

**EFFECTS OF CENTRALISED TEXTBOOKS PROCUREMENT ON MARKETING
STRATEGIES OF KENYA LITERATURE BUREAU**

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.



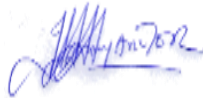
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DEDICATION

This project is devoted to my treasured Children, Daughter Quintain Nyangweso and Son Liam Okindo who have been part of my support system during my MBA program.

ABBREVIATIONS AND ACRONYMS

| | |
|--------------|---|
| EALB- | East African Literature Bureau |
| EAC- | East African Community |
| CMS- | Christian Missionary Society |
| KICD- | Kenya Institute of Curriculum Development |
| KLB- | Kenya Literature Bureau |
| ROA- | Return on Assets |
| ROE- | Return on Earnings |
| SAPs- | Structural Adjustment Programs |

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ABSTRACT

The government of Kenya has adopted the centralized textbook procurement of textbooks for schools in order to achieve recommended student to textbook ratio. The aim of this study is to determine the effects of centralized textbooks procurement on marketing strategies of textbook Publishers in Kenya a case of Kenya Literature Bureau. The study was anchored on marketing mix theory which encompasses careful selection of seven P's in order for business organization achieve its objectives and the Ansoff Product-Market growth matrix theory which involves varying product growth and market growth for marketing forecasting process. The research was a case study since the unit of analysis was a single entity that had respondents from heads of departments of the organization that is, Business Development, Sales and Marketing, Finance and Administration, Procurement and Customer Relations departments were interviewed for the study. Primary data was utilized by the researcher, which was obtained by way of interview guide. Content analysis was used since data collected was qualitative in nature. The results in this study showed that effects of centralized textbook procurement within the Kenyan publishing industry are directed by government a direction which in turn changes market response thus the affecting marketing strategies of players .Proper communication, dissemination of market information, intensive market research among others are very key during external business environment change.

CHAPTER ONE: INTRODUCTION

1.1.0 Background of the study

Procurement refers to the entire procedure of identifying a need, obtaining the requirements, sourcing of vendors and maintaining good relationship with the vendors and includes the tendering and direct purchase. In unpredictable and complex business environs, enterprises are advancing extra efforts for procurement relationships (Zhang & Chao, 2018). Better organized collaborations between purchasers and dealers are essential for attaining partnership fluency and increasing efficiency (Grudinshi et al, 2014). Centralized procurement refers to purchasing processes where all branches of an organization having an extensive geographical distribution makes purchases via a central office. All the required goods and services are made by a single unit (Business Dictionary). On the other hand marketing strategy is an approach an organization employs to offer its customers with right products at right price, effective promotional strategy and interrelate with their distributors thereby generating demand for their goods and improved business operations (Gituma, 2017).

Marketing mix theory encompasses a restrained and careful choice of the proportions for company's Promotion, people, product, price, process, place and Physical Environment (Muchiri, 2016). The firms marketing strategy should be identified by a receptive work organization, based on mutual associations within the firm and also in its relations with other business associates. Flexibility and adaptability are also considered as key management concepts to develop a sustainable competitive advantage. Ansoff Matrix theory advocated that there exists two effective methodologies of achieving a business growth which encompass differentiating goods to be sold (Product growth) and to which consumer goods are sold to (Market growth). When used together with the Ansoff Matrix, existing product varied with existing and new market while new product is varied with existing and new market, it offers four strategic possibilities each with different risk levels. The Ansoff Matrix is used in the strategy stage of the marketing forecasting process to ascertain which supreme tactic a company can utilize, moreover the matrix directs on the strategies that may be engaged throughout the marketing process.

Instructional Materials procurement by Kenyan schools is controlled by the Government. The government uses a booklet called Orange Book (List of Approved School Textbooks and Supplies) to enforce method of procurement. To ensure that the books are of appropriate quality,

fair priced and of acceptable standards the Orange Book is periodically created through vetting process administered by the Kenya Institute of Curriculum Development (KICD). Centralized textbook procurement in Kenya came into place to ensure procurement procedures are dared to a national open tender. The government is expected to procure one title textbook per subject for the schools while the other approved textbooks are to be procured as supplementary by schools.

1.1.1 Centralized textbooks procurement

Centralized procurement, defined as when every appropriate decision (what, how and when) to procure goods or services, either by competitive tendering techniques or by negotiations, are either controlled by the company head office or a central public entity entrusted to buying products to fulfill the desires of a firm or public entities and the contract conditions of the products attained are identical throughout a company's local branches or local public management (Dimitri et al., 2006). According to Thai (2001), the enactment of procurement methods needs to be prudent and cost effective. Thai (2001) also established a framework illustrating the extent of any procurement plan that encompassed five main components viz. creating policy and administration, approvals and appropriations, procurement protocols, procurement function in operations (processes, methods, organizational arrangement and procurement of labor force and reactions).

A study by Gakinya (2013) on inventory management and supply chain in Kenya, pointed out that stock managing, standardizing procurement and wholesale or bulk ordering are the modern tendency to centralized procurement in public entities. Lwiki, (2013) study on manufacturing business pointed out that along the lines of implementing inventory control; firms have shifted to unifying their procurement processes through embracing e-procurement, homogenizing their procurements on top of sticking to procurement protocols. Study by Mbuqe, Bongeka, 2020 on procurement of instruction materials in London district public secondary schools, established that even though centralized procurement is done from headquarters of an organization, other levels such as district and school levels are equally important in delivering relevant information.

Dimitri et al. (2006) reasons that e-procurement promotes centralization as it supports central purchasing entities to successively complete the procurement processes easily, while allowing for flexibility to local entities to satisfy supplementary requirements. Additionally, he pointed out that centralization amplifies the advantages of e-procurement which promotes effectiveness in bulk procurements. Angeles and Nath (2007) were of the opinion that companies needed to

embrace centralization of their purchasing processes as it guarantees enhanced governing within the procurement process which can lead to improved companies' performance.

1.1.2 Marketing strategies

Strategy refers to agreed managerial resolutions and arrangements that aim to distinguish the firm from competitors and maintain its economic gain. Business strategy of a firm must be fitting on the firm's mission, resources and environmental situations (Daniel, 2018). Marketing strategy is a tactic the company applies to offer its customers with right products at right price, effective promotional strategy and interrelate with their distributors thereby generating demand for their goods and improved business operations (Gituma, 2017). Conventionally, the elements of marketing were identified as 4P's denoting Product, Price, Place and Promotion. Extra 3P's were added mostly for service businesses viz.; People, Process and Physical Environment (Hashim & Hamzah, 2014). The marketing mix strategy encompasses every reaction of an entity in guaranteeing that the particular market influences their product demand positively. Businesses which seek to fulfill the consumer desires regularly have to pay attention to appreciating their consumers while developing suitable approaches to increase their performance (Muchiri, 2016).

Firm's marketing strategy ought to incorporate its capacity in a way aimed to utilize shared information, expertise and resources. This empowers companies to well satisfy customers' desires through added value services to their products (Elbanna and Child, 2007). Effective marketing mix can steer an entity towards their objectives and improved short-lived and long-lived company production. An operational marketing strategy must focus on an entity where it aspires to reach in future thus marketing strategy is considered a continuous process. According to John et al. (2008), firms should conduct an analysis of their external environment and identify the specific strategic opportunities and threats as such identification is very vital when designing strategic choices for the long-term. Reacting strategically to the business environs, the objective is to minimize the impact of identified threats or eliminate them all together and take advantage of the best opportunities. Strategic gaps (opportunities in the competitive environment that are not being entirely exploited by competitors) should be identified then exploited. Failure to respond to the environment leads to loss of market to the competitors and eventually collapse of the firm.

1.1.3 Publishing industry in Kenya

Educational publishing in Kenya started in 1894 by the Christian Missionary Society (CMS). The publishing industry has meanwhile developed from international owned to commonly locally owned companies. Most of the publishers in Kenya market are members of the Kenya Publishers Association (KPA). Kwani Trust publish is among few publishers specializing only in general books but most of publishing companies publish school textbooks. High profit margins are prominent due to large market from the schools in Kenya. There exist over forty publishing firms registered under KPA and are involved in school textbook publishing in Kenya. Currently, textbook business may be termed as profitable and advanced in Kenya (Chakava. 1996). In addition to publishing school textbooks, publishers also publish additional storybooks and revision books mainly classified as supplementary books.

Educational publishers in Kenya enter the schools textbook market by ensuring their titles are approved by KICD is in charge of quality assurance. According to Kenyan government (2012), KICD is mandated with the assessment, scrutinizing and endorsement of learning materials to be used in Kenya school curriculum from pre-primary to tertiary levels. KICD also develops broadcasts and transmits programs and learning materials through electronic media, distance learning and any other method of transmitting education. According to Bgoya et al. (1997), there are three sections which a book has to undergo under publishing companies. That is editorial, production and marketing. The editorial section deals with the development of textbooks from author's manuscript by editing, designing and illustrating. The editorial section may be divided into three segments based on subjects; sciences, languages art segments. The marketing section deals with updating customers with product availability, generating orders and delivery while carrying out market surveillance necessary for product development. The production section is responsible for the technical publishing process.

1.1.4 Kenya Literature Bureau

The History of Kenya Literature Bureau (KLB) dates to 1947 when the East African Literature Bureau (EALB) was established as the first publishing firm in Eastern Africa. EABL was made a Government department agency under the Ministry of Education when East African Community (EAC) collapsed in 1977. The department was later changed into State Corporation on 4th July 1980. One of the key mandates of KLB is to publish, print and distribute literary, educational, digital and electronic materials and works of every category.

Changes in KLB's operating environment have necessitated development of new business strategies to enhance its survival. Some of these changes include change of educational system; one textbook policy and distribution of books by government-appointed agencies. In addition, the business strategies adopted are aligned to the government development agenda and priority areas as outlined in Kenyan Vision 2030, the Medium-Term Plan III and the big four agenda. For effective and efficient execution of its functions, KLB continues to invest in human, capital and state-of-the-art technologies and quality management systems. Investment in human capital and appropriate technologies shall enable KLB to provide high quality publications and to make significant strides in printing services. Despite increased competition and changes in the business operating environment, KLB has maintained a leading position in the publishing and printing industry in the country. KLB has established publishing, printing, and marketing and distribution partnerships beyond the Kenyan Borders (KLB Strategic Plan 2019/20-2023/24).

1.2 Research Problem

Procurement techniques are central in every purchasing undertakings including leasing and hiring and where applicable may include other undertakings associated with the life cycle of goods or service contracts and the disposal of products which have been purchased (Bartik, 2009). According to Daniel (2018), the main aim of marketing strategy is to display the nature, strength, direction and interaction among the marketing mix components and the environmental dynamics in certain situations. Thus change in ways of procurement which is an external environment factor may affect the organization's marketing strategies positively or negatively. Precise and comprehensive data, with respect to the business environment help to streamline the improvement and evaluation of efficient marketing strategies used by a firm. Centralized procurement of products can variably affect the organization's product especially if it has the national brands which are formed and run by producers. They are basically well known, supported by producer advertisements, slightly pre-sold to consumers, involve small retailer investment in marketing and frequently denote maximum quality to consumers. Such brands take over sales in several product groups (Berman and Evans, 2004).

Studies done both nationally and globally on the need of marketing strategies of firms in various industries point out the need for marketing strategies can be reviewed. Covin, Green and Slevin (2006) found that marketing strategies are more likely to emerge and not explicitly intended than deliberate. Elbana and Child (2007) in their study found out that uncertainty is a vital component and impacts on the marketing strategy making process since it plays a key part in the strategy

making process. Locally, several studies have been undertaken in the Kenyan publishing sector. Studies single the problems stem from government policies and of late the globalization of the economy through the introduction of wider market liberalization, structural adjustment programmes (SAPs) from the World Bank and the requirements of the International Monetary Fund (IMF). Oriwo (2004) undertook review on the degree to which advertising by textbook publishing firms impact the customer preference of textbooks: The case of public primary school teachers in Nairobi. Analysis found that advertising was indeed effective in influencing customer preferences with highly advertised book titles being preferred by public primary school teachers. Iko (2006) carried out a review of strategic choices adopted by publishing firms in Kenya. He reported on various strategies adopted by publishing firms in Kenya including but not limited to cost, leadership, mergers and acquisitions, focus and outsourcing. Kimanga (2011) researched on the correlation between industry involvement and profitability in the Kenyan textbook publishing industry. The findings showed that despite the variations in the importance of policies, infrastructural development, finance, and general economic development and market developments in influencing the operations of Kenyan textbook publishing firms, the relationship between industry experience and profitability of the firms has been a moderate positive based on both ROA and ROE. However, none of these studies has considered the effects of the centralized textbook procurement on marketing strategies adopted by a firm yet the long-term success of the Kenyan publishing firms relies heavily on the marketing strategies adopted by a specific firm which is determined by the consumer procurement policy put in place. This underpins the importance of undertaking this study which is expected to answer the study query, “What are the effects of centralized textbooks procurement on the marketing strategies of Kenya Literature Bureau (KLB)?”

1.3 Objective of study

The objective of the study is to determine the effect of centralized textbooks procurement on marketing strategies of Kenya Literature Bureau (KLB).

1.4 Value of the study

This study contributes to the research on the effects of centralized textbooks procurement on the strategies of marketing in the light of the marketing strategies being affected by a centralized Government procurement. Particularly, it contributes to the growing body of research on how firms survive despite changes of procurement which is put in place to govern the industry they

operate in and the strategies they adopt to not only sustain and advance their competitive situations, but also to obtain new market share and diversification of business operations both locally and globally.

The executive and other employees of the different publishing firms in Kenya will find this study an instrumental basis in establishing and fixing their competitive strategies in the current changing and vibrant industry setting. The study will bring understanding on some of the encounters that may be met in the establishment and enactment of strategies and how to evade them. Policy makers may well utilize the findings of the study to detect and reduce gaps in the current marketing strategies thus increasing their competitive advantage.

The state and the industry regulators might find the information on how methods of procurement such as text books procurement affect a firm's adopted strategy and in turn develop policies that will lead and inspire firms in various industries in executing their strategies in a decent way. The outcomes of the study are anticipated to add to research and practice, by expanding on the strategies that are adopted by the organizations so as to cope with changing ways of procurement and still continue to be viable in the trade. The study also enhance to the prevailing body of information by inspiring ideas for more research by using the results and resultant recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews experiential literature on the effect of centralized textbooks procurement on marketing strategies. It will also show how the fundamental concepts anchor this study. It will expound the concept of centralized text books procurement and marketing strategies.

2.2 Theoretical Foundation

The study will be based on two theories, viz: Marketing mix theory by Grewal and Levy (2010) and Ansoff Product –market growth matrix theory (1965, 1987).

2.2.1 The marketing mix theory

Grewal and Levy (2010), established that when an organization has ultimately acknowledged and calculated the diverse development opportunities existing in the market, the real action of planning and implementing the marketing tactic commences. This will control what to do, how to do it and how much resources should be allotted to the process of execution. The marketing mix provides an optimal grouping of all marketing elements so that organizations can achieve their aims and objectives such as market share, sales volume profit etc. when used appropriately as a group of manageable variables, the marketing mix can be utilized to inspire the buyers' reactions. Hashim & Hamzah, (2014) expounded the theory by identifying the variables as 7 P's of marketing mix namely Price, Product, Promotion, place, People, physical Environment and process. Marketing mix strategy encompasses a vigilant and cautious selection of strategies and policies for organization of Price, Promotion, Product, Place People, Process and Physical Environment. This was agreed by Muchiri (2016) that all elements of marketing mix need to be efficiently calculated and applied so as to boost the value of product and services thus increasing customer satisfaction.

The Harvard Essentials (2006) points out that despite the prevailing business environment, the marketing design need to place a promotion with the chief purpose of achieving a company's marketing strategy. Additionally the proposal should aim to convert the product into an effective offering that fulfills the desires of the target consumer while satisfying the company's expectation for increased market share, improved sales growth and increased profit margins.

Organizations use marketing mixes in responding to market (external) forces and interior pressures that assist the organization realize its goals, Kotler & Armstrong (2012). An organization is thus needed to perform a conclusive research on its internal and external environment in order to come up with a suitable marketing mix. The capability based theories direct that businesses are a grouping of resources and abilities and should constantly invest in a distinctive method to sustain and increase their marketing experiences. A firm having a great marketing capability which encompasses identifying customer's needs and identifying the factors influencing their buying behavior is able to employ an appropriate marketing mix and put its products in the best position compared to its competitors.

2.2.2 The Ansoff Product-Market growth Matrix Theory

Ansoff developed a matrix which concerted on the company's capacities, in which capabilities and general strategies can be represented in four possibilities, that is, market development, market penetration product development and diversification. According to Ansoff, a company experiences market penetration approach when aggressively developing its current products and current markets. Lancaster (1988) describes market penetration as a development strategy encompassing same goods and services being offered into the same market segment. Kotler (2000) explained market penetration to mean whenever the products are unaffected and no new segments are entered into, in its place the company focuses on improving its existing internal abilities. McCarthy (2000) discusses that market penetration as attempts by a company to increase sales of its current product in existing market using a more marketing mix. Ansoff (1965, 1987) reasoned on product development as the emphasis on the desires of the existing customers and the broader consumer group. Kotler (2000) adds that in product development a company focuses on existing markets but improves new products for these markets. McCarthy (2000) concerted that product development accepts a bigger description of the business while the risk is presented in the coverage to one type of consumer so the firm must vigorously scan the environment. Despite the company operating in familiar markets, product development brings greater risk than market penetration as there is interest risk typically linked with a new product improvement. A research on product development established that Information and Communication Technology and SMEs companies in Kenya have implemented the strategy by revising versions of ICT products (Murigi, 2010).

Ansoff Theory (1965, 1987) discussed market development as using existing products and searching for new markets attained by venturing on previously omitted market segments, new

marketing and distribution channels and opening up new geographical regions. Lancaster (1988) reinforced market development as a strategy if the company's principal competencies were associated to the particular market segment. McCarthy (2000) established two potential methodologies of applying strategy of market development as pushing the current product to a new physical regions and increasing sales by attracting new markets sections. Murigi (2010) learned that changing of non-users in ICT SME companies to be exercised by majority compared to extension into new regions of the industry. Ansoff (1965, 1987) explained diversification in three levels: Interrelated markets with new consumers and markets; dissimilar markets by means of existing capital abilities where consumers and markets are different and separate markets which require new capital and abilities. Kleinschmidt (1986) admits diversification (new products and new markets) is more challenging strategy as compared to other growth strategies. The threat of the strategy is additionally instituted by Doyle (1994) by the reason that it needs to develop both products and markets which may function away from the central ability of the company. Studies by Klein and Lien on diversification ascertained that companies diversify when they have valuable and challenge to initiate resources that are valued across industries and while they have internal resource allocation systems. Existence of diversification strategy into related businesses was found to be favored by many of ICT SME companies in Kenya due to its characteristic risks and less experience (Murigi, 2010).

2.3 Empirical Review

J.M Ndungu, G.Ochiri (2017) in their study in telecommunication Sector, established that procurement policy minimized instances of immoral ways of doing business hence improving the firm's service to its customer's hence greater customer satisfaction leading to competitive advantage to the company. The study established that identification of the suitable procurement method and adopting appropriate marketing strategy combination was an important factor which contributed to customer satisfaction and organizational prosperity. Improved ICT systems was found to enhance and strengthen organizational infrastructure and capacity by improving employees' efficiency, service coordination and informational sharing within the organization and tracking of organizations' production and marketing.

A study of the Energy sector Case study of Kenya Pipeline Company done by Okundi K. L. and Kitheka S. (2019) on the effects of procurement practices on implementation of projects in Kenya Pipeline Company showed that procurement planning had a greater impact on successful project implementation of the pipeline company in energy sector. Companies are therefore

needed to adopt best strategies to match the selected method of procurement. People (All staff and public) are required to be involved at length in procurement planning in order for a company to successfully complete its projects in time hence achieving its set goals. The study also showed that procurement communication followed procurement procedures played a vital role in effective project implementation. Clear communication between top managers, external stakeholders including suppliers have great importance in project implementation in Kenya Pipeline Company since it ensures that the process of project implementation runs smoothly.

R. T. Kipkemoi (2017) conducted a study on a manufacturing company in Kenya which showed that organization objectives are achievement greatly depends on the successful implementation of procurement policies. Selection of right procurement practice ensure improved quality products and services that conform to customer demands, enhanced economies of scale, less wastage and ultimately high quality low priced products to consumers thus making an organization to achieve its objectives with ease. The study also showed that the selected procurement practice enabled the organization to achieve differentiation through improved customer service and reduced lead times. Proper structures and systems in procurement led to transparency, reduced production cost and accountability within the organization which led to increased customer service and the success of the company. Since the industry is very dynamic, adoption of a procurement policy should be followed with adjustments of the marketing strategies employed by the firm to allow proper coordination of both the procurement and marketing departments.

M. C. Kasiso (2017) did a research on effects of marketing Strategies on sales performance of small and medium enterprises in Kenya a case of SMEs in Central Business District in Nairobi and established that considerably majority of SMEs in Nairobi aused varied marketing strategies in order for them to strategically achieve the business goals and objectives. Procurement methods used by the players in the industry led to a different selection of marketing mix. Individuals who used centralized procurement method had a different selection of the marketing mix compared to those who used decentralized procurement method. Market penetration and price competition was employed by the SMEs.

A. Alavi, M Faryabi and S. K. Sadeghi(2014) conducted a study on the impact of marketing strategy alignment on supply chain performance a case of chemical industry in Zanjan province in Iran. They used two hypothesis viz H1: Marketing Strategy alignment in cemical companies positively and directly affects Supply chain management practices and H2: Chemical companies

with high levels of supply chain management practices will have the higher levels of supply chain performance and H3: chemical companies with high levels of marketing strategy alignment will have the higher levels of supply chain performance. The results indicated that the three main hypothesis and in all the variables of the model had a positive significant relationship with each other.

A. Anane, V. Adoma and G. Awuah (2019) conducted a study on effect of procurement practices on service delivery a case study of VRA in Ghana. The results of the study showed 73.6 % variations in service delivery were explained by procurement policy, procurement planning and sustainable procurement. The study showed that procurement policy is significant determinants of service delivery and a single change in procurement policy resulted in 62.3% change in service delivery. A single variation in procurement planning resulted in 2.7 % change in service delivery and a single change in Sustainable procurement resulted to 39 % change in service delivery. From the results of the study it follows that a change in procurement policy has a greater impact the service delivery of an organization.

The chief drive of marketing is to comprehend and satisfy consumers' needs. This can be realized when every supplier and distributor (i.e constituent of the marketing scheme) are matching and functioning in coordination (Kuester, Homburg & Robertson, 2006). They are on view that those better-perceived and successful marketing undertakings will assist in attainment of particular organization's objective for instance increased sales, higher profit margins, greater market share and enhanced competitive edge. The strategy of a firm must be fitting for its mission, resources and market environment where it is operating (Daniel, 2018). Businesses need to implement a new approach to marketing in changing environments, framing strategies which exhibit an attention on customers and their purchasing behaviors. Procurement policies dictated by the system play a central role on company's survival since its mandatory to adhere to the policy. Firms in the controlled industry need to adjust themselves in reaction to the changed policy. Firms which are not able to adjust quickly often end up collapsing. To use the adjustment processes, firms need to improve the competences to formulate, distribute and react to intelligence of the market (Hunt & Morgan, 2005). Thus companies may be required to adjust some or all of their marketing mix to withstand conditions in the controlled environment.

Business internal and external surroundings are dynamic therefore to remain viable, it is crucial for businesses to carry out regular market research so as to adjust its current strategies in accordance with the set policies. Companies that have the capability to learn promptly with

respect to the environment and to take action that information faster are finest positioned to realize more market share, sales volume, profits and competitive advantage. To help a company cope with market events and trends, internal logistic processes advance (Day, 2004). Amongst firm's processes that typically develop inside a firm are its strategic planning processes and the correlated processes it employs for exploring market data are considered amongst most essential (Moller and Anttila, 2007). Market oriented establishments possess the capability to collect, analyze and react to market intelligence on factors affecting the market and their circumstances well than less oriented competitors in the market (Jawarski and Kohli, 2003). This provides a market oriented company a solid base for rapid adjustments by knowing what consumers want, constructing the processes required to provide the value they want and becoming accustomed to those value generating processes as business environment fluctuate.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research methodology used to determine the effects of centralized text books procurement method on marketing strategies of KLB. The research methodology was discussed under research design, population of study, data collection and data analysis.

3.2 Research Design

Research design is a universal approach of the study in answering the study queries. It specifies the particular points of data gathering necessary and the studying locations and situations (Creswel, 2014). The overall objective of the study was to evaluate the effect of centralized textbooks procurement on marketing strategies of KLB. The research was to adopt the fundamental research design. The item of study was a single unit thus creating a case study. Case studies are used to analyze an occurrence or make hypothesis. Case study was recommended as the best when the investigator is interested in getting detailed information about a certain subject (Cooper & Schindler, 1998).

3.3 Population of the study

Population is a definite group of individuals, administrations, constituents, occurrences, collection of things or related components under investigation (Discombe, 2014). Five respondents from high-level management; that is one manager from each of the department notably; Business Development department, Sales and Marketing department, Finance and Administration department, Procurement department and Customer Relations department was used in the study. This population was preferred since the respondents had vast knowledge on daily proper running and major alterations on the company. Moreover, they were fully involved in the company's management including planning, control, decision making, strategy formulation and supervision.

3.4 Data collection

The research employed primary data, which was collected by means of an interview guide. The data was acquired from high-level management from Business Development, Sales and Marketing, Finance and Administration, Procurement and Customer Relations departments.

These departments were used as they were involved with product development process until the product reaches the consumer as well as receipt for money from sales. Also they were involved in daily running of the company as well as other management roles of the company. The study section was divided into two sections; pre-centralized textbook procurement policy section and post-centralized textbook procurement section, which necessitated the researcher to compare the company's marketing strategies between pre-centralized textbooks procurement era and post-centralized textbooks procurement era in order to conclude how the centralized textbook procurement influences the marketing strategies of a company.

3.5 Data Analysis

Content analysis was employed to analyze data. Data collected was qualitative in nature. According to Krippendorff, 2004 and Weber, 1990, Content analysis is a research method that involves a systematic examination of text including emblematic material and imageries, which are used to make replicated valid conclusions from the substance surveyed. The technique may well be employed in qualitative, quantitative or mixed method analysis containing many research objectives and queries. Content analysis was best technique to examine the given characteristic(s) that enabled the investigator to estimate the possibilities of designs in addition to understand the relationships among patterns hence helped the researcher in reviewing, developing and dissemination information on dissimilar studies.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter gives the analysis, interpretation and discussion of data on the effects of centralized textbook procurement on marketing strategies of KLB. The study used case study approach where five respondents were interviewed.

4.2 Response Rate

Response rate refers to the percentage of respondents who provide feedback to research questions. According to Mugenda and Mugenda, 2003, a response rate of 50percent is satisfactory for analysis and providing inferences. A rate of 60percent is good whereas a rate of above 70percent is super for analysis and reporting. The study was a case study of KLB on the effects of centralized textbook procurement method on its marketing strategies. The study used qualitative techniques which employed interview guide to get facts on the effects of centralized textbook procurement policy to the marketing strategies. The contributors of the study were got from heads of departments where managers of departments namely Business Development, Sales and Marketing, Finance and Administration, Customer Relations and Procurement were interviewed for the study. The study response rate was 100percent which is super for analysis and reporting.

4.3 Awareness and adoption of Centralized Customer Procurement method

The aim of this interview question was to evaluate whether the employees clearly understood the firm's customers' procurement method and whether the firm had incorporated the method. Submissions from the respondents showed that all respondents were fully aware of the centralized procurement method used by the customers and also the company had fully adopted the method. This result is well observed across the publishing firms since all firms were required to follow the centralized procurement method on school textbooks. Respondents agreed that each business is supposed to carry out a market research and use the information to adjust appropriately to customers demand in order for it to be competitive in the market. A unanimous response from respondents showed that resources in terms of well competent employees were added in some departments in order to apt the additional demands of the customers. Additional capital as well as change in organization structure is vital for every firm to fulfill its customers'

demands. This was deduced where all the respondents agreed that extra human, capital and a change in organization structure was made in order for the company to adopt to the centralized textbook procurement policy.

4.4 Centralized textbook procurement method on general market perception

The interview question sought to find out how the centralized method of textbook procurement impacted on the general printing industry. Respondents agreed that the method had changed the printing industry from a liberalized to controlled market. This was in terms of the quality and quantity of the products offered. Textbooks produced are of greater quality in order to pass the vetting process. In case the firm's product passed the vetting process and was selected, massive production of the product was required, enough for every consumer in the country. A common agreement by the respondents on the question of if centralized procurement offered a platform for creation of consistence quality products indicated that there was improvement on the quality identical textbook production. Customers' demand need to be fulfilled in entirety for company's product to be competitive in the market, thus the textbooks produced had to follow customer predetermined guidelines.

4.5 Effects of Centralized procurement method on KLB'S marketing strategies

The chief aim of this question was to evaluate the immediate effects of introducing the centralized procurement method on marketing strategies used by KLB on school textbooks. Submissions from the respondents pointed out that the organization had to abandon some of its former marketing strategies. The company improved some of the marketing it formerly used and also introduced new ones. According to the respondents this was done in order to suit the customers purchasing behavior. For firms to remain competitive there is need to vary its marketing strategies as per the needs of the business environment. A change in business environment such as customer procurement method a company is required to improve some of its marketing strategies and abandon the obsolete ones.

The respondents pointed out that there were variations in product pricing which was to be in line to the governments stipulated price. For a firm product to remain competitive than its rivals, its products should be of high quality and correctly priced. Moreover in a centralized procurement where vetting was involved, lower prices were more preferred to higher prices. The respondents agreed that pricing was based on careful consideration of factors as costs, demand, customer impacts, competitor prices and government policy. In textbook market the customer who is the

government determines the price of the school textbooks. Respondents also agreed that there was a change in the channels of distribution. Distributors/ outlets have reduced their activities as the company produces and distributes textbooks to schools. Respondents explained that under the centralized textbook procurement method, firms were required to produce and distribute books directly to the consumers (schools). The results of this finding indicate that under centralized procurement method direct distribution method is majorly used.

4.6 Effects of centralized textbook procurement on promotional marketing

This question was meant to inquire on changes which are experienced on promotional marketing as a result of adopting centralized textbook procurement method. Respondents pointed out that there was a greater change in promotional marketing where the company now uses selective promotional marketing. The company had shifted to technology in marketing employing social media such as; twitter, bulk SMS, direct emails and WhatsApp in doing the advertisements targeting specific clients. The company intensified its advertising campaigns targeting the private schools population, NGOs, and county governments. Also respondents informed that specific product advertisement e.g. advertising only on revision textbooks, story books and other non-school reading materials was introduced. There was restructuring of the consumer discounts and laying off some employees in the field sales and marketing department and added employees on market research team. The respondents perceived this as a strategy to cut on promotional marketing cost since the government was the major customer using the centralized purchasing method. This finding indicated that under centralized customer procurement policy there is less promotional marketing and increased market research thus the company needed to cut cost in it.

4.7 Effects of centralized textbook procurement on production process, customer service and product development

The question sought the effects of customer procurement method change on the company's production process, customer service and product development. Respondents reported that there were some changes in the production process where the company started outsourcing its product production. This was due to bulk one-time order by the government. Physical customer interaction was reduced as seminars were abolished and replaced by use of technology e.g. bulk SMSs targeting specific clients. There is reduced direct teacher engagement. Respondents noted that production for open market was minimized and new product was only developed under the guidelines from the government. Cautious printing was used to avoid overstocking thus reducing

on losses which may be inherent. Some respondents noted that due to mass production within a short duration of time allocated by the customer (government), customer service activities were slowed down. Respondents attested that the company had started printing customized products for NGOs, County governments, state corporations and individuals. The finding here indicate that under centralized method of procurement there is an influx of bulk orders and outsourcing for printing is employed. Further product development is only made as directed by the government and customized individual items. Customer activities are also reduced as one-time bulk orders are made from the government.

4.8 Effects of centralized textbook procurement on existing market for existing products

The purpose of this interview question was to find out how the centralized textbook procurement has affected KLB's existing market for its former products. Respondents largely pointed out that the method has seen the company retain its existing market. Some of the respondents noted that the policy had reduced the company's existing market. This is explained where some of the outlets (bookshops) were closed down as a result predetermined channel of distribution. Respondents explained on publishing quality and affordable textbooks as per customer demand, maintaining of customer list, use of selective marketing techniques, publishing of varied titles other than course books, availing products to customers efficiently and availing information to customers regarding new products promptly as the strategies geared towards converting the prevailing customer group for the company into a strong market share in the industry. The respondents noted that putting goals for customer retention and adopting it as a central part of planning process would be vital for customers as would inspire creation of noble relations which can probably surge customer optimism. Respondents viewed the factor on customer retention involved regularly creating ideas that result into great customer experience was enhanced through intensive market research and was identified as a factor that strengthens customer trustworthiness hence improving the company's market share.

4.9 Strategies employed to achieve market development under the centralized textbook procurement policy

This question was intended to analyze the strategies the company used in order to achieve market development in the centralized textbook procurement time. Submissions from the respondents pointed on revising existing textbooks as per customer feedback, carrying out continuous market

research and using the information from the sales team to develop new products as per market intelligent, shifting focus to more potential markets and channeling more resources into them as the important strategies employed by the firm to achieve market development. The respondents were in unison agreement that the company utilized the feedback from the customers before making any adjustment to the existing product. Respondents agreed that faster tracking of customers' responses and integrating them in developing new products was a crucial step taken by the firm which minimized the uncertainty of the products passing the vetting process. Respondents had a common agreement that listening and responding to their customers was key priority. Customers were continuously advised on fast moving products to minimize the storing cost. Timely communication on changes made on the product was made available to the customers. This was agreed it boosted the customer loyalty on the brand which enhanced market development under the centralized textbook procurement method.

4.10 Diversification under centralized textbook procurement method

This question aimed at determining the strategies the firm had put in place to achieve diversification under the centralized procurement method. Respondents agreed that the company had started venturing into printing and branding businesses for county governments, state corporations, ministries, NG-CDF, NGOs and individual customers in order to establish new markets with new products such as; receipt books, exercise books, caps, t-shirts etc .A unanimous agreement from the respondents was that introduction of e-books and phone applications were able to reach new markets and assisted greatly to online ordering of the company's products. According to respondents the company printing customized school products for the customers they were able to create new markets i.e the non-school markets. Respondents agreed that diversification was not able to be attained in full due to limited resources and the inherent risk of producing new materials for new markets thus this was done at a slow pace following the orders they got from individuals.

4.11 Customer activity under centralized school textbook procurement method

This interview question was looking for respondent's perception on the reactions their customers after the introduction of centralized textbook procurement method. The respondents noted that there was a decline in customer numbers as a result of closure of some bookshops. The respondents nevertheless concurred that the centralized procurement method resulted in increasing customer's confidence in the organization due to high quality, and timely delivery of

enough quantity of textbooks. This progress is important in building economical advantage and keeping the existing customers. Positive opinion by current customers confirmed by their readiness to place huge orders of non-school textbooks was critical in growing the market.

Respondents were in consensus that the longstanding achievement of the firm was majorly based on the client activity. Increasing manifestation in the marketplace through online advertising evidenced by an improved market share was regarded as a chief objective by the managers on its impact in developing the business. The interviewees noted that supporting positive customer activity was an indicator to progress of the firm after introduction of the centralized procurement method. Coming up with a growth strategy based on increasing customer base was built on attracting new business which meant drawing new customers by printing non-school materials and branding businesses. The respondents conveyed a mutual agreement that successful venturing into non-school markets was vital in extending to more customers in new markets. Introducing of e-books and online marketing was viewed to have boosted customer activity since they were able to access the reading materials online. The respondents pointed out that maintaining the brand was crucial in customer attraction therefore the KLB as a brand was not changed.

4.12 Customer retention under the centralized textbook procurement method

The aim of this interview question was to gather information on the tactics which the firm will use to maintain the customers of the firm amidst the alterations which the product experiential attributes will undergo as a result of the introduction of centralized textbook procurement method. Respondents viewed employing and training efficient employees - editors and designers the firm will be able to improve the quality of books produced as per the guidelines of the government. Also respondents pointed out on involving the consumers such as teachers in the production process such as writing books would enhance the image of the textbooks produced thus customers will be supplied with the products of required design, colour, quality and illustrations. Submissions from respondents pointed out that by continuous collection of feedback and reassurance from customers would make the customers familiar to the changed products' attributes. Respondents agreed that integrating the information drawn from various stakeholders would lead to a superb product which is familiar to the customers. This would help the consumers to view the product as an improved one rather than a changed product. Prompt communication to the customers about the alterations made on the product was considered by respondents to be vital since it would enlighten them more about the changed product attributes.

Respondents agreed that putting customers on focus by adhering to the customer's feedback on time, form and place utility would be achieved leading to increase in customer loyalty to KLB's brand. Respondents also echoed integrating the sales team information faster would increase the firm's capability to learn promptly on the market changes. Respondents in unison agreed that taking action to the information faster would position the firm to realize more market share, sales volume, profits and competitive advantage.

4.13 Discussion

The study perceived to assess the effects of centralized textbook procurement method on marketing strategies of KLB. The results gained from the study indicated that marketing strategy change was manifested due to the change in customer procurement policy. Abolishment of some of the marketing strategies, increasing resources in others and slashing the budget to others was an indication of transitioning and adopting a new suitable marketing strategy to suit the customer procurement method. The findings of this study were consistent to conclusions by John et al, 2008 that firms should conduct an analysis of their external environment and identify specific strategic opportunities and threat since such identification would lead to new set of strategies required to minimize the effects of the changed business environment. The chief aim of this study was in regard to the effects of centralized procurement method on the marketing strategies of KLB. This was evidenced through increasing, reducing or abolishment of some marketing strategies used by KLB. The study found that a change in the customer procurement method which is an external business environment brought a change in the marketing strategies employed by KLB. This was in line with Elbanna and Child, 2007 deductions that for company to endure business environment changes should seek to understand the customer needs and adjust appropriately and promptly on its strategies to suit the changed demands of the customers. Increased market research, reduced distribution outlets, increased customer activity, active product and market development were found to explain the some of the adjustments which were made by KLB as a result of change in customer procurement policy. Continuous market research was imminent. This was accordance with the conclusion of the study by Slater et al, 2010 that to facilitate the development and evaluation of effective marketing strategies for a firm requires a more accurate and complete data with respect to internal and external business environment. The role of market research was found to be vital for a prompt, easier and smooth company's reaction to the transitioning business environment.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the whole project. It offers a clear focus on the summary, conclusion and recommendations on the effects of centralized textbook procurement method on marketing strategies of publishing industry in Kenya. The summary discusses the key findings study on the effects of centralized textbook procurement method on the publishing sector in Kenya. Conclusions and recommendations present the closing reports for the study. Way forward for a company towards planning for external publishing business environment change is also presented.

5.2 Summary

The aim of this study was to analyze the effects of centralized procurement method in the publishing industry. Results of study indicated that centralized procurement method had an impact on the marketing strategy of a publishing firm hence affecting the whole industry. The study focused on major marketing strategies versus company growth. The study established that effects of centralized textbook procurement within the Kenyan publishing industry are directed on the government directions which in turn influences market reaction thus affecting marketing strategies of players in the sector. A company needs to consolidate resources to enable it to withstand an external business environment change. Moreover a thorough market research should be carried out, correct data presented and be promptly acted upon to enhance the survival of the firm. Balance of marketing budget should be prioritized as was evidenced in laying off of field marketing officers.

Additionally, the respondents accorded that to enhance company survival diversification need to be upfront. The study established that market research needs to be empowered to grasp customers' desires. Information got should be analyzed and be acted upon promptly. The study also established that customer communication in customer procurement method change is paramount in order to retain the market share. The study found that whilst procurement method changes the company retained its identity and its market share through vivid market research and resource mobilization interims of trained employees.

5.3 Conclusions

The study determines that the effects of centralized textbook procurement within the Kenyan publishing industry are directed on the government directions which in turn impacts market reaction thus affecting marketing strategies of players in the sector. This indicates that the way in which implementation is carried out contributes to customer's perception to as well as the company's action. Marketing strategies are centered on the customer reaction on the market behaviour. The study determines that adjusting the marketing strategies to enhance company survival was obligatory to attain satisfactory market share that maintained the company existence in regard to meeting the company goals and objectives. Also, the study concludes that vigorous market research enhances company's continuity and operational flexibility inclined to the market reaction during the procurement method change and in the future progress of the business.

The study concludes that firms' survival was largely based on the active market research which led to diversification. Quality of service delivery assured business continuity and set standards provided the strongest effect on customer attitudes and loyalty to the organization. As such, all managerial activities between pre and post centralized procurement method phases should be undertaken alongside to the operational procedures for provision of services to the customers. Continuous and parallel transformations were found to positively impact the market reaction. This tactic allows optimum stability during the changeover period without compromising on the brand rank within the segment of its core customers in the region.

The study concludes that negative factors can be prevented by way of effective communication and good customer relationships during implementation of centralized procurement method period. Important organizational information on how business is carried out its operations should also be done at the right time to the customers with sufficient details on the future direction. The study concludes that creation ways of communicating to customers directly will strengthen good relationship, which influenced customer loyalty. Communication was identified to be very important aspect in conveying information in regard to customer's queries on administration changes and business continuity.

5.4 Recommendations

The study wish to recommend;

Proper organization processes need to be communicated to all employees to ensure smooth transition to external business environmental change.

Timely collection, analyzing and disseminating market information to the stakeholders should be entrusted as a method to endure external business environment change.

Need to retain existing and venture new markets during transition period, a company should concentrate on market research and process the information consolidated faster.

It's essential to get customer comprehension on the market changes. Information from customers should be crucial in development of new products that will build demand in the market to enhance company survival.

Diversification is hard to achieve in an external business change environment, thus a firm need to conduct extensive market research and perform organization restructuring in order to maintain its existence in the market. Above all proper communication should be done to all the stakeholders.

5.5 Area of further research

The present study pursued the effects of centralized textbook procurement on marketing strategies in publishing industry. The study used case study method focusing on publishing industry. The researcher recommends future scholars to extend this assessment to the quantitative effects of centralized procurement method of school textbooks on the publishing industry. The researcher further recommends further research other strategies for enhancing a company survival during an external business environment change. Lastly the researcher suggests future scholars to evaluate on the adverse effects of changes in customer procurement method to companies.

5.6 Limitations of the study

The study is not sufficient enough to generalize results for greater population since the research was done at KLB head offices only. Most of the employees were not contacted since only top managers were only interviewed.

Case study method has got possibilities of errors; every respondent has an oblivious preference that inspires their mannerisms and varieties.

The results using Content Analysis method in data analysis are limited to the general denotations present in the data. Further, this methodology normally relies on soundness. Hence in order to validate soundness, the corrected results have to be well-matched with the interpretation which depends on the researcher.

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APPENDICES

Appendix I: Cover Letter

I am **Joel Onyiego Okindo**, a final year Masters of Business Administration in marketing student at The University of Nairobi. As a requirement of my master's program, I am undertaking a research study titled "**The effect of centralized textbooks procurement on marketing strategies of Kenya Literature Bureau**".

I graciously seek your time and knowledge to assist me gather information on the subject above by extending an invitation to you for an interview with me. Your responses will be treated in the most confidential manner. Thank you in advance for your co-operation.

Yours Faithfully,



Joel Okindo

Appendix II: Interview Guide

- i) Has KLB fully adapted to the centralized school textbook procurement imposed by the government?
- ii) Did you involve extra resources on the side of human, capital or organization structure change in order to transition smoothly to the centralized textbook procurement policy?
- iii) Has centralized textbook procurement impacted on the general market perceptibility for KLB in the country's printing/publishing sector?
- iv) Has centralized textbook procurement generated a broader foundation that enhances KLB struggles towards offering consistent/reliable substance for school textbooks?
- v) Has the company maintained its former marketing techniques used before and after introduction of centralized textbook procurement?
- vi) Are there any variations on the school textbooks and pricing that were made by the company in order to fit well in the market under the new Government centralized textbooks procurement?
- vii) Has centralized textbook procurement led to variations on the textbook distribution channels that were used previously?
- viii) How does the company approach promotional marketing of the products during this era of centralized textbook procurement policy compared to the previous era?
- ix) What deviations has the company experienced since the introduction of the centralized textbook procurement on the aspects of production process, customer service and product development?
- x) Has the company been able to retain its existing market on existing school textbook in the new centralized textbook procurement?
- xi) How do the marketing strategies employed bear the struggle to convert the prevailing customer group for KLB into a strong market share in the publishing industry?
- xii) In what way is KLB strategically set on marketing and business development in order to boost the company's market share under the centralized textbook procurement?
- xiii) Market development is vital and continuous undertaking of any company, how is KLB been able to achieve it in terms of customer reaction and sales performance in the scope of existing market after the transition to centralized textbook procurement?

- xiv) How does the firm undertake the aspect of diversification (introducing a new product into a new market) during centralized textbook procurement to ensure the firms sustainability and growth?
- xv) How would you describe the customer activity on KLB brand before and after introduction of centralized textbook procurement in the aspects of direct book sales, order book sales and continued loyalty to your company?
- xvi) What criteria is the company going to use to receive, accommodate and maintain customers' perceptions in regard to possible alterations on firm's product experiential attributes e.g. design, colour, quality, illustrations etc. in the centralized textbook procurement period?