

**ADOPTION OF GREEN MARKETING STRATEGIES BY FAST  
MOVING CONSUMER GOODS MANUFACTURERS IN  
NAIROBI CITY COUNTY.**

**BY**

**MWANGI MARY MUGURE**

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

**2015**

## **DECLARATION**

I hereby declare that this is my original work and has not been submitted for examination to any other academic body.

**Sign:** \_\_\_\_\_ **Date** \_\_\_\_\_

**MWANGI MARY MUGURE**

**D61/72406/2011**

### **Supervisor**

This management research project has been submitted for examination with my approval as the University Supervisor.

**Sign:** \_\_\_\_\_ **Date** \_\_\_\_\_

**Dr. J. Owino**

**Lecturer,**

**Department of Business Administration,**

**School of Business, University of Nairobi.**

## **ACKNOWLEDGEMENTS**

Special thanks go to my supervisor Dr J.Owino and Moderator Mr. Ndambuki, for their professional guidance and support in enabling this research project become a success. I also wish to acknowledge support from respondents in the Fast Moving Consumer Goods Companies, University of Nairobi administrative staff, my MBA colleagues, friends, and family, for their encouragement, patience and understanding during my study period.

## **DEDICATION**

I wish to dedicate this research project to my husband G.Samusi and my son J.Nyanaro for their unending support, patience and encouragement during my study period. Thankyou and May God bless you abundantly.

## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>FMCG</b>	-	Fast Moving Consumer Goods
<b>NEMA</b>	-	National Environment Management Authority
<b>KEBS</b>	-	Kenya Bureau of Standards
<b>UNEP</b>	-	United Nations Environment Programme
<b>UNIDO</b>	-	United Nations Industrial Development Organization
<b>CEO</b>	-	Chief Executive Officer
<b>KAM</b>	-	Kenya Association of Manufacturers
<b>EABL</b>	-	East African Breweries Limited
<b>CSR</b>	-	Corporate Social Responsibility

## LIST OF TABLES

Table 4.1: Respondents Education Level.....	19
Table 4.2: Respondents Continuous Level of Service to Firm.....	19
Table 4.3: Length of Time Firm has been in Existence.....	20
Table 4.4: Firm Ownership Information.....	20
Table 4.5: Summary of Reliability Tests.....	21
Table 4.6: Analysis on Responses of Green Marketing Awareness.....	22
Table 4.7: Ratings on Drivers of Green Marketing.....	23
Table 4.8: Ratings on Indicators of Adoption of Green Marketing.....	24
Table 4.9: Ratings on Product Focus.....	25
Table 4.10: Ratings on Price Focus.....	26
Table 4.11: Ratings on Place Focus.....	26
Table 4.12: Ratings on Promotion Focus.....	27
Table 4.13 Ratings on Process and Physical Evidence.....	28
Table 4.14: Firm Ownership and Green marketing Adoption Cross Tabulation.....	30
Table 4.16: Chi-square Tests for the Relationship.....	30
Table 4.17: Time Firm has been in Existence and Green Marketing Adoption Cross Tabulation.....	31
Table 4.18: Chi-square test for the relationship.....	32
Table 4.19: Challenges faced in Adopting Green Marketing Strategies.....	32

## ABSTRACT

The study examined the extent of adoption of green marketing strategies by fast moving consumer goods manufacturers (FMCG) in Nairobi City County. The study sought to achieve three specific objectives. Determine awareness, extent of adoption and establish the challenges faced by FMCG manufacturers in Nairobi City County, in adopting green marketing strategies. A descriptive cross sectional survey design was used for the study. The target population was a list of fast moving goods manufacturer firms from the food and beverage segment in Nairobi City County. A sample of 83 firms was used. The data was collected using semi structured questionnaire consisting of both open and closed ended questions. Data was analyzed using descriptive statistics, cross tabulation and chi-square tests. Results of Cronbach's alpha test confirmed reliability of all the measurement scales used in the study. The results obtained indicated that majority of the firms to a large extent are aware of green marketing strategies. The study also established that different green marketing mix strategies are adopted in piecemeal. Strategies adapted to a large extent in order of preference by majority of FMCG manufacturing firms are green process strategy, green product strategy and green place strategy. Green marketing strategies adapted to a moderate extent are promotion and people strategy. The least used strategies at the firms are price and physical evidence. Major perceived drivers for the firms in adopting green marketing strategies in the FMCG sector in order of preference were competitive pressures, to enhance brand image, to comply with Government regulations, to gain market advantage, environmental conservation and finally to comply with firm level environmental policies. Perceived impediments to adopting green marketing strategies were high implementation costs, lack of specialized personnel to deal with environmental matters, inadequate resources like finances, lack of specialized technology which requires huge investment in Research and Development and finally lack of green marketing exposure and education. The study also sought to test relationship between firm ownership and the extent of adoption of green marketing strategies. A significant relationship was established for firms with large foreign shareholding showing high adoption levels. This indicates that parent companies have a high influence on the firms' green marketing adoption extent locally. Finally, relationship between lengths of time a firm has been in existence and extent of adoption of green marketing strategies was tested. The results showed there was no significant relationship. The longer the firm has been in existence does not guarantee that the adoption levels of green marketing are significant. The study recommends that the management in FMCG manufacturing firms should allocate more financial resources towards the green marketing concept, invest in training staff on green marketing strategies to enable them support and practice it, focus on greening their factories (changing systems and processes to favour green manufacturing), and finally hire, train and empower specialized personnel in environmental matters to take charge and drive the agenda in their firms.

# TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS.....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iv</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS.....</b>	<b>v</b>
<b>LIST OF TABLES.....</b>	<b>vi</b>
<b>ABSTRACT.....</b>	<b>vii</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Green Marketing Practices.....	3
1.1.2 The FMCG Industry in Kenya.....	4
1.2 Research Problem .....	6
1.3 Research Objectives .....	8
1.4 Value of the Study.....	8
<b>CHAPTER TWO:LITERATURE REVIEW.....</b>	<b>10</b>
2.1 Introduction .....	10
2.2 Theoretical Foundation.....	10
2.2.1 Natural Resource Based View Theory (NRBV).....	10
2.2.2 Theory of Planned Behavior.....	11
2.3 The Green Marketing Concept.....	12
2.4 Green Marketing Practice.....	16
2.5 Benefits of Green Marketing Strategy.....	20
2.6 Challenges of Adopting Green Marketing Strategy .....	22
2.7 Empirical Studies and Knowledge Gaps .....	22
<b>CHAPTER THREE : RESEARCH METHODOLOGY.....</b>	<b>25</b>
3.1 Introduction .....	25
3.2 Research Design.....	25
3.3 Population of the Study .....	26
3.4 Data Collection .....	26
3.5 Data Analysis.....	27
<b>CHAPTER FOUR:DATA ANALYSIS, FINDINGS AND DISCUSSION.....</b>	<b>28</b>
4.1 Introduction .....	28



4.2 Response Rate.....	28
4.3 Respondent and Firm Characteristics .....	28
4.3.1 Respondents Education.....	29
4.3.2 Respondent Continuous Service in the Firm.....	29
4.3.3 Length of Time a Firm has been in Existence.....	30
4.3.4 Firm Ownership.....	30
4.4 Reliability and Validity of the Instruments.....	31
4.5 Awareness of Green Marketing Strategies .....	33
4.5.1 Drivers of Green Marketing Practices.....	34
4.5.2 Relative Importance of Green Marketing Practices Adopted by FMCG.....	36
4.6 Extent of Adoption of Green Marketing Strategies by FMCG Manufacturers.....	37
4.6.1 Product Focus.....	37
4.6.2 Price Focus.....	38
4.6.3 Place Focus.....	39
4.6.4 Promotion Focus.....	41
4.6.5 People Focus.....	43
4.6.6 Process and Physical Evidence Focus.....	45
4.7 Firm Ownership and Green Marketing Adoption Cross tabulation .....	46
4.8 Relationship between duration of Firm Existence and Green Marketing Adoption level.....	47
4.9 Challenges Faced in Adopting Green Marketing Strategies.....	49
<b>CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>52</b>
5.1 Introduction .....	52
5.2 Summary .....	52
5.3 Discussion.....	56
5.4 Conclusion.....	57
5.5. Recommendations for Policy and Practice .....	58
5.6. Limitations of the Study .....	59
5.7 Suggestions for Further Research .....	60
<b>REFERENCES.....</b>	<b>61</b>
<b>APPENDICES.....</b>	<b>64</b>
Appendix I: Letter of Introduction.....	64
Appendix II: Questionnaire .....	65
Appendix III: List of Companies .....	78

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Going green, green economy or the green movement has gained massive popularity globally over the past several years and its influence has spread across just about every industry. Many companies are redesigning the way they do business in order to incorporate sustainable practices in their processes to produce goods or services that are environmentally friendly. Going green is a term widely used to describe buildings, products (of all types, including cars, food, computers) and services, designed, manufactured, or constructed with minimal negative impact on the environment and with an emphasis on conservation of resources, energy efficiency, and product safety (Gittel, Magnusson, & Merenda, 2012). Being “green” helps preserve and sustain society’s resources.

Globally, initiatives by the United Nations such as RIO+20 on sustainable developments have influenced the way economies around the world operate taking into consideration elements of environmental protection, poverty reduction and creation of employment opportunities. The UNEP (2014) green economy assessment report for Kenya states that the vision 2030 is the current development blueprint for our country for the years 2008 - 2030. The vision relies on three important pillars of economic, social, and political development to transform the country into “a newly industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment. In recent years, Kenya has adopted several green economy-related approaches and policies, which include implementing renewable energy feed-in tariffs in 2008, embedding sustainable natural resource

utilization into its 2010 constitution and mainstreaming green economy in its second medium term plan (2013-2017). Kenya is already moving towards a green economy. However, there is still untapped potential to pursue a development pathway that will create green jobs, accelerate poverty reduction, support sustainable growth and restore environmental health and quality. With targeted policy interventions and financing, the country can continue to generate new opportunities from this transition.

Businesses in Kenya are slowly embracing green economy revolution. The concept aims to encourage businesses to create environmentally friendly products and guard against activities that harm the environment. An example of a business in the FMCG sector in Kenya is Nakumatt Holdings that has been running the campaign termed "Think green, go blue" which aims to encourage their customers to use less plastics bags, but use cartons and buy recycled bags at a reasonable price. Other businesses of this nature are lagging behind in adopting green marketing initiatives. The use of non-biodegradable materials such as plastic bags to pack goods sold to their consumers is still evident. The plastic bag is very toxic to the environment in every aspect, polluting the environment, blocking flow of water in rivers, harboring insects that are harmful to the human health such as mosquitoes. Majority of the factories that manufacture fast moving consumer goods still dispose waste matter in very harmful means and also do not use green materials to manufacture healthy products that are friendly to the environment and the human body. Therefore, the study critically examines how far the FMCG manufacturers mainly in the food and beverage sector have embraced the green marketing concept.

### **1.1.1 Green Marketing Practices**

According to Gittel, Magnusson, and Merenda (2012) sustainable marketing involves developing and promoting products and services that meet consumer needs, utilizing resources responsibly to ensure a better quality of life now and for future generations to come. The “green” market is of significant size and growing due to increased consumer demand, rising resource costs, and increased governmental regulations. Green marketing has been around for several decades globally.

As quoted by Murphy (2005) in the 1970s, the focus was on "ecological or environmental" marketing. During the 1990s, the accepted term for emphasizing products that were environmentally friendly was "green marketing" (Ottman 1993; McDonagh & Prothero 1997; Peattie 1992; Wasik 1996). More recently, the emphasis has shifted to the importance of sustainability of marketing activities. That is, the marketing efforts of any organization should be sustainable over an extended time period. The contemporary interpretation of sustainable marketing is that it should deal positively with the ecological environment and be sensitive to the needs of future generations. Sustainable activities bring forth sustainable development. Sustainable development was defined by the Bruntland Commission Report (1987) as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" and has been discussed extensively since that time. This illustrates how the needs of the market economy and nature's economy are intertwined. Economic sustainability must be based on ecological and social sustainability as there is no economy unless there is a planet (Charter, Peattie, Ottman, & Polonsky, 2002). As quoted by Crane and Desmond (2002) green marketing concept emerges from societal marketing (Kotler, 1972). Green marketing is an

attempt to characterize a product as being environmental friendly (eco friendly). It holds the view that marketing which is a part of business not only has to satisfy customers in particular, but also has to take into account the interests of society in general. That is, all those who are affected by the activities of a business should be kept in mind when setting the objectives and the policies of an organization. This strategy has already helped increase the recent trend towards “greening” of companies. Green thinking distinguishes enterprises that will prosper in the dynamic, global marketplace of the 21st century (Saxena & Khandelwal, 2010). Understanding the target consumer has helped marketers in Kenya and around the world discover “greenness” is an appropriate selling attribute and determine how it should be incorporated into the marketing mix. The marketing mix is often crucial when determining a product or brand's offer, and is often associated with the four P's. They are price, product, promotion, and place. However, in service marketing the four P's are expanded to the seven P's to address the different nature of services.

### **1.1.2 The FMCG Industry in Kenya**

According to the KPMG (2014) sector report on fast moving consumer goods in Africa, the fast-moving consumer goods (FMCG) sector, also called the consumer packaged goods (CPG) sector, is one of the largest industries worldwide. FMCGs are generally cheap products that have a short shelf life and are purchased by consumers on a regular basis. Profit margins on these products are usually low for retailers, who try to offset this by selling large volumes. Kenya has over 300 FMCG manufacturers, the focus of this study being food and beverage FMCG manufacturers. According to the Kenya Association of Manufacturers (KAM) and the yellow pages directories there are 106 companies in Nairobi City County. Some of the prominent FMCG

manufacturing companies in Kenya include Unilever, the Coca-Cola Company and East African Breweries.

The FMCG sector comprises a large variety of products with some of the most important categories being food, beverages, personal care products, and home care products. Globally, FMCG manufacturers are constantly reminded of the importance of manufacturing environmental friendly products with responsible waste management methods to conserve future generations. Green FMCG products can be said to be products that are originally grown, are recyclable, reusable and biodegradable, have natural ingredients, contain recycled contents or non-toxic chemicals, do not harm or pollute the environment, and have eco-friendly packaging such as reusable, refillable containers. FMCG manufacturers are one of the key drivers of a country's economy, including Kenya. NEMA and KEBS have been at the forefront in championing for the green cause locally.

Adoption of green marketing strategy is very important to FMCG manufacturing businesses. According to Charter *et al.*, (2002) businesses can either be responsive to the need for the better physical environment and improved 'quality of life' or feel the eventual impact through consumer, shareholder and other stakeholder pressure. FMCG manufacturing businesses will need to develop a clear position on sustainability issues if they are to attract and retain the support of new customers, employees, investors and other stakeholders in order to sustain their own growth and future success. Globally, investors are keen on investing in businesses that operate in a way that considers future generations by adopting the green concept.

Adoption of sustainability/green concept builds brands. Brands are becoming increasingly important in consumer markets and a strong brand is something that companies are keen to develop, nurture and sustain. Increasingly, sustainability issues

are becoming linked to reputation management and ‘brand trust’. With increased outsourcing and contract manufacturing there is a need to be highly sensitive to societal and consumers’ concerns and seek to reduce environmental and social impacts within supply networks (Charter *et al.*, 2002).

## **1.2 Research Problem**

There is growing concern by the Kenya Government and the consumers over the environmental impact of the FMCG products. Various companies in the FMCG sector in Kenya have therefore slowly resulted to adopting the green marketing concept using various green marketing mix elements to meet these new concerns. Related studies that have been done on green marketing practices in Kenyan firms clearly indicate that the concept of green marketing is still not being given full attention. A study done by Afande (2010) on green marketing strategy adoption by Kenyan tea firms with ISO 9000 and 14001 certifications, concluded that Kenya is still in the process of completely adopting green strategies. He goes ahead to say that majority of tea firms are yet to redesign systems and processes with the objective of reducing aggravated environmental impact.

A study done by Afande (2010) on green marketing strategy adoption by Kenyan tea firms with ISO 9000 and 14001 certifications, concluded that Kenya is still in the process of completely adopting green strategies. He goes ahead to say that majority of tea firms are yet to redesign systems and processes with the objective of reducing aggravated environmental impact. Subsequently, a study done by Kirimi (2014) established green marketing mix strategies influence the performance of FMCG companies in Nairobi City County. He noted that green marketing strategies are in place but adoption rate for most firms is still very low, biased and not felt by consumers. Findings indicated that organizations have adopted a combination of

different green marketing mix strategies with the green place strategy being adapted to a large extent by the FMCG's. This is due to the fact that it influences organizational performance to a large extent. The green process management is also adopted where organizations indicated that their staff influenced the performance of their organizations. Further results showed that green physical evidence was the least adopted strategy with most of them indicating that recycled or reusable furniture at the organization had a small influence on performance of the organizations.

Another similar study on green marketing strategy adoption by manufacturing companies conducted by Obuya (2003) concluded that the practice of green marketing is appreciable and that the concept plays a key role in driving product manufacturing processes, pricing, positioning, promotion of products, customer awareness, competitive activity, government legislation as well as future growth opportunities. He however emphasized the management commitment to the cause is crucial and key in driving the agenda. There still exists a gap in his study of showing exactly how the top management should support the green marketing concept as well as how marketing mix elements are being utilized by manufacturers to push the green agenda. Finally, studies by (Kiogera, 2003; Kamori, 2013) on green marketing strategies adoption in supermarkets concluded that going green is not yet fully adopted and few challenges exist. Examples of the challenges are; the process entails putting aside a huge financial investment which consequently brings about low returns and also negative perception of adopting green initiatives in some departments thereby causing resistance. The recommendations given by both researchers are; strict legislative requirements should be put in place by the government and enforced to regulate the supermarkets in the country. The organizations being supermarkets



should set up a firm conservation policy in their corporate strategies to encourage going green.

The current study focuses on the awareness, extent of adoption of green marketing strategies and challenges faced by FMCG manufacturers. None of the past studies mentioned concentrated on players in the food and beverage sector. This study has attempted to bridge the gap from other studies by answering the following research question. To what extent have the FMCG manufacturers in the food and beverage segment in Nairobi City County, adopted green marketing strategies and what challenges are they facing in the process?

### **1.3 Research Objectives**

The research objectives of this study are to:

- i. Establish the awareness of green marketing strategies in the FMCG manufacturing companies in Nairobi City County.
- ii. Identify the various green marketing mix strategies that are adopted by the FMCG manufacturers in Nairobi City County.
- iii. Identify the challenges faced in adoption of the green marketing concept by the FMCG manufacturers in Nairobi City County.

### **1.4 Value of the Study**

Sustainable marketing practices are a major concern for consumers, scholars and marketing practitioners. Accordingly, marketers need to understand how the different marketing mix elements can be utilized to drive the environmental conservation agenda. When the environment is clean, businesses thrive and opportunities are created for future generations. The study contributes to the resource based view

showing that the natural environment is an important resource if utilized in the right way in sustaining firms' competitive advantage.

Effective regulation of an industry is important for driving government policy agenda and improving business climate in industries such as FMCG. However, policy formulation and enforcement can only be effective when it is guided by reliable and adequate information. Therefore, findings of the study will offer insights on formulation and enforcement of policies relating to environmental conservation in the FMCG manufacturing sector. Government authorities like NEMA charged with the responsibility of enforcing environmental related policies will gain insights on challenges FMCG manufacturers are facing in discharging their roles in environmental matters and the support required.

Managers of FMCG firms will benefit from findings of the study by discovering that green marketing is an appropriate selling attribute and if utilized in the right manner it results into enormous cost savings in the long run and brand trust. Key take away for marketers is, for green marketing to be a success the concept should be included in the company's corporate strategic plans to be supported by all functions of the organisation.

A Consumer is valuable in the marketing discipline. Consumers who are conscious about the environment will gain knowledge on how various FMCGs manufacturers are conserving the environment and whether the products produced are green. They will also learn ways to individually contribute in conserving the environment, realize they can influence the FMCG manufacturers into adopting or even contributing to the green initiative through CSR activities. Marketing researchers may also use findings from this study for further research as a secondary source of information.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter begins with a review of theories applicable in the study thereafter expound on the following; green marketing concept, green marketing strategies, benefits and challenges of adopting green marketing practices.

#### **2.2 Theoretical Foundation**

The study is based on two theories. The Natural resource based view theory and the theory of planned behavior. Natural resource based view theory focuses on explaining how the environment is also a key resource in any firm which seeks to maintain a sustainable competitive advantage in the market. Sustainable practices sell. Theory of planned behavior gives a complete framework for exploring the factors which influence the decision to engage in behavior related to environmental issues such as recycling and the same can be applied in systematically understanding different factors affecting the purchase behavior for environmentally sustainable products. The two theories assume that managers play critical role in building and combining resources to elevate the firms.

##### **2.2.1 Natural Resource Based View Theory (NRBV)**

According to Hart (1995) historically, various marketing theories have ignored the constraints imposed by the biophysical (natural) environment. The theories describe social, economic, political and technological aspects but virtually exclude the natural environment. Building upon resource based theory, Hart's work attempted to fill the void by proposing a natural-resource-based view of the firm. A theory of competitive advantage based upon the firm's relationship to the natural environment. The theory is

composed of three interconnected strategies: pollution prevention, product stewardship, and sustainable development. Propositions are advanced for each of these strategies regarding key resource requirements and their contributions to sustained competitive advantage. He continues to say that there has been an active debate among management scholars concerning the relative importance of internal firm capabilities versus environmental factors to sustained competitive advantage. Evidence suggests however, that both internal and external factors are crucial to competitive success. Many recent contributions attempt an integration of the internal and external perspectives under the banner of the "resource-based" view of the firm. Resource-based theory takes the perspective that valuable, costly to-copy firm resources and capabilities provide the key sources of sustainable competitive advantage (Barney, 1991; Wernerfelt, 1984). In the future, it is inevitable that businesses (markets) will be constrained by and dependent upon ecosystems (nature). It is likely that corporate strategy and competitive advantage in the coming years will be rooted in capabilities that facilitate environmentally sustainable economic activity—a natural-resource-based view of the firm (Hart, 1995). Therefore, for businesses to succeed in the green concept the Natural based RBV strategy should be included in the firm's environmental corporate strategy to enable it achieve and sustain competitive advantage.

### **2.2.2 Theory of Planned Behavior**

According to Ajzen and Fishbein (1980) theory of planned behavior suggests that a person's behavior is determined by his/her intention to perform the behavior and that this intention is, in turn, a function of his/her attitude toward the behavior and his/her subjective norm. The best predictor of behavior is intention. The theory of planned behavior consists of three variables. The first variable being attitude towards the

behavior (AB) and it describes how the consumer views the behavior in question. The second variable is subjective norms (SN), and it considers factors in the surroundings of the consumer, such as the viewpoint of friends and family. Finally there is the perceived behavioral control (PBC), which illustrates ease of completion of the behavior that the consumer believes to have (Eide, 2013).

The theory of planned behavior gives a complete framework for exploring the factors which influence the decision to engage in behavior related to environmental issues such as recycling and the same can be applied in systematically understanding different factors affecting the purchase behavior for environmentally sustainable products (Kumar, 2012).

### **2.3 The Green Marketing Concept**

Environmental protection has been a key issue since the 1970's. As the world continues to be innovative and industrialized more and more damage on the environmental resources has been witnessed. For the future generations to have a sustainable future, action is slowly being taken by different stakeholders worldwide. The UNEP (2013) paper states that, initiative such as the Rio+20 conferences set out a basis for governments and industries to move towards greener manufacturing.

In particular, world leaders reaffirmed that promoting sustainable patterns of consumption and production is one of the overarching objectives of sustainable development. They also reiterated that fundamental changes in the way societies consume and produce are indispensable for achieving global sustainable development. Countries at Rio+20 strengthened their commitment towards accelerating this shift with the adoption of the 10-year Framework of Programmes on Sustainable Consumption and Production (10YFP). For the same cause, UNEP and the United Nations Industrial Development Organization (UNIDO) launched the Green Industry

Platform at Rio+20. Its aim was to provide a global framework for bringing together governmental, business and civil society leaders to secure concrete commitments and mobilize action in support of the green industry agenda. That is, greening the manufacturing process and creating green industries for production of goods and services for domestic use or export.

Green marketing as defined by Polonsky (1994) it is an area associated with production of consumer and industrial goods and services with environmental characteristics. This includes product modification, changes to the production process, packaging changes, as well as modified advertising. He goes ahead to say the term green marketing is often misconstrued as solely the promotion or advertising of products with environmental characteristics. Green marketing, ecological and sustainable marketing is often used in different studies and have the same definition (Polonsky 1994; Charter *et al.*, 2002). Another definition of green marketing or greener marketing as adopted by Charter *et al.*, (2002) is a holistic and responsible management process that identifies, anticipates, satisfies and fulfils stakeholder requirements, for a reasonable reward, that does not adversely affect human or natural environmental wellbeing.

Growing concern about the sustainability of the natural environment is rapidly transforming the competitive landscape and forcing companies to explore the costs and benefits of “greening” their marketing mix. Green Marketing has been a very important research topic in this age of constant pressures from different sources on importance of environment conservation. Greening of the marketing mix depends on the nature of the business. Some businesses use the 4P’s others use the 7 P’s. The 4 Ps of green marketing are as follows; green product, green price, green promotion and green place. The 7 Ps have the 4 P’s but an addition people, process and physical

evidence. The challenge is to have marketers include the conventional 4 P's into their green marketing strategy. The following clearly define each of the marketing mix elements.

Green products are typically durable, non-toxic, made from recycled materials, or minimally packaged. Green based product strategies comprise any or a combination of recycling, reduction of packaging materials, reconsumption and dematerializing of the products. Using sustainable source of raw materials, making more durable products, designing products that are repairable, making products that are safe for disposal, making products and packaging's that are compostable, and making products that are safer or more pleasant to use. The marketer's role in product management includes providing product designers with market-driven trends and customer requests for green product attributes such as energy saving, organic, green chemicals and local sourcing (Charter *et al.*, 2002).

On green price, many consumers assume that green products are often priced higher than conventional products. Green pricing takes into consideration the people, planet and profit in a way that takes care of the health of employees and communities and ensures efficient productivity. Value can be added to it by changing its appearance, functionality and through customization (Charter *et al.*, 2002). Green Pricing also concerns pricing practices that account for both the economic and environmental costs of production and marketing, while providing value for customers and a fair profit for business. Tactically, firms can use pricing actions, such as rebates for returning recyclable packaging or charge higher prices for environmentally unfriendly products (Leonidou, Katsikeas, & Morgan, 2012).

According to Madhumitha and Sara (2013) green place is about managing logistics to cut down on transportation emissions, thereby in effect aiming at reducing the carbon

footprint. Green distribution programs involve actions related to monitoring and improving environmental performance in the firm's demand chain. Tactical efforts include working with channel partners to develop product reuse or disposal arrangements and ensuring customers are able to return recyclable materials. For example, Hewlett-Packard has partnered with Staples in its "authorized recycling location" program for printer ink cartridges. Strategically, firms may create policies requiring suppliers and distributors to adopt more environmentally responsible standards in fulfilling their respective marketing roles. Alternatively, firms may form "eco-alliances" with channel partners to improve the environmental impact of their joint activities, such as reconfiguring logistics arrangements to make them environmentally efficient (fewer and fuller cargos). For example, some of the world's leading consumer goods firms like (Pepsi, Nestlé, L'Oreal) have collaborated with Tesco, one of their largest retail partners, to form the supply chain leadership coalition, which promotes ways to reduce the carbon footprint of their supply to consumer distribution activities (Leonidou *et al.*, 2012).

Green promotion helps consumers overcome the "greatest environmental hazard", that is, the lack of environmental information. To lessen the gap on environmental information through promotion, Charter *et al.* (2002) has suggested several green promotion strategies. Thus the green companies should; educate consumers on the environmental problems that a green product solves, empower consumers with solutions by demonstrating how environmentally sound products and services can help protect health, preserve the environment for future generations, provide performance reassurance of green-based products, as many consumers perceive them to be superficial and costly. People strategy in green concept refers to staff that work for the business, including oneself. When companies provide good customer service,



they create a positive experience for the customers and in doing so market the brand. In turn, existing customers may spread the word about the excellent service thereafter win referrals. Successful competitive advantage of a business is achieved by recruiting the right people, training the staff to develop skills, and retain the best. This therefore means if a company has goal of adopting green practices the staff play a key role in the success of the venture (CIM, 2009).

Process strategy refers to the processes involved in delivering products and services to the customer. It is all about being 'easy to do business with'. Having good processes in place ensures that the company repeatedly delivers the same standard of service to customers and save time and money by increasing efficiency. This means implementing green business processes, procedures and standards (CIM, 2009).

Finally, the last marketing mix element is physical evidence. It refers to everything customers see when interacting with green businesses. This includes; the physical environment where businesses provide the product or service, the layout or interior design, the packaging and branding. Physical evidence can also refer to the staff actions and dressing. Green businesses should always consider how their stores and or companies outlook, layout, fixtures and signage can build their brand and increase their sales (CIM, 2009).

#### **2.4 Green Marketing Practice**

According to Kotler *et al.*, (2001) a marketing strategy consists of a continuous loop where a sequence of demand measurement, segmentation, targeting and positioning result in competitive advantages. Green marketing strategy adoption becomes a success when the right marketing mix elements are put in place or included in the company's marketing strategy. Green consumers or the green consumer segments drive the green concept in many companies as they help them attain their profit goals

to an extent. A study done by Ginsberg and Bloom (2004) states that buying green may not appeal to everyone; there are substantial numbers of consumers who are potentially receptive to a green appeal. For example, the Roper survey a study that was conducted in the US, showed 58% of consumers try to save electricity at home, 46% recycle newspapers, 45% return bottles or cans and 23% buy products made from or packaged in recycled materials. It is clear that some consumers already demonstrate sporadic green sentiments in their habits and purchasing behavior.

Understanding the target consumer helps marketers evaluate whether "greenness" is an appropriate selling attribute and how it should be incorporated into the marketing mix. Green initiatives have to take their place under a kind of Maslow's Hierarchy of Needs for businesses. Maslow's theory states that the most basic needs have to be met first, before higher needs can be considered. Just like Maslow's hierarchy, once the survival needs are met, then the business can start to realize the higher level needs that are based on emotion and esteem (being held in high regard by society). That includes acting on values that are socially desirable, such as green principles. That is adopting green values and principles in businesses matter to customers — but only after the customer's basic needs are met.

According to a study done by Kinoti (2011) strategies adopted by companies to drive the green concept are not only limited to marketing discipline but cut across the entire organization. However, they are very necessary in facilitating adoption or success of green marketing mix strategies. They are; first strategy is adopt eco-marketing orientation as a business philosophy, the success of organizations in green marketing or sustainable marketing lies on reorganization, restructuring and redesigning of many processes and systems within the organization. Sustainable marketing requires the

involvement of employees from all functional areas, including marketing, production, procurement, accounting and information systems. Second strategy is embracing government intervention strategies which offer support in dealing with environmental degradation like NEMA. Another strategy is undertaking lifecycle inventory analysis, which was developed in the 1970's, and accounts for the environmental impact of raw materials procurement, packaging, distribution, use and disposal. The information gathered from the analysis can help marketers change the way the products are made, packaged, transported, sold, used, re-used, recycled and disposed of or develop entirely new products. Finally, team up with stakeholders for success. Complex environmental problems cannot be solved by organizations alone; there is a need for various societal stakeholders to pool together their collective skills, capabilities and resources. The stakeholders/marketers should form strategic partnerships or coalitions with general public, employees, retailers, suppliers, environmental groups, educators and government.

Marketing managers must ask themselves some questions regarding the green marketing strategy to implement and succeed. They are; how substantial is the green consumer segment for the company? Will the company increase revenues by improving on perceived greenness? Will the business suffer a financial blow if consumers judge the company to be inadequately green? Are there plenty of consumers who are indifferent to the issue that the company can serve profitably? Will the brand or company be differentiated on the green dimension? Does the company have the resources, an understanding of what it means to be green in its industry? Is there internal commitment at the highest management levels to be green? Will competitors be beaten on this dimension or are some so entrenched in the green

space that competing with them on environmental issues would be very expensive and frustrating?

The answers to the questions help marketing managers determine how much to stress on greenness and how to approach it as a differentiating attribute in their marketing, not how the companies should invest in environmentally friendly business practices. Companies should consider the likely size of the green market in their industry as well as their ability to differentiate their products on "greenness" from those of competitors before choosing a green marketing strategy (Ginsberg & Bloom, 2004).

An example of a company that has incorporated the green agenda into their corporate strategy is Unilever. According to Unilever (2011) sustainable living plan progress report, the company is the second largest FMCG Company in the world, with a huge environmental and social footprint. It committed to expanding to all markets, and believes growth and sustainability must go hand in hand. Unilever's CEO, stressed on the need for a new type of capitalism that delivers for the society as well as the business. The company has invested heavily on research and development to build their pipeline of innovations. The Company launched the Unilever Sustainable Living Plan in 2010 and committed the company to rally round some big goals for 2020, including; helping more than a billion people take action to improve their health and well-being, halve the environmental footprint of the making and use of their products and source 100% of agricultural raw materials sustainably. Other Fast Moving Consumer goods (FMCG) companies locally that share the same vision and strategy as Unilever's on sustainability activities are EABL and the Coca Cola Company. The two firms committed to operate within responsible sourcing standards. Other areas that are key to the two FMCG giants are; compliance with labour laws ,health and

safety standards, environmental standards and upholding utmost business integrity to promote responsible sourcing through common and mutually accepted supply chain standards (The East African Standard Digital Paper, dated 6<sup>th</sup> November ,2014).

### **2.5 Benefits of Green Marketing Strategy**

For green marketing strategies to be a success and enable FMCG manufacturing companies maintain both corporate and brand image, green industry strategy (greening processes and systems) must be adopted. The UNIDO (2011) green industry report, defines green industry as industrial production and development that does not come at the expense of the health of natural systems or lead to adverse human health outcomes. Green Industry is aimed at mainstreaming environmental, climate and social considerations into the operations of enterprises. It provides a platform for addressing global, interrelated challenges through a set of immediately actionable cross-cutting approaches and strategies that take advantage of emerging industry and market forces. Green Industry is therefore an important pathway to achieving sustainable industrial development. It involves a two-pronged strategy to create an industrial system that does not require the ever-growing use of natural resources and pollution for growth and expansion. It is therefore important to green existing industries and create new “Green industries”.

Greening the existing industries has a long-term focus on continuously improving environmental performance regardless of sector, size or location. It includes commitment to and action on reducing the environmental impact of processes and products. This is mainly by; improving production efficiency, using resources more efficiently and optimizing the productive use of natural resources, enhancing environmental performance, minimizing environmental impact by reducing the generation of waste, emissions and environmentally sound management of residual

wastes and minimizing health risks caused by environmental emissions along with the provision of goods and services that support the occurrence of these environmental emissions.

Information on greenness through green promotions strategy from the marketing mix elements mainly impacts consumer decision making when purchasing a product or service. This assumes that consumers purchase products primarily based on products' attributes. However, in some other cases, firm-level attributes (greenness of processes and systems) may be important for developing promotional strategies, consumers would want green products from green firms. Marketers should consider these aspects while developing a suitable marketing strategy (Prakash, 2002). Therefore, greening of the industries plays a major role in communicating the green message to consumers. A study done by Kinoti (2011) informs that some of the benefits of green marketing adoption are; enlightened chief executive officers who have taken advantage of opportunities by using green marketing strategies reap the following benefits. Attainment of higher profitability, green based products produce less waste, use fewer raw materials, and save energy. Second benefit is the achievement of competitive advantage and growth in market share. Companies that are first to put their environmental innovation on the shelves enjoy competitive advantage and have an upper hand in growing their brand in the market. Third benefit is better products. Green based products are developed when companies go green, the consequent products are of better quality in terms of energy saving, performance, convenience and safety. The fourth benefit is achievement of personal rewards. Green products offer consumers with the benefits of healthier, more fulfilled lives and power to make the world a better place. Also well co-ordinated use of all green marketing strategies results in better physical environment in terms of reduced air and water pollution,

waste, energy depletion, global warming, deforestation, depletion of natural resources, and rate of landfills. Finally, sustainable development is attained, that is meeting the needs of the present without compromising the ability of future generations to meet their needs.

## **2.6 Challenges of Adopting Green Marketing Strategy**

According to Kinoti (2001) study, she outlines challenges of green marketing strategy as; a costly and difficult venture to implement in the short run. The nature of the green practice being intangible, results in indirect or insignificant environmental benefits are consumers. For example, consumers cannot see the emissions being spared when they use energy saving appliance. Environmental benefits are difficult to measure or quantify. Some strategies like promotion) are subject to manipulation, for example some marketers use false environmental claims to gain competitive advantage. The success of green marketing depends on several stakeholders who must work as a team. These include; general public, employees, retailers, government, environmental groups, and suppliers. Any group can derail the exercise. Finally, the costs saved through recycling are prejudiced.

## **2.7 Empirical Studies and Knowledge Gaps**

A study done by Afande (2010) on green marketing strategy adoption by Kenyan tea firms with ISO 9000 and 14001 certifications, concluded that Kenya is still in the process of completely adopting green strategies. He goes ahead to say that majority of tea firms are yet to redesign systems and processes with the objective of reducing aggravated environmental impact. Subsequently, a study done by Kirimi (2014) established green marketing mix strategies influence the performance of FMCG companies in Nairobi City County. He noted that green marketing strategies are in place but adoption rate for most firms is still very low, biased and not felt by

consumers. Findings indicated that organizations have adopted a combination of different green marketing mix strategies with the green place strategy being adapted to a large extent by the FMCG's. This is due to the fact that it influences organizational performance to a large extent. The green process management is also adopted where organizations indicated that their staff influenced the performance of their organizations. Further results showed that green physical evidence was the least adopted strategy with most of them indicating that recycled or reusable furniture at the organization had a small influence on performance of the organizations.

Another similar study on green marketing strategy adoption by manufacturing companies conducted by Obuya (2003) concluded that the practice of green marketing is appreciable and that the concept plays a key role in driving product manufacturing processes, pricing, positioning, promotion of products, customer awareness, competitive activity, government legislation as well as future growth opportunities. He however emphasized the management commitment to the cause is crucial and key in driving the agenda. There still exists a gap in his study of showing exactly how the top management should support the green marketing concept as well as how marketing mix elements are being utilized by manufacturers to push the green agenda.

Finally, studies by (Kiogera, 2003; Kamori, 2013) on green marketing strategies adoption in supermarkets concluded that going green is not yet fully adopted and few challenges exist. Examples of the challenges are; the process entails putting aside a huge financial investment which consequently brings about low returns and also negative perception of adopting green initiatives in some departments thereby causing resistance. The recommendations given by both researchers are; strict legislative requirements should be put in place by the government and enforced to



regulate the supermarkets in the country. The organizations being supermarkets should set up a firm conservation policy in their corporate strategies to encourage going green.

The current study focuses on the awareness, extent of adoption of green marketing strategies and challenges faced by FMCG manufacturers. None of the past studies mentioned concentrated on players in the food and beverage sector. This study has attempted to bridge the gap from other studies by answering the following research question. To what extent have the FMCG manufacturers in the food and beverage segment in Nairobi City County, adopted green marketing strategies and what challenges are they facing in the process?

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methodology adopted by the researcher in carrying out the study, that is; the population studied, the methods adopted in sampling the population, the research instruments used in data collection and procedures used in data analysis.

#### **3.2 Research Design**

According to Kothari (2004) a research design informs decisions regarding what, where, when, how much by what means concerning an inquiry or a research study; an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Alternatively, a research design can be defined as a conceptual structure within which research is conducted; constitutes the blueprint to collection, measurement and analysis of data.

A descriptive cross sectional research design approach was used to conduct the study, which involves acquiring information about one or more groups of people about their characteristics, opinions, attitudes or previous experiences, by asking them questions and tabulating their answers (Kothari,2014). Measures of central tendency gave a score or measure from the group of scores in this study. Measures of variability, such as standard deviations informed about the distribution of scores around the mean. Frequency distributions showed a record of the number of times a score or record appeared. Presentation of the information was done using frequency tables and percentages. Cross tabulation was done to enable the researcher establish trends in adoption of the green marketing strategies in FMCG sector.

The study sought to determine the awareness, marketing strategies in use, as well as challenges experienced in adopting green marketing strategies by the FMCG

manufacturers within Nairobi County. The descriptive cross-sectional design has been previously used in similar studies by several researchers including (Mugeria, 2014; Afande, 2015; Gitobu & Njoroge, 2015).

### **3.3 Population of the Study**

According to Smith and Albaum (2012) a population consists of the total set of individuals, households, or businesses a researcher would want to include in a study and a sample is a representation, fraction of the entire population of the study. The population of the study was all the FMCG manufacturers, in the food and beverage sector based in Nairobi County. There were 106 companies in total as of August 2015. List of companys information was retrieved from the Kenya Association of Manufacturers and the yellow pages directories. Systematic sampling was used to select the sample to be used in the study.

### **3.4 Data Collection**

The study was based on primary data, which was collected using a semi structured questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms (Kothari, 2004). Structured questionnaire was prepared consisting of both open and closed ended questions to get proper responses from respondents. The first part of the questionnaire sought to collect general information. Second part collected information on awareness of green marketing practices, third part sought to uncover the green marketing mix strategies in use. The fourth part aimed at obtaining data on challenges of adopting green marketing strategies. The questionnaire were administered through drop and pick method. The respondents' in target firms comprised of Marketing managers, Production and Brand Managers. The questionnaire was distributed by hand to be completed by the selected respondents. An explanation regarding the purpose of the study was done, the rights

including confidentiality and anonymity, and informed consent was sought from the respondents. Follow ups on telephone and email reminders were done to ensure good response rate. Upon completion, the questionnaire was collected.

### **3.5 Data Analysis**

Data analysis is the process of bringing order, structure and interpretation to the mass of collected data (Smith & Albaum, 2012). The data collected with the aid of a questionnaire was systematically organized in a manner to facilitate analysis. Data analysis involved preparation of the collected data that is cleaning of data in readiness for processing using Statistical Package for Social Sciences (SPSS) package software. The data was keyed into the SPSS program where it was developed into a database and hence analyzed. SPSS was preferred because it is very systematic and covers a wide range of the most common statistical and graphical data analysis.

In order to determine the extent of adoption of green marketing mix strategies and challenges experienced by the FMCG manufacturers, descriptive statistics were used to illustrate the means and the standard deviation of each research variable. Measures of central tendency such as mean, gave a mean score of each variable(s) to summarize the data. Measures of variability, such as standard deviation, informed about the distribution of scores around the mean. Frequency distributions showed a record of the number of times a score or record appeared. Cross tabulation and test of independence were done to determine the relationship between firm ownership and adoption extent of green marketing strategies as well as relationship between the length of time a firm has been in existence and adoption extent of green marketing strategies. The relationships were tested using Chi-square. The reliability test for the items on the likert scale was done using Cronbach's alpha.

## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents data analysis, findings and discussion in line with the objectives of the study. The analysis for both descriptive and inferential statistics presented in the chapter was done using Statistical Package for Social Sciences (SPSS). The research findings were presented in figures and Tables.

#### **4.2 Response Rate**

The study was a descriptive cross-sectional survey of FMCG manufacturers as listed by Kenya Manufacturers association and yellow pages directories as of August 2015. The population size was 106 companies. A sample size of 83 respondents was selected. The questionnaires were distributed to the companies through the drop and pick method. The questionnaire targeted the Marketing managers, Production Managers and Brand managers of the respondent firms. Out of the 106 questionnaires distributed 75 were returned translating to a response rate of 70%. This was a high response rate as it conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 70% and above is excellent and representative.

#### **4.3 Respondent and Firm Characteristics**

Descriptive statistics were used to analyze the respondent and firm characteristics. Respondent's data comprised of level of education and work experience in the selected firm. Firm characteristics comprised of length of time in a firm has been in operation and firm ownership details. The relevant responses are presented in the following sub-sections. The analysis of the above mentioned information is presented in the following Tables.

#### 4.3.1 Respondents Education

The respondent's education levels are as presented in Table 4.1.

**Table 4.1 Respondents Level of Education**

<b>Level of Education</b>	<b>Frequency</b>	<b>Percent (%)</b>
College	1	1.3
Undergraduate	33	44.0
Post Graduate	41	54.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**Source: Primary Data,2015**

The analysis indicate that a large proportion (54.7%) of the respondents highest level of education attained was up to postgraduate level; while 44% was up to undergraduate level,1.3% was up to college training and none had up to secondary level of education. Findings from this section inform us that most respondents are knowledgeable in their fields of work.

#### 4.3.2 Respondent Continuous Service in the Firm

The analysis for respondents work experience in years at the firm is as presented in Table 4.2.

**Table 4.2 Respondent Continuous Service in the Firm**

<b>Duration (years)</b>	<b>Frequency</b>	<b>Percent (%)</b>
5-10 years	21	28.0
Below 5 years	4	5.3
Over 10 years	50	66.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**Source: Primary Data,2015**

The findings indicate that majority (66.7%) of the respondents stated that they had worked in the organization for over 10 years. Further, 28% stated that they had

worked in their firms for a period of between 5-10 years while 5.3% had worked for less than 5 years. Findings on respondents' continuous service in the firm allow us to conclude that they are conversant with the firms operations.

#### **4.3.3 Length of Time a Firm has been in Existence**

The analysis on the length of time the firm had existed is as presented in Table 4.3.

**Table 4.3 Length of Time Firm has been in Existence**

<b>Duration (years)</b>	<b>Frequency</b>	<b>Percent (%)</b>
1-5yeras	1	1.3
6-10years	3	4.0
11-15years	19	25.3
16 and Above	52	69.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**Source: Primary Data,2015**

The results indicate that a majority (69.3%) of the firms had been in operation for 16 years and above. Further, the analysis show that 25.3% of the firms had been in operation for a period of between 11-15 years, 4% for a period of between 6-10 years while only 1.3% had existed for less than 5years. Data in this section shall be important in testing the relationship between firm's existence and green marketing adoption extent.

#### **4.3.4 Firm Ownership**

The analysis on the firms' ownership structure is as presented in Table 4.4.

**Table 4.4 Firm Ownership Information**

<b>Ownership</b>	<b>Frequency</b>	<b>Percent</b>
Locally Owned	58	77.3
Small Foreign Shareholding	7	9.3
Large Foreign Shareholding	10	13.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**Source: Primary Data**

The findings show that (77.3%) of the firms were locally owned. However, 9.3% of the firms had a small foreign shareholding while 13.3% of the firms had a large foreign shareholding. Data in this section shall be important in testing the relationship between firm's ownership and green marketing adoption extent.

#### **4.4 Reliability and Validity of the Instruments**

The reliability analysis was conducted using Cronbach's alpha and the summary of the test is as presented in Table 4.5.



**Table 4.5 Summary of Reliability Tests**

Variable	Measures	N	Grand Mean	No. of Items	Cronbach's Alpha Coefficients
Drivers of Green Marketing	-Environmental Conservation -Profit Increment -Comply with Environmental Policies(firm level) -Consumer Pressure -Government Regulation -Cost Reduction -Gain Market Advantage -Enhance Brand Image -Competitive Pressure	75	2.19	9	0.77
Promotion Focus	-Sharing environmental Information -Green advertising -Environmental CSR	75	3.21	10	0.75
People Focus	-Staff training and awareness -Stakeholders involvement	75	3.29	4	0.69
Green Marketing Adoption Challenges	-Consumer awareness -Implementation cost Management -Resources -Green Products Acceptability -Government and stakeholder support -Employee resistance	75	3.34	13	0.65
Indicators of green Marketing Strategies	-Systems and Process changes to support green marketing -Implementation of environmental policies e.g. NEMA -Implementation of environmental policies(firm level) -Environmental Protection Partnerships	75	2.99	4	0.64
Product Focus	-Organic material for product manufacture and Packaging	75	2.86	4	0.61

The Table 4.5 indicates that the range of Cronbach’s alpha coefficient was between 0.61(Product focus) and 0.77 (Drivers of green marketing adoption) which indicates a good internal constancy across the constructs.

#### 4.5 Awareness of Green Marketing Strategies

This section presents the analysis on the awareness of green marketing strategies within the firms. This is measured through a set of questions.

**Table 4.6 Presents the Analysis of the Responses for Awareness of Green Marketing.**

Statement	Response			
	Aware		Not Aware	
	frequency	%	frequency	%
Heard about green marketing strategies	68	90.7	7	9.3
Respondent awareness of “greening of industries initiatives”	55	73.3	20	26.7
Have environmental protection policy in your firm	54	72	21	28
Discuss green marketing in firm's internal meetings	48	64	27	36
Have environmental representative in your firm	48	64	27	36
Received training on green marketing strategies	41	54.7	34	45.3

Source: Primary Data, 2015

From the analysis, majority (90.7%) of the respondents were aware of green marketing strategies with nearly three quarters (73.3%) being aware of “greening of industries initiatives”. 72 % of the participants were aware of environmental protection policy, 64% of the participants had discussions on green marketing in their firms internal meetings. Further, the results indicate that 64% of the participants had an environmental representative in their firm while 54.7% had received training on green marketing strategies. This shows that the respondents are knowledgeable about the green marketing practice.

#### **4.5.1 Drivers of Green Marketing Practices**

The respondents were asked to rate the extent to which various elements act as a driver to green marketing in their organization. The statements relating to environment, market and organization motives were asked and measured on a five point likert scale (**where, 1=Very Large Extent; 5=Not at all**). The drivers of green marketing ratings were as presented in Table 4.7.

**Table 4.7 Ratings on Drivers of Green Marketing**

<b>Green Marketing Drivers</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Competitive Pressure	75	1.73	.859
Enhance Brand Image	75	1.79	.934
Gain Market Advantage	75	1.91	.888
Government Regulation	75	1.84	.754
Environmental Conservation	75	2.11	.981
Comply with Environmental Policies (firm level)	75	2.11	.938
Profit Increment	75	2.23	.815
Cost Reduction	75	2.89	1.214
Consumer Pressure	75	3.08	1.183
<b>Overall Score</b>		<b>2.19</b>	<b>.953</b>

**Source: Primary Data, 2015**

A standard deviation of <1 means that there was no significant variation in responses whereas a standard deviation of >1 means that there was significant variation in responses. The analysis shows that gaining market advantage, government regulations, enhancing brand image and competitive pressure had a mean score of less than 2 and standard deviation of between 0.754 and 0.934. Indicating to a very large extent the three items drive adoption of green marketing strategies in FMCG firms. The results also revealed that cost reduction, profit increment, environmental conservation and complying with environmental policy (firm level) had to a large

extent in driving green marketing strategies in firms that deal in FMCG manufacturing. These items had a mean score of between 2.0 and 2.9 and a standard deviation of 0.815 to 0.981. Further, consumer pressure with a mean score of 3.08 moderately drives green marketing in FMCG manufacturing industry and a standard deviation of 1.183 showing a significance variation in responses.

#### 4.5.2 Relative Importance of Green Marketing Practices Adopted by FMCG Manufacturers

The relative importance of green marketing strategies was interrogated using four statements relating to the same. The respondents were asked to rate them based on a 5 point likert scale (where, 1=Very Large Extent; 5=Not at all) measurement. The ratings were as presented in Table 4.8.

**Table 4.8 Ratings on Indicators of Adoption of Green Marketing Strategies**

Green Marketing Indicators	N	Mean	Standard Deviation
Environmental impact assessment is important to your firm	75	2.67	0.811
Firm has implemented environmental policies as per Govt .regulations e.g. NEMA	75	2.75	1.001
Firm has redesigned business processes and systems to be more efficient to support green marketing practices	75	2.91	1.187
Firm has formed Environmental Protection partnerships with various stakeholders like distributors, the public and government	75	3.64	1.215
Overall Score		<b>2.99</b>	<b>1.054</b>

**Source: Primary Data, 2015**

A standard deviation of <1 means that there was no significant variation in responses whereas a standard deviation of >1 means that there was significant variation in

responses. The analysis shows large extent of firms showed that redesigning business processes and systems, implementation of environmental policies as per Government regulations and having environmental impact assessments as important indicators of green marketing adoption. The items scored a mean between 2.67 and 2.91 and a standard deviation of between 0.815 to 0.981. Formation of environmental protection partnerships with various stakeholders is a moderate indicator of green marketing strategies as it scored a mean of 3.64 and a standard deviation of 1.215 indicating a significant variation in responses.

#### **4.6 Extent of Adoption of Green Marketing Strategies by FMCG Manufacturers**

The extent of adoption of green marketing strategies by FMCG was measured against the 7P's where the respondents were asked to rate their adoption extent. This section presents the results.

##### **4.6.1 Product Focus**

Five statements relating to product focus were rated on a five point likert scale (**where, 1=Very Large Extent; 5=Not at all**). The mean and the standard deviation were computed and the results were as presented in Table 4.9.

**Table 4.9 Ratings on Product Focus**

<b>Product Focus Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Firms Products have been standardized to ensure safety as per the law	75	2.32	.791
The Firm use of organic raw materials to manufacture its products	75	2.53	.759
Firm provides recyclable packaging of its products	75	3.19	1.087
Firm Packaging is Biodegradable	75	3.39	.999
<b>Overall Score</b>		<b>2.86</b>	<b>.91</b>

**Source: Primary Data, 2015**

A standard deviation of <1 means that there was no significant variation in responses whereas a standard deviation of >1 means that there was significant variation in responses. The results show that to a large extent firm's products are standardized to ensure safety as per the law and use organic raw materials to manufacture their products .Both elements scored a mean of 2.32 and 2.53 respectively and a standard deviation of 0.791 and 0.759 indicating no significant variations in responses. Further, the results indicate that firms to a moderate extent use recyclable and biodegradable materials to package their products. Both elements scored means of 3.19 and 3.39 respectively and a standard deviation of 0.999 and 1.087 respectively.

#### **4.6.2 Price Focus**

The respondents were asked to rate statements relating to price focus using a five point likert scale (**where, 1=Very Large Extent; 5=Not at all**). The analysis of the mean and the standard deviation were computed presented in Table 4.10.

**Table 4.10: Ratings on Price Focus**

<b>Price Focus Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Are firms customers comfortable paying a premium price for green product	75	4.04	.383
Firm has adopted environmentally friendly accounting methods to assess costs associated with green product processing	75	4.83	.446
<b>Overall Score</b>		<b>4.44</b>	<b>.415</b>

**Source: Primary Data**

A standard deviation of  $<1$  means that there was no significant variation in responses whereas a standard deviation of  $>1$  means that there was significant variation in responses. The price focus under the above ratings show firms customers were to a small extent comfortable paying a premium price for green products, further rating on price showed that firms also to a small extent adopted environmental friendly accounting methods. The mean scored by both elements is 4.04 and 4.83 respectively and a standard deviation of 0.383 and 0.446 showing that there was no significant variation in responses.

#### **4.6.3 Place Focus**

On Place focus, the respondents were asked to rate place focus within their organization. In order to adequately capture place focus, the construct was broken



down into 3 statements which were rated on a 5 point likert scale (**where, 1=Very Large Extent; 5=Not at all**). The ratings were presented as shown on Table 4.11.

**Table 4.11: Ratings on Place Focus**

<b>Place focus Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Firm source raw materials for product manufacture locally	75	2.44	.702
Firm has redesigned its physical facilities to favor good storage	75	2.72	.708
Firms transportation fleet is fuel efficient	75	3.40	.788
<b>Overall Score</b>		<b>2.85</b>	<b>.733</b>

**Source: Primary Data**

A standard deviation of  $<1$  means that there was no significant variation in responses whereas a standard deviation of  $>1$  means that there was significant variation in responses. From the above results, the ratings of the place focus indicate that to a large extent, that is mean scores of between 2.44 and 2.72 indicate that the firms source their raw materials for product manufacture locally and have redesigned their physical facilities to favor good storage. Standard deviations of 0.702 and 0.708 respectively indicate that there was no significant variation in responses. Further, the ratings on the table show that the firms moderately used fuel efficient transportation fleet i.e mean score of 3.40 and a standard deviation of 0.788. Indicating again there was no significant variation of responses.

#### **4.5.4 Promotion Focus**

On Promotion focus, the respondents were asked to rate promotion focus within their organization. In order to adequately capture promotion focus the construct was broken down into 3 statements which were rated on a 5 point likert scale (**where, 1=Very Large Extent; 5=Not at all**). The ratings were presented as shown on Table 4.12.

**Table 4.12: Ratings on Promotion Focus**

<b>Promotion Focus Items</b>	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Usage of digital advertising to reduce paperwork	75	2.07	.622
Firm understand that the key to successful green marketing is credibility, thus never overstates environmental claims or establish unrealistic expectations	75	2.29	.749
Firm's conducting environmental conservation CSR activities at least yearly	75	2.41	1.015
Firms marketing environmental effort, characteristics and benefits achieved	75	3.19	.849
Usage of green marketing communication tools and practices to reinforce and educate on environmental protection	75	3.25	1.079
Firm provide customers with information on environmental friendly products and/or production, waste disposal methods in use	75	3.31	.716
Using reusable advertising materials	75	3.47	.875
Use of Biodegradable advertising materials	75	3.60	.771
Firm circulate newsletters internally to communicate environmental actions it is undertaking and individual contribution to all employees	75	3.74	1.107
The firm publish reports on the expenditures that it incurs on environmental protection initiatives	75	4.73	.684
<b>Overall Score</b>		<b>3.21</b>	<b>.8467</b>

**Source: Primary Data**

A standard deviation of <1 means that there was no significant variation in responses whereas a standard deviation of >1 means that there was significant variation in

responses. The results show that mean scores of between 2.07 and 2.41 and a standard deviation of between 0.622 to 1.015 indicate that majority of the firms to a large extent used digital advertising to reduce paperwork, understood that the key to successful green marketing is credibility, thus never overstates environmental claims or establish unrealistic expectations and at least conducted environmental conservation CSR activities yearly. The standard deviation score show a low to high variation of responses.

Some firms performed moderately scoring a mean between 3.19 to 3.74 on the following items; providing customer with information on environmentally friendly products, Marketing environmental efforts to consumers informing of benefits achieved by green activities, circulation of newsletters to internal staff informing on environmental actions its undertaking ,use of biodegradable and reusable advertising materials and finally use of green communication tools and practices to reinforce and educate on environmental protection. Standard deviation scores were between 0.849 and 1.107. Showing 0.849 indicates having no significant variation in responses and 1.107 showing a significant variation in responses. Further, the results shows that the highest mean score of 4.73 indicates that majority of the organizations hardly publish reports on the expenditures that it incurs on environmental protection initiatives. A standard deviation of 0.684 shows there was no significant variation in responses.

#### **4.6.5 People Focus**

People focus was the other measure of extent of adoption of green marketing strategies in FMCG. The construct was broken down into four statements that relate to people focus and measured on likert scale where; **1=Very Large Extent; 2=Large Extent; 3=Moderate Extent; 4=Small Extent; 5=Not at all**. The results of the analysis are presented in Table 4.13.

**Table 4.13: Ratings on Organizations' People Focus**

<b>People Focus Items</b>	<b>frequency</b>	<b>Mean</b>	<b>Standard Deviation</b>
Employees awareness of the benefits that are achieved when the firm is green in its practices	75	3.11	.798
Employees awareness of the risks involved when the firm is not green in its practices	75	3.12	.788
Employees alignment to firms corporate green vision strategies and are they eager to implement	75	3.22	.880
Trainings and seminars are held internally for staff and stakeholders on environmental protection initiatives	75	3.73	1.095
<b>Overall Score</b>		<b>3.29</b>	<b>.89</b>

**Source: Primary Data**

A standard deviation of <1 means that there was no significant variation in responses whereas a standard deviation of >1 means that there was significant variation in responses. The results show that the firms scored moderately with mean scores of between 3.11 and 3.73 on employees' awareness of benefits of green practices and risks of not adopting green practices, employees being aligned to firm's corporate green vision strategies and eagerness to implement and finally trainings and seminars being held internally for staff and stakeholders on environmental protection initiatives. Standard deviation scores were between 0.798 and 1.095. The value 0.798 indicates no significant variation in responses and 1.095 showing a large significant variation in responses.

#### 4.6.6 Process and Physical Evidence Focus

The firms Process and physical evidence focus were rated on a 5 point likert scale where; **1=Very Large Extent; 2=Large Extent; 3=Moderate Extent; 4=Small Extent; 5=Not at all.** The mean and the standard deviations were calculated and presented in Table 4.14.

**Table 4.14: Process and Physical Evidence Focus**

<b>Process Focus</b>	<b>frequency</b>	<b>Mean</b>	<b>Standard Deviation</b>
Firm reaching its consumers for feedback through social media, telephone, email etc	75	2.01	.557
<b>Physical Evidence Focus</b>			
Firm recycling items that are used in firm i.e. paper, water, pens ,furniture ,signage	75	4.64	.981

**Source: Primary Data**

A standard deviation of  $<1$  means that there was no significant variation in responses whereas a standard deviation of  $>1$  means that there was significant variation in responses. On process focus, the results show that firms, to a large extent with a mean of 2.01 reach for their customers for feedback via digital methods like email and telephone. Regarding physical evidence focus, the results indicate that there was minimal recycling of items in use in the firms with a mean score was 4.64. Standard deviations of 0.557 and 0.981 respectively indicate that there was no significant variation in responses.

#### 4.7 Firm Ownership and Green Marketing Adoption Cross tabulation

Firm ownership information was sought to enable the researcher determine whether there exists a relationship between firm ownership details and the extent of adoption of green marketing strategies. The table that follows clearly shows the percentage of locally owned firms versus firms with small foreign shareholding and large foreign shareholding.

**Table 4.15: Firm Ownership Details and Green Marketing Adoption Cross Tabulation**

			Green Marketing Adoption			Total
			High Adoption	Moderate Adoption	Low Adoption	
<b>Firm Ownership</b>	Locally Owned	Count	0	29	29	58
		% within Firm Ownership	0.0%	50.0%	50.0%	100.0%
	Small Foreign Shareholding	Count	5	2	0	7
		% within Firm Ownership	71.4%	28.6%	0.0%	100.0%
	Large Foreign Shareholding	Count	7	3	0	10
		% within Firm Ownership	70.0%	30.0%	0.0%	100.0%
Total		Count	12	34	29	75
		% within Firm Ownership	16.0%	45.3%	38.7%	100.0%

Source: Primary Data,2015

The Table 4.15 presents cross tabulation details. As can be seen by the frequencies cross tabulated, majority of locally owned firms had moderate to low adoption of

green marketing. Additionally, the analysis shows that 5 of the 7 firms with small foreign holding had high adoption of green marketing strategies while 7 of the 10 firms with large foreign shareholding had a high adoption extent of green marketing. The test of independence for the relationship between firm ownership and adoption of green marketing was tested using Chi-square and the results are presented in the Table 4.16.

**Table 4.16 Chi-Square Results of Relationship Between Firm Ownership and Green Marketing Adoption**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.678	4	.000
Likelihood Ratio	51.892	4	.000
N of Valid Cases	75		

**Source: Primary Data,2015**

The results indicate that there is a high significance relationship between firm ownership and adoption of green marketing strategies,

$$\chi^2 (4, N = 75) = 50.678, p = 0.000.$$

#### **4.8 Relationship between the Length of Time a Firm has been in Existence and Green Marketing Adoption Extent**

The study aimed at testing whether a significant relationship exists between the length of time the firm has been in existence and green marketing adoption extent. The results are as presented in the Table 4.17.



**Table 4.17: Length of Time Firm has been in Existence and Green Marketing Adoption Cross Tabulation**

			Green Marketing Adoption			Total
			High Adoption	Moderate Adoption	Low Adoption	
<b>Time Firm Has been in Existence</b>	1-5yeras	Count	0	0	1	1
		% within Time Firm Has been in Existence	0.0%	0.0%	100.0%	100.0%
	6-10years	Count	0	0	3	3
		% within Time Firm Has been in Existence	0.0%	0.0%	100.0%	100.0%
	11-15years	Count	4	7	8	19
		% within Time Firm Has been in Existence	21.1%	36.8%	42.1%	100.0%
	16 and Above	Count	8	27	17	52
		% within Time Firm Has been in Existence	15.4%	51.9%	32.7%	100.0%
	Total	Count	12	34	29	75
		% within Time Firm Has been in Existence	16.0%	45.3%	38.7%	100.0%

Source: Primary Data,2015

The results present cross tabulation of length of time firm has been in existence and green marketing adoption levels. From the frequencies cross tabulated, majority of the

firms that has existed for a period of between 11 and 15 years had between low and moderate adoption of green marketing strategies. Further, over half (51.9%) of those that had operated for over 16 years had moderately adopted green marketing while 32.7% had a low adoption of green marketing strategies.

The relationship between the time the firm had existed and adoption of green marketing was tested using Chi-square and the result presented in Table 4.18.

**Table 4.18 Chi-Square for Relationship Between the Length of Time a Firm had Existed and Adoption Extent of Green Marketing Strategies**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.999	6	.238
Likelihood Ratio	9.251	6	.160
N of Valid Cases	75		

**Source: Primary Data, 2015**

The results show that there is no significance relationship between the time a firm had existed and adoption of green marketing strategies,  $\chi^2 (6, N = 75) = 7.999, p = .238$ . The fact that the firm has been in existence longer does not guarantee that they have more resources to enable them to adopt green marketing strategies or have high adoption extent.

#### **4.9 Challenges Faced in Adopting Green Marketing Strategies**

Table 4.19 below presents the analysis on the ratings of various challenges that face adoption of green marketing strategies by organizations. The Table has 13 statements

rated on a 5 point likert scale where; 1=Very Large Extent; 2=Large Extent; 3=Moderate Extent; 4=Small Extent; 5=Not at all.

**Table 4.19 Challenges Faced In Adopting Green Marketing Strategies**

Challenge	Frequency	Mean	Standard Deviation
High Implementation Costs	75	1.76	.852
Inadequate specialized personnel on environmental matters	75	2.13	.905
Inadequate resources - Finances	75	2.24	1.051
Lack of specialized technology which requires huge investment in Research and Development	75	2.44	.962
Lack of green marketing exposure and Education	75	2.49	1.045
Inability to quantify benefits that are brought about by adopting green practices e.g. waste disposal, control of emissions, changing production machinery to produce less emissions	75	3.41	1.067
Management resistance	75	3.69	1.230
Lack of high demand from green consumer segment willing to pay a premium for the products	75	3.83	1.329
Customers are not aware of green products	75	3.95	1.196
Customers awareness of benefits that are brought about by green products	75	4.11	.938
Lack of adequate Government support on implementation, education, strict monitoring/adherence of green policies	75	4.33	.684
Employee Resistance	75	4.49	.665
Lack of support from various stakeholders e.g. The public ,suppliers etc	75	4.55	.576
<b>Overall Score</b>		<b>3.34</b>	<b>.962</b>

Source: Primary Data, 2015

A standard deviation of  $<1$  means that there was no significant variation in responses whereas a standard deviation of  $>1$  means that there was significant variation in responses. The findings show that high cost of implementation with a mean of 1.76 affected adoption of green strategies to a very large extent. The standard deviation shows that there was no significant variation in responses. To a large extent the following challenges are indicated scoring mean of between 2.03 and 2.49 and standard deviations of 0.905 to 1.045. They are; inadequate specialized personnel on environmental matters, inadequate resources, lack of specialized technology which requires huge investment in Research and Development and finally lack of green marketing exposure and education, affected the adoption extent of green marketing strategies in FMCG firms. A standard deviation that is less than one indicates no significant variations in the responses while a high standard deviations shows high significance in variations of the responses.

The results also show challenges that affected the firms to a moderate extent scoring means of between 3.41 to 3.95 and standard deviations of 1.067 to 1.196 indicating significant variations in responses were; customers not being aware of green products, lack of high demand from green consumer segment willing to pay a premium for the products, management resistance and inability to quantify green benefits. The challenges that least affected adoption of green strategies scoring means of between 4.11 and 4.55 were consumer awareness of benefits that are brought about by green products, lack of adequate Government support on implementation and lack of support from various stakeholders. Standard deviations of between 0.576-0.938 were scored indicating there was no significant variation in responses.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The central theme of the study was to evaluate the extent of adoption of green marketing mix strategies by Fast Moving Consumer Goods Manufacturers, specifically from the food and beverage sector, in Nairobi County. This chapter will therefore outline; a summary of the findings, discussion, conclusion, recommendations for policy and practice, limitations of the study, and finally suggestions for further research.

#### **5.2 Summary**

Three specific objectives were formulated from the broad objective of the study which was to determine the extent of adoption of green marketing strategies in the FMCG manufacturing firms in Nairobi County. The population of the study comprised of 106 FMCG firms in the Food and beverage sector. The researcher administered 83 questionnaires to the Fast Moving Consumer Goods manufacturer firms in Nairobi County. 75 of the questionnaires were returned constituting a response rate of 70% was sufficient for the study. Data for testing the objectives of the study was obtained from primary sources. Primary data was collected through a semi structured questionnaire targeting Marketing managers, Production Managers and Brand Managers. Data was processed through descriptive statistics, cross tabulation and Chi-square tests.

Green marketing is an important strategy in any business, especially the manufacturing sector since it drives the economy. The findings of this study clearly depict that Kenya is not lagging behind in green concept matters. Kenyan industries

are aware of the green marketing concept. A whopping 90% of the respondents indicated awareness of the strategy. The difference between Kenya and the Western Countries is the extent of adoption. The extent of adoption in Kenya by FMCG firms is not satisfactory, few challenges exist.

The results of the study showed that firms in the Kenyan FMCG manufacturing segment have adopted different marketing mix strategies in piecemeal. The marketing mix strategies adapted to a large extent, in order of preference are as follows, having an overall mean of the following values 1 - very large extent, 2 - large extent, 3 - moderate extent, 4- small extent and 5- Not at all.

Green process strategy scored an overall mean of 2.01 and a standard deviation of 0.557. Meaning large extent of the firms are reachable to their consumers for feedback by use of digital methods such as emails, telephone and the social media platform as opposed to traditional methods that used paper which was detrimental to our trees. The process of doing business with the firm is easier due to process strategy. The standard deviation indicates there were no significant variations in responses.

Another strategy that had a large extent of adoption was green place which scored an overall mean of 2.85 and a standard deviation of 0.733 indicating that most manufacturers source raw materials locally to manufacture goods. This reduces carbon foot print (fuller and fewer cargos) which is a good sign of green marketing adoption. Firms have also gone a step ahead to redesign physical storage facilities to favour green standards. The standard deviation score indicates there were no significant variations in responses. An overall mean score of 2.86 and a standard deviation of 0.910 for green product strategy indicate that use of organic raw

materials for manufacture is in use to a large extent among most manufacturers as opposed to pure chemical raw materials. Also standardization of products as a product strategy is in use to ensure they are as per the required standards of consumption. The standard deviation score shows no significant variations in responses.

Green marketing strategies that are adapted to a moderate extent scoring an overall mean of between 3.21 and 3.29 are green promotion and people strategies and standard deviations of 0.8467 and 0.890 respectively. The overall mean score indicates good scores in digital advertising usage to promote products as opposed to traditional methods and also use of CSR activities yearly to educate consumers on environmental matters and benefits. People strategy results indicate that firms still have a lot to do regarding training of staff on green marketing matters. For green marketing to succeed the staff should be competent in the area. The standard deviations scores indicate no significant variations in responses.

Finally, strategies that scored poorly/small extent with mean scores of between 4.44 and 4.64 and standard deviations of 0.415 and 0.981 respectively are price and physical evidence strategies. Meaning that price is a sensitive issue and it used selectively. Overpriced goods due to green marketing cost implications can easily jeopardize the performance of a firm. Finally, the physical evidence strategy as per the above mentioned mean and standard deviations showed that most firms do not have any recycled or biodegradable item in their premises. Having physical evidence such as recycled paper or water is known to drive firms to take more keen interest on environmental conservation initiatives.

For Kenyan manufacturing sector to benefit in the global market, emphasis must be placed on greening the industries to attract foreign investors. Greening of industries

basically means changing the manufacturing systems and processes to enable green practices such as better waste disposal methods and less hazardous emissions into the environment.

The study also sought to find out what firms see as important key indicators of adoption of green marketing concept. Findings show that most firms are aware that conducting environmental impact assessment occasionally is key in determining high adoption levels scoring a mean of 2.67, with a standard deviation of 0.811, followed by implementation of environmental policies imposed by regulatory bodies such as NEMA scoring a mean of 2.75 with a standard deviation of 1.001 and finally, changing systems and processes to favour green manufacturing scoring a mean of 2.91 and a standard deviation of 1.187. A standard deviation of less than one indicates there was no significant variation in responses, greater than one indicates significant variation in responses.

Drivers of green marketing strategies were evaluated since they determine the adoption levels. Some of the key drivers that scored a mean of between 1.73 and 2.89 indicating large extent in the study and are perceived to have driven Kenyan manufacturing firms into adopting the green marketing strategies are; in order of preference, competitive pressures, to enhance company brand image, comply with Government regulations, gaining market advantage, environmental conservation, comply with firm level environmental policies and profit increment and finally cost reduction. Their standard deviations were between 0.859 and 1.214. A standard deviation of less than one indicates there was no significant variation in responses. A standard deviation of greater than one indicates significant variation in responses. Perceived driver that least influenced firms to adopt green marketing was consumer



pressures having a mean of 3.08 and a standard deviation of 1.183, indicating significant variation in responses.

The study also sought to evaluate some of the perceived challenges that hinder the practice of green marketing practice in the Kenyan FMCG manufacturing firms. The findings were; to a large extent in order of preference high implementation costs ,lack of specialized personnel to deal with environmental matters in the firms, inadequate resources (finances), lack of specialized technology which requires huge investments in research and development and finally lack of green marketing exposure and education. Overall mean grade scores being between 1.76 to 2.49 and standard deviations of between 0.852 and 0.051. Therefore, indicating no significant variation in responses.

A relationship between the adoption levels of green marketing concept and firms' ownership was established during analysis whereby firms which have a percentage of foreign shareholding have the highest levels of green marketing strategies adopted. Parent companies have a huge influence in adoption extent. The study also sought to establish whether there is a relationship between length a company has been in operation and green strategy adoption extent. Findings showed that no relationship exists. A company that has over 16 years of operation does not guarantee that it will have adopted any green marketing concept.

### **5.3 Discussion**

It is evident that Green Marketing strategy is an important strategy in any sector of the economy. Studies done by other researchers relating to green marketing practice in other sectors of the economy clearly illustrate that green marketing is practiced and it is important that marketing managers take advantage of it to market products and gain

competitive advantage and brand trust. Sustainable practices are known to grow brands. However, embracing the practice comes with a few challenges. As mentioned in the literature review, studies done by (Kiogera, 2003; Kamori, 2013) on green marketing adopted in supermarkets. One of the challenges that they established and concur with the findings of this study are high implementation costs. The studies' recommendations also concur with the recommendations for the current study, that the Government should put stringent measures to ensure firms comply with the policies and practices of environmental conservation.

It is assumed that firms that have been in operation longer may have high adoption levels of green marketing strategies. The current study refutes the myths and informs that the longer the firms have been in operation does not guarantee high levels of adoption. The study also tested the relationship between firm ownership and extent of adoption of green marketing strategies. A positive relationship was established. This indicates that firms with small and large foreign shareholding have the highest extent of adoption of green marketing strategies. Green marketing practices from the parent companies definitely influence the adoption extent.

#### **5.4 Conclusion**

Adoption of green marketing practices is crucial to the manufacturing sector in order to remain competitive and profitable. Though, a relatively new concept in marketing field and especially to the locally owned manufacturing firms, proper awareness of green transformation should be emphasized by the relevant bodies like NEMA. Following the research activities of different scholars, it seems that today's society is not only growing an interest in green marketing, but also green marketing practices have become an integral part of carrying out business and more so in FMCG industry that thrives mostly on natural resources for production.

Key takeaways from the study's findings is majority of the firms still moderately package their goods using recyclable and or biodegradable materials. This is why there is still rampant use of the plastic bag which is detrimental to the environment. In future, the ratings of this element (packaging) should be implemented at a large extent. Also use of recycled or biodegradable items in respondent firm's everyday office use is not practiced at all. The only way to fully embrace green marketing/green concept and truly experience the benefits that are derived from the green practice is to practice it. That is, recycle basic items in the office/premises. This will influence adoption in other areas such as manufacturing, packaging etc.

Challenges that have been identified during the study should be carefully considered as they hinder the progress of the economy to a large extent. If firms do not embrace the green concept consequences occur. Our firms shall not be attractive to the foreign investors thereby hindering the growth of our economy. Also lack of proper change in systems and processes in manufacturing will cause environmental degradation which negatively affects the economy due to lack of labour as most people will suffer from various illnesses.

Firms should also consider trainings as an integral part of green marketing practices adoption strategy. Specialized environmental representatives and staff can just be the answer to our countries green marketing concept adoption woes.

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

The study clearly shows that the Government regulation is not a major driver for green marketing strategy adoption. Government bodies like NEMA should be keen and strict on implementing policies on FMCG manufacturers and following up to ensure they are adhered to. Policies on packaging materials to be used, waste disposal methods, consumer education by FMCG on their product features via labeling to

enable consumers make informed decisions when purchasing etc .All this is to prevent direct pollution of the environment, human and animal health issues.

Also manufacturing firms should invest in training, Research and Development as well as specialized staff who deal with environmental matters to enlighten their staff on green marketing practices, to enhance adoption extent. It is key to note that changing systems and processes to favour green manufacturing, if adopted fully and to a very large extent will greatly influence how FMCG manufacturing firms react to changes in adoption of green marketing strategies. For Kenya to attain the vision 2030 goals manufacturing firms have to change the way they view sustainability practices as this is the future, without a good environment there is no future. Marketers need to take the lead in their firms to drive the green marketing agenda as their impact was not adequately felt during the study.

The current study findings contribute to knowledge especially to the environmentally conscious consumers as well as the management in the FMCG firms. 'Greenness' as a selling attribute is a plus for any firm. Allowing marketing managers to increase sales thereby improving firms' revenue and brand recognition by use of green marketing will contribute to the marketing discipline. A lot of information will be derived from the practice.

#### **5.6. Limitations of the Study**

The study was limited to the Fast Moving Consumer Goods manufacturers specifically in the food and beverage sector in Nairobi County. Other sectors of the FMCG manufacturers were not studied. The findings of this study were as well limited by time and financial constraints. Respondents were also a challenge to reach and constant follow up was done via emails, telephone conversations and virtual

meetings to ensure questionnaires were given the attention and seriousness they deserved.

### **5.7 Suggestions for Further Research**

The study focused on the extent of adoption of green marketing mix strategies by Fast Moving Consumer Goods manufacturers in the food and beverage sector in Nairobi City County. The study can be conducted from other Counties in Kenya as well. An equally significant study is on the adoption extent by FMCG manufacturers in other sectors for example Pharmaceuticals, Beauty and toiletries etc. Each sector has unique policies, drivers, and challenges that influence the adoption extent.

## REFERENCES

- Afande, F. (2015).Extent of adoption of green marketing strategies by the Kenya Tea Firms. *Journal of Marketing and consumer research*, 11, 2422-8451.
- Ajzen,I., Fishbein,M.(1980).Understanding attitudes and predicting social behavior. Englewood Cliffs, N J: prentice Hall.
- Barney, J.B. (1991).Firm resources and sustained competitive advantage, *Journal of Management*, 17( 1), 99-120
- Brundtland Report, (1987). The World Commission on Environment and Development: Our Common Future. Oxford, UK: Oxford University Press.
- Charter, M., & Polonsky, M.J.(1999). *Greener Marketing: A Global Perspective on Greening Marketing Practice*. Sheffield (UK): Greenleaf Publishing
- Charter, M., Peattie, K., Ottman, J., & Polonsky.M.J. (2002).Marketing and Sustainability.US: BRASS, in association with The Centre for Sustainable Design.
- Crane, A., & Desmond .J. (2002).Societal Marketing and Morality. *European Journal of Marketing*, 36(5/6), 548 – 569.
- Eide, B. (2013).*Consumer behavior Theories –Purchasing organic food*. Retrieved from; [http://pure.au.dk/portalsbstudent/files/53767745/Bachelor\\_Thesis\\_Consumer\\_Behavior\\_Theories\\_Purchasing\\_Organic\\_Food.pdf](http://pure.au.dk/portalsbstudent/files/53767745/Bachelor_Thesis_Consumer_Behavior_Theories_Purchasing_Organic_Food.pdf). (Unpublished Bachelors Thesis, Aarhus University, Denmark).
- Leonidou, C., Katsikeas, C., &Morgan, N. (2012). Greening the marketing mix; do firms does it pay off? *Journal of the academy of marketing science*, 41,151-170.doi: 10.1007/s11747-012- 0317-2
- Gittel, R., Magnusson, M., & Merenda. (2012), *The Sustainable Business Case Book Vol (1)*. (US): Flat world knowledge Inc.
- Gitobu, J., & Njoroge,.J.(2015).Adoption of green marketing practices by hotels in Mombasa county, Kenya. *Journal of tourism, hospitality and leisure studies*,1(1),1-18
- Ginsberg, J.M., & Bloom, P.N (2004).Choosing the right green marketing strategy. *MIT Sloan Management Review*, 46(1), 79–84.
- Hart, S. (1995).A natural Resource Based View of the firm. *Academy of management review*, 20(4), 986-1014

- Kinoti, M. (2011). Green Marketing Intervention Strategies and Sustainable Development- A conceptual paper. *International Journal of Business and Science*, 23(2),263-273.
- Kirimi, C. (2014). Influence of Green Marketing mix Strategies on performance of Fast Moving Consumer Goods Companies in Nairobi, Kenya. (Unpublished MBA Thesis, University of Nairobi).
- KPMG, (2014) .Sector report on FMCGs in Africa *FMCG*. Retrieved from the KPMG website:<https://www.kpmg.com/Africa/en/IssuesAndInsights/ArticlesPublications/GeneralIndustriesPublications/Documents/Fastmoving%20Consumer%20Goods%20in%20Africa.pdf>
- Kotler, P., Armstrong, G., Saunders, J., & Wong, W. (2001), Principles of Marketing, 2<sup>nd</sup> Edition, Corporate Communications. *An international Journal*, 6(3), 164-165
- Madhumitha & Sara (2013).Green Marketing: Case studies of companies implementing towards green revolution. *AMET International Journal of Management*, ISSN (1), 2231- 6779.
- Chartered Institute of Marketing, (2009).Marketing and the 7 P's. (Brochure) Retrieved from:<https://www.cim.co.uk/marketingresources>
- Murphy, E.(2005). Sustainable Marketing. *Journal of Business and Professional Ethics on Sustainable Marketing*, 24, (1/2), 171-198.
- Mugenda, O. M & Mugenda, A.G. (1999). Research methods: Quantitative and Qualitative Approaches: African Centre for Technology Studies.
- Mugeria, M. (2014). Green marketing practices by supermarkets within the Nairobi Central Business District. (Unpublished MBA Thesis, University of Nairobi).
- McDonagh, Pierre, & Prothero, A.(1997). Green Management. London: The Dryden Press.
- Obuya, E. (2003).A survey of the extent to which manufacturing firms in Nairobi practice green marketing. (Unpublished MBA thesis, University of Nairobi)
- Ottman, J. (1993). *Green Marketing: Challenges and Opportunities for the New Marketing Age*. Lincolnwood, IL: NTC Business Press.
- Ottman, J. (2011). *The new rules of green marketing, Strategies, Tools, and Inspiration for Sustainable Branding*. Sheffield (UK): Greenleaf Publishing.
- Peattie, K. (1992). Environmental Marketing Management. London: Pitman.
- Prakash, A. (2002).Green marketing strategy, public policy and managerial strategies: *Journal of Business strategy and Environment*.(11),285-297,doi:10.1002/bse.338

- Polonsky, M.J. (1994). An introduction to Green Marketing. *Electronic Green Journal*, 1(2). Retrieved from: <http://escholarship.org/uc/item/49n325b7>
- Rex, E., & Baumann, H. (2006). Beyond Ecolables; What green marketing can learn from conventional marketing. *Journal of Cleaner production*, 15, 567-576
- Saxena, R., & Khandelwal, P.K. (2010). Sustainable development through green marketing: The industry perspective. *The International journal of environment, cultural, economic and social sustainability*, 6(6), 59-79
- Smith, S., & Albaum, G. (2012). *Basic Marketing research; Vol.1. Handbook for professionals*: US, Qualtrics Lab. Inc
- National Environment Management Authority Kenya, (2012). Publication on Green Economy. Retrieved from the NEMA website <https://www.nema.go.ke>
- UNEP, (2014). The Green Economy Assessment Report; Retrieved from the website <https://www.unep.org> Correspondent (2014, November 6<sup>th</sup>). EABL, Coca-Cola commit to responsible sourcing standards *Standard media digital newspaper*, Retrieved from: <http://www.standardmedia.co.ke/business/article/2000140539/eabl-coca-cola-commit-to-responsible-sourcing-standards>
- UNIDO, (2011). Green Industry initiative for Sustainable Industrial Development report. Retrieved from: Green Industry Platform Website; [www.greenindustryplatform.org](http://www.greenindustryplatform.org).
- Unilever, (2011). Sustainable living plan progress report. Retrieved from the Management Exchange Website [http://www.managementexchange.com/sites/default/files/media/posts/documents/unilever\\_sustainable\\_living\\_plan\\_progress\\_report.pdf](http://www.managementexchange.com/sites/default/files/media/posts/documents/unilever_sustainable_living_plan_progress_report.pdf)
- Wasik, J. (1996). *Green Marketing and Management: A Global Perspective*, Cambridge, MA: Blackwell Publishers, Inc.
- Wernerfelt, B. (1984). A resource-based view of the firm, *Strategic Management Journal*, 5, 171-180.



## APPENDICES

### Appendix I: Letter of Introduction

Mary.M.Mwangi  
School of Business,  
University of Nairobi,  
P. O. Box 30197-00100,  
Nairobi.

26th, Sept, 2015

Dear Respondent,

**RE: REQUEST FOR RESEARCH DATA**

I am a Master of Business Administration (MBA) student at the University of Nairobi. In order to fulfill the degree requirement, a research project is part of the academic requirements towards completion of the course.

You have been selected as a respondent in the study. The study title is “extent of adoption of green marketing strategies by Fast Moving Consumer Goods Manufacturers’. To achieve this, your organization is one of those selected for the study. I kindly request you to fill the attached questionnaire to generate data required for the study. This information will be used purely for academic purpose and your name will be omitted in the report. Findings of the study, upon request, shall be availed to you. Your assistance and cooperation will highly be appreciated. Thank you in advance.

Yours faithfully,

Mary.M.Mwangi  
MBA Student- Researcher  
University of Nairobi-Kabete Campus

## Appendix II: Questionnaire

### ADOPTION OF GREEN MARKETING STRATEGIES AMONG FMCG MANUFACTURERS IN NAIROBI CITY COUNTY QUESTIONNAIRE.

#### Instructions:

For certain questions, you are required to select your answer by ticking (✓) among the alternatives given.

#### SECTION A: DEMOGRAPHIC INFORMATION

1. Name of Firm (Optional).....
  
2. Position in the firm.....
  
3. What is your highest level of education qualification completed?
  - a) Post graduate level ( )
  - b) Undergraduate ( )
  - c) Tertiary College ( )
  - d) Secondary ( )
  
4. Length of continuous service with the firm?
  - a) Below five years ( )
  - b) 5-10 years ( )
  - c) Over 10 years ( )
  
5. Using the categories below kindly indicate how long your firm has been in operation.

- a) 1-5 Years ( )
- b) 6-10 Years ( )
- c) 11-15 Years ( )
- d) 16 and above years ( )

6. Kindly indicate the ownership of the company using the categories below.

<b>Ownership</b>	<b>Percentage share (%)</b>
Local	
Foreign	
Foreign and Local	

7. Is the firm ISO 14001 Certified Yes ( ) No ( )

**SECTION B: AWARENESS OF GREEN MARKETING STRATEGY**

1. Have you heard about green marketing strategies? Yes ( ) No ( )

a) If yes, when did you hear about it?

.....

.....

.....

.....

.....

2. Is green marketing discussed in your internal meetings? Yes ( ) No ( )

3. Have you ever been trained on green marketing strategies? Yes ( ) No ( )

4 .Do you have an environmental protection policy in your firm? Yes ( ) No ( )

If yes which year was the policy formulated?.....

5. Are you aware of “greening of industries initiatives”? Yes ( ) No ( )

If yes when did you hear about it.....

.....

.....

6. Do you have an environmental representative in your firm? Yes ( ) No ( )

### **SECTION C: EXTENT OF ADOPTION OF GREEN MARKETING**

#### **PRACTICES**

The tables below represent the various aspects regarding the extent of adoption of green marketing mix strategies. Kindly indicate your rating on the statement applying the following key: 1 = Very large extent, 2 = Large extent, 3 = Moderate extent,

2 = Small extent and 1 = Not at all.

To what extent are the following, drivers for adopting green marketing strategies in your firm?

<b>Drivers for adoption</b>	<b>1</b> Very large Extent	<b>2</b> Large Extent	<b>3</b> Moderate Extent	<b>4</b> Small Extent	<b>5</b> Not at all
Environmental conservation					
Profit increment					
To comply with the existing environmental policies (firm level)					
Consumer pressure					
Government regulations					
Cost reduction					
To gain Market Advantage					
Enhance brand Image					
Competitive pressures					
Any other drivers – kindly indicate					

**a) Indicators of Green Marketing Practices Adopted by FMCG Manufacturers**

<b>Marketing Strategy Adopted</b>	<b>1</b> <b>Very</b> <b>Large</b> <b>extent</b>	<b>2</b> <b>Large</b> <b>extent</b>	<b>3</b> <b>Moderate</b> <b>extent</b>	<b>4</b> <b>Small</b> <b>extent</b>	<b>5</b> <b>Not</b> <b>at</b> <b>all</b>
Redesigned business processes and systems to be more efficient to support green marketing practices?					
To what extent has the firm implemented environmental policies as per NEMA regulations?					
How important is environmental impact assessment to your firm?					
To what extent has your firm formed partnership with various stakeholders like distributors, the public, the government etc with a view to protect the environment?					

**b) Extent of adoption of Green Marketing strategies by FMCG Manufacturers**

**i) Product Focus**

<b>Green Product Marketing Strategy Adopted</b>	<b>1</b> Very Large extent	<b>2</b> Large extent	<b>3</b> Moderate extent	<b>4</b> Small extent	<b>5</b> Not at all
To what extent do you use organic raw materials to manufacture your products?					
Have your products been standardized to ensure safety as per the law?					
Do you provide recyclable packaging for your products?					
Is your product packaging biodegradable?					
Other product strategies.....					

**ii) Price Focus**

<b>Green Price Marketing Strategy Adopted</b>	1 Very Large extent	2 Large extent	3 Moderate extent	4 Small extent	5 Not at all
To what extent has your firm adopted environmentally friendly accounting methods to assess costs associated with green product processing?					
Are your customers comfortable paying a premium for your green product?					
Other strategies in use (Specify)..... ..... ..... .....					



**iii) Place Focus**

<b>Green Place Marketing Strategy Adopted</b>	<b>1 Very Large extent</b>	<b>2 Large extent</b>	<b>3 Moderate extent</b>	<b>4 Small extent</b>	<b>5 Not at all</b>
To what extent is your transportation fleet fuel efficient?					
To what extent have you redesigned your physical facilities to favour good storage?					
To what extent do you source raw materials for product manufacture locally ?					
Other strategies in use (Specify)..... ..... .....					

For the following questions, you are required to select your answer by ticking among the alternatives given.

i) Which type of fuel do you use for your fleet?

a) Petrol [ ]

b) Diesel [ ]

c) Any Other (Name).....

ii) How often do you service your company vehicles.....?

iii) Do you have a policy on replacement of vehicles? Yes ( ) No ( )

iv) If Yes, which year was it formulated.....

v) After how many years do you replace the vehicles?.....

**iv) Promotion Focus**

<b>Green Promotion Marketing Strategy Adopted</b>	<b>1</b> <b>Very</b> <b>Large</b> <b>extent</b>	<b>2</b> <b>Large</b> <b>extent</b>	<b>3</b> <b>Moderate</b> <b>extent</b>	<b>4</b> <b>Small</b> <b>extent</b>	<b>5</b> <b>Not</b> <b>at</b> <b>all</b>
Does the firm provide customers with information on environmental friendly products and/or production, waste disposal methods in use?					
In your marketing communications, does the firm clearly state environmental effort, characteristics and benefits achieved?					
Does the firm publish reports on the expenditures that it incurs on environmental protection initiatives?					
Does the firm circulate newsletters internally to communicate environmental actions it is undertaking and individual contribution to all employees?					
Does the firm understand the key to successful green marketing is credibility, and such, the factory never overstates environmental claims or establish unrealistic expectations.					
Are your advertising materials biodegradable? (Pull up stands, Bill boards, posters, pamphlets etc)					
To what extent are your advertising materials reusable?					
Do you use digital advertising to reduce paperwork?					
Do you use green marketing communication tools and practices to reinforce and educate on environmental protection?					
Do you conduct CSR activities related to environmental conservation at least yearly?					
Others(Specify)					

v) **People Focus**

<b>People Focus Green Marketing Strategy Adopted</b>	<b>1 Very Large extent</b>	<b>2 Large extent</b>	<b>3 Moderate extent</b>	<b>4 Small extent</b>	<b>5 Not at all</b>
To what extent are trainings and seminars held internally for your staff and stakeholders on environmental protection initiatives?					
Are your employees aligned to your corporate green vision strategies and are they eager to implement?					
Are your employees aware of the benefits that are achieved when the firm is green in its practices?					
Are your employees aware of the risks involved when the firm is not green in its practices?					
Others (Specify).....					

**vi) Process Focus**

<b>Process management Green Marketing Strategy Adopted</b>	<b>1</b> Very Large extent	<b>2</b> Large extent	<b>3</b> Moderate extent	<b>4</b> Small extent	<b>5</b> Not at all
Are you reachable to your consumers for feedback either through social media, telephone, email etc?					
Others(Specify)..... ..... ..... ..... ..... .....					

**vii) Physical Evidence Focus**

<b>Physical Evidence Green Marketing Strategy Adopted</b>	<b>1</b> Very Large extent	<b>2</b> Large extent	<b>3</b> Moderate extent	<b>4</b> Small extent	<b>5</b> Not at all
Do you have recycled items that you use in your firm i.e. paper, water, pens ,furniture ,signage etc					
Specify exactly what you use that is recycled? .....					
Specify exactly what you use that is biodegradable?..... .....					
Other physical evidence green strategies..... .....					

**SECTION D. CHALLENGES FACED IN ADOPTING GREEN MARKETING**

**STRATEGIES**

<b>Challenges faced in adopting Green Marketing Strategy practiced</b>	<b>1 Very Large extent</b>	<b>2 Large extent</b>	<b>3 Moderate extent</b>	<b>4 Small extent</b>	<b>5 Not at all</b>
Customers are not aware of green products					
Customers are not aware of benefits that are brought about by green products					
High Implementation Costs					
Lack of high demand from green consumer segment willing to pay a premium for the products					
Management resistance					
Lack of green marketing exposure and Education					
Inadequate resources - Finances					
Lack of specialized technology which requires huge investment in Research and Development					
Inadequate specialized personnel on environmental matters					
Lack of adequate Government support on implementation, education, strict monitoring/adherence of green policies					
Lack of support from various stakeholders e.g. The public ,suppliers etc					
Employee Resistance					
Inability to quantify benefits that are brought about by adopting green practices.eg. waste disposal, control of emissions, changing production machinery to produce less emissions					
Others(Specify).....					

**Thank you for your time and assistance.**

## **Appendix III: List of Companies**

### **List of FMCG Manufacturers –Food and beverage Sector in Nairobi City County**

1. Africa Spirits Limited
2. Alpha Fine Foods Limited
3. Alpine Coolers Limited
4. Aquachem technologies Limited
5. Aquatreat solutions Limited
6. Avoken Limited
7. Belfast Millers Ltd
8. Brookside Dairy Ltd
9. Candy Kenya Ltd
10. Cardbury Kenya Limited
11. Carlsberg
12. Cereal World
13. Chirag Kenya Limited
14. Coca Cola sabco
15. Deepa Industries Limited
16. East Africa Sea food Limited
17. East African Breweries Ltd
18. East African Seed Co Ltd
19. Eastern Produce Kenya Ltd
20. Edible Oil Products
21. Energy foods Ltd
22. Ennsvalley Bakery Ltd

23. Equitorial AfricanRegion Ltd
24. Erdemann Co.Ltd
25. Europack Industries Limited
26. Farmers Choice Ltd
27. Fresh and Juici Ltd
28. Fresh Produce Exporters Association of Kenya
29. Galaiya Food Industry
30. Githunguri Dairy Farmers Co-Operative Society
31. Glaciers Products Ltd
32. Global Fresh Ltd
33. Gonas Best Ltd
34. Good Brands Ltd
35. Grainstar Ltd
36. Green Forest Foods Ltd
37. Happy Easter Ltd
38. Honeycare Africa Ltd
39. House of Dawda Group
40. Insta Products (EPZ) Ltd
41. Jambo Biscuits (K) Ltd
42. Jovet Kenya Limited
43. Kabazi Cannery Limited
44. Kapa Oil Refineries Limited
45. Kenafric Industries Ltd
46. Kenchic Limited
47. Kenya Meat Suppliers Co



48. Kenya Nut Company Ltd
49. Kenya Sweets Ltd
50. Kenya Tea Development Agency
51. Kenya Wine Agencies
52. Kevian Kenya Ltd
53. Kevita International Co Ltd
54. Kuguru Food Complex Limited
55. Kwality Candies and Sweets Ltd
56. London Distillers
57. Manji Foods Industries Ltd
58. Melvin Marsh International Limited
59. Mini Bakeries (Nbi) Ltd
60. Miritini Kenya Ltd
61. Mohan Oysterbay drinks Limited
62. Nairobi Bottlers
63. Nairobi Flour Mills Ltd
64. NAS Airport Services Ltd
65. Nestle Foods Kenya Ltd
66. New Kenya Co-operative Creameries Ltd
67. Norda Industries Ltd
68. Nutro Manufacturers EPZ Ltd
69. Palmhouse Diaries Ltd
70. Panagro Ltd
71. Patco Industries Limited
72. Razco Ltd

73. Sigma Supplies Ltd
74. Spice World Ltd
75. The Big Five breweries Limited
76. The Breakfast Cereal Company (K) Ltd (weetabix)
77. Tri Clover Industries Limited
78. Unga Group Ltd
79. Unilever
80. Usafi Services Ltd
81. Uzuri Food Ltd
82. Supa Snacks
83. Rafiki Millers
84. Valuepak Foods
85. Victoria Juice Co Ltd
86. Vita 500 Kenya
87. Viva product line Limited
88. W. E. Tilley (Muthaiga) Ltd
89. Wanji Food Industries Ltd
90. Wrigley Company (E.A.) Ltd
91. Vegpro Ltd
92. Kenya Meat Commission
93. Kenya Meat Packers Ltd
94. Colgate-Palmolive
95. Pepsi
96. Highlands
97. Knorr

98. Maisha Flour Mills

99. ARM

100. Bidco

101. Arkay Industries Ltd

102. Buzeki Dairy

103. Bunda Cakes and Confectioneries

104. C. Dormans Ltd

105. Capwell Industries

106. Milly fruit Processors Ltd

**Source: KAM and Yellow Pages 2015 directories.**