment. Corporations must integrate greening into their business strategy and invest in the development of it as they would any other aspect of their business.

The ongoing marketing paradigm is based on using the earth's resources and systems in a sustainable manner. The traditional view on corporate social responsibility, which argues that corporation manager's and director's only responsibilities are the "owners" of the firm and to maximize profit, has started to change to include a responsibility not only to those with a vested interest in the corporation. Instead a company must consider the effect of its actions on all stakeholders, including nature and animals.

5.3.2 Suggestions for further study

The study suggests that similar studies be conducted in other counties for comparison purposes with the findings of this study and to understand regional perception of Green

marketing. There is need also to study the consumers' perception on green marketing initiatives.

The study also recommends that a longitudinal study be conducted to assess the green market strategies being used by the different agrovet stockist countrywide and the impact on performance over time.

5.4 Limitations of the study

There were a number of limitations that might have affected the outcomes of this study. One factor could be that, this study was conducted in only one county and therefore the findings of this study may not be representative for the whole country.

Some respondents may have feared to reveal too much to the study as they thought it would amount to them revealing their competitive strategies to competition.

REFERENCES

- AAK, (2007-2010), Agrochemical Association of Kenya **publications**.
- Boyd, Lynn H., and James F. Cox, III (1997) "**A Cause-and-Effect Approach to Analyzing Performance Measures**". *Production and Inventory Management Journal*.
- Chopra, S. Lakshmi (2007), "**Turning Over a New Leaf**", Indian Management, Vol-64.
- Crane, A. (2000), "**Facing the backlash: green marketing and strategic re-orientation in the 1990s**", Journal of Strategic Marketing, Vol.8, No.3, pp. 277-96.
- Dodds, John (August 11, 2006), "**Green Marketing 101**" (html)
- Elkington, J. (1994), "**Towards the sustainable corporation: win win business strategies for sustainable development**", California Management Review, Vol. 36
- Ginsberg. & Bloom, (2004), "Choosing the Right Green Marketing Strategy".
- Intel London (1991), "**The Green Consumer Report**".
- Karl E, Henion; Thomas C.Kinnear (January 1976), "**Ecological Marketing**":168, American Marketing Association.
- Kibera, F.N. and waruingi, B.C (1998), **Fundamentals of Marketing: An African perspective**, Kenya Literature Bureau.
- Kinsey, Joan (1999) **Marketing in Developing Countries**, Macmillan Publishers Limited.
- Kosecoff, J. (1985). *How to Conduct Surveys: A Step-by-step Guide*.
- Kotler K. (2001), **Marketing management**, 13thEdition, Pearson International, New York.
- Malunga, Siyanga (1995) **Introduction to Marketing in Africa**. Macmillan publishers Ltd.
- M.O.A (207-2011), **Ministry of Agriculture reports**, Kericho, Bureti and Kipkelion Districts.

Ottman, Jacquelyn (May 2002), **"The real News About Green Consuming"**.

Ottman, J.A. et al (2006), **"Avoiding Green Marketing Myopia"**, Environment, Vol-48,

Ottman, J.A. (1993), **"Green Marketing: Challenges and opportunities"**, NTC Business Books, Chicago, IL.

Porter, M.E., Van der Linde (1995), **"Green and competitive: ending the stalemate"**, Harvard Business Review, Vol.73, No.5, pp.120-33.

Rohita Kumar Mishra (2008), **A Conceptual Frame Work on Green Marketing.**

Smithe, T. (1998), **"The Green Marketing Myth: Tending out Goats at the Edge of Apocalypse,"** university of Toronto press, Toronto.

Siro Padolecchia (1997), **Marketing in the Developing world**, Vikas Publishing House, India.

Wong, V., Turner, W., Stoneman, P. (1996), **"Marketing strategies and market prospects for environmentally-friendly consumer products"**, British Journal of Management, Vol.7, No.3, pp.263-81.

APPENDIX 1: QUESTIONNAIRE

Dear Sir/Madam;

My name is William Kipkurui Ng'eno, a student at the University of Nairobi undertaking a Masters Degree in Business Administration at the school of Business. The purpose of this study is to evaluate the influence of the green marketing strategies used by agrochemical firms on your shop's performance. It is my belief that the research results will lead to structural and operational changes that will enhance industry performance in terms of Green Marketing.

This questionnaire has been designed to collect information from distributors of agrochemicals and is meant for academic purposes only. The questionnaire is divided into two sections. Please complete each section as per instruction. It is not mandatory to sign or indicate your name on the form but all the information will be treated confidentially.

SECTION 1: BACKGROUND INFORMATION

1. In which town is your Agrovvet located?

.....

2. How long has your store existed in the town?

.....

3. What was your store's 2010 Sales (Ksh?)

a) Less than 20 million

b) Between 21 to 50 Million

c) More than 50 Million

4. What are your average daily sales (Kshs) during?

a) Peak season.....Months.....

b)Low season.....Months.....

5. List the top five companies that you deal with, in order of purchases you make starting with the highest?

- a)
- b)
- c)
- d).....
- e).....

SECTION B: GREEN MARKETING STRATEGIES IN KERICHO

Please tick where applicable

6. (i) To what extent Have you been involved in any manufacturer’s program geared towards environment protection?

- a) Very Extensively
- b) Extensively
- c) A bit extensive
- d) Not at all

(ii) What made you join the programs?

- (a) It is a public relations tool
- (b)To increase sales
- (c) Green products are easy to sell
- (d) It is part of our corporate social Responsibility

7) (a) Were you stocking green products before you joined the program?

- Yes No

(b) What changed after you joined the program (in terms of product categories and brands carried)?

(i) Added new products to the store

(ii) No addition of new products

(iii) The product range has remained the same

8. a) What were your expectations when you joined the Green Marketing program?

(i).....

.....

(ii).....

.....

b) Have your expectations been met?

.....

Describe.....

.....

c) Have your sales increased since you joined the program?

Yes

No

d) If Yes, by what percentage (%).....

(9) How do you rate these Green marketing components? Please tick as appropriate along a five-point scale), Where (Very important=5; Important=4; Somehow important=3; slightly unimportant=2; and unimportant=1).

RATING					
COMPONENT	Very important	Important	Somehow important	Slightly unimportant	Unimportant
Branding of Outlet with GM identification colours and Logos.					
Training of counter sales/Distributors staff on Environmental safety.					
Picking up of used containers to avoid environment contamination. A reverse logistic system.					
Annual Rebate on volumes of Green products sold.					
Other (Specify)					

10. Listed below are some of the reasons for adopting Green Marketing practices, please indicate the extent to which you agree/disagree with the factors effects as practiced by the agrochemical firms..(Please tick as appropriate along a five-point scale), Where (Strongly agree=4; Agree=3; Disagree=2; and strongly disagree=1)

RATING				
Reasons for adopting GM practices.	Strongly Agree	Agree	Disagree	Strongly Disagree
Opportunities for competitive advantage (an opportunity to achieve more sales).				
Competitive pressure (Due to intense competition amongst the distributors, GM is a way to keep rivals at bay)				
Corporate social responsibilities(It is a firm's moral obligation to be more socially responsible)				

APPENDIX II: KEY AGROCHEMICAL DISTRIBUTORS IN KERICHO COUNTY

1. Paksons Enterprises-Kericho
2. Kipsigis Farmers Store-Kericho
3. Litein Veterinary Supplies-Litein
4. Sotik Farmers stores- Sotik
5. Chepseon Farmers stores- Chepseon
6. Elementaita Agrovvet- Kericho
7. Kiletien Agrovvet- Kipkelion
8. Rielco Stores- Sondu
9. Chemaluk Farmers Centre-Sotik
10. Mashambani Farmers stores- Litein