

**EFFECT OF MARKETING STRATEGIES ON THE
PERFORMANCE OF SEED COMPANIES IN KENYA**

JAPHETH NZUMA KISU

**A RESEARCH PROJECT PRESENTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

OCTOBER 2015

DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university for academics purposes.

Signature Date

Japheth Nzuma Kisu

D61/60061/2013

This research project has been submitted for examination with my approval as university supervisor.

Signature Date

Dr. Joseph Owino

School of Business

University of Nairobi

DEDICATION

I dedicate this project to the seed companies in Kenya who unreservedly provided me with enough information during my data collection exercise. Sincere thanks goes to my employer Simlaw Seed Company Limited that occasionally would let me off the tight schedules of my official duties to concentrate on this project.

ACKNOWLEDGEMENT

The process of this master's management project writing has been a wonderful learning experience in my academic life. It was filled with both challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my future endeavors.

I am grateful to God almighty the one above all, who has always been there in my endeavors in life including this study. My profound gratitude goes to my supervisor Dr. Joseph Owino and moderator Dr. Raymond Musyoka for their insightful guidance through the whole process of project writing. Am thankful to them for the corrections they made on my drafts, their continuous encouragement, support and guidance in writing this project. I am also indebted to my family, my boss at the place of work and friends whom I may not mention in person for their material and moral support which enabled me complete my MBA course successfully.

ABSTRACT

Seed companies today are facing unprecedented challenges in marketing their products due to the level of competition being experienced in Kenya. Since the liberation of the industry in 1992, there has been an increased number of seed firms competing for the same market that used to be controlled by a few. The old traditional media channels used to market seed products and their services and in the process persuade customers are losing momentum and effectiveness due to changing customer needs. Today customers are becoming more choice, informed and have alternatives thus calling for continuous repositioning of marketing strategies in order to survive. Incorporating internal and external environment therefore becomes a necessity for long term survival of seed firms. Today's businesses opt to adopt marketing strategies because it would result in a quick and cheap means of penetration the market as well as enabling them to be committed to business with the aim of more customers which result in improving business performance. The objective of the study was to determine the effect of marketing strategies on the performance of seed companies in Kenya. The study used a cross sectional descriptive survey design. The population of the study comprised all the 112 seed companies in Kenya. The data used is primary one that was collected through self-administered questionnaire. The data is analyzed by the use of descriptive statistics. The regression analysis is used to assess the effect of marketing strategies on the performance of seed companies in Kenya. The study found out that the marketing strategies used by the seed companies were found to be pricing, people, processes, and place, product and promotion strategies. Pricing strategy was used by the seed companies in determining the price of seeds after taking into consideration competitors' prices and price changes and response to market changes. The study found out that the processes strategy enabled the seed companies to differentiate themselves through packaging in branded materials, marketing of final seeds and production of seeds in order to be consistent in production. The product strategy was found to be efficient in meeting customer wants, providing products with low probability of failure, developing products that have broad market appeal, developing innovative new products and offering a broad product line. The seed companies were found to be using promotional strategy to advertise their products through various media, to elicit attention, interest, desire and action, and focusing on customer needs. The marketing strategies used by the seed companies were found to have resulted in increased average brand equity and market share, company net profit, increased customer satisfaction, increased customer loyalty which is success factors on the performance of any strategic organization. The regression analysis established that marketing strategies influence the performance of seed companies'. The marketing strategies were found to explain 82.5% of the performance of seed companies.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
LIST OF TABLES.....	ix
CHAPTER ONE : INTRODUCTION.....	1
1.1 Background.....	1
1.1.1 Marketing Strategies	2
1.1.2 Organizational Performance.....	3
1.1.3 Seed Industry in Kenya	5
1.2 Research Problem	6
1.3 Research Objectives.....	8
1.4 Value of the Study	9
1.5 Chapter Summary	10
CHAPTER TWO : LITERATURE REVIEW.....	11
2.1 Introduction.....	11
2.2 Theoretical Foundation.....	11
2.2.1 Socio-Technical Systems (STS) Theory	11
2.2.2 Resource Based View Theory.....	12
2.3 Marketing Strategies.....	14
2.3.1 Pricing Strategy.....	14
2.3.2 People Strategy.....	15
2.3.3 Processes Strategy.....	16

2.3.4 Distribution Strategy	17
2.3.5 Product Strategy	18
2.3.6 Promotions Strategy	19
2.3.7 Physical Facilities and Evidence Strategy.....	21
2.4 Marketing Strategies and Performance.....	22
2.5 Chapter Summary	25
CHAPTER THREE : RESEARCH METHODOLOGY	26
3.1 Introduction.....	26
3.2 Research Design.....	26
3.3 Population of the Study.....	26
3.4 Data Collection	27
3.5 Data Analysis	27
3.6 Chapter Summary	28
CHAPTER FOUR : DATA ANALYSIS, RESULTS AND DISCUSSION	29
4.1 Introduction.....	29
4.2 Response Rate.....	29
4.3 Demographic Characteristics	29
4.3.1 Number of Years in Operation.....	29
4.3.2 Number of Employees.....	30
4.3 Marketing Strategies	31
4.3.1 Pricing Strategy	31
4.3.2 People Strategy.....	32
4.3.3 Processes Strategy	34
4.3.4 Place Marketing Strategy	35

4.3.5 Product Strategy	36
4.3.6 Promotion Strategy.....	37
4.4 Performance Measures.....	38
4.6 Relationship between Marketing Strategies and Performance	39
4.5 Discussion.....	41
4.6 Chapter Summary	45
CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS .	47
5.1 Introduction.....	47
5.2 Summary of Findings.....	47
5.3 Conclusion	49
5.4 Limitations of the Study.....	50
5.5 Recommendations for Policy and Practice	51
5.6 Suggestion for Further Research.....	52
REFERENCE	54
APPENDICES	58
APPENDIX I: QUESTIONNAIRE.....	58
APPENDIX II: LIST OF REGISTERED SEED COMPANIES IN KENYA	62

LIST OF TABLES

Table 4.1: Number of years in operation	30
Table 4.2: Number of employees.....	30
Table 4.3: Pricing Strategy	32
Table 4.4: People Strategy	33
Table 4.5: Processes Strategy	34
Table 4.6: Place Marketing Strategy.....	35
Table 4.7: Product Strategy.....	36
Table 4.8: Promotion strategy.....	37
Table 4.9: Performance indicators	38
Table 4.10: Model summary.....	39
Table 4.11: ANOVA Results	39
Table 4.12 : Regression Coefficients	40

CHAPTER ONE

INTRODUCTION

1.1 Background

The marketing function today is facing unprecedented challenges resulting from the level of competition being experienced in Kenya. The old traditional media channels used to market products and services and in the process persuade customers are losing their momentum and effectiveness due to changing customer needs. To reach cynical customers and have a genuine engagement with their companies will need to understand and harness marketing strategies such as social networking, mobile marketing and use of gender option in marketing. However, it is not yet clear whether this has managed to build effective relationships with customers (Chu & Meulemans, 2008). Marketing function in an organization is considered a key element to the success of a business and therefore should be effective in delivering its mandate (Hose, 2011). Indeed, businesses units that are involved in the marketing strategies are more advantageous in the market place as it enables organizations achieve their objectives.

Today's businesses opt to adopt marketing strategies because it would result in a quick and cheap means of penetration in the market as well as enabling them to be committed to business with the aim of more customers which result in improving business performance. Johnson & Scholes 2000) posit that marketing is important for the success of any organization, whether service- or product-oriented. The marketing strategy develops unexpectedly in most of the organizations which affect the performance. However marketing control assist in reduction of the effect which contain four keys steps; adjusting of marketing objectives, establishment of performance standards,

evaluation of actual performance and corrective action to remain strategic and focused.

Since the linearization of the sector in 1992, Kenya has seen the emerging of many seed player eying for the same market that traditionally used to be dominated by few firms. The resulting effect has been shrinking market share and enlarged competition within the players. The exhaustion of differentiation strategies has seen the seed companies adopt marketing strategies that emphasize will enable them increase their market share if not to keep the existing. Marketing strategy generally comprises of organization behaviors and operational decision made concerning the product, price, place and promotion and drives the performance of business activities in the distribution of goods and services from the producers to consumers. The seed company customer requires a good price for products and personal relationship with the company for better growth and development. The customer need to be handled with lots of care and regularly contacted in order to make vital connection which enables the company to get more connectivity with them easily. The price of products acts as marketing strategy to the company for easier market penetration and customers' retention in homogeneous and closely related products.

1.1.1 Marketing Strategies

Marketing has been defined as the process of anticipating the needs and wants of targeted customers and finding appropriate ways to meet them (Simsek, 2009). In anticipation, marketers are always and continuously focusing more on future rather than the current and past needs and wants of their target markets. The traditional marketing strategy is a plan for pursuing the firm's objective or how the company is going to achieve its marketing goals within a specific market segment (Walker, 2011). This implies that a firm marketing strategy is a crucial determinant of successful firm performance and it can

be considered to be a set of accurate, consistent, complete, realistic, specified, and valid actions designed to attain chosen firm objectives. This position will be consistent with the thinking in the marketing literature, to the extent that a more accurate and more complete data, with respect to the internal and external environments, helps facilitate the development of effective marketing strategy (Taghian, 2010).strategy itself is the direction that and organization takes towards the achievement of its objective.

Marketing strategy is a crucial determinant of successful firm performance. However, good strategy planning alone does not guarantee success. Successful strategies also involve robust and effective implementation, evaluation, and control mechanisms. Evaluation and control is a critical link between the firm and its external environment because it helps ascertain how well the firm is able to respond to ever-changing environmental constraints. Effective implementation of marketing strategies is a function of control mechanisms (Jaworski, Stathakopoulos, and Krishnan, 2003). Effective marketing strategies need to capture long time horizons, focus on the customer, address the customer needs, be sensitive to the environment as well as keeping pace with the change, and allow flexibility and proactive approach to reduce market uncertainties and strategy ineffectiveness. Understanding the customer diversity makes the marketer design strategies that facilitate market segmentation and blend of marketing mix that appropriately serves a particular segment (Slater, Hult & Olson, 2011). In seed marketing, rarely is there a strategy that cuts across all the segments.

1.1.2 Organizational Performance

Organizational performance is the key achievement of an organization in the realization of efficiency and effectiveness (Gibson, 2010) and remaining focused. This therefore

means that organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 2003). Performance provides the basis for an organization to assess how well it is progressing towards predetermined objectives, identify areas of strength and weakness and decide on the future initiatives with the goal of how to initiate performance improvement (Vanweele, 2006).

Organizational performance includes multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target (Johnson *et al.*, 2006). It is used to make adjustments to accomplish goals more efficiently and effectively. Organization performance is what business executives and owners are usually frustrated about. This is because even though the employees of the company are hard-working and are busy doing their tasks, their companies are unable to achieve the planned results. Results are achieved more due to unexpected events and good fortune rather than the efforts made by the employees. However, for any business to be successful, functions must be defined and accomplished. It is important for an organization to develop strategies that are designed around the skills that would enhance the performance of the organization. Organizational performance is affected by myriad factors including the lines of communication and command connecting these individuals, resources and information to which the individuals have access, the nature of the task faced by the individuals and the type and severity of the crisis under which the individuals operate (Richard *et al.*, 2009).

1.1.3 Seed Industry in Kenya

Seed companies supply certified seed to farmers hence ensure national food security. The government of Kenya gets revenue through taxes from the sector. The trend internationally in the seed industry has been acquisition and mergers by Multinationals to adapt to the effects of globalization and changing key stakeholders expectations. The effect of this on seeds companies has been a reduction in market share, declining profitability and stiff competition. The regulator of the seed industry in Kenya is Kenya Plant Health Services, whose primary mandate is to check the seed sector to ensure conformity to set standards.

Seed merchants in Kenya are basically the producers, processors and marketer of high quality seed materials. In Kenya, this is made of informal and formal sector. Today, farmers are getting more enlightened and with the emergence of more diseases that affect crops in the region and the need to go commercial in farming, there is general trend of more growth on the formal sector and diminishing level of traditional seed sector.

The seed bulking of different cultivars/varieties require specific micro climate for optimal results which makes production to be carried out in different regions to the extent of importation where local weather patterns and economics of production dictates so. In Kenya and the entire East and Central Africa the climate is rather tropical while some crops/products require extreme weathers to produce. Thus, seed merchants especially those dealing with horticultural seeds are net imported.

1.2 Research Problem

The present day business environment is characterized by increased competition emanating from both local and international companies competing for the same customers. The emergence of more demanding informed, choices of customers and great technological advances has resulted in a complex market in the retail business. In this complex market environment, the marketing strategy of the company could improve the performance of the organization. Therefore, companies need to investigate and apply an appropriate marketing strategy that will make it stand out from its competitors (Simsek, 2009). The marketing function today is facing a massive challenge. The old traditional marketing channels adopted by organization to market products and services and persuade customers are losing its momentum and effectiveness due to changing customer generational needs. To reach cynical level of customers and cater for their needs, the products and services real benefits, companies need to understand and harness their marketing strategies. The ability of organizations to respond rapidly and appropriately to the environmental challenges depends largely on the marketing strategies adopted by the firms as hardly will any product survive in a competitive market without any means of marketing.

The seed industry in Kenya has grown at a high rate that has resulted in more companies entering the market and this has increased the level of competition. Consequently, the seed companies need to upgrade their strategies in order to achieve set objectives in the market by selecting proper emergent marketing strategy that will ensure that it covers a wide market. In addition, the seed companies need to come up with new emergent

marketing strategies that can easily be adjusted whenever a competitor introduces new strategies that impact negatively the firm's performance.

International studies that have been undertaken on marketing strategies include Brennan (2011) who undertook a survey of seed retailers in small towns in Minnesota regarding the actions they had taken to compete with discounters (low prices) and the success of those actions. Providing specialized services, Offering better quality products and improved customer service were most successful strategies. On the other hand, increasing sales and promotions, lowering prices and increasing advertising were least successful. Carter, Ennew and Wright (2009) study on the impact of marketing mix strategy on farm saved seed performance measured by farmers' satisfaction on Jeddah private informal seed sector established that five out of seven variables were significant while on the other hand two variables were insignificant. Tikkanen, Kujala and Artto (2012) researched on the impact of marketing strategy creativity on organizational performance via marketing strategy implementation effectiveness among Pakistani organizations. The study established that performance is maximized when an organization develops a creative strategy and achieves effective implementation.

Studies that have been done in Kenya on marketing strategies include Irimu (2009) study on the effects of distribution channel strategies employed by seed processing machine that integrates new seed processing technology in Kenya. The findings of the study were that location of the service facility is important because many lack the funds for public transportation or feel psychologically uncomfortable to visit distant outlets. (Macharia 2013) undertook a study on the influence of marketing strategies on performance of real estate business in Nairobi, Kenya and established that strategic marketing practices were

adapted to a small extent by the real estate companies sector in Kenya due to many challenges that include inadequate capital, high operational costs and inadequate training among real estate companies. Metett (2011) conducted a study on the effects of marketing strategies on the performance of insurance companies in Kenya.

The findings of the study were that product innovation, sales promotions and market intelligence affected the performance of insurance companies. The objective of all businesses is to make profits and improve their organization overall performance by increasing its sales at remunerative prices. Marketing strategies play a vital role in the marketing seed companies in the competitive operating environment. As one of the key elements of a company's success, the selection of appropriate marketing strategy has been a focal point in both supply chain and marketing channel structure of the seed companies. The findings of the studies that have been undertaken, have not dealt with the marketing strategies adopted by the seed companies in Kenya, an industry that in the recent past has witnessed increased competition occasioned by entrance of both local and international seed production companies. The study was therefore undertaken to determine the effect of marketing strategies on performance of seed companies in Kenya. This study will therefore seek to answer the question; what effect does marketing strategies have on performance of seed companies in Kenya?

1.3 Research Objectives

The objective of this study was to determine the influence of marketing strategies on performance of Seed Companies in Kenya.

1.4 Value of the Study

The government and regulators of the industry will also find invaluable information in how marketing strategies can be adopted and as a result put in place policies that will guide and encourage other organizations within and without the industry in implementing their strategies in an ethical manner. The policy makers could use the results of the study to identify and bridge up gaps in the existing marketing strategies. This would help in improving the performance of seed companies and this increases their competitive advantage.

The Seed companies in Kenya will find the study an invaluable source of material that will guide it in developing appropriate marketing strategies in their firms. It is always important for business units to continuously adapt their marketing strategies to the changes in the operating environment and also how the competitors are responding to the changes. From the study therefore, the marketing departments would understand different marketing strategies that are being adopted and establish best strategies in their marketing activities to ensure better decision making.

The findings of the study are expected to contribute to research and practice, by elaborating the strategies that are pursued by the companies in order to be competitive in the industry. The study will add to the existing body of knowledge by stimulating new areas for further research through the findings and subsequent recommendations.

1.5 Chapter Summary

This section covered the introduction to the proposal and covered the background of the study, research problem, objectives of the study and the value of the study. There are three key distinct functional units in any profit making organization (finance, production and marketing). Among them, marketing is very vital since it determines the organization performance. Understanding the key drivers of marketing and the extent to which each influence the performance of an organization is the success of marketing management. Firms use several strategies as a way of driving their business. Strategies therefore are means that organizations use to achieve planned objectives.

Seed marketing is crucial in battle for poverty alleviation and food security in Kenya. Farmers have become choicer and selective on products to consume. Thus new and old seed firms have been revising their seed marketing strategies to effectively compete for the same customers. In so doing, companies have come out with unique blend of strategies that allows each to achieve its organizational and marketing objectives. These strategies are product, price, place, promotion, people, process, and physical evidence.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter literature relevant to the study was reviewed. Key areas of literature that were dealt with include the theoretical foundation of the study, marketing strategies and the effect of marketing strategies on performance.

2.2 Theoretical Foundation

A theoretical framework is a group of related ideas that provides guidance to a research project or business endeavor. In this section, the focus is on socio technical systems theory and resource based view theory.

2.2.1 Socio-Technical Systems (STS) Theory

The socio-technical systems (STS) theory put forward by Day and Wensley (1983) explain why the specific variables identified (related to planning, executing, and control of resources) need to connect to the firm's operational environments. In particular, STS dictates that: firm objectives are attainable through joint optimization of the technical and social systems, and a firm's design should cater to the needs of the external environment (Lui, Shah, and Schroeder, 2006). Furthermore, STS theory helps account for the intertwining of social and technical aspects of how people work which is central in the planning and execution phases of marketing strategy.

Homburg *et al.* (2010) posit that people working together through effective leadership can influence the adoption of customer interface technology and this will subsequently impact how the firm can use available technology to provide customer solutions to problems. This will not only include technology in terms of personal selling but help the firm better understand the customer through relationship marketing. Making effective use, then, of the firm's socio-technical system is a critical aspect of understanding the need to coordinate strategy decisions within the firm and thus become more effective in implementing critical control mechanisms (Kotler and Armstrong, 2013).

Pasmore, Haldeman, and Shani, (2012) note that when viewed from the perspective of socio-technical systems theory, this makes logical sense given technology and people need to interact with the environment (external and internal) to optimize outcomes. Accordingly, the nature (and dynamism) of technology within the market (and firm) will have a bearing upon the capacity of the firm to deliver sustainable and forward competitive offerings. Technological change is conceptualized as the degree of change with product or process technologies in any particular industry. STS theory suggests that firms with appropriate firm designs that link the manner people work can maximize outcomes. While this is ultimately firm performance, one of the intrinsic outcomes of such links is managerial commitment (at all levels) towards the firm and its strategies. Manager involvement in strategy planning propagates both their commitment to the strategy as well as ownership of the finalized strategies (Piercy, 2012).

2.2.2 Resource Based View Theory

This model recognizes the importance of a firm's internal organizational resources as determinants of the firm's strategy and performance (Barney & Clark, 2007). The term

internal organizational resources consist of all assets, capabilities, organizational processes, firm attributes, information, knowledge, that are controlled by a firm and that enable it to envision and implement strategies to improve its efficiency and effectiveness. Although the resource based view recognizes that a firm's physical resources are important determinants of performance, it places primary emphasis on the intangible skills and organizational resources of the firm (Alavi and Leidner, 2011). According to Ganotakis and Love (2010) human capital is considered to be a source of competitive advantage for entrepreneurial firms. Ownership of firm-specific assets enables a company to develop a competitive advantage. The theory notes that sustainable competitive advantage results from resources that are inimitable, not substitutable, tacit in nature, and synergistic. Therefore, managers need to be able to identify the key resources and drivers of performance and their values in the organization.

King (2007) states that building of capabilities derives from initial heavy and risky investments which allow firms to exploit the opportunities available for scale and scope. Eisenhardt and Martin (2001) addressed the issue of generalizing the findings of the resource based view in the light of the theory's insistence on firm heterogeneity. They argued that since dynamic capabilities have commonalities across firms in terms of key features, they violate the resource based view assumption of persistent heterogeneity across firms. It follows that while firms with more effective dynamic capabilities like superior product innovation are likely to have a competitive advantage over firms with less developed capabilities, dynamic capabilities in themselves cannot be a source of sustained competitive advantage.

2.3 Marketing Strategies

Marketing strategies and tactics are concerned with taking decisions on a number of variables to influence mutually-satisfying exchange transactions and relationships. With marketing strategies in place, any challenge that a company comes face to face with can be tackled easily by applying those that are appropriate for the situation (Smith and Saker, 2012).

2.3.1 Pricing Strategy

Price is what customers pay in order to acquire goods and services. The role of price in marketing strategy depends on the target market, the product and the distribution strategies that are selected by management (Cravens, 2006). Managers developing a pricing strategy should base their decisions on a careful consideration of several factors such as costs, demand, and impact to the customer, implications on the quality and competitor prices. Pricing strategies provide general and consistent approaches for firms as they come up with prices for their products. Lovelock (2011) suggested that pricing is the only factor of the marketing mix strategy that produces revenues for the organization, whereas all the others are related to expenses. The degree of complexity of pricing strategy amongst the service sector is comparatively significant due to the high degree of homogeneity between most service groups and shared service delivery and operating systems (Kotler, 2011).

For consumer products and more so on fast consumer goods, consumers use price as an important extrinsic cue and indicator of product quality or benefits. Customers often perceive high priced brands to be of higher quality and less vulnerable to competitive price cuts than low priced brands (Dodd, Monroe, and Grewal 2011). Prahalad (2010)

argue that companies doing business within the base of pyramid segment should think about developing products that can be affordable to those consumers. With the growing competition in the market, companies more often than not opt for niche strategies to serve specific areas in the market (Majumdar, 1996). They need to make a price-quality trade off to choose their consumers. The right price strategy is crucial for maximizing total revenue.

2.3.2 People Strategy

People, refers to the human resource of an organization who are involved in running of the organization. Their level of training, interpersonal behavior, discretion in rendering the service and appearance matters a lot in customer satisfaction in the seed industry. The interaction of employees, understanding their needs and customers create good customer satisfaction. McDougall and Levesque (2004) found out that, the interactions driving the service producers have important effect on customer perceptions of service quality. Management should have right marketing mix of personnel in marketing their seed products, and personnel that are voluntarily willing to serve as they would like themselves to be served and consider customer as king and who pay prompt attention to customer complaint. Lovelock and Wirtz (2004) suggests that direct involvement in service production means that customers evaluate the quality of employees' appearance and social skills, as well as their technical skills; and consequently this is reflected on the way the offer is judged.

In designing a marketing strategy an institution is recommended to start on developing its staff. Morgan, Katsikeas and Vorhies (2012) believe that the success of an institution is more dependent on the attitudes, commitment and skills of the whole workforce, than on

any other factor. This strategy ensures the conveying of shared beliefs and goals, that the institution is customer oriented. Other than that, the idea of building a positive relationship with customers has an influential role. Brassington (2006) explains that if a customer feels comfortable with and trusts a particular provider, and then competitors would find it difficult to disrupt this relationship hence the term “relationship marketing”.

2.3.3 Processes Strategy

Processes are procedures, mechanisms and flow of activities by which services are consumed. Process is one of the crucial elements of the expanded marketing mix components in services that should be a distinct strategic element. This is because process may influence the initial customer decision to purchase a service and affect the level of customer satisfaction (Lovelock, 2011). The processes followed form a part of the service delivery system and the customers often do not differentiate between the processes and the product. On a strategic level, institutions are careful about the delivery of service, and what quality controls can be built in, so that customers can be confident that there is consistency in the service offered. Thus, an institution is to establish common criteria that can guarantee consistency and maintain satisfaction.

Pasmore, Haldeman, & Shani (2012) note that the process is crucial to the seed company marketing strategy as it gives value to the buyer and an element of uniqueness to the product. It is very significant because it provides competitive advantage to the company. The importance of process in seed marketing strategy is based on value chain concept which basically stresses close attention to all the organizational activities which go into marketing the final seeds to the customer. In the seed context, a typical value chain would encompass all activities right from the seed conceptive stage down to its marketing at

distribution stores level. The value chain concept emphasizes that all these organizational activities have to be closely monitored and reviewed as an ongoing basis and all those activities which do not add value to the seeds used to be reviewed and modified. It is also useful in focusing attention on those organizational activities or processes which give uniqueness to the seed type.

2.3.4 Distribution Strategy

Marketing distribution is a business structure of interdependent organizations which acts as a product origin to the consumer (Langes and Montgomery, 2005). Products move through marketing channels via physical distribution. Physical distribution has five distinct subsystems: warehousing, materials handling and packaging, inventory control, order processing, and transportation.

Rafiq and Ahmed (2005) argue that distribution is part of merchandising and must be considered in any merchandising system. Distribution management involves merchandise replenishment, transportation management and distribution center facilities management. The type of distribution system a firm needs is influenced by the buying system of the users, the number of stores the seed companies has, the geographic dispersion of the stores, and the characteristics of the merchandise carried. Distribution strategy should be made on the basis of economies of scale. Producers achieve economies of scale through the use of specialization, which breaks down a complex task into smaller, simpler ones and thus creates greater efficiency and lower average production costs. Marketing distribution can also attain economies of scale through specialization, which distribution members can do some things more efficiently than producers because they have built good relationships with their customers (Weingand, 2007).

2.3.5 Product Strategy

Product strategy involves considerably more than just producing a good or service and focuses on benefits. It includes decisions about package design, brand names, trademarks, warranties, product image, new-product development and customer service (Boone, 2007). Products don't stay in the market forever; they have a limited life. Product life cycle must be considered when making product strategy. Normally, a product goes through a series of four stages: introduction, growth, maturity and decline. Product marketing passes through distinct stages with different challenges, opportunities and problems. At introduction stage, sales are low and costs are high per customer, so the strategy is to create product awareness and trial. It involves introducing the product to the intended market.

Product related marketing strategies are fundamental in any organization. These strategies include use of product design and use of technology in product development as well as delivery. The product can be argued to be the most important element of the retailing mix, as only with reasonable products will the effort put into such things as pricing and promotions reap any rewards (Zimmerer, Scarborough and Wilson, 2008). Product is the principal item offered by a company to satisfy the needs of their consumers. Kotler and Armstrong (2013) noted that some of the strategies adopted in the domain of products are perceived quality or image, as the market faces competition, quality and reliability of the product offerings gain importance. Quality in this case is viewed as customer's perception of the product.

The product is the core of the marketing strategy. Strategies that relate to new product success include overall fit with organization's strengths and a defined opportunity in the

environment. There are at least six marketing strategy options related to the newness of products (Thorpe and Morgan, 2007). These are innovation, new product lines, product line extensions, improvements or changes to existing products, repositioning and cost reductions. Consumers patronize a particular retail outlet as a result of convenient location, friendly personnel, desirable prices, and pleasant shopping atmosphere (Lewinson and Delozier, 2012). Product strategies may include concentrating on a narrow product line, developing a highly specialized product or service, or providing a product-service package containing unusually high-quality service. Also emphasized are innovation strategies, coming up with a range plan to create product variety as well as branding of products to differentiate them from competition (Alila and McCormic, 2004).

2.3.6 Promotions Strategy

Promotion consists of the various alternatives that seed firms adopt to inform the customer about their product and to persuade customers to buy the product. This includes information about the qualities, features, quality management, and benefits the product offers the customer (Yoo, Donthu, and Lee, 2010). To be effective, the promotional strategy must be guided by the marketing concept such as focusing on consumer needs and integrating all activities of the organization to satisfy those needs (Jones, 2010). Such strategies include advertising and direct customer interaction. Good salesmanship is essential for small businesses because of their limited ability to spend on advertising. Promotion strategies play a vital role in the creation of mutually beneficial exchanges between producers and consumers of goods, services or ideas. Such strategies include advertising and direct customer interaction.

Sales promotions cover a wide scope of marketing activity ranging from trade, sales force and consumer programs. Mostly, sales promotion encompasses such activities as discounts, incentive plans, coupons, sweepstakes and value-added promotions. These programs have continually been studied in terms of their impact upon brand loyalty. Marketing managers are becoming more concerned about the productive use of promotional funds and controlling spending on trade promotion. As a result, trade-offs among advertising, consumer promotion and trade promotion are an important, though perplexing aspect of the budgeting process. Sales promotion has increased dramatically, it has remained little understood beyond the objective of delivering short-term results and successfully introducing new products into the consumer market (Hartley and Cross, 1998).

The development of a successful promotional mix demands the careful integration of each of the following elements; situation analysis, developing objectives, designing messages, selecting channels, preparing budget, choosing mix and evaluating the impact. Lewinson and Delozier (2012) suggest that it is important for institutions to build up channels of communication with potential customers, and use marketing intelligence to gather any information that an institution would find useful in a competitive environment.

Kimball (2002) stated that effective sales promotion campaign enables an organization to successfully out-brand its competitors in a continuous battle for the hearts and minds of customers. The development of a successful promotional mix demands the careful integration of each of the following elements; situation analysis, developing objectives, designing messages, selecting channels, preparing budget, choosing mix and evaluating. In situation analysis, companies are assessing the current position of customer features,

the competitive situation and the environment. While assessing the target audience, companies look at the demographics and lifestyles, life stages, usage levels, understanding and perception of services and the organization and the buying process of the targets (Langes and Montgomery, 2005).

Gupta (2007) note that the objectives of promotions are to attract new customers, to make existing customer loyal, reward loyal customers and increase the market size by stimulating the use of an entire product category and to reinforce other communication tools. The further the product progress through its life cycle, the more managers tend to allocate more resources to sales promotion. It is the same case for lower priced brands; moreover retailers have high influence on the final price and use of promotion. Most companies need to use promotions as either offensive and/or defensive tools in the battle for market share. As a consequence, the consumer's brand choice is influenced by the sales promotion campaigns. Prior to making a decision, the typical consumers will take into account whether or not a promotion exists. They may also buy something they had not planned or buy something in a greater quantity because there is a promotion. Sales promotion can in fact create an impulse purchase, when the need has been created or revealed in-store.

2.3.7 Physical Facilities and Evidence Strategy

Physical facilities or evidence refer to all of the physical, tangible items an institution makes available to customers ranging from brochures to the infrastructure (Lewinson and Delozier, 2012). Physical facilities, as an element of the mix, plays a major role as it is the means by which an institution is likely to increase the tangibility of its offering, especially with the fact that there is not usually much to be inspected before purchase

(Slater, Hult & Olson, 2010). Institutions design their processes in a way that they are more appealing to the consumers. Some of the common features that marketers take advantage of in process strategies include time taken to complete a service and the location of different service points required to complete a process.

Lovelock (2011) argues that physical evidence is one of the vital components of the 7Ps of the services management paradigm by which the company can provide tangible objects to customers during the service delivery process and tangible metaphors used in such communications as advertising, symbols, and trademarks (Lovelock, 2011). The service environment increase customer satisfaction and that within service environment customers can be exposed to numerous stimuli which potentially affect how they act, buy and the level of satisfaction they derive with service experience. Bitner (1992) indicated that the service environment has a significant impact on customer perception of overall service quality. He pointed out that customers make inferences about the service quality on the basis of tangibles that surround the service environment.

2.4 Marketing Strategies and Performance

The main purpose of marketing is to understand and meet customer's needs through all the components of the marketing system like suppliers and distributors, co-coordinating efforts and working in harmony (Peppard and Rylander, 2011). The well-conceived and effective marketing activities facilitate the achievement of typical organizational objectives such as higher sales, market share, profits, and competitive advantage. Marketing practice is an important contributor to performance in economic reform

economies; therefore many businesses will adopt a new attitude to marketing in transition environments, formulating strategies which demonstrate a focus on customers.

Lewinson and Delozier (2012) note that marketing activities such as price, packaging, company image, advertising expenditures, being environmentally friendly, effective research and development programmes and promotional events have important influence and bearing on the organizational brand equity and customer purchase intention. High brand equity levels lead to higher consumer preferences and purchase intentions. Firms with high brand equity usually have good performance. Lui, Shah, and Schroeder (2011) noted that sound marketing practice is an important contributor to performance in economic reform economies. Many businesses will adopt a new attitude to marketing in transition environments, formulating strategies which demonstrate a focus on customers. Thus for firms to be competitive in such environments, it is essential to conduct effective product, pricing, promotion and distribution activities, where customers are central to all marketing efforts and to the extent that these strategies are successfully implemented, they are expected to result in improved performance. Businesses that possess the ability to learn rapidly about their markets and to act on that information are best positioned to achieve competitive advantage.

Market oriented organization possesses the ability to generate, disseminate, and respond to information about market forces and market conditions better than their less market oriented rivals (Jaworski and Kohli, 2003). This gives a market oriented organization an important basis for improving performance by learning what buyers want, building the processes necessary to deliver the value they desire and adapting those value generating processes as market conditions change. To use these processes as the basis for improving

performance, an organization needs to develop the distinctive capabilities to generate, disseminate, and respond to market intelligence and the processes to act on this information (Hunt and Morgan, 2005). Kotler, (2007) argues that with the rise of digital technologies such as the internet , today's increasingly informed customers expect companies to do more than to connect with them, more than satisfy them and even more than delight them. A study by Brennan (1991) in Minnesota regarding the actions small retailers had taken to compete with discounters revealed that providing specialized services, offering better quality products and improved customer service were most successful strategies.

Eng and Keh (2007) believe that marketing effectiveness has to be captured by the additional sales of a product over and above those that would have happened in absence of any marketing or promotion. Although marketing managers have long believed that a marketing impact on sales can persist longer than the current period, the tendency to assume that marketing effect on sales is short-term is yet prevalent. They further argue that the longer uses of marketing are better than less and shorter uses of it irrespective of the nature of contribution of advertisement to sales. Korgaonkar et al. (2004) hypothesize that marketing campaigns were successful in increasing sales when they were for nondurable products with unique attributes, were geared to the consumer market and backed by adequate financial resources, and when they featured unique and creative messages. It also found that favorable product attributes could be achieved by marketing campaigns that promoted product uniqueness, had adequate financial resources, and used creative messages and appropriate media.

2.5 Chapter Summary

This chapter digs into the depth of what has been done in the related field of study in form of theoretical foundation. The effects of marketing strategies on performance of companies towards the set objectives. It emphasis's on the importance and the degree to which each strategy has been found to be of importance. Social technical system theory reinforced the need for a a business entity to consider the environmental dynamics in coming up with its appropriate strategies and these strategies should be supported by the internal resources which are within the business unit. A firm can choose to adopt different strategies to give the necessary competitiveness and these strategies are not applicable to all the firms because they depend to the business environment in which it operates from.

Marketing strategy integrating price, products, promotion and place blends have been varied in various levels to give firms the best value of their output. The extended three Ps are made to compliment the performances and achievements. This chapter highlighted the importance of a firm developing an effective marketing activities that will facilitate the achievement of organizational objectives through maintenance of a customer base that is willing to buy company products.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, population of the study, data collection instruments and the techniques for data analysis.

3.2 Research Design

The study adopted a cross sectional descriptive survey design. Cross sectional descriptive design aim to describe or define a subject, by creating a profile of seed companies through the collection of data and tabulation of the frequencies on research variables or their interaction (Cooper and Schindler, 2003). A survey was deemed appropriate as it enabled the researcher to make comparisons based on differences in demographics. This requires a broad range of data which was possible through a survey.

3.3 Population of the Study

Population is a well defined or set of people, services, elements, events, group of things or households that are being investigated (Ngechu, 2004). The target population consisted of all the units being studied. The unit of analysis was the entity or who was being analyzed. The population of the study comprised all the seed companies in Kenya. According to Kenya plant health services (KEPHIS), Kenya has 112 duly registered seed companies, and all of them participated in the study, hence the study was a census.

3.4 Data Collection

Primary data was used for the study; this enabled the researcher to pursue the research objectives since the questions are tailored for the study. The questionnaire was designed on a five point Likert type scale and administered through a drop and pick method. The selected respondents in this study were the marketing managers in all the seed companies. These were viewed as officers who by the virtue of their positions were responsible for day to day running of the marketing department of the company.

3.5 Data Analysis

The data obtained through the questionnaires were first checked for completeness. The questionnaires found correctly filled and fit for analysis were coded and all the data entered into statistical package for social sciences and analyzed using descriptive statistics. The descriptive statistics used included mean scores, percentages and ratios. These were then presented using tables, pie charts and bar graphs for easier interpretation. A regression model was used to establish the relationship between marketing strategy and performance of seed companies in Kenya.

The regression equation assumed the following form

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \alpha$$

Where:

Y is organizational performance;

β_0 - Constant

β_i - ($i = 1 - 6$) is the regression coefficient;

- X₁ - Pricing strategy
- X₂ - People strategy
- X₃ - Process strategy
- X₄ - Place strategy
- X₅ - Product strategy
- X₆ - Promotion strategy

3.6 Chapter Summary

This section covered the research methodology that was adopted. The research adopted a cross-sectional descriptive research design where all the registered seed companies in Kenya formed the sampling frame. This design was appropriate because it targeted all seed companies in Kenya and the research was done across the firms at the same time. Data collection was made through the use of a questionnaire. The presentation was done tables and pie charts. The relationship between organizational performance and marketing strategies that it adopts was determined using a regression model. Data analysis is to be done on statistical packages for social science (SPSS).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations.

4.2 Response Rate

A total of 112 questionnaires were issued out and only 84 were returned. This represented a response rate of 75%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over is adequate.

4.3 Demographic Characteristics

The demographic information considered in this study included the duration of service of seed companies, number of employees and the number of branches the seed companies operate.

4.3.1 Number of Years in Operation

This section of the questionnaire sought to establish the duration that the sampled firms had been operating in Kenya. The duration of seed company operation indicates an understanding of the industry and the strategies to be adopted in order to achieve competitive advantage over competitors. The results are presented in Table 4.1.

Table 4.1: Number of years in operation

Years	Frequency	Percentage
6 – 10	21	24.5
11 – 15	17	20.3
16 – 20	11	13.4
Over 25	35	41.8
Total	84	100.0

The results indicate that 41.8% of the institutions had been in operation for over 25 years; 24.5% of the seed companies have been operational for a period of between 6 and 10 years; 20.3% of seed companies have been in operation for a period of between 11 and 15 years while 13.4% of the seed companies have been operational for a period of 16 to 20 years. The results indicate that majority of the seed companies have been in operation in Kenya for more than 10 years and therefore they understand the local market trends and the need of marketing strategies in the sector in order to have improved performance over competitors.

4.3.2 Number of Employees

This section sought to establish the number of employees in the institution. The number of employees in the company indicates the size of the company and market coverage.

Table 4.2: Number of employees

Years	Frequency	Percentage
Less than 200	6	7.1
201 – 399	66	78.6
Above 400	12	14.3
Total	84	100.0

The findings indicate that 78.6% of the seed companies have between 201 and 399 employees; 14.3% of the seed companies' employees were above 400 while 7.1% of the employees in the seed companies were less than 200. The results show that the number of employees in the companies differs and this can be attributed to the scale of operations of the companies. The number of branches the seed companies have in the country was found to be less than 100 in all the companies and this can be attributed to the use of private agro-dealers outlets by the companies to distribute their seeds.

4.3 Marketing Strategies

Marketing strategy is a crucial determinant of successful firm performance. However, good strategy planning alone does not guarantee success. Successful strategies also involve robust and effective implementation, evaluation, and control mechanisms. This section of the questionnaire sought to get from the respondents following regarding the influence of marketing strategies on performance of Seed Company. The range was 'not at all' (1) to 'strongly agree' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale. The scores of 'Neutral' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale. A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents

4.3.1 Pricing Strategy

The pricing strategy of the seed companies provides general and consistent approaches for firms as they come up with prices for their products. The results are presented in

Table 4.3: Pricing Strategy

Pricing strategy	Mean	Std. Deviation
The company pricing strategy is realistic and accurate	3.88	.914
The company prices are below industry average	3.72	.761
The seed company uses pricing skills and systems to respond quickly to market changes	3.77	.732
The firm monitor competitors' prices and price changes	3.56	.968

From the result above, the company pricing strategy is realistic and accurate as it reflects the true price of the company seeds (Mean = 3.88); seed company uses pricing skills and systems to respond quickly to market changes (mean = 3.77); prices charged being below industry average (mean = 3.72) and the seed companies monitoring competitors' prices and price changes (mean = 3.56). From the results, the seed companies pricing strategy considers the cost of production and the competitors before deciding the selling price of the company seeds, this will enable the farmers to purchase the seeds of the company as the cost is comparative with the competitors.

4.3.2 People Strategy

The people who make up the seed company contribute to a great extent to the improved performance of the organization. This section sought to establish the people strategy regarding the influence of marketing strategies on performance of Seed Company.

Table 4.4: People Strategy

People strategy	Mean	Std. Deviation
The employees of the company has technical and social skills in seed production	4.08	.596
The company has trained its employees on service delivery/customer service	4.06	.914
The employees of the company interact with customers in order to understand their needs	3.97	.941
The company has right marketing mix of personnel in marketing their seed products	3.82	.805

The findings above indicates that the employees of the company has technical and social skills in seed production (mean = 4.08); company has trained its employees on service delivery/customer service (mean = 4.06); company employees interact with customers in order to understand their needs (mean = 3.97) and finally that the company has right marketing mix of personnel in marketing their seed products (mean = 3.82). From the results, the employees of the seed companies were found to have the necessary expertise required to enable the company come up with competitive products. At the same time the company has ensured that the employees improve their skills through training and employment of the right mix of employees.

4.3.3 Processes Strategy

Process strategy is crucial to the seed company marketing strategy as it gives value to the buyer and an element of uniqueness to the product; thus the importance of the question in the study.

Table 4.5: Processes Strategy

Processes strategy	Mean	Std. Deviation
The company packages its products in branded material	4.64	.743
The seed company pays close attention to all the organizational activities which go into marketing the final seeds	4.13	.694
The company has adopted common criteria on all the seeds it produces so as to guarantee consistency and maintain satisfaction	3.95	.928
The company has been ISO certified	2.75	1.639

The findings above indicate that processing strategy in seed companies resulted in better packaging of products in branded material (mean = 4.64), the seed companies paying close attention to all the organizational activities which go into marketing the final seeds (mean = 4.13) and the companies adopting common criteria in all the seeds it produces so as to guarantee consistency and maintain satisfaction (mean = 3.95). The respondents were in agreement to a moderate extent that the companies were ISO certified. The results show that the processes strategy enabled the seed companies to differentiate themselves through packaging in branded materials, marketing of final seeds and consistency in production.

4.3.4 Place Marketing Strategy

The location of the seed company has an effect on its accessibility to the market and thus the reduction in distribution costs. The results place marketing strategy was presented in Table 4.6.

Table 4.6: Place Marketing Strategy

Place marketing strategy	Mean	Std. Deviation
The company has maintained cleanliness and appearance of its facilities	3.84	.851
The company has convenient operating hours	3.82	.716
The seed company has up-to-date and well-maintained facilities and equipment	3.81	.894
The company is located in convenient location	3.73	.780
The firm has incorporated technology in provision of its services	3.71	.842
The company has enough parking for our customers	3.64	.908
The company has designed facilities to achieve specific marketing image objectives	3.61	.939
The firm has extensive branch network	2.76	1.259

Table 4.6 shows that place marketing strategy enables the seed companies to maintain cleanliness and appearance of its facilities (mean = 3.84) and operate conveniently in the distribution stores in which the farmers can be served (mean = 3.82). They further indicated that the seed companies own up-to-date and well-maintained facilities and equipment (mean = 3.81). The respondents moderately agreed that the seed companies has extensive branch network (mean = 2.76). The results show that place marketing strategy enabled the seed companies to operate convenient hours, maintain cleanliness

and incorporation of technology in provision of its services in order to enable the customers to serve its clients effectively.

4.3.5 Product Strategy

The products the seed companies produce influence the customers' perception towards the purchase of the products and thus the need for the respondents to indicate the extent to which product strategy influences the company operations.

Table 4.7: Product Strategy

Product strategy	Mean	Std. Deviation
The company is efficient in meeting customer wants	3.92	.733
The seed company provide products with a low probability of failure	3.81	.613
The company develop products that have broad market appeal	3.73	.750
The firm develop innovative new products	3.58	.867
The firm offer a broad product line	3.41	1.164

The results in Table 4.7 indicate that the seed companies were efficient in meeting customer wants (mean = 3.92); provide products with a low probability of failure (mean = 3.81); develop products that have broad market appeal (mean = 3.73); develop innovative new products (mean = 3.58) and offer a broad product line (mean = 3.41). The results indicate that product strategy enabled the seed companies to meet farmers' needs, provide products with a low probability of failure, develop innovative new products and offer a broad product line.

4.3.6 Promotion Strategy

Promotion consists of the various alternatives that seed firms adopt to inform the customer about their product and to persuade customers to buy their product. This means that it is important to inform customers about a new product or service, its value, the producer and other benefits for customers, in order to stimulate their purchasing and consumption.

Table 4.8: Promotion Strategy

Promotion	Mean	Std. Deviation
The company advertises its products through various media	3.83	1.013
The company promotional strategy elicit attention, interest, desire and action	3.68	.848
The firm focus on consumer needs and integrating all activities of the organization to satisfy those needs	3.56	.842

The results on the use of promotion by the seed companies was that the companies advertises its products through various media (mean = 3.83); promotional strategy elicit attention, interest, desire and action (mean = 3.68) and that the companies focus on consumer needs and integrating all activities of the organization to satisfy those needs (mean = 3.56). The results show that the seed companies' promotional strategies play a vital role in the creation of mutually beneficial exchanges between producers and consumers of goods, services or ideas. For improvement in the position of sales or progress of business this method is used.

4.4 Performance Measures

The respondents were requested to indicate the extent to which the marketing strategies that have been used by the seed companies have affected their performance. The results are presented in Table 4.9.

Table 4.9: Performance indicators

Performance indicators	Mean	Std. Deviation
Brand equity	3.77	.974
Increase in market share	3.71	.876
Increase in sales volume	3.66	1.022
Increase customer satisfaction	3.61	1.113
Customer loyalty	3.58	1.056
Quantity and value of seed sold through various distributors	3.55	1.140
Brand churns	3.50	.944
Company net profits	3.56	1.013
Brand visibility	3.44	1.098

The results indicate that marketing strategies affects the performance of seed companies as it increases average brand equity (mean = 3.77); increased market share (mean = 3.71); increase in sales volume (mean = 3.66); increased customer satisfaction (mean = 3.61); customer loyalty (mean = 3.58); quantity and value of seed sold through various distributors (mean = 3.56); brand churns (mean = 3.55); company net profits (mean = 3.50) and brand visibility (mean = 3.44). From the results, marketing strategies influence performance of the seed companies as it results in an increase in average brand equity,

increased market share, change in market share, increase in company net profit and quantity and value of seed sold through various distributors.

4.6 Relationship between Marketing Strategies and Performance

The relationship between marketing strategies (pricing, people, processes, and place, product and promotion) and seed companies' performance was tested by using linear regression analysis. The following show the model summary, ANOVA and coefficients of regression.

Table 4.10: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.908 ^a	.825	.783	.65323
a. Predictors: (Constant), pricing, people, processes, place, product and promotion)				

The six independent variables that were studied, explain 82.5% of the performance of seed companies as represented by the R squared. This therefore means that other factors not studied in this research contribute 17.5% of the performance of seed companies in Kenya.

Table 4.11: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.534	6	1.267	54.455	.024 ^a
	Residual	9.307	77	2.327		
	Total	11.841	83			

The significance value was .024 which is less than 0.05 thus the model is statistically significant in predicting how pricing, people, processes, place, product and promotion

strategies affect the performance of seed companies. The F critical at 5% level of significance was 3.23. Since F calculated is greater than the F critical (value = 54.455), this shows that the overall model was significant.

Table 4.12 : Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.121	1.223		2.917	.0367
	Pricing	.410	.104	.157	3.081	.0188
	People	.280	.145	.087	2.578	.0267
	Processes	.336	.204	.155	2.960	.0451
	Place	.206	.229	.149	2.658	.0355
	Product	.382	.194	.098	3.164	.0285
	Promotion	.241	.127	.116	2.713	.0202
a. Dependent Variable: performance						

From the data, the model of the relationship was fitted as follows:

$$Y = 1.121 + 0.410x_1 + 0.280x_2 + 0.336x_3 + 0.206x_4 + 0.382x_5 + 0.241x_6$$

According to the regression equation established, taking all the six marketing strategies into account constant at zero, performance of seed companies will be 1.121. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in pricing strategy will lead to a 0.410 increase in performance of seed companies; a unit increase in product strategy will lead to a 0.382 increase in performance of seed companies; a unit increase in processes strategy will lead to a 0.336 increase in performance of seed companies; a unit increase in people strategy will lead to

a 0.280 increase in performance of seed companies; a unit increase in promotion strategy will lead to a 0.241 increase in performance of seed companies and a unit increase in place strategy will lead to a 0.206 increase in performance of seed companies.

4.5 Discussion

Marketing strategy is increasingly being adopted in virtually all the sectors of the economy, particularly the service sector. Marketing strategy has been a major determinant of any organization's short and long run success and differential advantage in any competitive environment. The need for marketing strategy in any organization cannot be over emphasized, strategy is particularly important in the seed industry in Kenya today because of the volatility, highly competitive and the turbulent nature of the marketing environment. Therefore, each of the seed companies must use marketing strategy to develop a competitive advantage. Jobber (2001) indicated that the price is a key element of marketing mix because it represents on a unit basis what the company receives for the product or service, which is being marketed. The arrival at the price was through monitoring competitors' prices and price changes and response to market changes. This was found to be consistent with Cravens (2006) findings that managers developing a pricing strategy should base their decisions on a careful consideration of several factors such as costs, demand, and impact to the customer, implications on the quality and competitor prices.

The greatest asset in any organization is the human resource it has. The people within an organization are the avenue through which the final product (goods and services) reaches the intended consumer. Therefore their level of competence, effectiveness and efficiency affects the final form of the product. The people or personnel factor is important because

personal interaction between customers and the firm's employees strongly influences the customer's perception of service quality and hence the product (Dodd, Monroe, and Grewal 2011). Organizational culture is build through its human recourses. For this reason, human resources management policies are considered to be of particular strategic importance in the delivery of high quality services. The results of the study were found to be consistent with the findings of the study as the people strategy in the seed companies had the technical and social skills that are crucial to the achievement of competitive advantage by the companies. The value attached to the people enabled the seed companies to train its employees on service delivery/customer service and employment of right marketing mix of personnel in marketing their seed products.

A process involves the use of an organization's resources to provide something of value. Therefore, to properly manage processes, an organization must be able to decide how they are going to go about providing services and/or developing its product. The study found out that the processes strategy enabled the seed companies to differentiate themselves through packaging in branded materials, marketing of final seeds and production of seeds in order to be consistent in production. This was found to be in consistent with the findings of Pasmore, Haldeman, and Shani (2012) who noted that the process is crucial to the seed company marketing strategy as it gives value to the buyer and an element of uniqueness to the product. It is very significant because it provides competitive advantage to the company. Rafiq and Ahmed (2005) argued that distribution is part of merchandising and must be considered in any merchandising system. Marketing distribution can also attain economies of scale through specialization, which distribution members can do some things more efficiently than producers because they have built

good relationships with their customers. The findings of Rafiq and Ahmed (2005) were found to be consistent with the results of the study which established that the seed companies has maintained cleanliness and appearance of its facilities, operate convenient hours, has well-maintained facilities and equipment, located in convenient location and that they have incorporated technology in provision of its services.

With ever changing global markets and the environmental challenges, a company cannot afford to take it easy after launching the product they need to monitor what is going on in the market and adjust accordingly since the customer's needs and preferences are always changing and the competition is always improving. The product is the core of the marketing strategy. Strategies that relate to new product success include overall fit with organization's strengths and a defined opportunity in the environment. There are at least six marketing strategy options related to the newness of products. These are innovation, new product lines, product line extensions, improvements or changes in existing products, repositioning and cost reductions. Consumers patronize a particular retail outlet as a result of convenient location, friendly personnel, desirable prices, and pleasant shopping atmosphere (Lewinson and Delozier, 2012). The findings of Lewinson and Delozier (2012) was found to be consistent with the results of the study which established that the product strategy was efficient in meeting customer wants, providing products with a low probability of failure, developing products that have broad market appeal, developing innovative new products and offering a broad product line.

A business organization must sell products in order to survive and grow. Promotion serves to create a psychological effect to customers, which encourages the decision to purchase the product. Promotion is a communication process between companies and

customers, aimed to create positive attitude about products and services, which favors the products and services stand in the buying and consumption process. It is an ongoing process of communication between the company on one side and existing and potential customers on the other side. The study found out that the seed companies were using promotional strategy to advertise its products through various media, to elicit attention, interest, desire and action, and focusing on customer needs and integrating all activities of the organization to satisfy those needs. This was found to be consistent with Kimball (2002) findings that effective sales promotion campaign enables a business organization to successfully out-brand its competitors is a continuous battle for the hearts and minds of the market share and customers. Lewinson and Delozier (2012) suggest that it is important for institutions to build up channels of communication with potential customers, and use marketing intelligence to gather any information that an institution would find useful in a competitive environment.

A seed company rarely exists alone in the market. And, even if it does, it faces competition from farm-saved seed or directly imported seed. Therefore, a seed company must know who its competitors are as part of marketing commandments and be prepared to compete with them. This requires the attainment of knowledge about the competition and its strategies, and finding out and implementing ways to sell seed ahead of the competitor. Jobber and Fahy, (2006) noted that marketing strategies are significant in an organization in increasing the sales, market share and improving customer loyalty. This makes the products and services of an organization more popular with the market. Further, marketing strategies are significant in exploration of new markets and spread of business to new territories so as to raise awareness of the products and services offered in

a place where an organization is establishing its branches. Moreover, marketing strategies are used in bringing new products onto the market so that it can have a great impact in the market. The findings of Jobber and Fahy, (2006) were found to be in tandem with the findings of the study which established that marketing strategies used by the seed companies had resulted in increased brand equity and loyalty, change in market share, company net profit, increased net profit, customer satisfaction and brand churns together with the volume and contribution to total sales of each seed product and the quantity and value of seed sold through various distributors and respondent further finalized on the brand visibility. The regression results show that the performance of the seed companies was largely influenced by marketing strategies the companies use. Lui, Shah, and Schroeder (2011) noted that sound marketing practice is an important contributor to performance. The well-conceived and effective marketing activities facilitate to the achievement of typical organizational objectives such as higher sales, market share, profits and competitive advantage.

4.6 Chapter Summary

The chapter covers the analysis undertaken on the responses received. It established the dominant marketing strategy being employed by the seed companies and this included the pricing and the processes strategy. The regression established indicates the level of influence on each of the marketing strategy (price, people, processing, place, product and promotion) to the performance of seed companies. The results showered that the marketing strategies employed by the Seed companies contributed to 82.5% of the performance of these firms. These implies therefore that the success of the seed companies will be determined to a large extent on the marketing strategies that the

companies adopted. However, the application of the marketing strategies by the seed companies was influenced by the niche market that they occupy and consequently, the success of seed companies is varied depending on the strategies adopted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter is outlined into summary of the findings, conclusions, recommendations, limitations of the study and suggestions for further research.

5.2 Summary of Findings

Marketing is paramount in the performance of any organization particularly in the industry with many competitors. Marketing is often a differentiator between organizations that operate at similar conditions. In most cases, marketing strategies creates a positive impression of a given product and organizations and as such it makes the clients to make their buy decisions based on that information. From the results, there are a number of marketing strategies which are practiced by the seed companies to different degree. The study found out that pricing of the seeds by the companies was a critical factor as the competitiveness of the companies is as a result of the pricing strategy adopted by the firms. This is common to homogeneous and substitutable products. The pricing strategy that has been adopted by the seed companies was realistic and accurate, and below industry average through monitoring competitors' prices and price changes and response to market changes.

From the study, the human resource of the seed companies was found to be valued and thus the need to train its employees on service delivery/customer service and employment of right marketing mix of personnel in marketing their seed products. The processes strategy was found to have enabled the companies to differentiate themselves through

marketing of final seeds and production of seeds in order to be consistent in production. The seeds that have been certified by the company for use by the farmers need to be available in the market and therefore distribution strategy was found to be important to the companies in order to ensure that the seeds are in the market anytime. The study established that the seed companies have maintained cleanliness and appearance of its facilities operate convenient hours, has well-maintained facilities and equipment, located in convenient location and that they have incorporated technology in provision of its services.

The seed product is the core of the marketing strategy for the seed companies as it enabled the companies to meet customers' wants, provide products with a low probability of failure, develop products that have broad market appeal, develop innovative new products and offer a broad product line. In order to increase the sales of the company, the seed companies undertake market promotions through various media, to elicit attention, interest, desire and action, and focusing on customer needs and integrating all activities of the organization to satisfy those needs. The study established a positive and significant relationship between marketing strategies and performance of the seed companies in Kenya. This suggested that for seed companies to achieve superior performance outcomes, they need to take into account pricing, people, process, place, product and promotion strategies.

5.3 Conclusion

Marketing mix strategy is a necessary strategy in seed companies to ensure these companies' success. It is vital to marketing the seed companies in the target market and acts on behalf of the whole company or with coordination in dealing with seed company performance. The overall results suggest that marketing strategies are drivers of organizational positioning in a dynamic environment, and that it helps to enhance the development of new product/service for existing markets. The effectiveness of seed companies depends on their ability to respond positively to their environment where they operate. It is also worth emphasizing that the concept of strategy has a dynamic component; it implies effectiveness, efficacy and efficiency, but it also implies responsiveness in developing awareness to environmental change and identifying appropriate and effective reaction to that change. On the basis of the study findings, it is hereby concluded that the following factors are responsible for improving performance of seed in Kenya: pricing, people, process, place, product and promotion strategies. However, it should be noted that there are other strategies that play an important role towards improved performance among seed companies in Kenya. This is because the six independent variables have contributed only eighty two and half percent towards this trend.

In any organization, marketing always strives to position their clients at the center stage of all their business operations. This is with the aim of ensuring that they bring out superior performance of an organization. Customer needs and expectations evolve over time and delivering consistently high quality products and services and responsiveness to changing marketplace needs become important for the success of an institution. This is

achieved through implementation of marketing activities designed to satisfy customer needs better than competitors are able to satisfy customer needs. It can be concluded that the seed companies have adopted the marketing mix to help them improve their performance and gain market share. In order to improve sales and market share, firms should consider selling of seed products in a right manner and also sell relevant products to the public. Insurance companies should also team up with their distributors in order to carry out promotions throughout the country in a bid to promote public awareness. It can be concluded from the study that marketing strategy has direct relationship with the survival of the seed companies. Therefore, managements of these institutions are encouraged to pursue the use of strategic marketing with vigor so that these organizations can achieve a sustainable competitive advantage strategy to ensure that the continuing existence of their organizations is guaranteed.

5.4 Limitations of the Study

While this study has provided valuable insight, there are some limitations, which may limit generalizability: There were some difficulties with the distribution of the research questionnaire and the same method could not be used for all the seed companies in Kenya.

This research has been conducted in a manufacturing industry, exclusively in the general seed companies, which implies that the generalizability of the research results are limited to the seed companies business environment context, and cannot be generalized to other manufacturing markets either in developed or developing countries.

The current study targeted marketing managers. Consideration should also be given to senior management and/or other stakeholders engaged in the interactive approach to all phases of marketing strategy planning. While it is a common practice within the studies in channel and firm–customer relationships to focus upon one side of these dyads, there are, however, likely to be benefits of surveying both parties. The use of such multiple informants would enhance the reliability of the research measures and improve confidence of the results.

5.5 Recommendations for Policy and Practice

The study established that the seed companies undertake promotional strategy to market its products and it is recommended that there is the need for the seed companies to adopt a more modern technological marketing tool in their businesses. The seed companies can use social media to create a viral market for their products and services. The seed companies must also create links on social media to drive traffic to their corporate websites. There is the need for the seed companies to create a website for their businesses.

The study established that the human resource of the companies were valued as they enable the companies to achieve its intended objectives. It is recommended that for effective marketing strategy to be achieved, staff members are encouraged to attend on-the-job training. This training and retraining of employees must be done on continuous and regular basis so that a successful implementation of strategic marketing can be guaranteed and also that employees are knowledgeable and skilled in marketing strategy and marketing environment analysis. Employee training often enables the manager to

cope with challenges by ensuring relevance and effectiveness in today's dynamic business environment. The image of the enterprise is protected by the employees who are knowledgeable and focused. Customer-seller relationship serves as an important ingredient in service delivery and overall enterprise growth.

Marketing managers need to integrate all facets of strategy; they need adequate analytical capabilities to perform this essential boundary-spanning role. These competencies enable them to identify threats and opportunities skillfully within their business environments, monitor and access environmental change, and improvise marketing strategy accordingly. Such capabilities enable promotion of the marketing concept to senior management in the firm. This is vital, as failure in this respect leads to failed strategy execution and even a poor image of marketing within the firm.

5.6 Suggestion for Further Research

The study was undertaken on product selling companies and it is recommended that future studies be undertaken in other sectors of the in the service industry, the manufacturing sector, nonprofit making organizations, government ministries, departments and agencies or a combination of the industries and organizations can give a more detailed view of the nature of the relationship identified in the study. The replication of this study in other countries especially in the Sub-Saharan region would demonstrate the universality and significance of the marketing strategies and performance relationship in general and on the performance of manufacturing firms in particular.

In order to assess the impact of the macro-environment on the marketing strategies and double bottom line of seed companies, longitudinal research can be conducted. Longitudinal studies would have to be conducted in order to delve deeper into those marketing strategy components which have a palpable socioeconomic impact on seed companies' clients over a period of time as well as those strategies which drive client acquisition rates and the profitability of seed companies.

REFERENCE

- Bailey, A., G. Johnson & Daniels, K. (2000). Validation of multi-dimensional measure of strategy development processes. *British Journal of Management*, (11), 151–162.
- Black, N. J., Lockett, A. Winklhofer, H. & Ennew, C. (2001). The adoption of Internet financial services: a qualitative study. *International Journal of Retail and Distribution Management*, 29(8), 390-398.
- Bitner, M. J. (1992). Service scape: The impact of physical surroundings on customer and employees, *journal of marketing*, 56 (21), 57-70
- Boone, L., (2007), Marketing. Beijing: Posts & Telecom Press: 44.
- Cooper, D.R. & Schindler, P.S. (2003). *Business Research Methods*. New York: McGraw-Hill.
- Cornish, S.L. (2007), Strategies for the acquisition of market intelligence and implications for the transferability of information inputs. *Journal of Marketing Research*, 4(2), 44–46.
- Christodoulides, G., Jevons, C. & Bonhomme, J. (2012). Memo to marketers: quantitative evidence for change how user-generated content really affects brands. *Journal of Advertising Research*, 52 (1), 53-64.
- Ford, F.B., LaTour, M.C. & Clarke, I. (2004). A prescriptive essay concerning sex portrays role in international advertising contexts, *American Business Review*, 22 (1), 42-50.

- Gupta, S. (2007), Impact of Sales Promotion on When, What, and How Much to Buy, in *Journal of Marketing Research*, (25),342-355.
- Hartley S. & Cross, J (2004). How Sales Promotion Can Work For and Against You, in *The Journal of Consumer Marketing*, 5(3),35-42.
- Homburg, C., & Pflesser, C. (2000). A multiple-layer model of market-oriented organizational culture: measurement issues and performance outcomes. *Journal of Marketing Research*, (37), 449–462.
- Hunt, S.D., & Morgan, R.M., (2005), The comparative advantage theory of competition, *Journal of Marketing*, 59, 1-15
- Iswati, K. & Anshoria, S. (2007).Social media: essential for research, marketing and branding, *Bulletin of the American Society of Information Science and Technology*, *International Journal of Market Research*, 52 (2) 221-240.
- Johnson, J.L. Lee, R.P.W., Saini, A., & Grohmann, B. (2003). Market-focused strategic flexibility: Conceptual advances and an integrative model, in: *Journal of the Academy of Marketing Science*, 31, (1), 74-89.
- Kotler, P.& Keller, K.L. (2007). *Marketing Management* Pearson Prentice Hall
12thEdition
- Kotler, P., & Armstrong, G. (2011). *Principles of Marketing*. Pearson.
- Kotler, P., (2006). *A Framework for Marketing Management*. Beijing: Peking University Press, 245

- Lee, S., Yoon, S.J. Kim, S. & Kang, J. W. (2006). The inter-grated effects of market oriented culture and marketing strategy on firm performance, *Journal of Strategic Marketing*, (14), 245–261.
- Leo Huang, H. Kaung-Hwa, C. & Ying-Wei, W. (2009).What Kind of Marketing Distribution Mix Can Maximize Revenues: The Wholesaler Travel Agencies' Perspective? *Journal of Tourism Management*, (30), 733-739.
- McCarthy, E. J. (1964). *Basic Marketing*, IL: Richard D. Irwin.
- McKeown, Max (2008). *The Truth about Innovation*. London, UK: Prentice Hall. ISBN.
- Mols, N.P. (2009). The behavioral consequences of PC banking, *International Journal of Bank Marketing*, 16. (5).195-201
- Mugenda, O. M.& Mugenda, A. G (2003). Research Methods: Quantitative and Qualitative Approaches. Nairobi: Acts Press.
- Okoroafo, S., & Russow, L. (2003). Impact of marketing strategy on performance: empirical evidence from a liberalized developing country, *International Marketing Review*, 10 (1,) .4-18.
- Olson, E. M., Slater, S. F. & G. T. M. Hult, (2005). The performance implications of fit among business strategy marketing organization structure and strategic behavior. *Journal of Marketing*, (69), 49–65.

- Slater, S. F., Hult, G. T. M. & Olson, E. M. (2010). Factors influencing the relative importance of marketing strategy creativity and marketing strategy implementation effectiveness. *Industrial Journal of Marketing Management*, (39), 551–559.
- Simsek, Z., (2009). Organizational ambidexterity: towards a multilevel understanding. *Journal of Management Studies*, 46, 597–624.
- Weingand, D. E. (2007). The dominant logic: A new linkage between diversity and performance, *Strategic Management Journal*, 7 (6), 485-502.
- Zeithaml, V., & Bitner M. (2000). Services Marketing: Integrating Customer Focus Across the Firm (2nd Ed.). *Sloan Management Review*, 21-30.

APPENDICES

APPENDIX I: QUESTIONNAIRE

Please give your answers in the spaces provided that matches your response to the questions.

Section A: Demographic Characteristics of Respondents

1. Name of the seed company (Optional).....
2. How long has your seed company been in operation in Kenya?
 - a) Under 5 years () b) 6 – 10 years ()
 - c) 11 – 15 years () d) 16 – 20 years ()
 - e) Over 25 years ()
3. How many employees are there in your seed company?
 - a) Less than 200 ()
 - b) 201 – 399 ()
 - c) Above 400 ()
4. How many branches does your seed company have?
 - a) Less than 100 ()
 - b) 101 – 199 ()
 - c) Above 200 ()

Section B: Marketing Strategies

5. To what extent has do you agree with the following regarding the influence of marketing strategies on performance of your seed company? Use 1-Not at all, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

Pricing strategy	1	2	3	4	5
The company prices are below industry average					
The firm monitor competitors' prices and price changes					
The seed company uses pricing skills and systems to respond quickly to market changes					
The company pricing strategy is realistic and accurate					
People Strategy					
The company has trained its employees on service delivery/customer service					
The employees of the company interact with customers in order to understand their needs					
The company has right marketing mix of personnel in marketing their seed products					
The employees of the company has technical and social skills in seed production					
Processes strategy					
The company packages its products in branded material					
The seed company pays close attention to all the organizational activities which go into marketing the final seeds					
The company has been ISO certified					
The company has adopted common criteria on all the seeds it produces so as to guarantee consistency and maintain satisfaction.					

Place marketing strategy						
The company is located in convenient location						
The seed company has up-to-date and well-maintained facilities and equipment						
The company has maintained cleanliness and appearance of its facilities						
The company has enough parking for our customers						
The company has designed facilities to achieve specific marketing image objectives						
The firm has incorporated technology in provision of its services						
The firm has extensive branch network						
The company has convenient operating hours						
Product strategy						
The firm offer a broad product line						
The company develop products that have broad market appeal						
The firm develop innovative new products						
The seed company provide products with a low probability of failure						
The company is efficient in meeting customer wants						
The company develops and test products to confirm their adaptability and suitability to the intended customers.						
Promotion strategy						
The company advertises its products through various media						
The firm focus on consumer needs and integrating all activities of the organization to satisfy those needs						
The company promotional strategy elicit attention, interest, desire and action						

6. Please indicate the performance of your company relative to your competitors based on the following? Use 1-More worse than competitors, 2-Worse, 3-Fine, 4-Better and 5-Much better than competitors.

Performance indicators	1	2	3	4	5
Brand equity					
Increase in market share					
Increase in sales volume					
Increased customer satisfaction					
Customer loyalty					
Quantity and value of seed sold through various distributors					
Brand charms					
Company net profits					
Brand visibility					

APPENDIX II: LIST OF REGISTERED SEED COMPANIES IN KENYA

NO.	Name of the Company
1.	Kenya Seed Co. Ltd
2.	East African Seed Co. Ltd
3.	Western Seed & Grain Co. Ltd
4.	Kenya Malting Ltd
5.	Pannar Seed Co. Ltd
6.	Agrifresh Kenya Limited
7.	Freshco International
8.	East African Growers Ltd
9.	Hygrotech E.A Ltd
10.	Veterinary & Agronomic E.A Ltd
11.	KARI Seed Unit
12.	Farmchem Ltd
13.	Monsanto Kenya Ltd
14.	Vegpro (K) Ltd
15.	Finlays Horticulture (K) Ltd
16.	Everest Enterprises
17.	Lagrotech
18.	Simlaw Seeds
19.	Frigoken Ltd
20.	Kentalya Limited
21.	Amiran (K) Ltd

22.	Redshank Ltd
23.	Kenya Highland Seed Co.
24.	Sunripe (1976) Ltd
25.	Oil Crop Development Ltd
26.	Greenland Agroproducers Ltd
27.	Agri-Seed Co
28.	Safari Seeds Limited
29.	Dryland Seeds Ltd
30.	Crop Africa Ltd
31.	Leldet Ltd
32.	MIAD
33.	Pollen Ltd
34.	Suera Flowers Ltd
35.	Alliance One Tobacco (K) Ltd
36.	Syngenta East Africa Ltd
37.	Amapop Seeds Limited
38.	KEFRI Seed Centre
39.	Midlands Ltd
40.	Rehabilitation of Arid Environments
41.	Murphy Chemicals Ltd
42.	Tree Biotechnology Project
43.	Dominion Farm Ltd
44.	Benvar Estate Ltd

45.	AAA growers Ltd
46.	Mount Elgon Orchards Ltd
47.	Savana Seeds Ltd
48.	Ole Rai Ltd
49.	Elgon Kenya Limited
50.	Mwea Cotton Ginnery Ltd
51.	British American Tobacco Kenya Ltd
52.	GNASS Kenya Limited
53.	Green Africa Foundation
54.	Lambwe Seed Growers Agencies (LASGA)
55.	Agrichem and Tools Limited
56.	Carzan Flowers Limited
57.	Kitui ginneries Ltd
58.	Agrifarm E. A Ltd
59.	Green Forest Social Investment Ltd
60.	Royal Seed Ltd
61.	Riftcot Ltd
62.	Bayer East Africa Ltd
63.	Orion East Africa Limited
64.	Wilham Kenya Limited
65.	Color Vision Roses Ltd
66.	Uniseed
67.	LakeBasin Development Authority

68.	Genetic Technologies International Ltd
69.	Seed Potatoes East Africa Ltd
70.	Syova Seeds Ltd
71.	Lesiolo Grain Handlers Ltd
72.	Wakala Africa Limited
73.	Migotiyo Plantations Ltd
74.	Milwar Enterprises
75.	Kisima Farm
76.	Mwea Rice Growers Multipurpose Society
77.	Mavuno Seeds
78.	Greenlife Agrosience (E. A.) Ltd
79.	Stokman Rozen Kenya Limited
80.	Kenfap Services Ltd
81.	Mulberry Commercial Agencies
82.	Egerton University Seed Unit
83.	Continental seeds Company
84.	Gicheha Farms Ltd
85.	Osho chemical Industries Ltd
86.	Turbo Highway Eldoret Ltd
87.	Bilashaka Flowers Ltd
88.	Pioneer Hi-Bred Kenya Ltd
89.	Ultravetis E.A Ltd
90.	Selecta Kenya GMBH &Co.KG

91.	Premier seed (E.A) Company limited
92.	Agrico East Africa Limited
93.	Star Seeds Kenya Limited
94.	Makongi Dairy Limited
95.	Vegflo Seeds (Africa) Limited
96.	Agricultural development corporation
97.	Rozzika Garden Centre Limited
98.	Advantage Seeds
99.	Agroworld limited
100.	Kakuzi Ltd
101.	KDVA Seed Service
102.	Oserian Development Company Limited
103.	Maseno University
104.	Redwing Ltd
105.	De Ruitter East Africa
106.	Reliefline (Kenya) Limited
107.	Beautyline Limited
108.	Quest Agriculture Limited
109.	Afriorganic Kenya Limited
110.	Olooseos Village
111.	Bubayi Products Ltd
112.	Cooper K-Brands Limited