

**GREEN MARKETING PRACTICES AND COMPETITIVE
ADVANTAGE: A CASE OF COMMERCIAL REAL ESTATE
DEVELOPMENT COMPANIES IN NAIROBI, KENYA**

BY

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DECLARATION

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

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D61/60131/2013

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

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DEDICATION

This study is dedicated to my loving husband, Eng. Li Duo, my happy and lucky son, Li Hongyuan, my parents for their love patience for my MBA study for the past four years and their continued encouragement until this course is completed successfully.

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ABSTACT

The researcher was investigating the green marketing practices and competitive advantage in commercial real estate development companies in Nairobi, Kenya. Chapter one of the study starts by introducing green marketing as the issue that affected many decision of today's decision makers in different organizations so as it affects competition in the industry, This study is founded on two theories: Stakeholder theory and Porters five force theory. It is stated in the stakeholder theory that the organization should answer various stakeholders' concerns, and must perform within the legislative framework established by the moderate state. There are pressures coming from competitors as they turn green respond to the requirements of laws, increased environment pollution and public pressure. Therefore the study seek to determine the influence of green marketing practices, the extent to which green marketing practices , and the challenges encountered in implementation of green marketing practices used by commercial real estate development companies in Nairobi, Kenya. The second chapter deals with the available literature that has been reviewed for the study. The literature is mainly on theoretical foundation of the study which included the stakeholders and porters five model theories, green marketing practices, competitive advantages and finally looks at the influence of green marketing practices on competitive advantages. Cross-sectional research design is utilized in this research. The target population was 281 and the sampling method was simple random sampling to pick 29 respondents from each commercial real estate development company. The study only used Primary data collected using semi-structured questionnaires. Data analysis was coded to Statistics Package for Social Scientists (SPSS) Program to analyze the data and output presented in form of tables, pie charts and bar grams. The study found out that, following the competitor's green marketing practices and green marketing practices can differentiate your company from other competitors, it also found out that compulsive government regulations and policies and meet the demand of eco-aware customers. The study concludes that, in the long run, to have a successfully business, the philosophy of sustainability in marketing urges the businesses to be more responsive to the environmental concerns, especially the marketing concerns. The study recommends that further research be done on green marketing practices and competitive advantage of commercial real estate development companies in other counties in Kenya. Further research could also be done on other variables of green marketing practices and competitive advantage in Kenya so as to determine the influence of green marketing practices and competitive advantage gained.

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ABBREVIATIONS AND ACRONYMS

CBR	Central Bank Rate
CIA	Central Intelligence Agency
CSR	Corporate Social Responsibility
GEF	Global Environment Facility
GMP	Green Marketing Practices
HCL	Hass Consult Limited
LEED	Leadership in Energy and Environmental Design
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
SPSS	Statistics Package for Social Scientists
UNEP	United Nations Environment Programme
UNHSP	United Nations Human Settlements Programme
UNON	United Nations Office at Nairobi
SD	Standard Deviation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Green marketing is the issue, concerning with many decision of today's decision makers in different organizations because it affects competition in the industry. Managers are constantly faced with the issue of what we should invest on to meet the needs arising from the eco-friendly products (such as green packaging) and environmental obligations that are expected of organizations (such as energy saving) to be successful (Filho and Menck 2014). The capabilities inherent in one company to generate consistent and prolonged economic values over its competitors is stated as the organization's competitive advantage, in a way of delivering certain product/service that cannot be imitated easily. Michael Porter is deemed as guru for the theory of competitive advantage. In order to gain competitive advantage, he has developed three strategies which are cost leadership strategy, differentiation strategy or focus in a market strategy (Porter & Van der Linde 1995).

This study is founded on two theories: Stakeholder theory and Porters five force theory. Stakeholder theory and Porters five force theory. It is stated in the stakeholder theory that the organization should answer various stakeholders' concerns, and must perform within the legislative framework established by the moderate state. Stakeholder theory was discussed further in business management discussions of the 1930's (Boomer, 2007) stakeholder means any person/organization that can influentially affect or be affected by the decision making of someone. In Porters five force theory, Porter (2000) urged that in

a competitive industry better performance of a firm can be gained by the employment of generic strategies which include differentiation strategy, cost leadership strategy, and market focus strategy as stated in the Porters five force theory.

Considered as a “local” business, the residential and nonresidential/ commercial real estate industry markets of are critical for country to develop a nationally integrated economic markets in particular (Mwangi, 2012). Among the long row of benefits of utilizing green marketing practices in the real estate industry to gain competitive advantage are improved performance and increased contribution to social values. Kenya real estate companies have various challenges at establishing functional structure that can interpret the overall organizations strategic vision into detailed goals and effective actions. Then, the positive impact from applying of the green marketing practices can be gained for a small business unit alone, the public service organizations, or simply joint effort from any group (Mwangi, 2012).

1.1.1 Green Marketing Practices

Rachel Carson, a female marine biologist wrote about depressing records about destructive activities, which were against the earth in the short and long run and the life cohabiting with human beings, in the late summer of 1962 (Carson, 2002). According to Sale (1993) there was increasing acid rain, massive radioactive wastes at the nation’s weapons plants, holes in the earth’s protective ozone layer, grossly unconventional bioengineering experiments, city landfills used up across the country, and species in danger of extinction disappearing at the rate of two an hour in USA. Mainstream

environmentalism continued to direct its efforts by three means: legal, electoral, and legislative (Sale 1993).

In accordance with Peattie (1995), green Marketing is defined by as a comprehensive way of integrating the whole company to identify, foresee and meet the expectations of your consumers and the society in regards to protection of environment and making prolonged and sustainable profit for the company. Improved environment and customer fulfillment are the two prominent goals of the green marketing (Ottman, 2006). Green marketing focus primarily on the nature of the inputs and reduce the amount of waste in outputs and the impact on society and the environment both now and in the future (Walker and Hanson, 1998). In accordance with America Marketing Association definition, marketing of consumer goods or service that is harmonious with the environment and sustainable for environment is green marketing. There is an increasingly recognized by the firm that the relationship with customer can be cemented when the firm shows the alacrity of protecting the environment (Crane, 2000).

Green marketing practices is emerged in the growing consciousness of public of environmental protection. The green marketing concept is generally broader, which can be utilized for product and services (Polonsky, 1994). The terminologies used in this area are yet to be finalized.

Green Marketing practices entail a serial of organization functions, including environmentally friendly products and logistics, sustainable promotion and pricing and

green consumption. The strategies shall reach broader than the marketing discipline and contains all the business functions dealing with environment protection. Stringent government interference, business philosophy of eco-marketing orientation, and undertaking analysis of recycling for success is included (Polonsky et al, 1997; Ottman, 1997).

Concept of green marketing practices involves several features as this term is understood nowadays, including marketing eco-friendly and safe products; manufacture, product promotion, and goods packaging harmonious with the environment and minimize the hazard to environment (Sing & Pandey, 2012). Green marketing practices also entail construction a bridge to link the business and customer (Ko, Hwang, & Kim, 2013).

1.1.2 Competitive Advantage

Competitive advantage is can provide customers greater value/benefits justified by a higher price or offer customer the same value/benefits of product/service but at a lower price than competitors, hence the competitive advantaged is created and gained (Porter, 1985). Porter (1985) argues competitive advantage with three strategies, namely: cost leadership, differentiation from your competitors and, to be different from the competitors known as “stuck in the middle” without competitive advantage, focus strategy. Capable of offering customers a good product at a more affordable price compared to the rivals is a means of gaining competitive advantage (Porter, 1985). The strategic advantage one business attained successes over its competitors is known as competitive advantage within its competitive area or industry. Given a certain business

environment, the firm that has better competitive advantages can strengthen and position the business better (Makena, 2012). According to Porter (1985), it is the creating of a position in the market industry that can be sustainable in the long term. According to Porter (1985), for competitive advantage, there are two fundamental forms: cost advantage and differentiation advantage.

The distinctive competencies, which differs from the competencies existed in other counterparts in the industry, is considered to be core competencies. Due to the fact that core competencies could be the basis of a prolonged competitive advantage, these core competencies are identified and cultured effectively to offer superior value or benefits to customers than what your competitors are offering. It is one of the executive's essential tasks to key out competencies and has the power to act effectively to realize core competencies for a sustainable competitive advantage (Kaplan and Norton, 2001).

1.1.3 Real Estate Industry in Kenya

The real estate industry in Kenya is administered by the Companies Act, The Land Registration Act(2012) , The Land Act (2012), The National Land Commission Act 2012, Distress for Rent Act (Cap 293), The Rent Restriction Act, (Cap. 296 of the Laws of Kenya). According to Kenya Market Update 1st half 2015 (Knight Frank, 2015), economic performance of Kenya improved to 4.9% through the 1st quarter of 2015 matching with 4.7% at 2014, and the construction and real estate sectors together contributes 13% to economic growth. The real estate sector experienced a contracted growth of 2% over the same period in 2015 in comparison to 6% in 2014(Knight Frank,

2015). The real estate sector has seen a boom that begun in the mid to late 2000's because the increasing demands.

The increment trend of Kenya's residential property values has existed for a long time and continues to accelerate, driven by the strong economic growth and an tremendous increase of middle-class and foreigner, the value of residential property in Kenya have increased a prominent 35% from 2000 to quater 2014, according to the Hass Property Index Quarter Three Report, 2014 by Hass Consult Limited (Hass Consult Limited, 2014) Recorded on 4,000 to 6,000 properties across Kenya, the Hass Property Index contains data collected from various real estate agencies, all house details that are published for sale, information released in all the property magazines and relevant housing details broadcasted at national media. According to the Index (Hass Consult Limited, 2014), in December 2000, the average value of a property at Kenya was KES7.1 million (US\$78,482), however, in September, 2014, the average value of the same rose to KES 25.6 million (US \$283,000).

1.1.4 Commercial Real Estate Industry in Nairobi, Kenya

As the capital of Kenya, Nairobi is largest city in Kenya and the hub for East and Central Africa. A large amount of multinationals and non-governmental organizations (NGOs) that have set up their operations at Nairobi, including IBM, CITI Bank, United Nations Environment Programme (UNEP), the United Nations Office at Nairobi (UNON) and United Nations Human Settlements Programme (UNHSP). All these have made Nairobi an attractive destination for investment. As Implementing Agencies for the Global Environment Facility (GEF), The UNEP functions in various area including green

economy, ecosystems, environmental control and other related environmental issues.

It is stated in the Impacts of Urban Growth (UNEP) that the impact of population gathered into cities over the environment, land taken for housing, industrialization, airport and other infrastructure construction, has revealed itself in the last century. According to the Central Intelligence Agency (CIA, 2015), the population of Nairobi is about 3.915 million in 2015 and Nairobi has the second largest population just after Dar es Salaam, in the East African region. The demand of this population for housing either by purchasing or renting is high. The massive booming of real estate is seen almost everywhere in Nairobi, especially Kilimani, Lavington, Riversides, Westlands. As indicated in the Hass Property Index Quarter Two Report, 2015 by Hass Consult Limited (HCL), house sales prices have bounced back compared to quarter one of 2015 with a price increase of 2.2 per cent in all properties, with marginal rise in detached house segment.

In this quarter report, Analysts caution that the Central Bank Rate (CBR) is recently increased by 3% in almost four years may negatively affect price growth trends in the first half of 2016. It is stated in the report that market stagnation and an increase of rental property has shot a historically new high. In the second quarter of 2015, rent across all segments increased by 2.4 per cent and the need for semi-detached houses rose more vividly, up 7.8 per cent and the renting for apartments and detached house rose by 1.1 and 1.2 per cent respectively (Hass Consult Limited, 2015).

Because of new entrants, innovation brought about by competitors, and the substitute more available, the real estate firms have fought increasingly fierce competition war over the last few years. Facing especially the challenges posed by Multinationals, all the real estate firms has to survive and compete in an international arena with those who have practice green marketing practices. (Hass Consult Limited, 2015).

Green marketing is believed to have created a series of ecological issues, concerning protection of our deterring ecological system. The fast and modern trend of marketing leads to an economic success with severe competition; hence some unusual tactics of marketing are used, such as exaggeration of the product functions in advertisement. Innovated and automated producing made mass products/services more affordable, the lifestyle are more comfortable. The government functions an essential role at solving environmental issues, and the challenges of designing proper guidance policies, control measures, and motivate and educate all the public to exercise environmental protection has been foreseen (Schlossberg 1993). The principles of environmentally friendly marketing we can seek from the government contain only a small range of remedy measures to the real field marketing issues (Schlossberg 1993).

1.2 Research Problem

The eco-awareness of customers has become more demanding at their choice of products and is willing to spend slightly more on “green” products/service. The firm has to respond to the tremendous environment conserving needs from customers and develop consistent strategies surrounding these needs to compete with their rivals for a success

(Crane, 2000). Further, (Peattie, 2001; Crane, 2005) note that a shift of marketing strategies in environmentally friendly consumption that customers are offered with imminent benefits than the benefits that would continue to their descendants. This strategic change that many organizations have pursued links the customer and company in a different way. According to Green and Peloza (2014), if the customer is exposed in more public context, he/she would be more accountable and responsible for environmental protection issues (e.g., lower emissions) than to their own demand of benefits in a more private setting. The principles of green marketing are followed because the consumers have a better view of the company (Kotler and Gary, 1999). Some customers rely on the government for the obligation of making the environment better and have more expectations on the industry than themselves. Many consumer-product companies have adopted overtly "green" marketing strategies (Pickett-Baker and Ozaki 2008) with the aim of gaining competitive advantages over their competitors. In this 21st century, GMP is deemed as an important trend that is affecting the daily life of every human being (Kassaye 2001). There are pressures coming from competitors as they turn green respond to the requirements of laws, increased environment pollution and public pressure (Kotler and Gary, 1999; Shafaat and Sulatan, 2012).

Kariuki, Nzioki and Murigu (2014) established that stakeholders in Nairobi, Kenya, in the residential development, including professionals and the consumers are aware of the concept of sustainable development. The fundamental measures that are critical to incorporate in sustainable real estate development including the Leadership in Energy and Environmental Design (LEED) launched in March 2000 are also followed by many

real estate developers in Kenya. The National Environment Management Authority (NEMA) of Kenya is established to regulate the environmental practices at Kenya and founded under the EMCA No.8 of 1999. In the Environmental Management and Coordination Act, it is expressly stated that the NEMA is authority is to develop policies and regulations regarding to environmental issues and a proper implementation of policies to better the life of Kenya people. There is urgent need to improve green building services and overall construction sustainability audits in all real estate developments in the urban centers in Kenya (Kariuki, et. 2014). Ochieng (2011) states that the Standard Chartered Building in Riverside and The Coca Cola Building in Upper Hill and the UNEP headquarters buildings take care of environmental protection. When all green building design considerations at all construction stages are taken into account, the operating costs of the real estate companies are reduced prominently; the maintenance costs, waste disposal costs, environmental impacts are lowered; the marketability of real estate products, value of the buildings and productivity are enhanced; the tenant and worker attraction are higher; absenteeism is decreased (Kariuki, et al., 2014).

There are research studies which have been done on green marketing practices and competitive advantages; Arseculeratne & Yazdanifard (2014) did a study on how sustainable competitive advantage can be attained by green marketing strategy of a company. Hossein and Khosravi (2014) did a study on the influence of green marketing and competitive advantage with mediation of CSR a case of tabarok Mashhad food industry in India. Arifin Z. (2012) researched the green marketing strategy on real estate company to achieve competitive advantage of Ijen Nirwana residence, Malang. Haofu

Fan and Lin Zeng (2011) researched on the implementation of Green marketing strategy at the green food industry in China. These study findings indicates that for a business company to become success, there are prerequisites has be pinpointed and challenges facing as the firm is embarking on green marketing strategy need to be foreseen, analyzed and evaluated; proactive measures should be employed; and remedial measures should be in place to guarantee the green marketing strategy a success. Underlying by these papers, the successful implementation of green marketing practices, dewless significantly with stakeholders' cooperation, communication and belief and can contribute to the competitive advantages of the company by eco-branding.

Local studies are: Kalama, (2007) carried out research on green marketing practices by Kenya petroleum refineries; Obuya, (2007) carried out survey of the extent to which manufacturing firms in Nairobi practice green marketing; Mungeria, (2014), carried out a study on green marketing practices by supermarkets in Nairobi Business District, Kenya; Kyule, (2014), carried out an investigation of green marketing practices adopted by five star hotels in Nairobi county, Kenya. The finding of these studies indicates that green marketing practices has gained a lot of popularity as a tool for competitive advantage; it has its own challenges which this study seeks to identify. The findings are clear that, the answers given by the different respondents were almost the same. This might be because all the companies are found in the same region and hence have almost the same operational strategies.

None of these studies covered green marketing practices and competitive advantages of commercial real estate development companies in Nairobi, Kenya; therefore the noticeable gap is what this study seeks to fulfill. Under above captured context, the study therefore seeks to answer the following research question: How have the commercial real estate firms in Nairobi applied Green Marketing Practices to gain competitive advantage?

1.3 Research Objectives

The following are the research objectives of the study:

- i. To determine the extent to which green marketing practices are used by commercial real estate development companies in Nairobi, Kenya
- ii. To establish the influence of green marketing practices on competitive advantage of commercial real estate development companies in Nairobi, Kenya
- iii. To identify challenges encountered in implementing the green marketing practices used by commercial real estate development companies in Nairobi, Kenya

1.4 Value of the Study

This study yields findings which is to serve the management of real estate companies in creating competitive advantages by getting the benefits and knowing the competitive challenges facing commercial real estate development companies, since it provided useful knowledge in formulation of policies and a regulatory framework governing the sector. The employees from these real estate firms could take actions as themselves and disseminate the information of green marketing to other people to protect our planet,

Furthermore, the employees, as an important stakeholder of the company, views their companies as responsible companies taking care of the ecosystem and the future of human beings, hence motivated positively towards their company.

For relevant authorities, it provided information for policy making and implementation. The habitats in Nairobi might benefit from the findings of this study, as they know that not only the relevant authorities are taking care of the environment but also the real estate firms are protecting the ecosystem. An eco-friendly land is good for human beings to live and prosper.

The results of this study was invaluable to related researchers and scholars, because it formed a basic understanding of green marketing practices and competitive advantages in commercial real estate development companies in Kenya as a basis for further research. The academics can used this study as a basis for discussions on green marketing practices and competitive advantages. In particular the findings generated from this study enable commercial real estate development companies evaluate whether its own practices comply with the competitive market.

The application of green marketing practices in creating competitive advantage in real estate companies in Kenya is relatively new strategy. Adding information to existing literature, the research could furnish research agencies and scholars with necessary information as they may have interest in executing further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with the available literature that has been reviewed for the study. The literature is mainly on theoretical foundation of the study, green marketing practices, competitive advantages and finally looks at the influence of green marketing practices on competitive advantages.

2.2 Theoretical Foundation of the Study

The study is guided by the following two theories; stakeholder theory and porters five force model.

2.2.1 Stakeholder Theory

The stakeholder theory aims to solve related moral and value issue arising from the management and is a theory that deals with organizational management and business ethics (Freeman, 1984). Stakeholder theory explains the performance in a competitive scenario (Porter, 1980). A Stakeholder Approach sought to pinpoint the needs and interest of various joint group (stakeholder) efforts in a corporation, and the ways that the organization can recommend and afford to meet that need and interest (Freeman, 1984). This stakeholder theory as basis reshapes the stakes and management philosophy of the organization identifying the expectations of different groups, analyzing the interests and governing those interests towards the benefits of the organization, which led to us to analyze the concept of CSR (Corporate Social Responsibility). Stakeholder theory states

that employees, financiers, agents, governments, banks, and competitors, can be deemed as stakeholders due to the fact that the competitors can affect the decisions of your firm and other parties in the firm significantly and the terminology is not finalized and under debate (Miles, 2012).

The view that the company has only one goal of maximizing profit for shareholders was overcome by stakeholder theory, and for that reason, the stakeholder theory has won some claps (Freeman, 2008). Overcoming some interests fights between different stakeholders, the philosophy of management of organization has been expanded to all the stakeholders of the firm, the creation resources of a more common cooperative value is more realistic and diverse (Freeman, 2008). The interests of various stakeholders are always on economic value, which makes any measures taken would not be effective enough, simply due to the fact that collisions will always be there at the pursuit of the economic value.

2.2.2 Porter's Five Forces Model

The Five Forces Model defines the principles of competition in any industry. If you are beginning a new business or seeking for more potential into your existing company's resources, you probably have questions about the competition. Using Porter's Five Forces model is an effective solution of undoing puzzles. Internal and external environment of industry that the business is in needs be fathomed sophisticatedly to comprehend the ways of competition for industry's attractiveness to known. Porter (1980) claims, the competitive strategy of a company has its final goal of altering the principles affecting

behaviors in the firm. The five forces model explains the industry attractiveness, the profitability of that industry as well. There are certain industries that are more luring compared with others. How the firm can create superior values for their costumers than the competitors is the essential criteria to measure profitability and how this superior value cannot be captured easily by your competitors.

According to Porter (1980), a firm has to survive in certain business setting for it to grow, the capabilities of the firm to success is subject to an effective choice and employment of a competitive strategy differing from competitors. The five forces model of Porter (1980) identifies the five forces affecting the attractiveness in an industry, namely new entrant, substitute goods/services, suppliers' forces, and rivalry, to manage these forces, three competitive strategies including cost leadership strategy, differentiation strategy and focus strategy is suggested by him to be executed to outmatch competitors. To minimize the cost or maximize the value, the cost leadership strategy give more value to customer at the same price or offer the same value to customer at a lower price. The cost leadership strategy features with potential large volume of financial investment. Wide range of product varieties, high market share and delicate pricing strategy are crucial to cost leadership. Differentiation strategy implemented by firms provides uniqueness of product/service costumers which cannot be copied without difficulty by competitors. There are many ways of differentiation, for example, product color, product shape, brand name, technological innovation, and customer care after sale. A focus strategy is a valid strategy for organizations to target at a well-recognized and narrow sub-market than the whole market.

2.3 Green Marketing

Green marketing, being used to solve issues regarding cost and economic value, contains various business activities, for example product alternation, adjustment to manufacturing process, packaging image modification, and communicating green product information. During the employment of this strategy, all parties play crucial parts, for example the customers, organization, the trade unions. Insufficient training of employees, absence of consumer awareness, scientific supporting information, stringent government laws and regulations, lack of financial support are identified to be drawbacks for green marketing implementation (Porter & Van der Linde, 1995).

Green marketing bridges the gap existing between the organization and the consumers. An integrated strategic framework, including green product, pricing environmentally friendly, green promotions, and packaging with more concerns of environment needs to be incorporated with all the business activities to minimize the hazard caused to environment (Ottman, & Miller 1999).

It is usually more expensive for a green marketing strategy because it contains countless costs, for example, installation of new equipment, technological innovation, employee education, extra spending, and reuse the material. The price for green product contains more costs, hence “premium price”. The entire added price needs to be explained, justified and accepted by customers at the process of promotion. Nevertheless it is possible that the green products could have lower price than the non-green product

because the packaging is omitted. Some organizations whose packaging cost consists a considerable portion of the total cost welcomed the green packaging (Peattie, 1999).

Green products are the products which is sustainable to the ecosystem. In green packaging, the packaging material is simply omitted or modified to environmentally sustainable material which is friendly to the nature or hazard to environment is reduced to the least possible. Green prices, inherent with costs, are passed to the customers in monetary ways. Green communication forms a responsible and positive company image towards the customer, employee and the world (Ottman, & Miller 1999). Green Marketing is also viewed as part of corporate social responsibilities as shown in Figure 2.1.



Figure 2.1: Corporate Social Responsibility Activities

Source: Douglas West, John Ford and Essam Ibrahim (2010). Strategic Marketing, Oxford University Press

2.4 Competitive Advantage

Porter (1985) stated that competitive advantage is gained by the cost advantage, organization offering or delivering the same value to customers as rivals but cost fewer,

or by differentiation advantage, obtained by delivering unique products that cannot be duplicated easily by competing products. Through creating more value for its consumers and superior profits comparing with its competitors, a competitive advantage empowers a firm to success. After pursuit of cost leadership or differentiation, positional advantage is also understood as cost advantages, as Porter (1985) stated, because position of firm among the competing industry is determined by the cost advantages. In accordance with Mc Lauren (2004), resources are the origins of an organization's abilities, while capabilities are most essential for the firm's competitive advantage. Porter (1980) created a framework model of five forces that shapes an industry and the ways that five forces perform to influence. It is always good for the strategic decision-making heads that are relied with the tasks of developing competitive advantages over rivals to turn to Porter's model to fathom the competing environment that the firm existed in. Many principles of micro-economics are borrowed by Porter (1980) in creating the five forces model which assesses the attractiveness in the industry, which can influence the organizational performance and profit. The organization needs to realign its position in the industry as any of the five forces changes.

A competitive advantage involves five elements: suppliers' bargaining power, bargaining power of buyers, threat of new entrants, threat of substitute product and competitors in the industry, which is jointly affected by former four forces (Porter, 1980). Different industries reveal various level of rivalry among firms. When the firms in on industry compete more fiercely than another industry, the highly competitive industry is understood as not disciplined. This discipline could be consequences of historical

competition inherited in this industry, leading firm's characteristics, or members' compliance of a widely accepted code of performance (Porter, 1980).

By absorbing competitive pressure and advancing its market share, a competitive advantage is important because it comprises of all the moves that a firm is implementing and is going to employ to attract and attain customers (Thompson & Strickland, 2002). A competitive advantage deals with the main functions of the organization for prolonged and sustainable competitive advantage to be achieved. It is argued that there are three Approaches to competitive strategy Porter (1980). The first approach is endeavoring to be producer that cost least, therefore being a cost leader; the second approach is trying to differentiate one's product offering from that of one's competitors, which is a differentiation strategy while the third approach focuses on a small portion of the market, which is focus or niche strategy.

According to Barney (1991), a firm once created competitive advantages and can sustain competitive advantages if the value-creating actions and position cannot be simulated by its rivals. Porter (1985) asserts three ways of creating a prolonged competitive advantage, including cost leadership of a firm who delivers the same benefits as its competitors to buyers but at a lower price. A competitive advantage is often derived from the company capabilities, position in the industry, technology know-how, vision and historical experience while the other is differentiation which is gained when a firm delivers more value for the same price in comparison to its competitors.

2.5 Green Marketing Practices and Competitive Advantages

Green marketing is considered as a proactive method, branding strategically the features of product into the minds and hearts of consumers, targeting to obtain competitive advantage. A holistic green marketing system has to incorporate all the business activities, especially the critical stakeholders, for example the product or material supplier, downstream distributor and your employees, whose awareness of green marketing practices can smoothen the GMP process (Peattie, 1999). According to Polonsky (1994), the firms would gain a competitive advantage over their rivals that are not marketing goods with green perspectives.

Handling ecological variables more effectively, companies can gain competitive advantage (Shrivastava, 2008). For that reason, companies are modifying their business according to green marketing models (Berkhout, 2011). Environmental subjects can become competitive advantage origin for company and effective management of these environmental subjects can be developed into core competence of the firm (Shrivastava, 2008).

To have one full fledged Green marketing strategy and to reap competitive advantage as a company, it has to understand the internal and external factors deeply for an effective organizational performance, because realizing organizational objectives cannot be simply equal to profit-making. Right green marketing mix, including green product, green promotion, green communication, is indispensable (Peattie, 1999).

However, regarding to the eco-friendly products and service need, the GMP has its influential impact as a tool to reap competitive advantage; “environmental efficiencies are a way to gain cost avoidance and competitive advantage (Wever, 1996)”. Green-label products from a company positioned in the minds of consumers an environmentally responsible image and can further acquire the trustful relationship between company and customers, even customer royalty is developed over the company due to its green products or services, hence has its wins over competitors (Welford, 1995).

Environmental-oriented company has a total dedication to the environment protection and practices its business functions with regard to ecosystem and hence the environment is protected (Ozanne & Menguc, 2000). Developing competitive advantage should be taken from the stage of designing and implementing marketing strategies. As Barney (1991) stated competitive advantages could be acquired by decision makers if they can manage the scarce, worthwhile and resource. Competitive advantage comes from the values or benefits created by the company for its buyers.

Environment-based marketing strategy is based on green marketing mix (a combination of product, price, place and promotion) and environment-based market choice (Menon and Rondinelli, 1999). Green marketing strategies can be obtained through marketing combination, a process which is environmentally friendly company. External Green 7Ps and Internal Green 7Ps are components of green marketing combination (Peattie, 2001). GMP can involve environmentally harmonious products, logistics, packaging and communication.

According to Ilami and Khosravi (2014), GMP has an effective and influential impact on the competitive advantage and the proper implementation of GMP lead to create competitive advantage for the company. Boztepe (2012) explained that among modern customers, price gap for environment-harmonious products has vanished as a negative component; hence the gap has be rationale and accepted by customers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that was used in this study. It covered research design, target population, sampling methods, data collection techniques and gave the conclusion from data analysis and data presentation approach.

3.2 Research Design

This refers to the procedures to be followed in doing the research. This study used cross-sectional research design. According to Bluman (2009), founded on observations of different group at one time, cross-sectional research studies are comprehensive designs that enable large and diverse amounts of data to be collected within a short time frame and analysed quantitatively, giving a credible presentation of results.

This design is most appropriate for this study because it offered a comprehensive analysis in to the phenomena or event at one time. This cross-sectional research design studies different group of people who shares the same qualities, such as the political beliefs, economic status, level of education, lifestyle, health status, but they also differs with each other in the interested variables.(Daniels, 2011).

3.3 Target Population

Cooper and Schindler, (2006), define population as objects concerned with the researchers interests to collect data and make judgment or assumptions. From national

construction authority, there are 281 commercial real estate development companies in Nairobi. Geographically located in Nairobi, these 281 commercial real estate companies are engaged in commercial real estate development and regulated by the national construction authority.

3.4 Sampling

According to Cooper & Schindler (2006), sampling is a procedure that from the target population, the researchers choose a number of objects to represent the characteristics of the whole population.

According to Kothari (2004), as a probability sampling, each and every item in the population of simple random sampling has the same probability of being chosen. Mugenda and Mugenda (2003) indicate that in a descriptive study, a 10% of accessible population can be a good size for analysis and can give reliable information. The researcher picked 29 respondents from each commercial real estate development company as the sample.

3.5 Data Collection

Only primary data is collected in this research. All primary data of researcher is acquired from the site. Semi-structured questionnaires were deployed to collect primary data. The questionnaire was distributed by the help research assistance and checked for completeness and consistency in each selected company from either managers, operational managers or marketing managers in charge of commercial real estate

development companies in Nairobi. The questionnaires were used because they allowed the respondents to better answer the questions set in the questionnaire with more time and in a relaxed environment. The questionnaire was self-administered or sent by email to all the respondents.

The questionnaire was separated into three sections; section one covered all general information of the respondents, section two focused on GMP adopted commercial real estate development companies in Nairobi, and section three covered challenges encountered and solutions taken in the course of application of CMP by commercial real estate development companies in Nairobi.

3.6 Data Analysis

Arranging data in a scientific and systematic way, data analysis brings meaning to the data gathered (Lind et al., 2008). The questionnaires were checked for consistency and completeness then data was coded to Statistics Package for Social Scientists (SPSS) Program to interpret the data and output presented in form of frequency tables.

Qualitative and quantitative data was used. The qualitative data was done using content analysis. This research also yielded quantitative data from the questionnaire and interpreted using descriptive statistics in the measure of percentage, frequency, mean and standard deviation (SD). The quantitative data was presented in frequency table for ease of understanding.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents data analysis and interpretation. The purpose of the study was to investigate how real estate firms in Nairobi have applied Green Marketing Practices to gain competitive advantage. The respondent's findings were analyzed and presented in tables and percentage form. It includes data from questionnaires which were distributed to the respondents. It outlines data analysis and findings of the research. By the assistance of property, frequency tables, the data is summarized and presented. The completed questionnaires is collected from the respondents, subsequently total responses for each item were gathered and tabulated.

4.2 Response Rate

Response rate is a research that to the total number of respondents who completed the questionnaire divided by the Response Rate number of respondents selected as the sample.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	27	93.1%
Non-response	2	6.9%
Total	29	100%

Source: Research (2016)

29 questionnaires were administered, while 27 were collected having been filled completely, two questionnaires were not responded. This constituted a response rate of

(93.1%) which is sufficient for an effective analysis according to Mugenda and Mugenda (1999) 50 percent response rate is sufficient. The Response rate is shown in Table 4.1 above for the study.

4.3 General Information

In this section respondents were asked to give some personal details including time they have with the firm and position. The researcher also required the respondents to indicate the firm ownership and duration of existence. Analysis of the experience obtained at the organizations and assistance adequacy levels. These factors are discussed below.

4.2.1 Job Position

This is the position in which one has been hired. From the study majority of the respondents are professional staff which include the administrators, senior’s managers and policy analyst with 76%, the other category include the support staff that constitute of the secretaries, cleaners, and receptionist with 24% of the response rate.

4.2.2 Company Ownership

Respondents were asked to indicate the company ownership which operates the company’s functions and decision making activities.

Table 4.2: Company Ownership

Category	Frequency	Percentage
Foreign Wholly Owned	4	15%
Non-response	23	85%
Total	27	100%

Source: Research (2016)

The study found out that most of the respondents indicated that their companies are locally wholly owned with 89%. This was followed by those who indicated that their companies are foreign wholly owned at a rate of 11%. The results are shown in the Table 4.2 above.

4.2.3 Duration of Company Existence

This is the duration in which a company has been in operation.

Table 4.3: Duration of Company Existence

Category	Frequency	Percentage
1-5 Year	18	67%
5-10 Years	5	18%
Over 10 Years	4	15%
Total	27	100%

Source: Research (2016)

The study found out that, majority of the respondents indicated that their companies have been in existence for a duration between 1-5 Years with 67%. The second group of respondents were those who indicated that their companies have been in operation for 5-10 years with 18%, lastly in the chart was a group of people who indicated that they have been in operation for more than 10 years with 15%. This implies that, most of the companies that employ green marketing practices and competitive advantage have not been existing for a longer period in the market. The results are shown in the Table 4.3 above.

4.3 Green Marketing Practice Applied by the Company

The following are green practices applied by the 27 commercial real estate development companies in Nairobi

4.3.1 Awareness of Green Marketing Practice

The study found out that 100% respondents have agreed to be aware of the green marketing practice and that they all exist in their companies as well.

4.3.2 Reason the company adopt green marketing practices

The study sought to determine the reasons behind the company's adopting green marketing practices.

Table 4.4: Reason the company adopt green marketing practices

Factors to Conceder	Mean	Std. Deviation
To comply with compulsive government regulations and policies	3.5	0.935
To meet the demand of eco-aware customers	3.5	0.975
Eco-demand of the company to preserve the environment	3.4	0.149
To follow the competitor's green marketing practices	3.6	0.251
The company's suppliers is going green hence our company is green	3.0	0.759
Green marketing practices can create cost advantage compared to the competitors hence provide superior value to our customer	3.4	0.742
Green marketing practices can differentiate your company from other competitors	3.6	0.629

Source: Research (2016)

Respondents agreed to a large extent that, following the competitor's green marketing practices and green marketing practices can differentiate your company from other competitors with a mean score 3.6. The study found out that, majority of the respondent agreed to some extent that to comply with compulsive government regulations and policies and meet the demand of eco-aware customers with a mean score of 3.5. The study also found out that, eco-demand of the company to preserve the environment and green marketing practices can create cost advantage compared to the competitors hence

provide superior value to our customer were agreed to some extent with a means score of 3.4. Lastly in the table, the study found out that, the company's suppliers is going green hence our company is green with a mean score of 3.0. From the table meeting the demand of eco-aware customers has the (SD= 0.975) while the least indicated was the Eco-demand of the company to preserve the environment which has the (SD= 0.149). This implies that, the reason the company adopt green marketing practices positively influences the green marketing practice applied by the company. The results are shown in the Table 4.4 above.

4.3.3 Implementation of Green Marketing practices

The study sought to determine the extent to which the green marketing practices are adopted by the commercial real estate firms and the influence of green marketing practices to competitive advantage of the firm.

Table 4.5: Implementation of Green Marketing practices

Implementation of Green Marketing practices	Frequency	Percentage
To a small extent	3	12
To some extent	12	38
To a large extent	8	28
To a very large extent	4	14
Total	27	100.0

Source: Research (2016)

Respondents were requested to identify if the implementation of green marketing practices in their respective companies. The study found out that most of the respondents

has agreed to some extent with 38%. The second category was those who indicated that the practice was implemented to a large extent with 28%. While only 12% indicated to a small extent, lastly in the chart were those who indicated that the implanted to a very large extent with 14%. This implies that, the implementation of green marketing practices is not adapted in Nairobi. Table 4.5 above shows the results.

4.3.4 Product Green Marketing practices

Table 4.6: Product Green Marketing practices

Factors to Consider	Mean	Std. Deviation
Products supplied by supplier are green.	4.5	0.0514
Product (commercial real estate) Construction methodology and process are environment-friendly	4.6	0.1504
Construction (commercial real estate) wastes cleaned and treated properly	4.3	0.0742
Marketing communications convey green products to increase the awareness of customers	4.8	0.0279

Source: Research (2016)

The study found out that, majority of the respondent indicated that marketing communications convey green products to increase the awareness of customers with a mean score of 4.8. The study found out that, the product (commercial real estate) Construction methodology and process are environment-friendly was agreed to a large extent with a mean score of 4.6. Respondents also agreed that products supplied by supplier are green with mean score of 4.5. Lastly in table respondents agreed that, construction (commercial real estate) wastes cleaned and treated properly with a mean

score of 4.3. From the table 4.3 product (commercial real estate) Construction methodology and process are environment-friendly has the (SD= 0.1504) while the least indicated was the marketing communications convey green products to increase the awareness of customers which has the (SD= 0.0279). This implies that, product green marketing practices is utilized by the companies to obtain competitive advantage. The results are shown in the Table 4.6 above.

4.3.5 Price Green Marketing Practices

Table 4.7: Price Green Marketing Practices

Factors to Consider	Mean	Std. Deviation
Price is lowered partially due to green practices	3.18	0.2721
Customers are willingly to pay for higher prices due to green concerns	4.9	0.2506

Source: Research (2016)

The study found out customers are willingly to pay for higher prices due to environmentally friendly concerns with a mean score of 4.9. It was also found that, respondents agreed to some extent that, price is lowered partially due to green practices with a mean score of 3.18.

From the table 4.4 the price is lowered partially due to green practices has the (SD= 0.2721) while the least indicated was that the customers willingness to pay for higher prices due to green concerns which has the (SD= 0.2506). This implies that, price green marketing practices is utilized by the companies to reap competitive advantage. This

implies that, price green marketing practices was an influential factor used by the real estate development companies in Nairobi to gain competitive advantage. The results are shown in the Table 4.7 above.

4.3.6 Promotion of Green Market Practice

Table 4.8: Promotion of Green Market Practice

Factors to Consider	Mean	Std. Deviation
Green real estate is promoted as an image of luxury.	4.07	0.1742
Corporate social responsibility of your company involved in environmental protection.	4.1	0.1795
Promotional means are eco-friendly, such recyclable and degradable material.	3.14	0.0635

Source: Research (2016)

The study found out that most of the respondents agreed to a large extent that, corporate social responsibility of your company involved in environmental protection with a mean score of 4.10. The study also found out to a large extent that, green real estate is promoted as an image of luxury with a mean score of 4.07. The study also found that, promotional means are eco-friendly, such recyclable and degradable material with a mean score of 3.14. From the table 4.5 corporate social responsibility of your company involved in environmental protection has the (SD= 0.1795) while the least indicated was promotional means are eco-friendly, such recyclable and degradable material which has the (SD= 0.0635). This implies that, promotion of green market practice plays a significance role to play in the company to gain competitive advantage. The results are shown in the Table 4.8 above.

4.3.7 Place Green Marketing Practices

Table 4.9: Place Green Marketing Practices

Factors to Consider	Mean	Std. Deviation
Agents/Contractors of real estate also practices green marketing practices	3.54	0.2076
Management of real estate after sale conserves water, electricity and other resources	3.31	0.2576

Source: Research (2016)

Respondents agreed to a large extent that, agents and contractors of real estate also practices green marketing practices with a mean score of 3.54. The study also found out, management of real estate after sale conserves water, electricity and other resources with a mean score of 3.31. From the table 4.6 management of real estate after sale conserves water, electricity and other resources has the (SD= 0.2576) while the least indicated was agents or contractors of real estate also practices green marketing practices which has the (SD= 0.2076). This implies that place green marketing practices has an influence in the green marketing practices and hence competitive advantage. The results are shown in the Table 4.9 above.

4.3.8 Recommendation on green marketing practice for real estate

It was found that all the respondents would recommend the green marketing practice for real estate to other companies. The real estate companies are put under pressure to use social measures. Knowing the importance of sustainability, the real estate industry and other industrial sectors by providing incentives and tax breaks encourage the use of green technology. It is also clear that, as the real estate developers looking to improve their

financial performance, using green marketing initiatives despite the benefits such as the trust of customers challenged the subject. If the communications of green branded attributes are not properly delivered, environmentally sustainable products could tend to be commercially unsuccessful. The study also found out that, customers seek more authenticated and concrete product information from the green products provided by real estate industry to guide them in daily lives. Thus, marketers should convey their environmental information effectively.

4.4 Challenges of Green marketing practices and Solution Taken

The study sought to determine the challenges that the companies encountered during the implementation of green marketing practices and the solutions taken by them.

Table 4.10: Challenges of Green marketing practices and Solution Taken

Factors to Consider	Mean	Std. Deviation
Relative higher costs due to green concerns	4.73	0.2184
Company mission, value, strategy and culture not support the green practices	4.67	0.3009
Lack of necessary government authorities and policies support	3.48	0.2207
Lack of necessary training and education about green marketing practices	4.41	0.3376
Your supplier does not go green	3.61	0.0612
Your contractor does not go green	4.52	0.3118

Customers awareness and education of green real estate product is poor	3.89	0.3960
Competitors are not going green	3.74	0.2824
Misusage of green marketing practices caused doubtful attitude of customers	3.82	0.1447

Source: Research (2016)

The study found out that, relative higher costs due to green concerns with a mean score of 4.73. It was also agreed that company mission, value, strategy and culture not support the green practices with a mean score of 4.67. Respondents also found that your contractor does not go green with a mean score 4.52. Respondents agreed strongly that lack of necessary training and education about green marketing practices with a mean score of 4.41. It was agreed to some extent that, customer's awareness and education of green real estate product is poor with a mean score of 3.89. The study was found that respondents agreed to some extent that, misusage of green marketing practices caused doubtful attitude of customers with a mean score of 3.82. It was also found out that respondents agreed to some extent that your supplier does not go green with a mean score of 3.61. From the table 4.7 Customers awareness and education of green real estate product is poor has the (SD= 0.3960) while the least indicated was Misusage of green marketing practices caused doubtful attitude of customers which has the (SD= 0.1447). The results are shown in the Table 4.10 above.

4.5 Solutions for Green Marketing

Depending on their individual mission, culture, financial status, recourse and other capabilities, no one single strategy can be effectively utilized for all real estate companies. The study found out that different models can be used by each company to develop fine-tuned strategy that includes the GMP and the green marketing strategy. What is more, a comprehensive and overall measure of GMP has to include all the stakeholders down the business stream, for all stakeholders to be attentive to and practice the same. The study has showed that BMP as a vehicle of carrying competitive advantage, it has to be recognized, emphasized and driven carefully for a business success.

The study further found out that, to optimize the economic value to the stakeholders' investment, the organizations needs to have realistic GMP strategy and implemented effectively to maximize the returns of environmental investments into origins of competitive advantage. It has been urged to have the sustainable environment investment for organizational profit and minimize the impact at environment. The study also found out that, managers need to have better manage information on non-economic criteria and prioritize the stakeholder's profit.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions, conclusions and recommendations of the study. The study sought to determine the green marketing practices and competitive advantage of commercial real estate development companies in Nairobi County.

5.2 Summary of the Study

The study found out that, respondents agreed to some extent that, following the competitor's green marketing practices and green marketing practices can differentiate your company from other competitors with a mean score 3.6. The study found out that, a large number of the respondent agreed to some extent that to comply with compulsive government regulations and policies and meet the demand of eco-aware customers with a mean score of 3.5.

Respondents were asked to indicate if the implementation of green marketing practices in their respective organization. The study found out that most of the respondents have consent to some extent with 38%. The second category was those who indicated that the practice was implemented to a large extent with 28%. The study found out that, majority of the respondent indicated that marketing communications convey green products to increase the awareness of customers with a mean score of 4.8. The study found out that, the product (commercial real estate) Construction methodology and process are environment-friendly was agreed to a large extent with a mean score of 4.6.

Majority of the respondents agents and contractors of real estate also practices green marketing practices with a mean score 4.54. It was also found that, management of real estate after sale conserves water, electricity and other resources with a mean score of 4.31. Most of the respondents agents and contractors of real estate also practices green marketing practices with a mean score 4.54. On the challenges facing the green marketing practice, the study found out that, relative higher costs due to green concerns with a mean score of 4.73. It was also agreed that company mission, value, strategy and culture not support the green practices with a mean score of 4.67. Respondents also found that your contractor does not go green with a mean score 4.52. Respondents agreed strongly that lack of necessary training and education about green marketing practices with a mean score of 4.41.

5.3 Discussion of the study

The study found out that, respondents agreed to some extent that, following the competitor's green marketing practices and green marketing practices can differentiate your company from other competitors with a mean score 3.6. This finding relates with Porter (1980), who mentioned in his five forces model, that to survive in the industry the company has to compete with its competitor and surpass them by differentiation strategy, which provide customers with unique products or service that cannot be duplicated easily by competitors. The three strategic ways of gaining competitive advantage from Porter (1980) five forces model are: cost leadership, differentiation and focus.

The study found out that, most of the respondent agreed to some extent that to comply with compulsive government regulations and policies and meet the demand of eco-aware customers with a mean score of 3.5. This corresponds with Porter & Van der Linde, (1995), who indicated that, during the process of going green marketing practices, there are pressures emerging from different stakeholders, and especially the government plays an important role as its position in setting relevant regulations and implementing of the same. The study found out that, majority of the respondent indicated that marketing communications convey green products to increase the awareness of customers with a mean score of 4.8. This finding tallies with Peattie (1999) literature which indicates that, the price for green product includes “premium price”, which is to be explained, justified and accepted by customers at the process of promotion. However it is possible that the green products could have lower cost than the non-green product because the packaging is forgone (Peattie, 1999).

The study found out that, the product (commercial real estate) Construction methodology and process are environment-friendly was agreed to a large extent with 4.6 mean score. This tallies Miles (2012), who indicates that, Stakeholder theory states that parties played a role either governments, trade associations, buyers, NGOs, banks and even competitors, can be counted as stakeholders due to the fact that all the stakeholders have the capacity to affect the firm and they are affected by other stakeholders’ activities as well.

The study found that, management of real estate after sale conserves water, electricity and other resources with a mean score of 4.31. This report tallies with Shrivastava

(2008), who mentioned that, environmental subjects can turn into competitive advantages of a company. The study found out that most of the respondents agents and contractors of real estate also practices green marketing practices with a mean score 4.54.

On the challenges facing the green marketing practice, the study found out that, relative higher costs due to green concerns with a mean score of 4.73. Peattie (1999) literature which indicates that, the price for green product includes “premium price” and also tallies with Porter (1985) who mentioned that, one way of creating a sustainable competitive advantage is differentiation, as higher price can differentiate from your competitors. It was also agreed that company mission, value, strategy and culture not support the green practices with a mean score of 4.67. This corresponds with Barney (1991) who stated that managing rare, valuable resource, directors could gain competitive advantages. Competitive advantage comes from the values or benefits created by the company for its. Respondents agreed strongly that lack of necessary training and education about green marketing practices with a mean score of 4.41. This is in relation (Peattie, 1999) who mentioned that to going green is more costly because it needs to train employees, educate the customers.

5.4 Conclusions

Green marketing practices involves all stakeholders' attention and interest, from the company management level to ordinary employees, from your sale crew to customers, from your suppliers to your retailers, from the government to NGOs. The green marketing practices is developed to manufacture environmentally safe products, marketing in green ways, controlled by four Ps of marketing. It can establish a sincere and concrete relationship between company and employees as the employees deem the company as a responsible company with a long view. The links between company and customer is also set due to green marketing practices is not just a onetime activity, the GMP always involves a series of functions, grabbing the attention and mind from your customer. Therefore, customer trust, confidence and royalty is obtained and retained, which is very crucial for the success of a company both financially and environmentally. The GMP entails green logistics, green communications, waste recycling system, green branding, green packaging and in short the right green marketing matrix.

The proper marketing mix should be proactive and can respond to environmental protection considerations fast. In this era of constant technological innovation, information boom, and fierce competition, it is not possible to have one single strategy for a successful business. To seek prolonged success, the real estate company should exercise green marketing strategies to make up with other strategies of the company.

5.5 Recommendations to the Study

The research question could have been better answered if the study was not limited to one business area, the Nairobi County, hence conducting a study in future to cover more counties is suggested. Furthermore, it focused on the qualitative study conducted of commercial real estate. Therefore, for a future study, the researcher recommends analyzing more sectors and industries. It would be also interesting to include in a further study the customer perspective about the research topic. This research was limited to the current settings; the research suggests further studies could be done analyzing new models, concepts, changes of green marketing strategies. Finally, the research was based on the implementation of green marketing strategies within the organization to enhance competitive advantages. Therefore, it would be interesting investigating the effects of this relationship using different concepts and theories.

5.6 Suggestion for Further Study

The study recommends that further research be done on green marketing practices and competitive advantage of commercial real estate development companies in other counties in Kenya to ensure comprehensive and in-depth research on the same since different companies adopt different GMP. Further research should also be done on the other variables of green marketing practices and competitive advantage in Kenya.

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APPENDICES

Appendix I: Letter of Self-Introduction

Dear Respondent,

I appreciate you for taking your precious time to read this letter of self-instruction and answer the questionnaire below.

My name is You Zhanglan, a student with the programme of Master of Business Administration (MBA) Degree with the University of Nairobi. I am now doing my research regarding the Green Marketing Practices Adopted by Commercial Real Estate Companies to Create Competitive Advantages in Nairobi, Kenya. I requested for your kind assistant to answer this questionnaire so that relevant data can be collected and analyzed.

All the information collected will be purely for academic purpose and your name will not be mentioned in the report. Findings of this study will be availed to you if you request.

Thank you for your kind cooperation.

You Zhanglan

MBA Student

University of Nairobi

Appendix II: Questionnaire

SECTION ONE: GENERAL INFORMATION

1. Company name _____
2. Your name _____
3. Your position in the company _____
4. How long you have working in the real estate industry? _____
5. How long you have working in the current company? _____
6. Please tick the ownership of your company
Foreign wholly owned
Locally wholly owned
Jointly owned
7. Please tick to state the number of years in operation for your company?
1-5 Years
6-10 Years
More than 10 Years

SECTION TWO: GREEN MARKETING PRACTICES APPLIED BY THE COMPANY

1. Are you aware about green marketing practices? (Please tick) Yes No
Are green marketing practices one of your company strategies? Yes No
If no, please state the reason briefly _____
2. Why your company to adopt green marketing practices?
(Please use the following scale of extent)
1 Not at all 4 To a large extent
2 To a small extent 5 To a very large extent
3 To some extent

To comply with compulsive government regulations and policies
To meet the demand of eco-aware customers
Eco-demand of the company to preserve the environment
To follow the competitor's green marketing practices
The company's suppliers is going green hence our company is green
Green marketing practices can create cost advantage compared to the competitors
hence provide superior value to our customer
Green marketing practices can differentiate your company from other competitors
3. How green marketing practices are implemented in your company? (Please use
the following scale of extent and tick)
1 Not at all 4 To a large extent
2 To a small extent 5 To a very large extent
3 To some extent
4. The influence of green marketing practices on creating competitive advantages
(Please use the following scale of extent)

- 1 Not at all
- 2 To a small extent
- 3 To some extent
- 4 To a large extent
- 5 To a very large extent

Product Green Marketing Practices

S/N	Product of Green Marketing Practices to create competitive advantages	To a very large extent	To a large extent	To some extent	To a small extent	Not at all
1	Products supplied by supplier are green.					
2	Product (commercial real estate) Construction methodology and process are environment-friendly					
3	Construction (commercial real estate) wastes cleaned and treated properly					
4	Marketing communications convey green products to increase the awareness of customers					

Price Green Marketing Practices

S/N	Price of Green Marketing Practices to create competitive advantages	To a very large extent	To a large extent	To some extent	To a small extent	Not at all
1	Price is lowered partially due to green practices					
2	Customers are willingly to pay for higher prices due to green concerns					

Promotion Green Marketing Practices

S/N	Promotion of Green Marketing Practices to create competitive advantages	To a very large extent	To a large extent	To some extent	To a small extent	Not at all
1	Green real estate is promoted as an image of luxury.					
2	Corporate social responsibility of your company involved in environmental protection.					
3	Promotional means are eco-					

	friendly, such recyclable and degradable material.					
--	--	--	--	--	--	--

Place Green Marketing Practices

S/N	Place of Green Marketing Practices to create competitive advantages	To a very large extent	To a large extent	To some extent	To a small extent	Not at all
1	Agents/Contractors of real estate also practices green marketing practices					
2	Management of real estate after sale conserves water, electricity and other resources.					

5. Would you recommend other commercial real estate companies in using the green marketing practices to create competitive advantages? Why or why not?
- _____

SECTION THREE: CHALLENGES OF GREEN MARKETING PRACTICES AND SOLUTIONS TAKEN

Are your company facing challenges in using the green marketing practices to create competitive advantages? (Please tick as appropriate)

S/N	Challenges of Green Marketing Practices	To a very large extent	To a large extent	To some extent	To a small extent	Not at all
1	Relative higher costs due to green concerns					
2	Company mission, value, strategy and culture not support the green practices					
3	Lack of necessary government authorities and policies support					
4	Lack of necessary training and education about green marketing practices					
5	Your supplier does not go green					
6	Your contractor does not go green					
7	Customers awareness and education of green real estate product is poor					
8	Competitors are not going green					
9	Misusage of green marketing practices caused doubtful attitude of customers					

What measures are taken to solve _____

**Appendix III: List of Commercial Real Estate Development Companies in Nairobi
as at April 2016**

1. Ashut Engineers Limited
2. Waterways Africa
3. Rumwe Farm Cooperative Society Limited
4. Rural Electrification Authority
5. Maarifa Ni Bora Properties Limited
6. Libya Oil (K) Limited
7. Shafique & Rubina Juma
8. Mitsumi Computer Garage Limited
9. China Wu Yi Co. Limited
10. Primrose Management
11. Manoj & Dipti Shah
12. Homescape Properties Limited
13. Shree Cutchi Leva Patel Samaj
14. Kunity Sacco Limited
15. Peter Njuguna Gathuru
16. Enkishon Group Limited
17. Aslam Khan
18. Magi Holdings Limited
19. David & Shirlief Limited
20. Sekandi Holdings Limited
21. Ol Tepesi Properties Limited
22. Wuda Limited
23. Universal Engineers System Limited
24. Giathinwa Farmers Co. Limited
25. Tiara Villas Limited
26. Alaia Limited
27. Kidgroove Limited
28. Nail & Steel Products Limited
29. Gertrude's Children Hospital
30. Peter Kibiro Komu
31. South B Hospital
32. Shukri Okash Mohammed
33. Pramukh Developers Limited
34. Kato Investments Limited
35. Karen Homes Development Company Limited
36. Oryx Pen Investment Limited
37. Sands Westgate Properties Limited
38. Sino-hydro Companies Limited
39. Twiga Stationers & Printers Limited
40. Chetan & Heman Haria
41. Baam Property Limited
42. B.H. Patel

43. Tutu Gardens Limited
44. (Sichuang International Engineering and Trade Company
45. Ge-east Africa Services Limited
46. Kenya Women Microfinance Bank Limited
47. Jiangxi Zhongmei Company Limited
48. Piara Singh S/O Sian Dass
49. Bay Tree Realty Limited
50. Warran Construction
51. Nairobi Leo Estate Developers Limited
52. Petrocity Enterprises Limited
53. (Fujian) Sino-Africa Investment Company Limited
54. Cytonn Real Estate
55. Vishwa Developers Limited
56. Orantes of the Assumption Sisters
57. Maxma Limited
58. Vivo Energy Kenya
59. Kenyatta National Hospital Superannuation Scheme
60. SS, JS & HS Kalsi
61. Gravitel Limited
62. Dipty Shah, Nishidh Shah & Suhil Shah
63. Nairobi Crankshaft Center Limited
64. Cedar Development Company Limited
65. Machine Center Limited
66. Signature Development Limited
67. Rosslyn Park Limited
68. Seafepak Limited
69. Mallenie Atienno & Mildred Awiti Odalo
70. Kenya School of Monetary Studies
71. Orchid Gardens Limited
72. Kimson Holdings Limited
73. Keval Bora
74. Garden Properties Limited
75. Permji Shivji Gondariya & Others
76. Diba Boru
77. Kipkales Chetalam Kale
78. Navendu Sanchrajka
79. Ramesh Gupta
80. MP Shah Hospital
81. British American Tobacco Kenya
82. National Housing Corporation
83. Remu Jewelleries Limited
84. Stephen Miingi & M Miingi
85. Dockside Limited
86. Twiga Chemical Industries Limited
87. Zaf Holdings Limited
88. Kenol Kobil Limited

89. Kobil Petroleum Limited
90. Munyaka Trading Co. Limited
91. Ushirika Secondary School
92. First Boulevard Parklands Limited
93. Multimedia University of Kenya
94. Kabansora Millers Limited
95. Acacia Tree Suites
96. Kenya Airports Authority
97. Skyhorse Company
98. Wamy High School
99. Muktar Omar
100. Innscor Kenya Limited
101. Basco Products Limited
102. Eshnephyl Limited
103. Waris Agencies Limited
104. Stella & Kepha Oenga
105. AS Saalam Registered Trust
106. St. Hannah's Preparatory School
107. Association of Evangelicals in Africa
108. Christopher Gacicio
109. St. Hannah's Preparatory School
110. M/S Zaward Limited
111. Placid View Properties
112. National Council of Churches Kenya
113. Reginoil Kenya Limited
114. Auto Express Limited
115. Parklands Sports Club
116. Deliverance Church
117. Adam Brown & Co. Limited
118. Relax Holdings Limited
119. Raphtha Road Investments Limited
120. Vivo Energy Limited
121. Nimvile Limited
122. Kenya National Highways Authority
123. Peter Waiguru
124. Convent Gardens Limited
125. Saileh & Heena Patel
126. Arnol Holdings Limited
127. Kenya Rural Roads Authority
128. Paul's Cookies Limited
129. Peter Njiru Muriithi
130. Storehouse Holdings Limited
131. Krystal Investment Limited
132. Fairview Hotel Limited
133. Sunflag property Investment Limited
134. Garo Asafa Woche

135. Bayside Limited
136. Mugumo Gardens Limited
137. Warwick Holdings Limited
138. Stanley Towett & Marcelline Towett
139. Centum Investments Co. Limited
140. Centum Investments Co. Limited
141. Premier Builders
142. Safetee Solutions Limited
143. Sultan Palace Development Limited
144. Villa Care Estate Management and Development Consultants
145. Sigimo Enterprise
146. Jacaranda Gardens
147. Developing Afrika Limited
148. Fairdeal Properties
149. Moke Gardens
150. Hazen Properties
151. Urithi Housing Co-operative Society Limited
152. Edifice Limited
153. Ams Properties
154. Pinnacle Houmes Kitengela
155. Sato Properties
156. Safaricom Investment Co-operative
157. Daykio Plantations Limited
158. Anchor property consult
159. Tamarind Properties Limited
160. 18 Bay Tree Reality Limited
161. Construction Concepts and Management Limited Ellan Park II
162. Brook Villas Estate
163. Nextgen Office Suites Limited
164. Itrade Trusted Real Estate Partner
165. Sakile Properties
166. Quality Meat Packers Limited
167. J.Lyons & CO(k) Limited
168. National Fund For The Disabled Of Kenya
169. Mwanzo Development Co. Limited
170. LSG Sky Chefs Kenya Limited
171. Ndatani Enterprises Co. Limited
172. Messimilano Properties Limited
173. Unilever Kenya Limited
174. Mehisa Enterprises Limited
175. Madiba Properties Limited
176. LER Limited
177. Late Gate Apartments Limited
178. Jimwa Properties Limited
179. Indian Ocean Properties Limited
180. Rehema Wairimu Ramadhan

181. Testimony Junior School
182. Natures Health Limited
183. African Banking Corporation Limited
184. Febs Investment Company
185. Stephen Kamande Kimani
186. Heber Investment
187. Ferrari Real Estate Limited
188. Hemmingways Nairobi Limited
189. Africa Equip Ministry Limited
190. Hadassah Villas Limited
191. Peter Mbutia Muya
192. Redeemed Gospel Church
193. Saadia Abdi Kontoma
194. Semirural Developers Limited
195. Wood Products Limited
196. Vericard Systems Limited
197. Vernonia Apartments Limited
198. GC Residential Limited
199. Starling Park Properties Limited
200. Shaque Holdings
201. Globe Pharmacy Limited
202. College Of Insurance
203. Nuh Abdulu Wahab
204. Mombasa Maize Millers
205. African Night Owl Limited
206. Kenya Civil Aviation Authority
207. Rangechem Holding Limited
208. Sadia Mohammed Abdi
209. Ramis Properties Limited
210. Lucky Distributors Limited
211. State Department of Fisheries
212. National Fund For The Disabled
213. Sayani Investments Limited
214. Karen Village Limited
215. Nardos Gebeyehu
216. St georges Girls Secondary School
217. Nyanza House Co. Limited
218. Ashok K. Shah & Others
219. Kenya Power & Lighting Company
220. Pauka Enterprises Limited
221. Loreto Institute
222. Desbro K Limited
223. Delian Langata RD
224. Lalji Devishi Dhanji
225. Ruth Anjara
226. Deliverance Church International Kasarani

227. Tula Limited
228. Lucy Wanjiku Mwaura
229. Lloyd Masika Limited
230. Adasca Agencies Limited
231. Wardpa Holdings Limited
232. Swift Realtors
233. Super Brick Real Estate
234. Simos Consultancy Services Limited
235. Staten Properties Limited
236. Safetee Solutions Limited
237. Suki Construction & Engineering
238. Fair Acres Limited
239. PDM (Kenya)Limited
240. K.C. Arora & Sons
241. Raminixlal B Malde & Suryakala R Malde
242. Kitusuru Springs Limited
243. Soon& Seel Building & construction
244. Springs Green Properties LLP
245. Riara Group of Schools
246. Ramesh Patel
247. Avenue Group
248. General Motors East Africa Limited
249. Samuel Wamathu & Mary Njoki Ndungu
250. Leading Developers Limited
251. Gem Invest Limited
252. Suburban Distributors & Transporters Limited
253. Glee Hotel Limited
254. Longonot Place Limited
255. Unique Shelters Limited
256. Ederman Properties Limited
257. Capaella Limited
258. Chigwell Holding Limited
589. Mahadi Oil (k) Limited
260. St Pauls University Chapel
261. Runda Gardens Development Limited
262. Newbury Limited
263. Rose Park Apartments Limited
264. Tescom Limited
265. Mountain View Mall Limited
266. Afrostock International Limited
267. Dipan & Raakhe Mediratta
268. Ketry Holdings Limited
269. Sohial Developments Limited
270. Water Springs Investment Limited
271. Samuel Birech
272. St Luke Ack Church

- 273. Gulf Energy Limited
- 274. Asmin Court Limited
- 275. Kenapen Industries
- 276. Revolving Investments Limited
- 277. Kenya Commercial Bank Limited
- 278. CATIC (International) Holding Company Limited
- 279. China Jiangxi International Company Limited
- 280. China Zhongxing Construction Company Limited
- 281. Weihai Construction Group Co., Limited.

Source: National Construction Authority (2016)

Appendix IV: MBA Project Supervision Allocation Form

28

CHAIRMAN
BUSINESS ADMINISTRATION DEPT
UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
P. O. Box 30197, NAIROBI



UNIVERSITY OF NAIROBI
DEPARTMENT OF BUSINESS ADMINISTRATION
MBA PROJECT SUPERVISION ALLOCATION FORM

SECTION A: (To be completed by the student) all details are mandatory.

Name of student: You Zhanglan Mobile phone No: 0738873871
 Reg. No: D01/60131/2013 Email address: you.zhanglan@gmail.com
 Proposed Title of the Study: Competitive advantages Gained by Application of Green Marketing Practices by real estate developer in Nairobi, Kenya

Specialization (Tick as appropriate)

- Marketing []
- Human Resource Management []
- Strategic Management []
- International Business []
- Insurance / Risk Management []
- Other (specify)

Preferred Supervisors (in order of preference):
 Signature of student: [Signature] Date: 16/2/2016
 Prof. Francis N. Kibera, Ms Catherine Ngahu, Dr. ~~Victor~~ Raymond Muryoko

SECTION B: (To be completed by Allocation Committee)

Name of Supervisor Allocated: Dr. R. Muryoko Mobile No: 0222960324
 Name of Co-Supervisor, if any: _____ Mobile No: _____
 Total number of students allocated to the supervisor within the year to date: _____
 Name of person who will Moderate the Proposal: Ms Catherine Ngahu
 Committee Secretary:
 Name: _____ Signature: _____ Date: _____
 Thematic Coordinator:
 Name: Dr. R. Muryoko Signature: [Signature] Date: 17/2/2016
 Chairman of Committee:
 Name: _____ Signature: _____ Date: _____
 Chairman of Department: Py Muryoko
 Name: _____ Signature: [Signature] Date: 18-2-16

Note:

1. This form is available in the department. Students get their copies later from the department after allocation is done.
 2. The approved copy of this must be attached to the proposal when submitting for moderation and presentation.
- Original to be filed in the Department
 Copy 1 (photocopy) to be filed by Thematic Coordinator
 Copy 2 (photocopy) to be filed by the Supervisor
 Copy 3 (photocopy) to be filed by the student








Appendix V: Originality Report

GREEN MARKETING PRACTICES AND COMPETITIVE ADVANTAGE: A CASE OF COMMERCIAL REAL ESTATE DEVELOPMENT COMPANIES IN NAIROBI, KENYA

ORIGINALITY REPORT

%7	%6	%1	%4
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

 1	erepository.uonbi.ac.ke Internet Source	%1
 2	chss.uonbi.ac.ke Internet Source	%1
 3	Submitted to Kenyatta University Student Paper	%1
 4	Submitted to St. Mary's College Twickenham Student Paper	<%1
 5	Submitted to University of Nairobi Student Paper	<%1
 6	Submitted to Ventura County Community College District Student Paper	<%1
 7	Submitted to Kenya College of Accountancy University Student Paper	<%1

www.mubs.ac.ug

8	Internet Source	<% 1
9	docplayer.net Internet Source	<% 1
10	Submitted to Saint Paul University Student Paper	<% 1
11	Submitted to Midlands State University Student Paper	<% 1
12	www.centerforcreativeleadership.com Internet Source	<% 1
13	Submitted to University of Liverpool Student Paper	<% 1
14	Submitted to Oman Tourism College Student Paper	<% 1
15	www.managementparadise.com Internet Source	<% 1
16	dk.cput.ac.za Internet Source	<% 1
17	www.inderscience.com Internet Source	<% 1
18	www.diamondwinds.com Internet Source	<% 1
19	businessadmin.uonbi.ac.ke Internet Source	<% 1

20	Submitted to New Art College Student Paper	<% 1
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22	id.wikipedia.org Internet Source	<% 1
23	Submitted to London School of Marketing Student Paper	<% 1
24	Submitted to Africa Nazarene University Student Paper	<% 1
25	Submitted to University of Sydney Student Paper	<% 1
26	www.cbd.int Internet Source	<% 1
27	Submitted to Alliant International University Student Paper	<% 1
28	hqweb.unep.org Internet Source	<% 1
29	www.hse.gov.uk Internet Source	<% 1
30	41.204.187.24 Internet Source	<% 1
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34	cees.uonbi.ac.ke Internet Source	< % 1
35	eprints.usm.my Internet Source	< % 1
36	Arifin, Zainul. "ANALYSIS OF GREEN MARKETING STRATEGY ON REAL ESTATE COMPANY TO ACHIEVE COMPETITIVE ADVANTAGE: A CASE STUDY OF IJEN NIRWANA RESIDENCE, MALANG, EAST JAVA", International Journal of Academic Research, 2012. Publication	< % 1

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