

**GREEN MARKETING PRACTICES OF MEDIUM AND LARGE  
SUPERMARKETS IN NAIROBI, KENYA**

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**2013**

**DECLARATION**

This Research Project is my original work and has not been presented in any University or college.

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This Research project has been submitted for examination with my approval as the University supervisor

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## **DEDICATION**

I dedicate this Research project to God the Almighty for his infinite mercy and favor throughout my studies. I also dedicate this work to my family for their support throughout my journey in school, for shaping my life and teaching me to appreciate the virtue of patience.

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## **ABBREVIATIONS AND ACRONYMS**

<b>EC:</b>	European Commission
<b>KCPC:</b>	Kenya Cleaner Production Centre
<b>NCC:</b>	National Consumer Council
<b>NEMA:</b>	National Environmental Management Authority
<b>SCP:</b>	Sustainable Consumption and Production
<b>SPSS:</b>	Statistical Package for Social Sciences
<b>UK:</b>	United Kingdom
<b>UNEP:</b>	United Nations Environmental Programme
<b>USA:</b>	United States of America
<b>UN:</b>	United Nations
<b>ISO:</b>	International Organization for Standardization

## TABLE OF CONTENTS

DECLARATION .....	i
DEDICATION .....	ii
ACKNOWLEDGEMENT .....	iii
ABBREVIATIONS AND ACRONYMS .....	iv
LIST OF TABLES .....	ix
ABSTRACT.....	x
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1Background .....	1
1.1.1 Green Marketing Practices.....	2
1.1.2 The Concept of Supermarket .....	3
1.1.3 Supermarkets in Kenya .....	4
1.2 Research Problem .....	5
1.3 Research Objectives.....	7
1.4 Value of the study .....	8
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>9</b>
2.1 Introduction.....	9
2.2 Green Marketing Mix Elements.....	9
2.2.1 Green Product .....	9

2.2.2 Green Price.....	9
2.2.3 Green Place .....	10
2.2.4 Green Promotion.....	10
2.2.5 Physical Evidence .....	11
2.2.6 People.....	11
2.2.7 Probe .....	12
2.2.8 Process .....	12
2.3 Environment and Consumption .....	13
2.4 Corporate Response .....	13
2.5 Conceptualization of Green Marketing.....	14
2.6 Reasons for Practicing Green Marketing.....	15
2.7 Green Consumerism.....	16
2.8 Supermarkets and Green Consumption .....	17
2.9 Local environmental management efforts .....	18
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>19</b>
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 The Population .....	19
3.4 Data Collection .....	20
3.5 Reliability and Validity of Research Instrument.....	20
3.6 Data Analysis .....	21

<b>CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS OF RESULTS.....</b>	<b>22</b>
4.1 Introduction.....	22
4.2 Demographic Information of the Respondents.....	22
4.3 Position of the Respondent .....	22
4.4 Educational level of the respondents. ....	23
4.5 Working Experience .....	24
4.6 Duration of Operation.....	24
4.7 Size of the Supermarket .....	25
4.8 Green Marketing.....	25
4. 9 Extent of Applying Green Marketing Practices.....	26
4.10 Adoption of Green marketing as an Organizational Practice .....	27
4. 11 Possession of Environmental Policy by the Supermarket.....	27
4.12 Benefit of Green Marketing to Competitive Organizations.....	28
4.13 Value of the Environment to Supermarkets.....	28
4.14 Recognition of Effective Waste Management by the Supermarket.....	29
4.15 Department Concerned with Environmental Issues.....	30
4.16 Supermarket ISO 14001 Certification .....	30
4.17 NEMA regulation of the environment .....	31
4.18 Existence of Environmental Conservation Policy in the Supermarket.....	32
4.19 Importance Attached to Green Marketing Practices .....	32
4.20 Frequency of Application of Green Marketing Strategies by the Supermarkets .....	34
4.21 Challenges Faced During Adoption of Green Marketing.....	36



<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	<b>38</b>
5.1 Introduction.....	38
5.2 Summary of the Findings.....	38
5.3 Conclusions.....	39
5.4 Limitations of the study .....	39
5.5 Recommendation for Policy and Practice.....	40
5.6 Direction for Further Research .....	41
REFERENCES .....	42
APPENDICES .....	47
Appendix I: Introductory Letter.....	47
Appendix II: Questionnaire.....	48
Appendix III: List of Medium and Large Supermarkets in Nairobi, Kenya.....	52

## LIST OF TABLES

Table 4.1	Position of the Respondent .....	23
Table 4.2	Educational level of Respondents.....	23
Table 4.3	Working Experience .....	24
Table 4.4	Duration of Operation.....	24
Table 4.5	Size of the Supermarket.....	25
Table 4.6	Understanding Green Marketing .....	26
Table 4.7	Application of Green Marketing Practices .....	26
Table 4.8	Adoption of Green Marketing as an Organizational Practice.....	27
Table 4.9	Existence of Environmental Policy by the Supermarkets.....	27
Table 4.10	Benefits of Green marketing to Competitive Organizations .....	28
Table 4.11	Value of the Environment to the Supermarkets.....	29
Table 4.12	Recognition of Effective Waste Management by the Supermarket.....	29
Table 4.13	Department Concerned with Environmental Issues.....	30
Table 4.14	Supermarket ISO 14001 Certification .....	31
Table 4.15	NEMA Regulation of the Environment.....	31
Table 4.16	Existence of Environmental Conservation Policy by the Supermarkets .....	32
Table 4.17	Extent to which the Supermarkets Recognize Green Marketing.....	33
Table 4.18	Frequency of Applying Green Marketing Strategies by the Supermarkets..	35
Table 4.19	Challenges Faced by Companies while Turning Green.....	36

## ABSTRACT

This study sought to establish the level of green marketing practices adopted by medium and large Supermarkets in Nairobi Kenya. In terms of methodology, the study adopted a descriptive cross sectional survey. The target population of the study consisted of fifty-eight (58) large and medium sized Supermarkets in Nairobi out of which forty (69%) responded. Primary data were collected using semi-structured questionnaires with both close-ended and open-ended questions. The target respondents of the study were selected from the top management level at the head-office. Descriptive statistics were used to analyze the data collected from all the forty responding supermarkets. Measures of central tendency such as the mean scores and measures of dispersion such as the standard deviation were computed. Cross tabulation was done to relate the various variables under the study. The analyzed data were presented in the form of tables using frequencies, percentages, mean scores and standard deviation. The results revealed that green marketing practices were applied to some extent by the medium and large supermarkets. Some of the Green Marketing practices that the Supermarkets attached a lot of importance to are product packaging (with a mean score of 3.98 on scale ranging from 1 to 4 where 1= not important and 4 = very important), and disposal of product waste (mean score = 3.73). The results also revealed that the Supermarkets frequently engaged in various green marketing practices. Again product packaging (mean score =3.90) is the practice the Supermarkets most frequently engaged in. It was also found that the supermarkets face various challenges in their attempts to adopt green marketing. The study recommended that the government should intervene to assist the Supermarkets to turn green in their operations.

## CHAPTER ONE: INTRODUCTION

### 1.1 Background

The effects of climate change, along with pollution and depletion of non-renewable natural resources, has given rise to environmental awareness (Douglas, 2006). Concerns related to the environment are evident in the increasingly environmentally conscious marketplace. Over the years, a majority of consumers have realized that their purchasing behavior had a direct impact on many ecological problems. Customers adapted to this new threatening situation by considering environmental issues when shopping and by purchasing ecologically compatible products that are biodegradable like paint, Chlorofluorocarbons (CFC)-free hairspray or unbleached coffee filters. Perhaps the most convincing evidence supporting the growth of ecologically favorable consumer behavior is the increasing number of individuals who are willing to pay more for environmentally friendly products (Michel et.al, 2001).

In 1989, some 67 percent of Americans stated that they were willing to pay 5-10 percent more for ecologically compatible products (Michel, Jasmin and Guido, 2001). By 1991, environmentally conscious individuals were willing to pay between 15 - 20 percent more for green products (Suchard and Polonsky, 1991). In 1993, Myburgh-Louw and O'Shaughnessy (1994) conducted a mail survey of female consumers in the United Kingdom, (UK), to examine their perceptions of environmental claims on the packaging of clothes detergents. They found that seventy-nine percent of their sampled respondents agreed to pay up to forty percent more for a product which was identical in every respect to their own brand and which had been proven to be green.

Given the shifts in customer buying criteria toward environmental responsibility, corporate focus on this segment may provide a source of distinctive competitive advantage in the future. Consumers in recent years have also become aware of the damage being inflicted on the environment by businesses in pursuit of the bottom line. Government regulatory bodies and consumer pressure groups have aggressively lobbied for businesses to adopt green practices (Bateman and Zeithaml, 1983). Porritt and Winner (1988) argue that businesses can assist in protecting the environment by practicing green businesses in their day to day operations. Environment concern with regard to products and packaging materials should be given first priority by organizations around the globe.

### **1.1.1 Green Marketing Practices**

Green businesses is defined by Smith (2003) and Friend (2009) as businesses and practices that are viewed as environmentally sound, including the use of organic and natural products to build factories, tighter protection against emissions and environmentally friendly sourcing of materials. Zsolnai (2002) defines a green business as a business that has adopted the concept of environmentalism across the various functions of the business. Gilbert (2007) identifies a green business activity as any activity that is performed in a manner that has either limited negative ecological impact or directly benefits the natural environment in some way.

Consumers have become increasingly concerned about both the environmental effects of agriculture and the social effects of the globalization of food production, leading to increased support for 'alternative' and more sustainable food production (Burch and

Lawrence, 2005, 2007). This is evident by the rise of alternative food networks such as farmers' markets, community supported agriculture and box schemes where consumers seek to secure food from localized, transparent and 'green' supply networks (Morgan et al, 2006). This process of 'greening' where increased awareness of environmental degradation has created stronger discourses of sustainability, corporate responsibility, and environmental protection for consumers has opened up new spaces for actors, such as those in the retail sector, to shape the global agri-food system (Smith et al., 2010).

On the basis of their depiction as legitimate representatives of consumer interest, Supermarkets have emerged as key sites of power (Marsden et al., 2000; Dixon, 2003; Hattersley and Dixon, 2010), by creating private industry responses to recent consumer greening (Burch and Lawrence, 2007). This signifies a shift from previous food manufacturer-controlled supply chains, to those that are directed by consumer demand and corporate competition to capture the market for the 'green' products that consumers increasingly demand. According to food regimes theory, these trends are characteristic of food production and consumption on a global scale (McMichael and Friedmann, 2007).

### **1.1.2 The Concept of Supermarket**

There exists a number of definitions for the term, Supermarket. Most of them revolve around the characteristics. Baker and Battleworth (1956) said Supermarkets are basically grocery stores but usually have departments selling non-food items and at least the grocery department is operated on a self-service basis. Kibera and Waruingi (2007) define Supermarket as a large scale retailing institution with several departments

operating primarily on a self-service basis. Stanton, Etzel, and Walker (2007), point out that a Supermarket can be described as a method of retailing and a type of institution.

As a method of retailing, a Supermarket features several related product lines, a degree of self-service, largely centralized checkout, and competitive prices. As a type of institution, a Supermarket offers a moderately broad deep product assortment spanning groceries and some non-food lines. Some Supermarkets use price offensively, featuring low prices to attract customers. Others use price defensively relying on leader pricing to avoid a price disadvantage. Having very narrowed gross margins, supermarkets need high levels of sales turn-over to achieve satisfactory returns on invested capital (Kibera and Waruingi, 2007).

### **1.1.3 Supermarkets in Kenya**

In Kenya, Supermarkets started in up-market sections of the cities of Nairobi and Mombasa, and then spread into middle-class and to poorer consumer markets, and from large cities to secondary towns within the country. Supermarkets have then spread from Kenya to less urbanized countries like Uganda, Rwanda and South Sudan (Mukuria, 2011). This study concerns itself with the mainstream supermarkets. These refer to those with fifty or more employees in their day to day operations and cover from 15,000 to 60,000 square feet in area (Njenga, 2006). Supermarkets have revolutionised the products and are rapidly penetrating the urban retail food market in Kenya and spreading beyond the initial market niches to food markets of the lower income-groups (Kiumbura, 2000). Having penetrated the processed and staple food markets earlier, they have

recently begun to make inroads into the fresh fruits and vegetables markets (Mukuria, 2011).

In terms of the presence of Supermarkets, Kenya is the second most advanced country after South Africa, with over 206 Supermarkets and 18 hypermarkets (Economic Survey 2009).

There are at least six big Kenya owned Supermarkets including Nakumatt, (which is the largest), Chandarana, Uchumi, Tuskys, Naivas and Ukwala which is the smallest of the giants (Njenga, 2006). There are at least 165 supermarkets and 13 hypermarkets in Kenya's cities and largest towns of Nairobi, Mombasa, Nakuru, Eldoret and Kisumu, (Economic Survey, 2009). Supermarkets in Kenya have moved on to create brand differentiations in order to position themselves and have also introduced customer loyalty cards and 24 hour shopping concept and price uniformity across outlets. All these have led to increased Supermarket power.

## **1.2 Research Problem**

The natural environment has become an important variable within current competitive scenarios, and businesses are developing new and innovative ways to enhance their global competitiveness (Lin and Ho, 2008). The importance of minimizing the negative environmental impacts of products by looking at all phases of a product life-cycle and taking action where it is most effective was highlighted in the Communication on Integrated Product Policy (IPP) of the European Commission. Environmental effects of economic activities are ultimately driven by the consumption of households and



governments: both directly, as effects from products' use, and indirectly, as effects from the manufacture of products and from post-consumer waste management (Tucker and Jansen, 2006). A business can enhance its competitiveness through improvements in environmental performance to comply with environmental regulation, to address the environmental concern of customers and to reduce the environmental impact of its product and service activities.

As there are many unnecessary, inefficient, wasteful and harmful products and processes in everyday life, there is quite plenty of space for improvement in order to meet people's actual needs and aims in a better way. Kiongera (2003) observed that businesses are becoming more responsible in dealing with environmental issues. Their approaches have been labeled 'green' marketing practices, These include the development and production of products with biodegradable packaging, use of recycled materials, design and marketing of products that are environmentally safe to produce and use as well as reducing air pollution. An example of a company that has responded positively to environmental concern is Bamburi Cement Company by rehabilitating degraded land through establishment of forestation programmes, wildlife, fisheries and environmental education centers (National Environmental Management Authority Report, 2001).

Related studies that have been done on green marketing practices in Supermarkets clearly indicated that the concept of green marketing was not given full attention by various organizations. For instance, a study by Mukuria (2011) established that, most of the Supermarkets in Kenya did not adopt the practice due to high costs that were experienced in implementation. Mwangi (2011) found that most of the consumers did not value the

packaging materials that were used by Supermarkets due to little information on green marketing. Ongulo and Kariuki (2011), among others, noted there were challenges faced by Supermarkets when trying to adopt green marketing practices.

Kiongera (2003) conducted a study whose objectives were to identify green marketing practices adopted in cement industries; identify factors that led Kenyan firms in cement industry into adopting green marketing; and, find out challenges faced by Kenyan firms in the cement industry while turning green. His findings were that there was an emerging theme of recognizing impacts firm activities had on the environment. A study carried out by Kenyatta (2004) identified that most organizations did not value green marketing practices due to inadequate technology on waste management.

Arising from the findings of the above studies, it is clear that there are many areas about green marketing practices that have not yet been fully addressed in Kenya. It is for this reason that the study seeks to establish the extent to which green marketing practices are adopted by Supermarkets in Nairobi, Kenya. The study will be guided by the following research questions: What are the green marketing practices applied by medium and large Supermarkets in Nairobi, Kenya? and, What are the strategies being followed by Supermarkets to encourage adoption of green consumption among customers in Kenya?

### **1.3 Research Objectives**

- i. To establish the types and levels of green marketing practices adopted by medium and large Supermarkets in Nairobi Kenya.

- ii. To assess the strategies being followed to encourage adoption of green consumption by customers

#### **1.4 Value of the study**

The findings of the study will be beneficial to various stakeholders. Kenya, like many other developing countries, is faced with the task of promoting economic development that meets the needs of its population and at the same time ensuring that the environmental systems and services on which the people rely are not destroyed or exhausted. The study will help supermarkets to gain increased awareness with regard to green marketing practices and environmental conservation.

The study will be beneficial to National Environmental Management Authority (NEMA) since new knowledge will be generated for effective policy formulation on environmental management. The government will also become aware about challenges faced by supermarkets as they can seek to implement green marketing practices and establish effective policies that preserve the environment.

Consumers and the wider society will gain information with regard to green marketing practices and green consumption. As the wider society adopts green consumption it will gain from decreased environmental pollution and as a result, a cleaner environment. In the long-run as the society adapt increasingly to the strategies of reduce, recycle and re-use it could lead to reduced disposal and packaging costs, and, eventually also cut on production costs of various goods.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter outlines Green Marketing Mix Elements, Environment and Consumption, Corporate Response, Conceptualization of Green Marketing, Reasons for Practicing Green Marketing, Green Consumerism, Supermarkets and Green Consumption and Local environmental management efforts.

### **2.2 Green Marketing Mix Elements**

#### **2.2.1 Green Product**

The products have to be developed depending on the needs of the customers who prefer environment friendly products. Products can be made from recycled materials or from used goods. Efficient products not only save water, energy and money, but also reduce harmful effects on the environment. Green chemistry forms the growing focus of product development. The marketer's role in product management includes providing product designers with market-driven trends and customer requests for green product attributes such as energy saving, organic, green chemicals, and local sourcing. For example, Nike is the first among the shoe companies to market itself as green (Mungai, 2006).

#### **2.2.2 Green Price**

Green pricing involves price specified in the light of company's policies with regard to environmental consideration imposed by rules and company instructions or initiatives. Green pricing takes into consideration the people, planet and profit in a way that takes care of the health of employees and communities and ensures efficient productivity.

Value can be added to it by changing its appearance, functionality and through customization (Mungai, 2006).

### **2.2.3 Green Place**

This is related to distribution channels used that deal with green products, and which are appropriate for consumers, in terms of facilitating their delivery, and to secure cycling procedures conducting within environmental conditions and requirements. Green place is about managing logistics to cut down on transportation emissions, thereby in effect aiming at reducing the carbon footprint. For example, instead of marketing an imported mango juice in India it can be licensed for local production. This avoids shipping of the product from far away, thus reducing shipping cost and more importantly, the consequent carbon emission by the ships and other modes of transport (Kotler, 2007).

### **2.2.4 Green Promotion**

Green promotion involves configuring the tools of promotion, such as advertising, marketing materials, signage, white papers, web sites, videos and presentations by keeping people, planet and profits in mind. British petroleum (BP) displays gas station with its sunflower motif and boasts of putting money into solar power. Indian Tobacco Company has introduced environmental-friendly papers and boards, which are free of elemental chlorine. Toyota is trying to push gas/electric hybrid technology into much of its product line. It is also making the single largest R&D investment in the very-elusive hydrogen car and promoting itself as the first eco-friendly car company (Mungai, 2006).

International business machines Corporation (IBM) has revealed a portfolio of green retail store technologies and services to help retailers improve energy efficiency in their

IT operations. Green marketer can attract customers on the basis of performance, money savings, health and convenience, or just plain environmental friendliness, so as to target a wide range of green consumers. Consumer awareness can be created by spreading the message among consumers about the benefits of environmental-friendly products. Positing of profiles related to green marketing on social networks creates awareness within and across online peer groups (Mungai, 2006)

### **2.2.5 Physical Evidence**

It involves elements within the store, the store front, the uniforms employees wear, and signboards that assure customers about quality services provided by the organization. The physical layout and appearance of employees of an organization serve as evidence to potential prospects of goods and services in a market (Peattie and Crane, 2005). The customer confidence concerning the product/service on offer is based on tangible aspects of the organization. Documents issued after payment, marketing materials and customers product user guide materials promote customer loyalty to the brand hence repeat purchase behaviour (Kotler, 2007). Companies need to encourage customers to purchase products/services by the support of materials that provide adequate information concerning the product to customers at the right time and in the right form. Marketing materials should be recyclable and environmental friendly.

### **2.2.6 People**

It involves employees of the organization with whom customers come into contact with. Courteous employees with a mix of skills to handle customer complaints and give long term solutions are a key resource to any competitive organization (Peattie and Crane,

2005). Employees with professional appearance and knowledge promote the image of the company in the market positively. Creative employees who identify customer needs and wants in the market are main assets of competitive companies operating in the global market. Managers who can anticipate future environmental changes in customer needs and wants and formulate effective proactive marketing strategies are key assets of any successful company in the global market.

### **2.2.7 Probe**

It involves researching the market so as to understand or get insight into it. It also entails segmenting the market. Managers who are able to segment the market then prioritize the markets to target. This is followed by positioning that is, the company positions itself and its products, which is actually deciding role to play with respect to the target market, (Kotler, 2000).

### **2.2.8 Process**

It involves processes and systems within the organization that have a positive impact on the performance of the company. Marketing channels of products and services play a major role of good green performing companies. The method of producing and distributing green products and services of a company promote value added opportunities to a firm. Integration of modern technology in production, and distribution contribute to efficiency and effectiveness of an organization in the competitive business environment. Competitive companies in the global market, embrace information technology in their processes in order to gain competitive edge (Peattie and Crane, 2005). E-commerce practices by competitive companies enable customers and organization to buy and sell

goods and services through the internet. In addition, internet connectivity to modern organization has resulted to efficiency and effectiveness in the overall operation activities of many companies.

### **2.3 Environment and Consumption**

The beginning of environmentalism can be referred to the 1960s and early 1970s with increasing concern about the impact of consumption and production patterns on the environment due to debates about health effects and the impact of economic and population growth (Cohen, 2001). But, despite some attention during this time, the real idea of green marketing emerged in the late 1980s with an increase in green consumerism. Environmental awareness, increasing interest of consumers in green products and the willingness to pay for green features led to corporate interest in green marketing, initiating major changes and innovations (Peattie and Crane, 2005). During the 1990s the green market was growing remarkably (Menon and Menon, 1997).

### **2.4 Corporate Response**

Despite the 1990s optimism, a significant gap between concern and actual purchasing has been identified (Marwan, 2011). Many companies launched their own green product ranges, but the substance was missing and many of those early green products failed because they were expensive, hard to find and lacked functionality (Grant, 2007). This reduced the demand for green products, being displayed by the decline of green marketing and pessimism about green products, claims and the companies behind them.



Many companies have to rethink in order to concentrate more on sustainable issues and not only to exploit green agendas for commercial ends. The marketing philosophy and process is built around the customer and the relationship between the company and the customer” (Peattie and Crane, 2005). If the relationship is characterized by distrust and pessimism, companies will not be able to acquire customers through the changes required to shift towards sustainability (Grant, 2007; Peattie and Crane, 2005).

This old marketing approach could be seen as “image-washing” of companies, constructing brands for industrialized manufacturing businesses by adding attractive cultural images, personalities and descriptions. But active customer engagement is necessary as well as knowing exactly which products consumers want, which price-performance trade-offs they are willing to accept and what marketing approach they will respond to. Companies have to establish a significant market presence in the long-term and successfully research, understand and educate their customers in order to build brands, products and services helping green things to find mainstream acceptance (Peattie and Crane, 2005; Grant, 2007).

## **2.5 Conceptualization of Green Marketing**

According to Polonsky (1994), green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Green or Environmental Marketing consists of all activities designed to generate and facilitate any exchanges intended to satisfy human needs or wants, such that the satisfaction of these needs and wants occurs, with minimal detrimental impact on the natural environment.

Polonsky further argues that it is difficult to define green marketing because it is such a broad concept. Green marketing is more than just promotion and advertising; green marketing is a way of operating a business by means that are environmentally friendly. Modifying a product's production process could be the first step towards creating a green business. Polonsky's definition suggests that green marketing could range from modifying a products packaging to changing advertising methods. It is important to understand that green marketing goes hand-in-hand with a commitment to operating an eco-friendly business.

According to Kotler (2007), AIDA theory involves organizations creating attention, interest, desire, and action of their products in the market using appropriate green channels of communication to reach the mass market thus stimulating demand of existing and new products in the market. The theory focuses on the five forces that determine the long term attractiveness of the market which include; bargaining power of buyers, bargaining power of suppliers, threat of new entrants, threat of substitutes, rivalry among firms (Kotler, 2007). Competitive organizations need to analyze the business environment before formulating marketing strategies thus strategic positioning in the dynamic business environment.

## **2.6 Reasons for Practicing Green Marketing**

Ottman (1998) suggests that marketing to today's consumers is completely different than it was twenty years ago. She believes that conventional marketing simply would not work in the current business environment. It is crucial for businesses to market themselves and their products as eco-friendly to have any chance at sales success. This is because preserving the environment is on the top of modern consumers' minds today. In order to

reach these consumers, marketing efforts should be targeted towards them. So, green marketing should be implemented by all businesses.

Green marketing is also considered the most mainstream and modern way to market a product. According to Patrice and Howard (2007), in just three months of 2007, marketers spent over eighteen million dollars on green-focused television advertisement. These advertisements ranged anywhere from Earth Day promotional events to commercials for hybrid cars. These numbers are staggering considering that the eighteen million dollars was spent over the course of just three months and was only spent on television as an advertising medium. This shows that companies are dedicated to the environment and are investing in green marketing practices.

## **2.7 Green Consumerism**

Green consumers support businesses that operate in environmentally friendly ways. Green consumers are also concerned about how green the products are that they purchase. To understand green consumerism, requires an understanding of green products. According to Ottman (1998), green products are typically nontoxic, made from recycled materials, or minimally packaged. Ottman noted that Americans were adapting to consumption of green products and recycling. There are many different reasons why green consumers have caused an increase in sales of green products. Health-conscious consumers purchase products that are organic, nontoxic, water-based, and natural.

The solid waste and pollution crisis has fueled other consumers to purchase products such as composters and yard-waste bags. The energy crisis has led to the increased purchases of more energy-efficient appliances, lighting, and heating and cooling systems. Thus, we have the

concept of green consumerism. There are many types of green products in the marketplace. Consumers purchase all of these different products because of their own personal concerns and reasons. Todd (2004), noted that, green consumerism was on the rise in America and that more people recycled than those that voted for president. This observation by Todd explains how important it was for Americans to recycle and live green.

A majority of Americans have turned into green consumers because they understand the importance of conserving our ever-depleting environment. Petrecca and Howard (2007) stated that about thirty-five million Americans bought green products on a regular basis. They further said that many of these people were willing to pay more for the green products they purchased. Green consumerism is gaining strong popularity. This provides an excellent opportunity for green businesses to gain a strong, loyal consumer base. It is up to the businesses to successfully market to the environmentally conscious in order to gain competitive advantage.

## **2.8 Supermarkets and Green Consumption**

The National Consumer Council (NCC) of United Kingdom following a research on greening Supermarket in 2006 concluded that Supermarkets could do more to help consumers engage with the sustainability agenda and help them make more sustainable choices. Consequently the Council urged Supermarkets to adopt the following measures; continue to make efficiency savings by putting doors on all freezer units and using less harmful gases in freezer units during regular replacement programmes, to adopt a promotions policy which offers incentives for the purchase of environmentally friendly foods especially unprocessed foods and those that are mainly plant-based, to provide consumers with incentives to reduce and re-use carrier bags and introduce the bags-for-

life schemes, to make maximum use of recycled and sustainably sourced certified packaging materials such as, Forest Stewardship Council, (FSC) certified materials, and label them accordingly to inform consumers, to sensitize consumers about the need to reduce, re-use and recycle, to include the new standardized on-pack recycling label on all products and to provide a wide range of well signposted recycling facilities inside the store, as well as outside, where possible.

Some of other measures that were suggested by (NCC) included; setting specific and stretching targets for sustainable sourcing to help suppliers meet strict sustainable fisheries criteria, sensitization of consumers about sustainable sourcing policies, setting targets for increasing the range of organic and other low-pesticide food options, setting targets for increasing the range of fairly traded and higher welfare products. Communicating for sustainability issues to consumers effectively, not just in stores but also on help lines and websites were measures recommended to embrace green marketing.

## **2.9 Local environmental management efforts**

In 2006, the Kenya Cleaner Production Centre (KCPC) carried out a study on comprehensive plastic waste management strategy for the City of Nairobi. It was based on recycle, reuse and reduce (3R) approach. The success of this strategy was largely to depend on the right mix of facilitative policies and programs that were to be implemented at the community level. It had been noted that Supermarkets, kiosks and outdoor markets were estimated to release eleven million plastic shopping bags per year of which eight million are from Supermarkets.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter outlines the methods, tools and sources of research data, targeted groups and sample from which data was collected in order to attain the objectives of the study. It further discusses how the data was processed and tools that were used in data analysis and presentation.

### **3.2 Research Design**

The study employed a descriptive cross-sectional research design aimed at establishing the green marketing practices by supermarkets in Nairobi, Kenya. A descriptive study is concerned with finding out the what, when, where and how of who a phenomenon. A cross-sectional survey design was chosen since the data was collected at one point in time from sample selected to represent a larger population (Nachmias, 2007). This design has been used by several local authors including Mungai (2006), Kalama (2007), and, Mukuria (2011).

### **3.3 The Population**

The target population of this study consisted of 58 large and medium sized supermarkets operating in Nairobi, Kenya, of which forty, (69%), responded. Those supermarkets which responded are listed in (Appendix II). These supermarkets were selected on assumption that they were in a better position to implementing environmental management practices. The intended respondents of the study were selected from the top management level at the head-office including the; Managing Director, Marketing

Manager, Production Manager and Procurement Manager. The top management personnel were able to provide information regarding green marketing issues as a policy of the National Environmental Management Authority (NEMA).

### **3.4 Data Collection**

The study relied mostly on primary data sources. Primary data was collected using semi-structured questionnaires with both close-ended and open-ended questions. The respondents of the study were the top management level based at the headquarters, of the supermarkets and included; managing director Marketing manager, Production manager and Procurement management. Questionnaires were administered through drop and pick-later method to the sampled population. Questions in the questionnaires enabled the respondents to express their ideas with regard to green marketing.

### **3.5 Reliability and Validity of Research Instrument**

To establish the validity of research instrument the researcher sought opinions of experts in the field of study especially the researcher's supervisor and lecturers in the department of Business Management in the University of Nairobi. This facilitated the necessary revision of the research instrument. Reliability of the research instrument was enhanced through a pilot study that was done on two supermarkets in Nairobi, Kenya. The pilot study allowed for pre-testing of the research instrument. It enabled the researcher to be familiar with research and its administration procedure as well as to identify items that required modification.

### **3.6 Data Analysis**

Before processing the responses, the completed questionnaires were edited for completeness and consistency. The data collected was edited, coded and classified into various categories. Content analysis was used to analyze data collected from all forty Supermarkets. Descriptive statistics were used to determine measures of central tendency such as mean and measures of dispersion such as variance and standard deviation. Cross tabulation was done to relate the various factors under analysis. The data collected and analyzed was presented in the form of, tables, frequencies; percentages mean scores and standard deviation.



## **CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS OF RESULTS**

### **4.1 Introduction**

In this chapter, data on perception and extent of engagement in green marketing practices by Supermarkets is presented. The chapter presents the analysis of the data collected and discusses the research findings on the Green Marketing practices by Medium and Large supermarkets in Nairobi. A total of fifty eight (58) questionnaires had been distributed to the supermarkets, out of which forty were completed and returned. This gave a response rate of 69%. Summaries of data findings together with their possible interpretations were presented by use of frequency tables measuring responses in form of mean scores, percentages, and frequencies.

### **4.2 Demographic Profile of the Respondents**

The demographic information of the respondents that was tested, include respondent's position, educational level, working experience, and, supermarket's duration of operation and its size.

### **4.3 Position of the Respondent**

Respondents were first asked to indicate their positions in the organization structure. Their responses are summarized in Table 4.1:

**Table 4.1 Position of the Respondent**

<b>Title of Respondent</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Managing Director	20	50
Marketing Manager	10	25
Procurement Manager	10	25
Production Manager	0	0
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.1, half of the respondents (50%) were Managing Directors of the medium and large Supermarkets. Some 25% of them were Marketing Managers and others were Procurement Managers (25%).

#### **4.4 Educational level of the respondents.**

The respondents had also been asked to reveal their educational level. Their responses are presented in Table 4.2.

**Table 4.2 Educational level of respondents**

<b>Educational level</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Diploma	9	22
Degree	22	56
Postgraduate	9	22
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.2, slightly over half of the respondents (56%) were degree holders employed by medium and large supermarkets. Another 22% of the respondents were diploma and postgraduate qualifications holders.

#### 4.5 Working Experience

The survey respondents were in addition asked to state their working experience. Their responses are presented in Table 4.3:

**Table 4.3 Working Experience**

<b>Working experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Up to 1 year	9	20
2 – 3 years	20	56
4 – 5 years	9	20
Above 5 years	2	4
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

The data in Table 4.3 shows that 56% of the respondents indicated that they had a working experience of the two to three years. Another 20% of them had a working experience of up to 1 year and four to five years, 4% of them had an experience of more than five years.

#### 4.6 Duration of Operation

Respondents were asked to indicate the duration which the supermarket had operated and their responses are summarized in Table 4.4:

**Table 4.4 Duration of Operation**

<b>Duration of Operation</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Less than 5 years	20	50
5 – 10 years	8	20
11 – 15 years	8	20
16 – 20 years	2	6
Over 20 years	1	4
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

Table 4.4 shows that 50% of the respondents indicated that their supermarkets had operated for a period of less than 5 years. Another 20% of them had operated for a period of 5-10 years, and still another 20% had operated for a period of 11-15 years.

#### **4.7 Size of the Supermarket**

The respondents were further asked to mention the size of their supermarkets and they gave the answers depicted in Table 4.5:

**Table 4.5 Size of the Supermarket**

<b>Size of the Supermarket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Small Sized Supermarket	20	50
Medium sized supermarket	8	25
Large Sized Supermarket	8	25
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.5, fifty percent of the respondents indicated that their supermarkets were small sized in the market. Another 25% of them indicated that their supermarkets were medium and large sized in the market. Both of them indicated that this was due to the market share held by their supermarkets and management structure.

#### **4.8 Green Marketing**

The respondents were asked to indicate whether they understood green marketing. Their answers are summarized in Table 4.6:

**Table 4.6 Level of understanding Green Marketing**

<b>Understanding Green Marketing</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	30	90
No	10	10
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.6, a large majority (90%) of the respondents mentioned that they understood the meaning of green marketing practices even though it was not a common practice in the Kenyan industries. Only 10% of them indicated that green marketing was a concept of the developed countries and they had no idea about it.

#### **4. 9 Extent of Applying Green Marketing Practices**

The respondents were asked to state the extent to which they applied green marketing in their operations. Their responses are presented in Table 4.7:

**Table 4.7 Application of Green marketing practices**

<b>Extent of applying Green Marketing practiced</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	30	90
No	10	10
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data**

As shown in Table 4.7, practically all of the respondents (90%), stated that their Supermarkets applied green marketing practices for social responsibility issues. Ten percent of them indicated that they did not apply green marketing due to high costs associated.

#### 4.10 Adoption of Green marketing as an Organizational Practice

Respondents were asked to indicate the level of adoption of green marketing as an organizational practice. Their responses are given in Table 4.8:

**Table 4.8 Adoption of Green Marketing as an Organizational Practice**

<b>Adoption of Green marketing as an Organizational Practice</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	13	13
No	27	87
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.8, a majority (87%) of the respondents showed that they did not adopt green marketing as an organizational practice. Only 13% of the respondents mentioned that their supermarkets adopted green marketing as an organizational practice.

#### 4. 11 Possession of Environmental Policy by the Supermarket

The respondents were asked to state whether their supermarkets possessed an environmental policy. Their responses are given in Table 4.9:

**Table 4.9 Possession of Environmental Policy by the Supermarket**

<b>Possession of Environmental Policy by the Supermarket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	3	5
No	97	95
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As depicted in Table 4.9, practically all of the respondents, (90%), said that their supermarkets did not have environmental policy that regulated green consumption activities.

#### **4.12 Benefit of Green Marketing to Competitive Organizations**

The respondents were asked to indicate whether green marketing added value to supermarkets. Their responses are presented in Table 4.10:

**Table 4.10 Benefit of Green Marketing to Competitive Organizations**

<b>Green marketing is of great benefit to competitive organizations</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	77	83
No	23	17
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.10, eighty three percent mentioned that green marketing was of value to their practices even though there was inadequate support from the government. Another 17% of them indicated that green marketing had no value to their business since they did not understand the value of it. Inadequate environmental awareness campaigns were noted to be the challenge.

#### **4.13 Value of the Environment to the Supermarkets**

The respondents were asked to show how the Supermarkets valued green marketing practices. Their responses are given in Table 4.11:

**Table 4.11 Value of the Environment to Supermarkets**

<b>Value of the environment by the supermarket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	30	90
No	10	10
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.11, a very large majority (90%) of the respondents said that their Supermarkets valued the environment but they did not have appropriate technology of waste management.

#### **4.14 Recognition of Effective Waste Management by the Supermarket**

The respondents were asked to indicate how they recognized effective waste management. Their responses are summarized in Table 4.12:

**Table 4.12 Recognition of Effective Waste Management by the Supermarket**

<b>Recognition of effective waste management by the supermarket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	20	50
No	20	50
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

Table 4.12, shows that 50% of the respondents indicated that their supermarkets recognized effective waste management while the other 50% of them showed that their supermarkets did not recognize effective waste management.



#### 4.15 Department Concerned with Environmental Issues

The respondents were asked to state the department concerned with the environmental issues. They gave answers as presented in Table 4.13:

**Table 4.13 Department Concerned with Environmental Issues**

<b>Department</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Production	20	50
Research and development	15	40
Corporate planning	3	6
Finance	1	2
Public relations	1	2
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

Table 4.13 shows that 50% of the respondents mentioned that the Production department was concerned with environmental issues due to packaging of products. Some 40% of them indicated that Research and Development department was concerned with environmental issues. Others (6%) of them indicated that Finance department was concerned with environmental issues due to allocation of budgets of sponsorships, environmental cleaning and tree planting exercises.

#### 4.16 Supermarket ISO 14001 Certification

The respondents were asked to say whether they were ISO certified in terms of environmental management and they responded as shown in Table 4.14:

**Table 4.14 Supermarket ISO 14001 Certification**

<b>ISO 14001 certification</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	10	10
No	30	90
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As presented in Table 4.14, a majority (90%) of the respondents indicated that their supermarkets were not ISO compliant. The rest of them, (10%), indicated that their supermarkets were ISO certified.

#### **4.17 NEMA regulation of the environment**

Respondents were asked to indicate whether NEMA regulated the environment effectively. Their responses are summarized in Table 4.15:

**Table 4.15 NEMA Regulation of the Environment**

<b>NEMA regulation of the environment</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	10	10
No	30	90
<b>Total</b>	<b>40</b>	<b>100.0</b>

**Source: Primary data.**

As shown in Table 4.15, 90% of the respondents indicated that NEMA did not do enough with regard to environmental conservation. Only 10% of them indicated that NEMA had done enough with regard to environmental conservation.

#### **4.18 Existence of Environmental Conservation Policy in the Supermarket**

The respondents were asked to state whether they possessed environmental conservation policy. Their pertinent responses are presented in Table 4.16:

**Table 4.16 Existence of Environmental Conservation Policy by the Supermarket**

<b>Possession of environmental conservation policy</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	5	5
No	35	95
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data.**

As shown in Table 4.16, nearly all (95%) of the respondents indicated that their supermarkets did not have environmental conservation policies due to inadequate knowledge about green marketing.

#### **4.19 Importance Attached to Green Marketing Practices**

The respondents were asked to indicate the importance they attached to various green marketing practices using ratings. Their responses are shown in Table 4.17

**Table 4.17 Importance Attached to Green Marketing Practices**

Green marketing Practices	N	Very important [4]	Moderately Important [3]	Slightly Important [2]	Not important [1]	Total (%)	Mean
Product packaging	40	0.0	26.8	29.3	43.9	100	3.98
Disposal of product waste	40	7.3	36.6	14.6	41.5	100	3.90
Educating customers on environmental matters	40	2.4	14.6	29.3	53.6	100	3.73
Participate in environmental cleaning	40	2.4	4.9	41.5	51.2	100	3.49
Produce posters and adverts reflecting environmental concern	40	2.4	4.9	43.9	48.6	100	3.44
Sponsor of environmental conservation activities	40	2.4	7.3	46.3	43.9	100	3.41
Environmental concern as part of marketing strategy	40	2.4	7.3	48.8	68.2	100	3.37
Environmental concern embedded in company values	40	4.9	43.9	31.7	19.5	100	3.22

**Source: Primary data.**

As shown in Table 4.17, respondents indicated that product packaging was considered very important by the Supermarkets with a mean score of 3.98 due to costs associated with it. Products were packaged using cost effective materials to enable the organization to realize profits. Disposal of product waste by the Supermarkets was ranked second in importance with a mean score of 3.90. Technology of managing waste disposal was not available. Educating customers on environmental matters was considered highly important and was ranked third with a mean score of 3.73 due to inadequate support by the Government in sensitizing customers on environmental issues.

Participating in environmental cleaning was also considered quite important by the supermarkets as it was ranked fourth with a mean score of 3.49. Producing posters and adverts reflecting environmental concern was considered important and was ranked sixth with a mean score of 3.44. Sponsorship of environmental conservation activities by the supermarket was considered important and was ranked fifth with a mean score of 3.41. Environmental concern as part of marketing strategy was as well considered important and was ranked seventh with a mean of 3.37. Environmental concern embedded in company values was considered important too as it was ranked eighth with a mean score of 3.22.

#### **4.20 Frequency of Application of Green Marketing Strategies by the Supermarkets**

The respondents were asked to indicate the frequency with which they engaged in green marketing. Their results are as shown in Table 4.18:

**Table 4.18 Frequency of Application of Green Marketing Strategies by the Supermarkets.**

Green marketing Strategies	N	Very frequently	Moderately frequently	Slightly frequently	Not frequently	Total (%)	Mean
		[4]	[3]	[2]	[1]		
Product packaging	40	41.5	36.6	14.6	7.3	100	3.90
Disposal of products waste	40	48.6	4.9	43.9	2.4	100	3.44
Educating customers on environmental matters	40	43.9	7.3	46.3	2.4	100	3.41
Participation in environmental cleaning	40	68.2	7.3	48.8	2.4	100	3.37
Production of posters and adverts reflecting environment concern	40	4.9	43.9	31.7	19.5	100	3.37
Sponsoring of environmental conservation activities	40	2.4	7.3	48.8	68.2	100	3.32
Incorporation of environmental concern in your marketing policies	40	0.00	26.8	29.3	43.9	100	3.26
Embed environmental concern in your supermarket values	40	7.3	36.6	14.6	41.5	100	3.22

**Source: Primary data.**

As shown in Table 4.18, the respondents mentioned that Product packaging is a very frequently applied strategy by the supermarket management with a mean score of 3.90. Disposal of products wastes was also a moderately frequently applied strategy by the supermarket management and ranked second with a mean score of 3.44. Educating customers on environmental matters was also a moderately frequently applied strategy by the supermarket management, ranking third with a mean score of 3.41. Participation in

environmental cleaning was a moderately frequently applied strategy ranking somewhat lower in frequency with a mean score of 3.37 and tying in position with the strategy of Production of posters and adverts reflecting environment concern. Sponsoring of environmental conservation activities like tree planting exercises ranked had almost same frequency of application as the two immediately preceding strategies with only a very minor difference at a mean score of 3.36. Incorporation of environmental concern in marketing policies of the supermarket was a slightly frequently applied strategy considered with a mean of 3.26. Embedded environmental concern in the supermarket values was also a slightly frequently applied strategy with a mean score of 3.22.

#### **4.21 Challenges Faced During Adoption of Green Marketing**

The respondents were asked to state any challenges faced in adopting green marketing.

Their responses are summarized in Table 4.19:

**Table 4.19 Challenges Faced by Supermarkets while Turning green**

<b>Challenges faced by your company while turning green</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Huge financial investment with little returns	20	50
Negligence/ignorance by some departments	12	34
External forces from the pressure groups	2	4
Employees resistance	2	4
Negative publicity by the media rivalry from competitors	2	4
Strict legislative requirements	2	4
<b>Total</b>	<b>40</b>	<b>100%</b>

**Source: Primary data**

As shown in Table 4.19, fifty percent of the respondents said that huge financial investment with little returns was a challenge to adoption of green marketing practices by supermarkets. Another thirty-four percent of them indicated that negligence/ignorance by some employees of the supermarket concerning green marketing was also a challenge.

### **Summary**

It is evident that adoption of green marketing practices among medium and large supermarkets are applied only to a small extent. Reasons suggested are the high costs associated with turning green. Negligence/ignorance by some of the departments of the supermarkets was also cited as another major challenge.

Among other stated challenges were employee resistance and strict legislative requirements. Although the respondents indicated their feeling that NEMA was not doing enough towards environment regulation, they also stated that their companies did not possess an organizational conservation policy.



## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The objectives of the current study were to investigate the types and levels of Green Marketing Practices of Medium and Large Supermarkets in Nairobi, and to assess the strategies being pursued to encourage adoption of ‘green’ consumption by customers. This chapter presents the summary of the research findings, conclusions, limitations of the study and recommendations

### **5.2 Summary of the Findings**

Fifty-eight (58) questionnaires had been sent out to the medium and large Supermarkets, of which forty (69%) were completed and found to be usable

The respondents stated they understood the concept of Green Marketing. A majority of the respondents (90%) indicated having understood the concept of green marketing. Further, ninety percent of the respondents had confirmed application of Green Marketing practices in their supermarkets.

The Supermarkets appeared to attach very high importance to product packaging (mean score = 3.98 on scale ranging from 1 to 4 where 1 = not important and 4 = very important), disposal of product waste (mean score = 3.90) and educating customers on environmental matters (mean score = 3.73).

Participating in environmental cleaning (mean score = 3.49), production of posters reflecting environmental concern (mean score = 3.44), and sponsorship of environmental

activities (mean score = 3.41) were practices with **moderate importance** attached to them.

The researcher also investigated the frequency of engagement in various green marketing practices by the Supermarkets. Again product packaging (mean score =3.90) is the practice the Supermarkets most frequently engaged in. The Supermarkets also moderately engaged in the practices of product waste disposal (mean score = 3.44), educating customers on environmental matters (mean score = 3.41), participating in environmental cleaning (mean score = 3.37) and production of posters and advertisements reflecting environment concern (mean score = 3.37).

Finally, the study also revealed that Supermarkets do face various challenges in their attempts to adopt green marketing. For instance, 50% of the respondents stated that the greatest challenge is the requirement of huge financial investment with little expected returns. Another challenge cited by 34% of the respondents was that of negligence/ignorance by some of the departments of the Supermarkets.

### **5.3 Conclusions**

From the study it may be concluded that the Supermarkets in Nairobi attach a lot of importance to the concept of green marketing. They also engage in various green marketing practices. They however face challenges in their endeavour to turn green. Practically all the respondents (95%) mentioned that they did not have an environmental conservation policy. Ninety percent stated that the National Environmental Management Authority (NEMA) was not doing enough as far as environmental conservation was concerned.

#### **5.4 Limitations of the study**

The respondents in the medium and large Supermarkets in Nairobi were found to be very busy people with almost no time to spare for non-customer based issues. Therefore ensuring that they filled the questionnaires called for a lot of patience and understanding.

Some respondents suspiciously wondered who the researcher was and what the data were actually intended for. The questionnaires were therefore only responded to after assurance that the data were meant purely for academic research and that they would be treated with utmost confidence. Overall, the above limitations did not have any negative influence on the quality of data and results of the study.

The Supermarkets are widely spread across the City of Nairobi. Collecting data therefore called for a lot of traversing across the districts.

#### **5.5 Recommendations for Policy and Practice**

The Supermarkets cited high costs associated with turning green as a major challenge. It is therefore recommended that the Government should explore ways of introducing intervention measures to lower the relevant costs. In addition, since the Supermarkets mentioned that they do not have Organizational Environmental Conservation Policy, it is recommended that NEMA should find ways and means of encouraging the Supermarkets to formulate the relevant policy framework.

## **5.6 Direction for further research**

Future studies should be conducted to find out what measures the manufacturers of goods sold through the Supermarkets have put in place to enhance adoption of green marketing practices in the marketing channels. Future studies should also be conducted on Green Marketing Practices of Medium and Large Supermarkets in other towns of Kenya such as Mombasa, Kisumu, Nakuru, Thika and Eldoret.

Such studies would extend the geographical scope of our knowledge about levels of adoption of green marketing practices by Supermarkets in Kenya.

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## APPENDICES

### Appendix I: Introductory Letter

**Patrick T. Kamori**  
**C/o University of Nairobi,**  
**P.O. Box 30197-00100,**  
**Nairobi.**  
**Kenya.**

### TO WHOM IT MAY CONCERN

Dear Sir/Madam,

#### **REF: RESEARCH STUDY**

I am a student pursuing a Master's degree in Business Administration at the University of Nairobi. In partial fulfillment of the requirements to the award of the Master's degree, I am required to carry out a research on "The Green Marketing practices by Medium and Large supermarkets in Nairobi, Kenya."

I kindly request your assistance by availing your time to respond to the questionnaire. A copy of the final report will be made available to you at your request.

Yours faithfully,

Sign.....

**Patrick T. Kamori**

## Appendix II: Questionnaire

Please supply the required data by filling in the blanks where space is provided or by ticking against the most appropriate answer.

Respondents name..... [Optional]

### Section A: Respondent demographics

1. What is your position in this supermarket?
  - a) Managing Director [ ]
  - b) Marketing Manager [ ]
  - c) Production Manager [ ]
  - d) Procurement Manager [ ]
2. Please indicate your highest academic level
  - a) Diploma [ ]
  - b) Degree [ ]
  - c) Post graduate [Masters] [ ]

### Section B: Duration of Operation

3. For how long have you worked in this supermarket?
  - a) Up to 1 year [ ]
  - b) 2 – 3 years [ ]
  - c) 4 – 5 years [ ]
  - d) Above 5 years [ ]
4. For how long has this supermarket operated in Kenya?
  - a) Less than 5 years [ ]
  - b) 5 – 10 years [ ]
  - c) 11 – 15 years [ ]
  - d) 16 – 20 years [ ]
  - e) Over 20 years [ ]
5. What is the size of your supermarket in terms of market share?
  - a) Large sized supermarket [ ]

b) Medium sized supermarket [ ]

**Section C: Green Marketing Practices**

6. Please tell me what “green marketing is?”

.....

7. Is Green Marketing practiced applied by your Supermarket on a large extent?

Yes [ ] No [ ]

8. Does your supermarket adopt “green/sustainable/ecological/environmental” marketing as an organizational practice?

Yes [ ] No [ ]

9. Does your supermarket have a policy on environmental issues?

Yes [ ] No [ ]

10. Do you agree that green marketing is of great benefit to competitive organizations?

Yes [ ] No [ ]

11. Does your supermarket value the environment?

Yes [ ] No [ ]

12. Does the management recognize effective waste management?

Yes [ ] No [ ]

13. Which department (s) in your supermarket concerned with environmental issues?

a) Public relations [ ]

b) Research and development [ ]

c) Corporate planning [ ]

d) Finance [ ]

e) Production [ ]

**14.** Is your supermarket ISO 14001 certified?

Yes [  ]

No [  ]

**15.** Does NEMA regulate your activities so as to minimize negative impacts they have on the environment?

Yes [  ]

No [  ]

**16.** Does the supermarket have a policy aimed at encouraging customers shift towards green consumption?

Yes [  ]

No [  ]

**17. To what extent does your supermarket recognize the following practices with regard to green marketing?**

Green marketing Practices	Very important	Moderately important	Slightly important	Not important
	[4]	[3]	[2]	[1]
Product packaging				
Disposal of product waste				
Educating customers on environmental matters				
Participate in environmental cleaning				
Produce posters and adverts reflecting environmental concern				
Sponsor of environmental conservation activities				
Environmental concern as part of marketing strategy				
Environmental concern embedded in company values				
Others specify				

**18. How frequently does the supermarket engage in following green marketing practices?**

<b>Green marketing Strategies</b>	<b>Very frequently</b>	<b>Moderately frequently</b>	<b>Slightly frequently</b>	<b>Not frequently</b>
	<b>(4)</b>	<b>(3)</b>	<b>(2)</b>	<b>(1)</b>
Product packaging				
Disposal of products waste				
Educating customers on environmental matters				
Participation in environmental cleaning				
Production of posters and adverts reflecting environment concern				
Sponsoring of environmental conservation activities				
Incorporation of environmental concern in your marketing policies				
Embed environmental concern in your supermarket values				
Others specify				

**19. What are the challenges faced by your company while turning green? (Please tick as appropriate)**

- a) Huge financial investment with little returns [    ]
- b) Negligence/ignorance by some departments [    ]
- c) External forces from the pressure groups [    ]
- d) Employees resistance [    ]
- e) Negative publicity by the media rivalry from competitors [    ]
- f) Strict legislative requirements [    ]

**THANKS FOR YOUR COOPERATION**

### **Appendix III: List of medium and large supermarkets in Nairobi, Kenya**

1. Armed Forces Canteen Organization
2. Builders supermarket
3. Buruburu mini-supermarket
4. Cash & Carry supermarket
5. Chandarana supermarket
6. Cleanway supermarket
7. Continental supermarket
8. Deepak cash & carry supermarket
9. Eastmatt supermarket
10. Ebrahim & company supermarket
11. Fairdeal shop & save supermarket
12. Jack & Jill supermarket
13. Karen supermarket
14. Mesora supermarket
15. Metro cash & carry (K) supermarket
16. Muthaiga Minimarket
17. Clean shelf supermarket
18. Nakumatt Holdings Ltd
19. Tuskys supermarket
20. Ukwala supermarket
21. Uchumi supermarket
22. Naivas supermarket
23. Nova supermarket
24. Umoja Mini Market
25. Uthiru Wayside Supermarket
26. Valley Vegetable Market
27. Vantage Supermarket Ltd
28. Venture Investments Co Ltd
29. Vilie's Shopping Ltd
30. Viraha Enterprises Ltd

31. Waithaka Green Supplies
32. Wamason Supermarket Ltd
33. Wananchi Supermarket
34. Weaver Bird Provision
35. Westlands Green Grocers
36. Whitestar Supermarket
37. Woolmatt Ltd
38. Yetu Supermarkets & Distributors
39. Yummy Veg & Fruits Ltd
40. Zucchini Green Grocers Ltd

**Source: Nairobi Supermarket Directory (2012)**