INFLUENCE OF PROMOTION STRATEGIES ON PERFORMANCE OF FAST MOVING CONSUMER GOOD INDUSTRY IN NAIROBI COUNTY KENYA

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DECLARATION

This is my original work and has not been presented for a study in any University or college.

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

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DEDICATION

This project is dedicated to my wife, my children and parents who have been my key asset to success and supported me emotionally in during the draft of the project. They gave me valuable strength to excel and achieve my. I humbly and kindly appreciate their support and prayers that led to the completion of this project within the stipulated timeframe.

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Above all, thanks to my God because of the unwavering provision, love and protection in all moment of lack and despair, fear and discouragement. Individually I take the formatting errors that would be spotted in this script. My special gratitude goes to my supervisor Dr. Munyoki who tirelessly through his effort and initiative guided me through the whole process. I would like to acknowledge all the MBA students, colleagues, friends and my family especially for their moral and material support for the completion of this project.

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ABSTRACT

The motive behind this study was to investigate the influence of promotion strategies on performance of fast moving consumer good firms in Nairobi County Kenya. The objective of this study was to determine the influence of promotional strategies on the performance of Fast Moving Consumer Goods firms in Nairobi county. Descriptive research design was used that present data using frequencies, percentages, means and standard deviation to summarize the data. The study was a census study where the study analyze all the 40 FMCG companies (see Appendix ii) operating in Nairobi County-Kenya and registered by the Nairobi County Government Department of Trade. The study relied on both primary data and secondary data sources. Questionnaires were data collection instruments. Secondary data was gathered from library material, business journals and reports, media publications and internet search engines. The respondents of the study were selected from marketing department of the 40 FMCG companies operating in Nairobi County, Kenya. Descriptive statistics was used to determine measures of central tendency such as mean scores and measures of dispersion such as variance and standard deviation. Regression and Pearson correlation analysis method was done to relate the independent and dependent variable. The data collected and analyzed was presented in the form of tables, frequencies and percentages. The study established that Fast Moving Consumer Firms in Kenya were striving and willing to adopt advertising personal selling, sales promotion, public relations and direct marketing stratetegies to achieve competitive edge despite high costs associated with some promotional strategies like the print media(newspapers, magazines and journals).Regression analysis method was used to determine the relationship between the variables. The study concluded that there was a positive relationship between independent variables (advertising, personal selling, sales promotion, public relations and direct marketing) and dependent variable (Performance of Fast Moving Consumer Firms in Kenya).The study recommends that the Government should come up with policies to enhance Communication technology especially in the advent of recent interconnectivity through the undersea cables which has enabled faster internet services through fiber optic cable among major towns in Kenya and is perceived to be faster and could be of great benefit if connected with rural towns and markets for job creation like in Cyber cafes and consequently alleviate unemployment.

CHAPTER ONE: INTRODUCTION

1.1Background of the Study

Due to environmental complexity, globalization, competition and influence of technology and changing consumer need and wants, global and local fast moving consumer good firms have been necessitated to adopt appropriate promotional strategies for effective position, targeting and segmenting markets. Promotion strategy is the direct way an organization tries to reach its publics. Promotion strategy has remained the only way firms gain competitive edge in the market (Kotler, 2007).

Promotion strategy involves the five elements of the promotion mix they include advertising, sales promotion, personal selling, public relations, and direct marketing (Czinkota and Ronkainen, 2004). In order to keep up with the competition and changing consumer needs and wants, firms are forced to adopt effective promotional strategies to promote growth beyond boarders thus creating awareness and increasing usage rates of their products and services. Promotional strategies enable firms to attract and retain customers thus increased growth in terms of return on investments due to expanded client base (Kotler, 2007).

The focus on promotional efforts and development of marketing strategies has remained a challenge to many firms in Kenya (Straughan, 2000). However, due to the growth of the service sector, it is necessary for any organizations to focus on promoting their services for them to survive in the dynamic business environment (Kotler, 2007). Today marketing of organizations manufacturing fast moving goods has remained a big challenge in Kenya. Since products can be separated from the person performing or selling them, it is the responsibility of both large and small organizations to adopt appropriate promotional strategies in order to attract and retain customers. Promoting fast moving goods using a diversity of communication channels promote attraction and retention of customers (Sanchez and Peinado, 2003).

Marketing strategy involves strategic situation analysis, designing marketing strategy, marketing program development, and implementing and managing marketing strategy. Moreover Dawes and Brown (2000) uphold that critical to the survival and success of smaller, entrepreneurial companies is their ability to think and plan strategically, and the last purpose of all strategic marketing efforts is the development of a sustainable competitive advantage for the business. Strategic marketing practices help organization to cope with increasing environmental turbulence and complexity, more intense competitive pressures, and the pace of technological change. Nielsen (2002) argues that segmentation, targeting and positioning which all can be effectively performed in companies of high market orientation is the essence of strategic marketing.

According to Graham and Frankenberger (2000), FMCG firms have been encountering numerous challenges during the past two decades, including competition, recessions and image problems. Additionally, many FMCG organizations have been facing mature domestic markets with limited future growth potential, which as a result, has led to expansion of their markets abroad. However, in the dynamic business environment, fast moving goods organization have been forced to develop effective promotional strategies in order to survive in the competitive business environment hence achieve growth in all aspects of the organization (Quintana, 2003).

1.1.1 The Concept of Strategy

A Strategy is the long-term direction which organizations adopt to gain competitive edge in the dynamic business environment by using resources and core competencies to fulfill stakeholder expectations. Any Organization cannot operate without a strategy because “Strategy formulation” is vital to the well-being of an organization (Nielsen, 2002). Strategic reactions to the external environment of the organization are crucial to success of any company operating in the competitive market environmnet. Every successful business has a strategic plan and knows where it is heading in the future. Taking the time on an ongoing basis to review the company's past performance, and predict its future performance, gives it a road map to follow. With changing marketing environment, marketing strategies are necessary for survival of large and small organization(Keller, 2003).

According to Nielsen (2002), it is evident that some companies are not able to satisfy long-term and ever-changing market needs and customers' expectations. To invest heavily into Research and Development, marketing and sales activities is the endeavor to bring new products to the global markets and materialize them properly. It can clearly be seen that the strategic marketing process enables the companies develop new products in the long term thus promoting growth of the company. The alliancing of partners for the sake of maintaining long-term growth and competitiveness is today one of the most usable strategies in the world of any industry (Keller, 2003).

1.1.2 Concept of Promotional Strategy

Promotion is according to Brassington and Pettitt (2000) the direct way in which an organization communicates the product or service to its target audiences. Brassingtonh and Blumberg, and Perrone, (2001) have categorized the promotional tools into five main elements; advertising, sales promotion, public relations, personnel selling, and direct marketing. Promotion is the direct way an organization tries to reach its publics. This performed through the five elements of the promotion mix which include; advertising, sales promotion, personal selling, public relations, and direct marketing (Czinkota and Ronkainen, 2004). The role of promotion has been redefined into managing long term relationships with carefully selected customers, including construction of a learning relationship where the marketer attains a dialogue with an individual customer (Dawes and Brown 2000).

1.1.3 Organizational Performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. It involves the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results. Effective nonprofits are mission-driven, adaptable, customer-focused, entrepreneurial, outcomes oriented and sustainable. Creating flexible, high-performing, learning organizations is the secret to gaining competitive advantage in a world that won’t stand still (Blumberg and Perrone, 2001).

Organizational performance encompasses accumulated end results of all the organization’s work processes and activities. Performance measures can be financial or non-financial. Both measures are used for competitive firms in the dynamic business environment. Financial measures of organizational performance include; return on assets, return on sales, return on equity, return on investment, return on capital employed and sales growth. Non-financial organizational performance measures include; web-performance track variations in traffic-page views, advertising impressions served and unique users (Mols, 2000).

The foundation of long-term performance is lifetime customer value; the revenue customers generate over their lives, less the cost of acquiring, converting, and retaining them. Web-marketing strategy using the 4w's will result in an increase in efficiency within established marketing functions. Second, the technology of e-marketing transforms many marketing strategies resulting in new business models that add customer value or increase company profitability**.** Focusing on web performance many e-commerce companies collect data related to cost and usage of their websites, few of them understand, in detail, how well such information measures their sites' performance or how this performance compares with that of competing sites (Mols, 2000).

1.1.4 Fast Moving Consumer Good Industry in Kenya

Fast Moving Consumer Goods (FMCG), are the products that are sold quickly at relatively low cost (www.kpmg.co.ke). Though the absolute profit made on FMCG products is relatively small, they generally sell in large quantities, so the cumulative profit on such products can be large. Examples of FMCG generally include a wide range of frequently purchased consumer products such as toiletries, soap, cosmetics, teeth cleaning products, shaving products and detergents, as well as other non-durables such as glassware, light bulbs, batteries, paper products and plastic goods (www.kpmg.co.ke). FMCG may also include pharmaceuticals, consumer electronics, packaged food products and drinks, although these are often categorized separately.

FMCG products are generally replaced or fully used up over a short period, usually a few days or weeks, or months, but within one year. This contrasts with durable goods or major appliances such as kitchen appliances, which are generally replaced over a period of several years. Despite the efforts of increasing the volume of sales by FMCG firms, challenges like competition, influence of technology, change of customer needs and wants and globalization has necessitated FMCG firms to change their communication strategies to survive in the turbulent business environment (www.kpmg.co.ke).

Fast Moving Consumer Goods (FMCG) sector is one of the largest sectors in the economy of Kenya. In the last few years, the FMCG industry in Kenya has experienced a dramatic growth; both qualitative and quantitative improvements have taken place in the consumer durables segment. Multiple players in the Kenya market deal with FMCG with an objective of generating profits from various markets. Products produced by large and small manufacturing firms in Kenya play a major role in the Kenya economy through levies charged by the Government.

Both private and public manufacturing firms play a major role in the Kenya economy by providing employment opportunities to Kenyans thus improved GDP. According to KIPPRA statistics, manufacturing firms in Kenya have contributed to economic growth by 13% and created employment by 18%. Therefore, it can be observed that manufacturing firms are key components of the Kenya economy given the opportunity to grow through promoting their products in the local and global markets. Promotional strategies applied by manufacturing firms determine the growth and success of the firms in the changing competitive industry (www.kpmg.co.ke.).

1.2 Research Problem

To survive in the competitive marketing environment, both small and large organizations need to adopt promotional strategies in order to attract and retain customer hence long term relationships and growth in terms of productivity (Reid et al, 2005). Increased revenue, increased client-base and customer loyalty are measures of growth of any organization in the competitive market (Marquardt, 1994). Much of the FMCG firms marketing literatures have concentrated on marketing theory more than promotion practice. Unfortunately, the issues of marketing are becoming more complicated as competition of fast moving good continues to change worldwide (Miller and Sraughan, 2000).

The FMCG industry in Kenya is currently characterized by challenges from the external environment that has necessitated a paradigm shift in marketing strategies. Some of these challenges include; political regulations, economic changes like inflation, currency value, social influences like change of customer needs and wants, technological challenges in marketing like e-commerce, the globalization issues and stiff competition from local and international FMCG companies remain major gaps to FMCG companies operating in the Kenyan market (Kombo, 2010).

Studies that have been carried out on promotional strategies used by FMCG companies in the local and international markets indicate that promotional strategies help firms to adjust in the competitive and changing business environment. For instance, A study carried out in Europe by Blumberg (2001) on application of global marketing strategies by pharmaceutical companies clearly indicates that, global marketing strategies are essential to any competitive company. Another study carried out by Kombo (2010) on global marketing strategies adopted by micro and small medium enterprises sector in Kenya clearly indicate that, effective marketing strategies result to customer satisfaction and retention. Other studies carried out by (Mugwe, 2012; Oloo, 2010 and Achieng, 2009) in relation to promotional strategies on performance of organizations observed that modern firms achieve competitive edge by ICT integration in their promotional tactics. Thus the studies observed that globalization challenge is necessitating firms to change their operations and communication in the global market.

Arising from the findings of the above study, it is evident that, there are many areas about the influence of promotional strategies on performance of FMCG firms that have not been investigated by previous research studies. Findings of prvious studies wee too general and focused in different sectors, while others were carried out in different environments which are different compared to Kenya. It is for this reason that this study seeks to establish the influence of promotion strategies on performance of FMCG industry in Kenya. This study sought to answer the following research question; what is the influence of promotion strategies on the performance of Fast Moving Consumer Good industry in Kenya?

1.3 Research Objectives

The objective of this study was;

i. To determine the influence of promotional strategies on the performance of Fast Moving Consumer Goods firms in Nairobi county.

1.4 Value of the Study

The findings of the study will be important to FMCG firms' as it will enable the top management to assess whether the promotional strategies they adopted have been beneficial to them or not thus coming up with appropriate promotional policies. The government will be able to understand how FMCG firms use promotional strategies to gain competitive edge due to intense competition from local and foreign FMCG firms hence their sustainability. It will be in a position to formulate policies that are aimed at increasing productivity and safeguarding their interests based on quality checks. The development partners who are usually interested at helping the FMCG firms to prosper will have an understanding of a wide variety of factors that hinder the them hence sustainability and the extent to which the identified factors affect their operations. The scholars and researchers who would like to debate or carry out more studies on promotional strategies used by FMCG firms to enhance their performance

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines; the theoretical and empirical literature on the promotion mix strategies, effects of promotional strategies on the performance of Fast Moving Consumer Good firms and marketing communication theories.

2.2 Theoritical foundation

Various theories have been suggested by different authors in relation to marketing communication. Some of the theories include; AIDA theory, hierarchy of effects theory**,** and relationship marketing theory.

2.2.1 AIDA Theory

The AIDA model produces a detailed illustration about the entire procedure of how advertising effects consumer behaviour and the purchase decisions. It is an acronym, which consists of the factors of attention, interest, desire and action, all of them relevant to the relationship between consumer behaviour and advertising. AIDA model is initiatory and simplest (Aaker and Joachimsthaler, 2000). It explains how personal selling works and shows a set of stair-step stages which describe the process leading a potential customer to purchase.

The first element, that is attention, describes the stage in which the brand manages to gain the attention of the consumer through the advertisement that he/she has come into contact with. It could be either positive or negative attention or sometimes, in a worse case, no attention at all. From the advertiser's standpoint, only the first case is a favourable one where the consumer pays positive attention to the advertisement and eventually the brand

(Kotler, 2007). Organizations creating attention, interest, desire, and attraction of their products in the market using appropriate channels of communication to reach the mass market thus stimulating demand of existing and new products in the market. Therefore, adoption of the theory by firms promotes tremendous growth of the companies in terms of client base and revenue (Aaker and Joachimsthaler, 2000). They all have three general stages in common, even though the amount or names of sub-stages might differ: cognitive stage (what the receiver knows or perceives), affective stage (receiver's feelings or affective level), behavioural stage (consumer's action) (Aaker and Joachimsthaler, 2000).

2.2.2 Hierarchy of Effects Theory

The Hierarchy of Effects Model was created in 1961 by Lavidge and Gary. This marketing communication model, suggests that there are six steps from viewing a product advertisement (advert) to product purchase. The job of the advertiser is to encourage the customer to go through the six steps and purchase the product which include; awareness, knowledge, liking, preference and purchase. Customers see many adverts each day but will only remember the brand of a tiny fraction of products. Knowledge of the customer begins when the product is advertised using various communication channels which include; the internet, retail advisors and product packaging. In today's digital world this step has become more important as consumers expect to gather product knowledge at the click of a button. Consumers will quickly move to competitor brands if they do not get the information they want. The advertiser's job is to ensure product information is easily available (Belch and Belch, 2003).

Liking of the product involves customer willingness to buy a product after information search in the market concerning the product on offer. Preference involves consumers being loyal to a particular brand compared to competitor brands. At this stage advertisers will want the consumer to disconnect from rival products and focus on their particular product. Advertisers will want to highlight their brand's benefits and unique selling points so that the consumer can differentiate it from competitor brands. Conviction to a product is a stage of creating the customer's desire to purchase the product in the market. Advertisers may encourage conviction by allowing consumers to test or sample the product (Buzzell, 2004).

Purchase involves is the final stage that consumers experience in the buying process. The advertiser may want the customer to purchase their product by emphasizing on the benefits of the product to the consumer (Belch and Belch, 2003). This stage needs to be simple and easy, otherwise the customer will get fed up and walk away without a purchase. For example a variety of payment options encourages purchase whilst a complicated and slow website discourages purchases. Companies should identify new ways of increasing purchase habits among consumers. Modern technologies like online purchase and mobile phone technologies should drive competitive companies thus minimizing costs of operation (Alexander and Schouten, 2002).

2.2.3 Relationship Marketing Theory

Relationship marketing theory is a form of marketing developed from direct response marketing campaigns which emphasizes customer retention and satisfaction, rather than a dominant focus on sales transactions (Alexander and Schouten, 2002). As a practice, relationship marketing differs from other forms of marketing in that it recognizes the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages (Aaker and Joachimsthaler, 2000). With the growth of the internet and mobile platforms, relationship marketing has continued to evolve and move forward as technology opens more collaborative and social communication channels (Berglof & Bolton, 2002).

Relationship marketing involves a short-term arrangement where both the buyer and seller have an interest in providing a more satisfying exchange (Adebsi, 2006). This theory tries to disambiguiously transcend the simple post purchase-exchange process with a customer to make more truthful and richer contact by providing a more holistic, personalized purchase, and uses the experience to create stronger ties (Aaker and Joachimsthaler, 2000).

Relationship marketing relies upon the communication and acquisition of consumer requirements solely from existing customers in a mutually beneficial exchange usually involving permission for contact by the customer through an "opt-in" system (Adebsi, 2006).With particular relevance to customer satisfaction the relative price and quality of goods and services produced or sold through a company alongside customer service generally determine the amount of sales relative to that of competing companies (Berglof & Bolton, 2002).

A key principle of relationship marketing is the retention of customers through varying means and practices to ensure repeated trade from preexisting customers by satisfying requirements above those of competing companies through a mutually beneficial relationship (Albers & Straughan, 2000). Extensive classic marketing theories center on means of attracting customers and creating transactions rather than maintaining them, the majority usage of direct marketing used in the past is now gradually being used more alongside relationship marketing as its importance becomes more recognizable. Increased profitability associated with customer retention efforts occurs because of several factors that occur once a relationship has been established with a customer (Berglof & Bolton, 2002).

2.3 The Promotion Strategies

According to Brassington and Pettitt (2000), promotion strategy is the direct way in which an organization communicates the product or service to its target audiences. Within the healthcare industry, promotion is used in many different ways (Meidan, 1996). Brassington and Pettitt (2000) has categorized the promotional tools into five main elements; Advertising, Sales promotion, Public relations, Personnel selling, and Direct Marketing.

2.3.1 Advertising

Brassington and Pettit (2000) define advertising strategy as any paid form of non-personal communication directed towards target audiences and transmitted through various mass media in order to promote and present a product, services or idea. The key difference between advertising and other promotional tools is that it is impersonal and communicates with large numbers of people through paid media channels. Meidan (1996) states that firms can use its advertising for either its short-term or its long-term objectives. FMCG firms attempting to create a long-term relationship should build up of its name by using institutional advertising, while FMCG firms interested in promoting its brand name and its differentiated services would use a brand advertising policy.

The institutional advertising consists of promotion of the firms' image as a whole and promotion of the products offered, with extra emphasis on the specific firm's name organization. The organization seeks through its marketing communications to build awareness and to impress customers looking for the best range of healthcare services, due to the former impression of FMCG firms as impersonal institutions with no interest in their customers as people, and of FMCG as abstract and quite similar the institutional advertising has become more and more important (Meidan, 1996).

Brand advertising follows closely in the footsteps of institutional advertising. Its purpose is to create awareness of the organizations' name and to advertise the different products it is offering. Since firms are serving a mass of people, the problems of brand advertising are to know who to advertise to, and how to advertise (Pettit, 2000). While institutional advertising is directed towards the whole population, the brand advertising of particular products has to be much more selective since it has to show that the consumer will benefit from the service. Furthermore, all the individual campaigns of brand advertising have to be compatible in tone and presentation and match the image the organizations has created through its institutional advertising (Mortimer, 2001).

Mortimer (2001) states that an important part of advertising is to make the service tangible in the mind of the consumer in order to reduce perceived risk and provide a clear idea of what the service comprises. Furthermore she considers it important to advertise consistently, with clear brand image in order to achieve differentiation and encourage word-of-mouth communication. Meidan (1996) suggests that there are two types of advertising channels appropriate for healthcare advertising. That is "above-the-line" and under-the-line" advertising. Above-the-line advertising contains different channels of communication such as television, radio, posters, magazines and newspapers. Under-the-line advertising constitutes a huge part of FMCG firms advertising activities. It is the invisible advertising of the FMCG firms including leaflets, pamphlets, explanatory guides and manuals that can be used to support selling of a specific service and products.

2.3.2 Sales Promotion

According to Brassington and Pettit (2000) sales promotion is tactical marketing techniques with mostly short- term incentives, which are to add value to the product or service, in order to achieve specific sales or marketing objectives. Furthermore, Meidan (1996) states that it has two distinctive qualities. Firstly, it provides a “bargain chance” since many sales promotion tools have an attention gaining quality that communicates an offer that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run.

Secondly, if sales promotions are used too frequently and carelessly, it could lead to insecure customers, wondering whether the services are reliable or reasonably priced.Meidan (1996) indicates that due to conflicting ideas concerning the benefits of sales promotions, organization must base its decision upon relevance and usefulness of sales promotion as well as cost effectiveness. Petit (1994) claim that normally, coupons, special offers and other forms of price manipulation are the dominant forms of sales promotion.

Thus, price based promotions are difficult and probably dangerous to use for service markets. This is due to the fact that the price setting of ervice is already a difficult process, and that consumers often see lower prices as a result of lower quality. However, Meidan (1996) states that sales promotion with fast moving goods appear to be most effectively used in combination with advertising. The primary objectives with sales promotion within fast moving goods attract new customers; to increase market share in selected market segments; and to lower the cost of acquiring new customers by seeking to avoid direct price competition with other healthcare organizations.

2.3.3 Public Relation

According to Brassington and Pettit (2000) the essence of public relations (PR) is to look after the nature and quality of the relationship between the organization and its different publics, and to create a mutual understanding. Public relations cover a range of activities, for example the creation and maintenance of corporate identity and image; charitable involvement, such as sponsorship, and community initiatives; media relation for the spreading of good news as well as for crisis management, such as damage limitation.

Moreover, an organization can attend trade exhibitions to create stronger relationships with key suppliers and customers as well as enhancing the organization's presence and reputation within the market (Brassington, 2000). Meidan, (1996) states that another part of public relations is the publicity gained through magazines. FMCG firms obtain considerable publicity in so called quality press, such as different healthcare journals. In popular newspaper the publicity is, in contrary to the quality press, often negative from the FMCG firm's point of view.

2.3.4 Personal Selling

Brassington and Pettit (2000) argue that, personal selling is a two way communication tools between a representative of an organization and an individual or group, with the intention to form, persuade or remind them, or sometimes serve them to take appropriate actions. Furthermore, personal selling is a crucial element in ensuring customers' post-purchase satisfaction, and in building profitable long-term buyer-seller relationship built on trust and understanding. Verhallen *et al* (1997) states that the increased competion within the fast changing environment of fast moving goods has led organizations to develop and maintain comprehensive relationship with their customers.

Furthermore, Julian and Ramaseshan (1994) state that the long term person to person relationship is an important factor for a retail firms to achieve a competitive advantage. Meidan (1996) points out that once customer has chosen its FMCG firm, he is unlikely to switch to another. Thus, personal selling is probably the most important element in the communication press within the FMCG industry. Lee (2002) state that personal selling can be performed either face to face or through technological aids such as the internet.

According to Julian and Ramaseshan (1994) the relationship between the salesperson and customer is perceived as being of great importance for the marketing of FMCG organizations. Hence, the sales force within the FMCG industry needs not only to be trained in the art of selling but also to be aware of all the services available and be able to clearly explain what each services offers. Since customers' needs and motivation are likely to be complex, and their ability to assess alternative courses of action without professional assistance is likely to be limited, it is of great significance for the sales force engages and co-operates toward the customer, trying to find a solution to the customer's problem, rather than only persuading him to purchase the products or services (Meidan, 1996).

2.3.5 Direct Marketing

According to Brassington & Pettit (2000) direct marketing is an interactive system of marketing, using one or more advertising media to achieve measurable response anywhere, forming a basis for creating and further developing an on-going direct relationship between an organization and its customers, to be able to create and sustain quality relationship with sometimes hundreds or even thousands of individual customers, an organization needs to have as much information as possible about each one, and needs to be able to access, manipulate and analyze that information, thus, the database is crucial to the process of building the relationship.

Lee (2000) states that the fast advances in technology over the past 30 years have reshaped how consumers today interact with thei organizations. The FMCG sector has extended its face to face selling towards direct marketing of products and services in the form of phone, mail or computer transactions. Moles (2000) claim that as computer literacy and the availability of computers increase and the costs decrease. Through the internet, FMCG firms can identify their customer interests. Furthermore, the Internet technology also makes it possible to follow individual customer usage. With the information gathered in an integrated database it is possible to read the customers' needs and satisfy them. This knowledge can be used for different kinds of direct marketing (Lee, 2000)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design, target population, sample size, data collection methods, validity and reliabi1ity of research instrument and data analysis methods.

3.2 Research Design

Saunders, Lewis & Thornhill (2009) defines a research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The descriptive research process would help in collecting data in order to answer questions concerning the current status of the subjects that were under investigation. A descriptive study was concerned with finding out the what, where and how of a phenomenon and a cross-sectional survey design was chosen since data was collected at one point in time from sample selected to represent a larger population. This stud adopted descriptive cross sectional survey that established the influence of promotional strategies on the performance of FMCG firms in Kenya.

3.3 Population of the Study

The study was a census study where the study all the 40 FMCG companies (see Appendix ii) operating in Nairobi County- Kenya were included and registered by the Nairobi County Government Department of Trade.

3.4 Data Collection

The study relied on both primary data and secondary data sources. Primary data was collected using structured questionnaire; with both close-ended questions. Questionnaires were used as data collection instruments and they were administered by the researcher during working hours of the day. Secondary data was gathered from library material, business journals and reports, media publications and internet search engines. The respondents of the study were selected from marketing department of the 40 FMCG companies operating in Nairobi County, Kenya. Marketing managers were selected from each FMCG company and 40 respondents were the representative of the population. Collection of secondary data was achieved through published materials, which were obtained from sales records and company financial statements.

3.5 Validity and Reliabi1ity of Research Instrument

Validity refers to the appropriateness, meaningfulness and usefulness of inferences a researcher makes based on the data collected. An appropriate inference was one that was relevant to the purpose of the study while a meaningful inference was one which said something about the meaning of the information obtained through the use of the instruments. The three types of validity were content-related validity, criterion-related validity and construct-related validity (Kombo & Tromp, 2006).

Kombo & Tromp (2006) argue that the usual procedure in assessing the content validity of a measure is to use a professional/expert in a particular field. Since the questionnaires were administered to employees of the FMCG firms, the inferences that were made from the data collected were valid. Reliability was a measure of the degree to which a research instrument yielded consistent research or data after repeated trials. Reliability was influenced by random error which was a deviation from a true measurement due to factors that have not effectively been addressed by the researcher

Validity of research instrument was determined by the researcher through seek opinions of experts in the field of study especially the researcher's supervisor and lecturers in the department of Business Administration at the University of Nairobi.This facilitated the necessary modification of the research instrument. Reliability of the research instrument was enhanced through a pilot study that was done on 2 FMCG firms operating in Nairobi, Kenya. The pilot study comprised of 10 respondents selected from top level, middle level and lower level employees.

3.6 Data Analysis

The completed questionnaires were edited for completeness and consistency. The data collected was summarized, edited, coded and classified into various categories according to the answers that were given by the respondents. Descriptive statistics was used to determine measures of central tendency such as mean scores and measures of dispersion such as variance and standard deviation. Linear regression method was done to relate the independent and dependent variable. The data collected and analyzed was presented in the form of tables, frequencies and percentages. The study also adopted linear regression and Pearson correlation analysis to establish the relationship between variables of interest. Specifically, multiple linear regression analysis was used to determine the joint relationship between independent and dependent variables. The regression model was of the form:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon}$$

Y= Performance of FMCG firms in Kenya

β_0= Y intercept

β_1 to $\beta_{5\,=}$ regression coefficients

X_1 = Advertising

X_2 = Personal Selling

X_3 = Sales Promotion

X_4 = public Relations

X_5 = Direct marketing

ε = error term

Pearson correlation analysis was conducted to establish the correlation between the promotion strategies and performance of FMCG industry. This included the nature, magnitude and significance of such relationship. Pearson Correlation analysis was conducted at 95% confidence level ($\alpha = 0.05$)

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of the data collected from the Respondent and discusses the research findings on the Influence of promotion strategies on performance of Fast Moving Consumer good industry in Nairobi County, Kenya. All completed questionnaires were edited for accuracy, uniformity, consistency and completeness. The response rate of 99% respondents was achieved from the total target of 40 respondents. Summaries of data findings together with their possible interpretations have been presented by use of mean, percentages, frequencies, variances, standard deviation, tables, and graphs.

4.2 Demographic Characteristics of Respondents

The respondents were asked to indicate their position in their companies. The findings are summarized in the Table 4.1.

Table 4.1 Position of the Respondents.

Position	**Frequency**	**Percentage (%)**
General Marketing Manager	9	22
Direct Sales Representative	10	25
Brand Manager	9	22
Product Development Manger	2	5
Area Marketing Manager	5	12
Sales and Maketing Officer	5	12
Total	**40**	**100**

Source: Research data-2014

As indicated from the Table 4.1, 22% of the respondents were Direct Sales Representatives. 22% of them were General Marketing Managers and Brand Managers. 12% of them were Area Manarketing Managers and Sales and Marketing Officers. 5%

of them were Product Development Officers.

The respondents were asked to indicate their education level. The findings are summarized in the Table 4.2.

Table 4.2 Academic Level of Respondents

Academic Level	Frequency	Percentage (%)	Valid (%)
Never attended school	4	8	7.7
Primary Level	3	13	12.5
Degree	17	38	37.9
A-Level	4	8	7.6
Diploma	7	21	20.6
O-Level	4	8	8.0
Post-graduate	1	4	4.0
Total	**40**	**100**	**100**

Source: Research data 2014.

As shown in Table 4.2, it was evident that 8% of the respondents never attended school but they are customers. 13% of the respondents had acquired primary level education. 38% of the respondents were degree holders while 8% of the respondents had attained the A-level of education. 21% of the respondents were diplomas holders. 8% of the respondents were O- Level holders and 4% had post-graduate qualifications.

The respondents were asked to indicate their companies had operated in Kenya. The findings are summarized in the Table 4.3.

Table 4.3 Period of Operation

Period of Operating	Frequency	Percentage (%)
0-1 year	11	29
2-5 years	13	38
6-10 years	7	17
11-15 years	2	4
16-19 years	5	8

20 and above years	2	4
Total	**40**	**100**

Source: Research data 2014.

As shown in Table 4.3, 29% of the respondents indicated that their companies had been operating in Kenya for a period of 0-1 year. 38% of them indicated that had been operating in Kenya for a period of between 2-5 years due to good image of the organization. 17% of them indicated that had been operating in Kenya for a period of between 11-15 years due to quality services. Afew of them had been operating in Kenya for a period of between 16-19 years due to customized services due to accommodative loyalty programs.

The respondents were asked to indicate the size of their businesses.The findings are summarized in the Table 4.4

Table 4.4 Size of the Company

Size	Frequency	Percentage (%)
Small Size	13	33
Medium Size	10	25
Large Size	17	42
Total	**40**	**100**

Source :Research data 2014.

As shown in Table 4.4, 42% of the respondnets indicated their companies were larger scale. 33% of them indicated that their firms were of small size and 25% of them indicated that their firms were of medium size.

4.3 Brand Imange

The respondents were asked to indicate the value of brand image among the FMCG firms.The findings are summarized in the Figure 4.5.

Table 4.5 Brand Imange

Brand Imange	Frequency	Percentage (%)
Yes	31	79
No	9	21
Total	**40**	**100**

Souce :Research data 2014.

As shown in Table 4.5, 79% of the respondents indicated that they brand identity helped them to minimize promotional budegts while 21% of the respondents also indicated that brand identity did not help them because their companies did not advertise or promote its services/products.

4.4 Benefits of Brand Identity

The respondents were asked to indicate the benefit of brand identity. The findings are summarized in the Table 4.6:

Table: 4.6 Benefits of Brand Identity

Benefits of Advertising	Frequency	Percentage (%)
Employee support	4	8
Brand awareness	4	8
Customer satisfaction	2	4
Quality services	13	26
Relatively cheap prices	11	24
Improved products /services	7	20
Total	**40**	**100**

Source: Research data 2014.

As shown in Table 4.6, 26% of the respondents indicated that the value of brand identity was associated to quality services of the organization. 24% of the respondents indicated that the benefits of brand identity were associated with reasonable prices. 20% of them indicated that brand identity was associated with improved services or products. 8% of them indicated that brand identity promote employee support and maximum brand awareness. Brand identity was identified

4.5 Competitiveness of the firm in the industry

The respondents were asked to indicate the competitive of their firms in the industry. The findings were summarized in the Table 4.7.

Table 4.7 Industry Competitiveness

Competitiveness of your firm in the industry	**Frequency**	**Percentage (%)**
Very competitive	13	36
Extremely competitive	18	44
Competitive	1	4
Less competitive	4	8
Not competitive	4	8
Total	**40**	**100**

Source: Research data 2014.

As shown in Table 4.7, 44% of the respondents indicated that FMCG industry was extremely competitive due to globalization . 36% of them indicated that the industry was very competitive. 8% of them indicated that healthcare industry is extremely and very competitive due to customers’ changing needs and wants. 4% of the respondents indicated that the industry was less competitive respectively.This is supported by Nielsen 92002) who argue that any organization cannot operate without competitive initiatives in the market. Strategic reactions to the external environment of the organization are crucial to success of any company operating in the competitive market environmnet.

4.6 Measures of Attracting and Retaining Customers

The respondents were asked to indicate the measures used by their firms in the industry to attract and retain customers. The findings were summarized in the Table 4.8.

Table 4.8 Measures of Attracting and Retaining Customers

Measures of Attracting and Retaining Customers	**Frequency**	**Percentage (%)**
Close relationship with customers	15	38
Flexibility of opening hours	10	25
Additional value-added services to customers	10	25
Provide quick services	5	13
Total	**40**	**100**

Reaseach :Research data 2014.

As shown in Table 4.8, 38% of the respondents indicated that close reations with their customers was a measure of attracting and retaining customers. 25% of them operators past the normal working hours and provided value added services to attract and retain their customers. 5% of them indicated that they used reliability as measure of quality assurance to attract their customers.

4.7 Promotion Strategies

The respondents were asked to indicate the promotional strategies applied by their firms in the market. The findings are summarized in the Table 4.9, 4.10, 4.11, 4.12 and 4.13 as shown below:

4.7.1 Advertising Strategies

The respondents were asked to indicate the advertising medium used by their firms. The findings are summarized in the Table 4.9:

Table 4.9 Medium of Advertising

Extent of Using Promotional Strategies	N	Very great extent [5]	Great extent [4]	Moderate extent [3]	Little extent [2]	No extent at all [1]	Mean Score
Promotion through website	40	72.1	28.4	0.00	0.00	0.00	3.41
Promotion through Telephone handling	40	72.1	28.4	0.00	0.00	0.00	3.41
Promotion through flyer and brochure	40	72.1	28.4	0.00	0.00	0.00	3.41
Promotion through Office setting	40	72.1	28.4	0.00	0.00	0.00	3.41
Promotion through radio	40	0.00	0.00	0.00	0.00	99.5	2.11
Promotion through television	40	0.00	0.00	0.00	0.00	99.8	2.11
Promotion through newspapers	40	0.00	0.00	0.00	0.00	99.9.	2.11
Promotion through Billboards	40	0.00	0.00	0.00	8.00	92.3	2.11
Promotion through sponsorships	40	0.00	0.00	0.00	9.00	90.9	2.11
	40	0.00	0.00	0.00	0.00	99.8	2.11

Source: Research data 2014.

As shown in Table 4.9, majority of the respondents indicated that they used website, telemarketing and flyer as promotional strategies with a mean of (3.41) in order to minimize costs. While the majority of them said the did not Promotion their services through Office setting, radio, television, newspapers, Billboards and sponsorships with a mean of (2.11) due to high costs associated. This is supported by Mortimer (2001) who states that an important part of advertising is to make the service tangible in the mind of the consumer in order to reduce perceived risk and provide a clear idea of what the service comprises. Furthermore she considers it important to advertise consistently, with clear brand image in order to achieve differentiation and encourage word-of-mouth communication.

4.7.2 Personal Selling Means

The respondents were asked to indicate the purpose of Personal Selling activities to their firms in the industry. The findings are summarized in the Table 4.10.

Table 4.10 Personal Selling Means

Personal Selling Means	**Frequency**	**Percentage (%)**
Personal contact with customers	14	35
The influence of sales people	5	13
Close relationship	5	13
Positive word of mouth	16	40
Total	**40**	**100**

Source: Research data 2014.

As shown in Figure 4.10, 40% of the respondents indicated that positive word of mouth from loyal customers was a strong mean of personal selling that influenced others to purchase their service. 35% indicated that personal contact was an effective mean of personal selling. 13% indicated that close relations promoted customer loyalty. While 13% indicated that the influence of sales people was an effective method of personal selling that determined the end user decision on the purchase of a service.

4.7.3 Sales Promotional Strategies

The respondents were asked to indicate the sales promotional activities carried out by their firms in the industry to stimulate sales. The findings were summarized in the Table 4.11:

Table 4.11 Sales Promotional Activities

Sales Promotional Activities	**Frequency**	**Percentage (%)**
Discounting	16	37
Price cuts	14	29
Free samples	5	13
Personal selling	5	13
Total	**40**	**100**

Source: Research data 2014.

As shown in figure 4.10, 37% of the respondents indicated that their firms carried out promotional activities by giving discounts to their customers hence attraction and retention. 29% of them indicated that they carried out promotional activities by reducing their prices hence attracting more customers. 13% of the customers indicated they carried out promotional activities through free samples and personal selling thus retention of their customers in the long term. 8% of the respondents also indicated that they promoted their services through advertising using posters which were cheaper compared to other means.

4.7.4 Public Relations

The respondents were asked to indicate the purpose of Public Relations activities to their firms in the industry. The findings are summarized in the Table 4.12:

Table 4.12 Public Relationship

Public Relationship	**Frequency**	**Percentage (%)**
Collecting market information on consumer needs	4	8
Adequate marketing budget	10	47
Enter new markets	2	4
Opening new branches	2	4
Have good/attractive premises	2	4
Strategic location /store layout	2	4
Bargaining power on prices	2	4
Low cost of operation	4	8
Investment in new products/services	6	12
Coping with competition	2	4
Clear vision and goals	3	5
Total	**40**	**100**

Source: Research data 2014.

As shown in Table 4.12, 47% of the respondents indicated that adequate funds should be allocated to carry out customer relations programs to enhance their image. 12% of them indicated that investment in new products/services would lead to enhanced customer relations due to satisfaction. 8% of the respondents indicated that customer relations can be enhanced through collecting market information on consumer needs, and through minimal low costs of operation. 4% of the respondents indicated that customer relations can be promoted by entering new markets, opening new branches, having good/attractive premises, strategic location /store layout, having bargaining power on prices, having low cost of operation, investment in new products/services, coping with competition and by having clear vision and goals. Furthermore, Meidan (1996) argue that sales promotion provides a “bargain chance” since many sales promotion tools have an attention gaining quality that communicates an offer that although they appeal to a wide range of buyers, many customers tend to be less brand loyal in the long run.

4.7.5 Direct Marketing

The respondents were asked to indicate the direct marketing activities that were used by their firms in the industry. The findings are summarized in the Table 4.13.

Table 4.13 Direct Marketing

Distribution Strategies	**N**	**Min**	**Max**	**Mean**	**Std. Deviation**
Personal contact with customers	40	1	5	4.50	1.063
By email	40	1	5	4.33	1.063
By telemarketing	40	1	5	4.12	1.103
Total	40				

Source: Research data 2014.

The most commonly used direct marketing strategy was personal selling which have the highest mean (4.50) to discourage competitors. Distribution through mail order is the second strategy used with a mean of (4.33) due to cost efficiency. Thus direct marketing through telemarketing is another strategy that was used with a mean of (4.12) which is key in maintaining close contact with customers. This is supported by Moles (2000) who argue that computer literacy and the availability of computers increase and the costs decrease. Through the internet, FMCG firms can identify their customer interests. Furthermore, the Internet technology also makes it possible to follow individual customer usage.

4.8 Performance Measurement

The respondents were asked to indicate the performance measurement indicators used by their firms in the industry. The findings are summarized in the Table 4.14:

Table 4.14 Performance Measurement

Performance Measurement Indicators	**N**	**To a Very Large Extent 5]**	**To a Large Extent [4]**	**To a moderate Extent [3]**	**To a small Extent [2]**	**Not At all [1]**	**Total (%)**	**Mean Score**	**S.E**
Increased market share	40	**60.3**	22.0	17.9	0.00	0.00	100	3.13	.109
Increased profitability	40	**40.2**	22.0	27.7	0.00	0.00	100	3.11	.109
Reduced costs of production	40	**48.0**	22.0	29.9	0.00	0.00	100	2.80	.194
Increased customer satisfaction	40	**45.3**	22.0	32.5	0.00	0.00	100	2.80	.194
Introduction of new products	40	**62.4**	48.8	0.00	0.00	0.00	100	2.11	.105
Improved employee performance	40	**80.4**	12.0	0.8	0.00	0.00	100	2.10	.109
Expansion into new markets	40	**72.3**	22.0	5.5	0.00	0.00	100	2.10	.109
ICT integration in customer service delivery	40	**45.7**	45.2	10.2	0.00	0.00	100	2.06	107
Minimal customer complaints	40	**35.1**	33.3	21.8	0.00	0.00	100	2.06	106

Source: Research data 2014.

As shown in Table 4.17, 60% of the respondents indicated that their firms used the market share to measure their growth and performance in the industry with a mean of 3.13. 40% of them used profits generated with a mean of 3.11. 48% of them used reduced costs of production and customer satisfaction with a mean of 2.80 as a measure of performance. 62% indicated that development of new products was used as a measure of performance with a mean of 2.11. 80% of them indicated that improved employee performance and expansion to new markets were used as mesures of performance by their firms with a mean of 2.10.

45% of them indicated that ICT integration in customer service delivery was used as an indicator of performance with a mean of 2.06. Finally, 35% of them indicated that minimal customer complaints were used as indicators of performance with a mean of 2.06. This is supported by Mols (2000) who argue that organizational performance encompasses accumulated end results of all the organization's work processes and activities. Performance measures can be financial or non-financial. Financial measures of organizational performance include; return on assets, return on sales, return on equity, return on investment, return on capital employed and sales growth. Non-financial organizational performance measures include; web-performance track variations in traffic-page views, advertising impressions served and unique users

4.12 Relationship between Independent and Dependent Variables

The respondents were asked to indicate the relationship between the independent and dependent variables. The findings are summarized in the Table 4.15:

Table 4.15: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	1.139	1.2235		1.615	0.367
	Advertising	0.887	0.1032	0.152	4.223	.0142
	Personal Selling	0. 752	0.3425	0.054	3.724	.0169
	Sales Promotion	0.645	0.2178	0.116	3.936	.0191
	Public Relations	0.539	0.1937	0.263	3.247	.0254
	Direct marketing	0.597	0.1834	0.0634	3.233	.0482

Source: Author (2014)

As shown in Table 4.15, coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Performance of Fast Moving Consumer Firms) that is explained by all the five independent variables (Advertising, Personal Selling, Sales Promotion, Public Relations and Direct marketing).

Multiple regression analysis was conducted to determine the relationship between Performance of Fast Moving Consumer Firms and the five variables. As per the SPSS generated table above, the equation ($Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \beta5X5 + \varepsilon$) becomes:

$Y= 1.139+ 0.887X_1+ 0.752X_2+ 0.465X_3+ 0.539X_4+ 0.498\ X_5$

According to the regression equation established, taking all factors into account (Advertising, Personal Selling, Sales Promotion, Public Relations and Direct marketing) constant at zero, sustainable competitiveness will be 1.139. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in Adverstising will lead to a 0.887 Performance of Fast Moving Consumer Goods in Kenya; a unit increase in personal selling will lead to a 0.752 Performance of Fast Moving Consumer Goods in Kenya, a unit increase in sales promotion will lead to a 0.465 Performance of Fast Moving Consumer Goods in Kenya; a unit increase in public relations will lead to a 0.539 Performance of Fast Moving Consumer Goods in Kenya and a unit increase in direct marketing will lead to 0.597 Performance of Fast Moving Consumer Goods in Kenya. This infers that Advertising contribute most to effective Performance of Fast Moving Consumer Goods in Kenya. At 5% level of significance and 95% level of confidence, Advertising had a 0.0142 level of significance, personal selling showed a 0.0169 level of significance, sales promotion showed a 0.0191 level of significance and public relations showed a 0.0254 and diect marketing showed a 0.0482 level of significance.

After regression analysis, it can be concluded that there is a positive relationship between independent variables (Advertising, Personal Selling, Sales Promotion, Public Relations and Direct marketing) and dependent variable (Performance of Fast Moving Consumer Firms).

4.7 Relationship between Variables of the Study

This section sought to determine the relationship between independent variables and dependent variable. The findings are summarized in the Table 4.8:

Table 4.8 : Pearson's Correlation analysis

	1	**2**	**3**	**4**	**5**	**6**
Performance of FMCG firms in Kenya	1					
Public Relations	0.217*	1				
Personal Selling	0.301**	0.502*	1			
Sales Promotion	0.294**	0.091*	0.291**	1		
Advertising	0.338*	0.447**	0.411**	0.094**	1	
Direct marketing	0.276**	0.389**	0.299**	0.179**	6 0.266**	1

Source :Research data 2014.

** σ=0.01 (correlation is significant at 0.01 level (2-tailed)

* σ=0.05 (Correlation is significant at 0.05 level (2-tailed)

The correlation table presents the relationship between dimensions of performance measured by by advertising, personal selling, sales promotion, public relations and direct marketing. The results show that all the dimensions relate positively. Specifically, sales promotion, advertising, personal selling, public relations and direct marketing ($r = 0.294$, $p < 0.01$; $r = 0.338$, $p < 0.01$; $r = 0.276$, $p < 0.01$) relates positively with performance of Fast Moving Consumer Good firms in Kenya respectively. These suggest that the the independent variables (sales promotion, advertising, personal selling, public relations and direct marketing) relate positively with financial performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the major findings of this study. This study sought to find out the Influence of promotion strategies on performance of Fast Moving Consumer good industry in Nairobi County, Kenya. In addition, this chapter provides a direction for further studies and also gives a summary of findings, conclusions, policy recommendations, limitations of the study and suggestions for further research.

5.2 Summary of the Findings

This study sought to establish the Influence of promotion strategies on performance of Fast Moving Consumer good industry in Nairobi County, Kenya. Promotional strategies are crucial for every business for it to survive the current economic turbulent and environmental challenges. It is through these practices that the objectives of merchandising are achieved. Such objectives include profit maximization, offsetting costs of operations, business survival and gaining competitive advantage in the market through branding, segmentation and product/service positioning thus emphasizing on the marketing mix strategies which include; product strategy, pricing strategy, promotion strategy and distribution strategy.

Majority of the respondents of this study were General Marketing Managers, Direct Sales Representatives and Brand Managers. It was also established majority of the respondents were deree and diploma holders who worked with FMCG firms. The study established that majority of FMCG firms had operated for a period between 1-10 years while a few had operated for more that 11 years. The study also established that majority of the firms that operated in the industry were large size and small size.

It was established that majority of the respondents valued their brand identith as it helped them to increase their market share. It was established that quality services, affordable prices and improved quality products and services were benefits of brand identity by customers. The study also established that the FMCG industry was extremely competitive due to competiton, influence of technology, globalization and changing consumer needs and wants. The study established that measures that were used to attract and retain customers were close customer relationship and customer value-added services.

The study established that the most common medium that was used by their firms to advertise their products in the market were through the radio, posters andwebsites. This was due to affordability of the cost that were associated with the the channels of communication. The medium were preferred since they reached a large market areas cost effectively. It was also established that most of the firms in the FMCG industry did not used television, newspapers, magazines, journals and billboards despite the benefits that were associated by the mediums.

The study established that firms in the FMCG company perferrred using personal selling since the positive word of mouth was a strong tool of marketing that changed the attitudes of consumers in the market. It was further established that personal selling promoted close relationship with customers and enabled sales people to change negative attitudes of consumers towards their products and services in the market.

The study established that the most common promotional activities that were used by FMCG firms to perform were price cuts and diuscounts given to customers. The study also established that advertising free samples and personal selling were used at a minimal extent due to costs that were associated with the medium.

The study established that the purpose of public relations activities to their firms in the industry was to market products and services that were produced by their firms and introduce new products in new markets. Aslo the study established that the purpose of public relations was to collect market information on consumer changing needs on their products in the market.

It was established that personal contcts, emails and telemarketing were direct marketing strategies that were highly preferred by FMCG firms in the industry due to cost effectiveness. The gave the company a competitive edge in the dynamic business environment with the changing technology.

5.3 Conclusion

The findings indicate that Fast Moving Consumer Good firms in Kenya strive to adopt at least most of the promotional strategies in their endeavor to achieve some competitive advantage over their competitors in such a stormy environment despite the stiff competitons and costs of operation. It is concluded that the level of adoption of the promotional strategies amongst Fast Moving Consumer Good firms in Kenya still remains an uphill task despite the importance of strategic marketing practices in any business; these practices have not yet been embraced amongst the Fast Moving Consumer Good firms in Kenya due to high costs associated with promotions.

Many are the factors that have led to such a low levels of adoption of the promotional strategies were inadequate financial backup that is deemed as a major source of drawback to adoption of promotion strategies by Fast Moving Consumer Good firms in Kenya. Technological challenges serve as a drawback to Fast Moving Consumer Good firms in Kenya in effective adoption of promotion strategies. Due to fewer efforts of the Government policies to support E-business, Fast Moving Consumer Good firms in Kenya have been performing poorly.

It is concluded that if a proper mechanism is put in place in regard to capital advancement and in reasonable terms, good business operating environment and good infrastructure will go a long way in enhancing the adoption promotion strategies among Fast Moving Consumer Good firms in Kenya. It is concluded that Fast Moving Consumer Good firms in Kenya to be competitive in terms of product/service quality, they should adopt modern technology in communication to promote their services cost effectively to the target market.

5.4 Recommendations and Policies

It was established that due to good image of some organization, most customers were loyal to Fast Moving Consumer Good firms in Kenya even though they needed to put more effort in promoting their services. It is recommended that print media advertisements to be used by to promote their products and services to the target customers.

It was evident that majority of of Fast Moving Consumer Good firms in Kenya did not advertise using newspapers, television, journals, magazines and billboards due to high costs associated with the media. Therefore, the study recommends Government intervention initiatives through the Ministry of Communication to endorse Fast Moving

Consumer Good firms in Kenya through the implementation of the fibre optic cable to enable small and large firms to promote their products through online.

The study established that the healthcare industry was extremely competitive due to competition from well establishes firms in the global market. Therefore, this study recommended that the Government of Kenya to intervene and support Fast Moving Consumer Good firms through stimulating declining firms in order to promote social – economic development.

It was witnessed that public relations was enhanced through collecting market information on consumer needs, low costs of operation, entering new markets, opening new branches, having good and attractive premises, strategic location, having bargaining power on prices, investment in new products and services, coping with competition and by having clear vision and goals. It was witnessed that telemarketing, email and personal contact were the common practices used by Fast Moving Consumer Good firms in Kenya to promote their products.

This study recommends that Fast Moving Consumer Good firms in Kenya should embrace the importance of promoting their products and services in their businesses in order to survive in the dynamic business environment. It is recommended that the government recognizes the importance of this sub-sector and initiates legislation that promote their marketing programs. It is important that the government also puts in place legislation that enables FMCG firms to promote their services. The Government should come up with policies to enhance Communication technology especially in the advent of recent interconnectivity through the undersea cables which has enabled faster internet services through fiber optic cable among major towns in Kenya and is perceived to be faster and could be of great benefit if connected with rural towns and markets for job creation like in Cyber cafes and consequently alleviate unemployment.

The study also established that advertising free samples and personal selling were used at a minimal extent due to costs that were associated with the medium. Therefore, this study recommends that management of Fast Moving Consumer Good firms in Kenya to form strategic partnerships that will enhance their marketing practices in the industry.

The study established that the purpose of public relations activities to their firms in the industry was to market products and services that were produced by their firms and introduce new products in new markets. Therefore, this study recommends that Fast Moving Consumer Good firms in Kenya to forms a joint marketing board that will market their products and sevices in the global market.

5.5 Limitations of the Study

The respondents of the study (employees of Fast Moving Consumer Good firms in Kenya) were usually very busy and therefore they required a lot of time in order to fill in the questionnaires. The challenge was overcome by giving the respondents the questionnaires by using drop and pick later method. Inadequate financial resources affected the results of the study. Accommodation and stationary costs delayed the exercise but early preparation and support from well-wishers was sought by the researcher.

Getting accurate information from the respondents was one of the major challenges since some of the workers were threatened that the information may be used against them by the firm. The challenge was minimized by assuring the respondents of confidentiality of the information they gave. Most of the respondents were unwilling to give the information due to negative perception of the study. The challenge was minimized by giving incentives to respondents in order to get positive response and accurate information. The location in distance and terrain while trespassing Nairobi County proved to be a bone of contention coupled with dusty grounds which posed a danger to personal health as far as common colds are concerned.

5.6 Suggestions for Further Research

Future studies should explore the reasons behind the promotion strategies in the Fast Moving Consumer Good industry. Researchers should go ahead and establish the reasons behind the failure of promotional strategies among FMCG firms in Kenya hence establish long term solutions in the industry in terms of new product development and quality customer delivery. Future studies will minimize promotional challenges experienced by the Fast Moving Consumer Good firms in Kenya hence competitive edge in the local and global market.

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APPENDICES

Appendix I: Introductory Letter

TO WHOM IT MAY CONCERN

Dear Sir/Madam

REF: MBA RESEARCH STUDY

I am a student pursuing a Masters degree in Business Administration at the University of Nairobi. In partial fulfillment of the requirements to the award of the Masters degree, I am required to carry out a study on; "***The Influence of Promotion Strategies on the Performance of Fast Moving Consumer Good industry in Nairobi County, Kenya***"

I kindly request your assistance by availing time to respond to the questionnaire. A copy of the final report will be made available to you at your request. The information given will be treated with high confidentiality.

Yours faithfully,

Student	**Supervisor**
Jared Ojwang	**Dr. Justus Munyoki**
Sign………………………	Sign………………………..

Appendix II: Questionnaire

SECTION: A PERSONAL BACKGROUND

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

I respondents name………………………………………………………….. [Optional]

1. What is your position in the Company?

a) General Marketing Manager [ ]

b) Area Marketing Manager [ ]

c) Product Development Manger [ ]

d) Bran Manager [ ]

e) Sales and Maketing Officer [ ]

f) Direct Sales Representative [ ]

2. What is your highest Academic level?

a) 0-Level [ ]

b) A-Level [ ]

c) Diploma [ ]

d) Degree [ ]

e) Postgraduate [ ]

3. How long as your company been operating in Kenya

a) 0-1year [ ]

b) 2-5 years [ ]

c) 6-10 years [ ]

d) 11-15 year [ ]

e) 16-19 years [ ]

f) 20 and above years [ ]

4. What is the size of your company?

a) Small Size [ ]

b) Medium Size [ ]

c) Large Size [ ]

5. **Does brand identity (FMCG firms) add value to you as a customer?**

Yes [ ] No **[ ]**

6. **If yes, what are the reasons?**
   a. Quality services [ ]
   b. Brand awareness [ ]
   c. Customer satisfaction [ ]
   d. Employee support [ ]
   e. Relatively cheap prices [ ]
   f. Improved products /services [ ]

7. **As a customer, how do you rate the competitiveness of your FMCG firm in the Kenyan market?**
   a. Extremely competitive [ ]
   b. Very competitive [ ]
   c. Competitive [ ]
   d. Less competitive [ ]
   e. Not competitive [ ]

8. **What are the measures used by your FMCG firm to attract and retain customers?**
   a) Close relationship with customers [ ]
   b) Provide quick services [ ]
   c) Flexibility of opening hours [ ]
   d) Additional value-added services to customers [ ]

SECTION: B ADVERTISING

9. **To what extent do your company use the the following medium to promote its products? (Very great extent = 5 points, Great exten = 4, Moderate extent = 3, Small extent = 2, No extent =1)**

	[5]	**[4]**	**[3]**	**[2]**	**[1]**
Electronic Media					
Radio [Local FM stations]	**[ ]**	**[ ]**	**[ ]**	**[ ]**	**[ ]**
TV [Citizen,KBC,NTV,KTN,K24	**[ ]**	**[ ]**	**[ ]**	**[ ]**	**[ ]**
Internet	**[ ]**	**[ ]**	**[ ]**	**[ ]**	**[ ]**
Print Media					

Newspapers	[ ]	[ ]	[ ]	[ ]	[ ]
Magazines	[ ]	[ ]	[ ]	[ ]	[ ]
Journals	[ ]	[ ]	[ ]	[ ]	[ ]
Outdoor Publicity					
Posters	[ ]	[ ]	[ ]	[ ]	[ ]
Billboard	[ ]	[ ]	[ ]	[ ]	[ ]

SECTION: C SALES PROMOTION

10. What Sale promotion activities carried out by your company to satisfy customers?

Sale Promotion Activities	**[5]**	**[4]**	**[3]**	**[2]**	**[1]**
Advertising	[ ]	[ ]	[ ]	[ ]	[ ]
Discounts	[ ]	[ ]	[ ]	[ ]	[ ]
Price cuts	[ ]	[ ]	[ ]	[ ]	[ ]
Free samples	[ ]	[ ]	[ ]	[ ]	[ ]
Personal selling	[ ]	[ ]	[ ]	[ ]	[ ]

11. To what extent does your company use the following promotional strategies?

PROMOTION STRATEGIES THROUGH:	**Very Great Extent** **5 points**	**Great Extent** **4points**	**Moderate Extent** **3 points**	**Small Extent** **2 points**	**No extent** **1 point**
Demonstration					
Telephone handling					
Flyer and brochure					
Office setting					
Radio					
Television					
Newspapers					
Billboards					
Sponsorships					

Website					
PUBLIC RELATIONS					
Collecting market information on customer needs					
Adequate marketing campaigns					
Enter into new markets					
Opening more branches					
Good/attractive premises					
Strategic location/store layout					
Bargaining power on prices					
Relatively cheap services					
Investment in new products/services					
Coping with competition					
Clear vision and goals					
PERSONAL SELLING					
Personal contact with customers					
The influence of sales people					
Close relationship					
Positive word of mouth from loyal customers					
DIRECT MARKETING					
Personal contact with customers					
By email					
By telemarketing					

SECTION: D PERFORMANCE MEASUREMENTS

To what extent are the following performance indicators influenced by promotional strategies adopted by FMCG firms operating in Kenya?

Performance Measures

	[5]	**[4]**	**[3]**	**[2]**	**[1]**
a) Increased market share	[ ]	[ ]	[ ]	[ ]	[ ]
b) Increased profitability	[ ]	[ ]	[ ]	[ ]	[ ]
c) Reduced costs of production	[ ]	[ ]	[ ]	[ ]	[ ]
d) Increased customer satisfaction	[ ]	[ ]	[ ]	[ ]	[ ]
e) Introduction of new products	[ ]	[ ]	[ ]	[ ]	[ ]
f) Improved employee performance	[ ]	[ ]	[ ]	[ ]	[ ]
g) Expansion into new markets	[ ]	[ ]	[ ]	[ ]	[ ]
h) ICT integration in customer service delivery	[ ]	[ ]	[ ]	[ ]	[ ]
i) Minimal customer complaints	[ ]	[ ]	[ ]	[ ]	[ ]

THANKS FOR YOUR COOPERATION

Appendix III: List of Fast Moving Consumer Good Companies in Kenya

	Company	Location
1.	Kevian	Ngong road Nairobi
2.	Kartasi	Nairobi Industrial area
3.	Melvins Beverages	Nairobi Indusrial area
4.	Golden biscuits	Nairobi Industrail area
5.	Manji foods	Nairobi Likoni road industrial area
6.	Deluxe food	Nairobi Industrial area
7.	Premiere food	Nairobi Baba ndogo
8.	Farmers choice	Nairobi Kahawa west
9.	Bio foods	Nairobi Industrial area
10.	Dormans coffee	Nairobi Mombasa road
11.	Henkel	Nairobi baba ndogo
12.	Mjengo	Nairobi
13.	Cadbarry Kenya limted	Nairobi off Naivasha roead industrial area
14.	Kenya coopoarative creameries (KCC)	Nairobi interprise road industrial area
15.	True food	Nairobi Industrial area
16.	Crown paints	Nairobi , likoni raod industrial area
17.	Wrigley	Nairobi Industrial area
18.	Twiga Industry	Nairobi Industrial area
19.	Procta and Allan	Nairobi Industrial area
20.	Kenya Breweries	Nairobi Ruaraka
21.	British American Tobacco	Nairobi Likon road , industrial area
22.	Cocacola	Embakasi Nairobi
23.	Kenpoly	Nairobi Industrial area
24.	Kapa oil refineries Ltd	Nairobi Mombasa road
25.	Uniliver Kenya	Nairobi industrial area
26.	Unga limited	Nairobi Commercial street
27.	Glaxosmithkline	Nairobi Industrial area
28.	Sameer Agricultural livestock	Nairobi industrial area
29.	Kenafrica	Nairobi Industrial area
30.	PZ Cussons	Nairobi
31.	Afican cotton	Mombasa road
32.	Kwal industries	Nairobi Mombasa raod
33.	Royal converters Limited (Hanan)	Nairobi Industrial area
34.	SC Johnsons	Narobi baba Ndogo
35.	BETA health	Industrial area Nairobi
36.	General plastics	Industrial area Nairobi
37.	Excel Chemicals	Industrial area Nairobi
38.	Match Masters	Nairobi Industrial area
39.	Kim-fay EA	Nairobi Industrial area
40.	Kings commodities	Mombasa road