

GOVERNMENT EXPORT PROMOTION:
A REVIEW OF THE KENYA EXPORT
YEAR (1984) PROGRAM.//

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A MANAGEMENT PROJECT SUBMITTED IN
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This project is my original work and has not been presented for a degree in any other University.

to my supervisor, Dr. Francis K. Kibera, University of Nairobi, who kindly and most successfully guided me in this study. My sincere and deep gratitude also go to Miss Benson who was most helpful in typing the report of this study.

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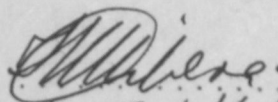
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Munene Kibaki Kabengi

Finally, I say "thank you" to everybody who in anyway helped or participated in this study.

This Management Project has been submitted for examination with my approval as University Supervisor.

Signed:


Dr. F. N. Kibera
...20/8/86..

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ABSTRACT

Kenya needs to seek export expansion as export earnings go to finance imports necessary in her economic development. In this regard, government export promotion assumes an important position.

By 1984, the Kenya External Trade Authority (KETA) which is the government external trade promotion division, decided that, despite previous government export promotion efforts Kenya's export performance was still not good enough. Consequently, in 1984, the division conducted a massive export promotion campaign, the Kenya Export Year (1984) program. The program was aimed at improving the country's export performance by bringing more domestic firms into the exporting scene and persuading others to improve their export operations.

The study reported here was a review of the Kenya Export Year (1984) program. A review of this program was important for three reasons. Firstly, it was necessary to establish the achievements of this program because the success with which Kenya can expand export earnings partly depends on the success of government export promotion. Secondly, an insight into the achievements of the program should form a basis for better planning of consequent programs. Finally, no previous attempt had been made to analyse the achievements of this program.

The study measured two effects of the program: effect on attitudes and effect on export earnings. It was necessary to measure these two effects because government export promotion is conducted on the basis of the relationship between attitude change and export earnings. The relationship in this case assumed that increased public predisposition towards exports could lead to increased export activity and hence more export earnings.

For purposes of measuring the program effect on public attitude, the public was divided into two groups. These were businessmen and other publics. As these groups constituted large populations, the sample survey method was used. Businessmen were sampled probabilistically but a convenient sample was taken for other publics. Moreover questionnaires were used to get the pertinent information.

Using the relevant tools, the data from respondents was investigated for central tendency, dispersion and association. Statistical significance was also tested for some of the findings. Data on export earnings was graphically analysed.

From this study it can be said that the program had a moderate effect in increasing awareness. However a linear relationship could not be found between the cognitive, affective and conative effects of attitude change. The program managed to increase both overall export earnings and earnings from manufactured exports.

INTRODUCTION1.1. Background:

A necessary but not sufficient, condition for development of Third World countries is economic growth,¹ which can be defined as a sustained increase in the nation's income or Gross National Product(GNP).² However, these countries lack the necessary capital and technological resources for investment in growth.³ Thus they have to remain under-developed or acquire these resources from the developed world.

Preferring development, the Third World opts to import capital and technology from the developed world. This importation requires foreign exchange and exports provide a powerful means for acquiring foreign exchange.⁴

It, therefore, seems that developing nations need a

¹ Michael P. Todaro: Economics for a Developing World. 2nd Ed., Burnt Mill, Harlow, Longman 1982. p. 117.

² Ibid p. 112

³ Ibid p. 304

⁴ Todaro defines foreign exchange, as "claims on a country by another held in form of currency of that country". The system of foreign exchange facilitates trade between countries by making it possible for the currency of one country to be converted into that of another. Ibid, p.411.

constant expansion of their export earnings as a means to economic growth. In this regard Kenya is no exception.

For these countries to achieve export expansion their domestic firms have to pursue exporting vigorously. Exporting firms need to constantly pursue export markets and also a continued flow of new firms into the exporting scene is needed. Hence the success with which these countries can achieve expansion of their exports depends to a large extent on how aggressively their domestic firms pursue exporting as a marketing strategy.

In the case of Kenya firms do not aggressively pursue exporting. Two reasons are given for this situation.⁵ First the local market is highly protected and so highly price inelastic that domestic firms are able to pass all their marginal costs to the consumer. Hence there is little financial incentive to export. Secondly most Kenyan businessmen are not highly adept in export business.

To remedy this situation, the Kenyan Government has since 1976 been involved in export promotion. However, by 1984, despite nine years of export promotion it was felt that the situation was still not satisfactory. The Kenya External Trade Authority (KETA) was of the

⁵KETA: Export Strategy for 1984. p.59

opinion that a massive promotion program, different from previous trade promotion in scale and approach, could act as a catalyst to push up the level of exporting activity.⁶ This idea gave rise to the acclaimed Kenya Export Year 1984 program, a massive twelve-month export promotion program.

1.2. Need for the study

The very important role for exports in the economic growth of a developing country like Kenya means government export promotion should be viewed seriously. It seems to the author that there are two important things to consider about export promotion:

- (1) At the end of each promotion program, what the program has achieved should be established.
- (2) If what the program has achieved is not what was expected then the discrepancy should be investigated.

The knowledge acquired as to what the program has achieved and the reasons for discrepancy (if any) should help in planning for better results in subsequent programs. This should ensure that the best

⁶ KETA: Press Statement - Kenya Export Year: 1984. July 1983. p.2

is gained from export promotion effort. Furthermore, as export earnings are so importantly connected to economic growth, knowledge of the achievements of export promotion should help in better planning for economic growth.

For these reasons, the author is of the opinion that the practice of reviewing government export promotion programs should be keenly adopted. After considerable search and consultations with KETA, the author found out that no review had been made of the Kenya Export Year program. Although references had been made as to what was achieved in the Kenya Export Year no attempt had been made to show what was actually achieved as a result of the program.⁷ It is primarily for this reason the author undertook the task of reviewing the Kenya Export Year program.

2.3. Problem definition

1.3.1: Defining promotion results

This study was designed to establish what the Kenya Export Year program had achieved as a first step towards reviewing the program. To do this one needed to measure the results of promotion.

Kotler defines promotion, with respect to a firm, as "...various activities that the company

⁷For example, in KETA: Kenya Export News. Nairobi, News Publishers. Vol. 38 No. 365, March 1985.p

undertakes to communicate its products' merits and to persuade target customers to buy them".⁸

Using this definition one can then define government export promotion as various activities that the government undertakes to communicate the importance of exports and to persuade target businessmen be more export oriented.

Taken in this sense promotion would be expected to give two results: the communication effect and the sales effect. This is attested to by Marcus et al when they say "promotion objectives can be translated into communication and sales goals".⁹

Communication is the transfer of a message from a source to a receiver(or audience)¹⁰.

The message is expected to put something(cognitions) in the minds of the audience such as the role of exporting. This increases awareness of the individual who then gets some feelings(affects) about the object or theme of communication.

For example the individual may develop the feelings

⁸ Philip Kotler. Marketing Management: 5th Ed. London, Prentice-Hall. 1984. p.70.

⁹ Burton Marcus, et al: Modern Marketing: New York, Random House, 1975. p. 299.

¹⁰ Everett M. Rogers and F. Floyd Shoemaker: Communication of Innovations. 2nd Ed., New York, Free Press 1971. p.11.

about the importance of exporting and view it as highly or just important. The individual would feel favourably about the object or theme, the degree of this feeling depending on the effect of the message on that person. The affects would then enable the individual to develop a tendency to act (connations) towards the object or theme of communication, for example exporting. Thus communication is made with the intention of producing cognitive, affective and connative or behavioural effects. This is what all of us expect when we give messages. Indeed as Hayman and Sheatsle put it,

It seems intuitively obvious that most human communications are produced with the intent of causing some effect, of shaping the minds and steering the behaviour of others.¹¹

To a firm, the major modes of communication, called promotion mix are personal selling, sales promotion, advertising and publicity. Again, drawing from Kotler,¹² these modes can be used in government export promotion as follows:

Personal selling: Oral presentation in a conversation between government officers and

¹¹ Herbert H. Hayman and Paul B. Sheatsle: "Some Reasons why Information Campaigns fail" in The Process and Effects of Mass Communication. Wilber Schramm and Donald F. Roberts ; eds., Rev.Ed., Urbana, University of Illinois Press, 1972. pp.448 - 466.

¹² Kotler Op cit p. 602.

businessmen for the purpose of persuading those businessmen to go into exporting.

Sales promotion: Short-term incentives, to encourage the businessmen to adopt exporting as a marketing strategy for their firms.

Advertising: Any paid form of non-personal presentation of the subject of exporting in the print and electronic media.

Publicity: Planting of significant news on exporting in the print media or obtaining the favourable presentation of the subject upon radio and television without payment for the use of these media.

Most of the activities in government export promotion can be conveniently grouped under these four modes. The picture is complete when we add a fifth one, that is education.¹³ In this case education refers to oral presentation in a lesson for the purpose of imparting knowledge on exporting.

The other result of promotion is the sales effect or change in units of a product bought. To a firm, when communication produces change in

¹³Ibid. p. 631.

customer behaviour (from not buying to buying or buying less to buying more) the result is increase in sales volume which is the measure of the sales effect. In government export promotion when communication results in change in behaviour of businessmen (from not exporting to exporting or from exporting less to exporting more) the result is export promotion effect. Therefore, the sales effect in this study refers to change in export volume. However, the firm would rather express the sales effect in monetary value as this shows better the impact of promotion on the firm's ability to create value. In this study likewise the sales effect is measured in monetary value as export earnings.

1.3.2: The study objectives

With the results of promotion in mind, the study was conducted with the following objectives:

- (1) To measure the communication effects of the program. Since the program was aimed at the whole nation the cognitive and affective effects of communication were measured for a sample of the Kenyan public. Measuring of the behavioural effect was limited to businessmen. The term

businessmen was limited to managing directors (or general managers), marketing directors (or marketing managers), and proprietors, as the people most likely to take the marketing decisions of the firm.

Furthermore, from a practical point of view, businessmen in non-exporting firms cannot be said to have changed behaviourally. Therefore, the sample was made from those in exporting firms only. It should be noted that the government was mainly interested in changing the behaviour of the manufacturing sector. So the behavioural effect was measured for businessmen in firms exporting manufactured goods.

(2) To measure the effect of the program on the export policy and processing of export paperwork. The same sample of business men were asked to rate government efficiency in these aspects. The effort here could be taken as a measure of the behavioural effect of the program on government and government personnel concerned with export matters.

(3) To measure the sales effect of the program. This objective was accomplished in two ways. First, from the point of view of overall export earnings. The program was expected to affect

these earnings by changing the behaviour not only of the manufacturing sector but also of all other sectors including government sector and through the mutual reinforcement of the effects in all the sectors of the economy. As the definition of exporting hinged on goods originating from the domestic market export earnings only referred to earnings from domestic exports. This definition therefore excluded earnings from re-exports. Secondly, the sales effect was measured on export earnings of manufactured products. By creating an export oriented manufacturing industry the export program was thus expected to affect earnings from manufactured exports.¹⁴

- (4) To present a conceptual framework from marketing theory to describe government export promotion. This framework served first to point out the theoretical foundations of promotion. A knowledge of the theoretical basis of promotion should help greatly in setting government export promotion objectives. The importance of this is underscored by Suchman when he says:

¹⁴Manufactured exports as set out in detail in Appendix C refer to SITC(Rev) codes 5,6,7 and 8.

Invalid program objectives may spring from basically invalid theories or from invalid deductions from valid theories ¹⁵

Secondly the framework by analysing the decision making involved in a government export promotion served to show the order in which action should proceed, being guided by certain theories, so as to have better government export promotion programs. In short then the two "things" promotion should have are guiding theories and order in its administration. ¹⁶

1.4. Anticipated contributions

This study is a contribution to testing promotion effectiveness. The academician will agree that when much has been done in testing the effectiveness of some of the components of promotion (personal selling, advertising, sales promotion) justice has not been done to testing the effectiveness of promotion as a total sum of its components. Also the academician should find the use of marketing tools in this study an interesting extension of the application of marketing theory.

Export promotion is an important function judging from the size of its division in the Ministry of

¹⁵ Edward A. Suchman: Evaluative Research. New York, Russel Sage, 1972. p.122.

¹⁶ Fredrick D. Sturdivant, Et al: Managerial Analysis in Marketing. Glenville, III., Scott, Foreman & Co., 1970. p. 379.

Commerce and Industry. The government should therefore find this study of particular importance.

First, the study indicates to the government what was achieved with the Kenya Export Year program.

Secondly, the study gives a framework that should help in planning and execution of government export promotion programs. These two endeavours are a contribution to better public administration.

The taxpayer being the financier of government services should no doubt be interested to know the achievement of the Kenya Export Year program. This would give an indication whether the taxpayer's money was spent on a worthwhile project. In this respect the author again agrees with Suchman when he says:

Social institutions are required to provide "proof" of their legitimacy and effectiveness in order to justify society's continued support .¹⁷

Finally, since exports are so importantly linked to growth, better export promotion administration is a direct contribution to the development process. This study attempts to expound the basis for better export promotion administration. The Kenyan citizen will no doubt find this study an important contribution to better planning for the development of this country.

¹⁷Suchman, Op.cit., p.2

1.5. Overview of the report

The rest of the report is in five chapters. Chapter II reviews the literature on Kenya Export Year program. The chapter gives the relationships upon which the program is reviewed.

Chapter III is devoted to development of a conceptual framework for analysing government export promotion in the light of marketing theory. In the broadest sense marketing can be said to be a discipline dealing with the way action is elicited from target groups of people.¹⁸ Viewed this way, marketing becomes an appropriate discipline to describe government export promotion where the government is eliciting action from target groups such as businessmen.

Chapter IV is devoted to the methodology followed in the study. A detailed account is given of the research design methods of data collection, sampling procedure, questionnaire development and the why of the methodology. The methods used in data analysis and the reasons for choosing them are given in this chapter.

¹⁸ Kotler, Op. cit., p.10

A discussion of analysis, research findings and limitations of the study appear in Chapter V and the relevant conclusions and recommendations are presented in Chapter VI.

CHAPTER TWO

LITERATURE REVIEW

2.1: Introduction

A developing country like Kenya needs to be concerned about export promotion as failure to export can have quite unwelcome consequences. In 1972, Hopecraft, addressing himself to the need for Kenya to engage in a strategy of export promotion, stated that:

The consequence of export suppression are curtailed investment and growth, inefficient use of a country's resources, chronic balance of payment problems and eventually an ¹⁹ unsuccessful industrialisation effort.

By 1976 spurred by opinions such as Hopecrafts, the Government of Kenya had awakened to the need for export promotion. That year saw the establishment of Kenya External Trade Authority(KETA) which was initially meant to operate as a trade promotion parastatal, but later became the trade promotion division of the Department of External Trade(DET), within the Ministry of Commerce and Industry. Since then KETA has undertaken export promotion activities as a major function of the government. However, as a government function export promotion had never before assumed as high a

²⁰Peter N. Hopecraft: "Outward Looking Industrialisation: the Promotion of Manufactured Exports from Kenya" in IDS Discussion Papers Nos. 141-160, Institute of Development Studies, University of Nairobi, Sept. 1972. p. 1.

priority as it did in 1984. By this year it was considered that massive promotion was needed as Kenya's Export performance was still not good enough. Following a cabinet decision the government declared that year the "Kenya Export Year" with export promotion taking the highest priority on the national agenda.²⁰

2.2: Idea of an Export Year-beginnings

The idea of an "Export Year" was conceived within KETA almost immediately after KETA's establishment. By "Export Year" is meant a twelve-month period in which export promotion is stepped up enormously in comparison to other years.²¹

In June 1977, KETA asked for help in organising an Export Year from Britain where one had just been held.²² The marketing officer in KETA thought he could draw from the British experience in planning one in Kenya as well. Specifically, he asked to be assisted with ideas that could produce response and to be advised on the pitfalls to avoid.

2.3: Need for an Export Year in the 1970s.

The interest in an Export Year in 1977 was sparked off by the situation prevailing in Kenya because of exceptionally high prices of coffee in that year. It was realised that Kenya's 1977 balance of trade

²⁰ KETA: Press Statement: Kenya Export Year 1984
July 1983, p. 2.

²¹ Ibid, pp. 1-3.

²² KETA: Kenya Export Year file.

had improved considerably principally due to exceptionally high coffee prices and to some extent to import controls and an increased effort to seek export markets on the part of businessmen.²³

In spite of this exceptionally good position for Kenyan exports, KETA was concerned. It was felt that since the demand for coffee is price inelastic, should the coffee prices fall in later years, Kenya would not be able to compensate for the loss in export earnings simply by increasing production. Consequently it was noted that there was need to create another major export earning sector just in case this situation should hit the country. According to KETA, the best way to create such a sector was to hold an Export Year. KETA then planned that the Export Year should be held in 1978 but largely because of administrative bottlenecks the idea did not materialise. Debate on the Export Year continued until it was again planned for 1980 and again the plan did not materialise. Six years elapsed since the conception of the Export Year idea before the final decision to hold it was taken in 1983.

2.4: Need for an Export Year in the 1980s.

2.3.1: The economic situation.

By 1983 when the decision to hold an Export

²³Ibid.

Year was taken, Kenya's economic situation had changed for the worse in comparison to 1977 when the idea was conceived.²⁴ The growth rate of the economy had dropped considerably. Her share of world trade had also dropped appreciably.

Most of the export earnings went to finance oil imports and to service external debt. For example in 1982, eighty two percent of non-oil export earnings went to pay for oil imports and to pay the interest on external debt. Furthermore, exports consisted mainly of traditional agricultural products such as coffee and tea which in 1982 accounted for 80% of total exports. This situation showed that the capacity of traditional agricultural products to generate adequate export earnings was declining. Consequently, Kenya needed to diversify from agricultural exports to manufactured exports. This would help to increase export earnings and break reliance on an export earner whose position in world trade was becoming weak.

2.4.2: Incentive to export

It was felt that there was low financial

²⁴ Based on Analysis in KEITA: Export Strategy for 1984. pp. 2-7.

incentive for businessmen in the manufacturing sector to use exporting as a marketing strategy. Exporting can be considered as one way for a company to diversify geographically since it involves taking to foreign markets goods originating from the domestic market.²⁵

The lack of incentive to motivate businessmen to seek exporting was a direct result of Kenya's policy of import substitution. Faced with the need to develop local industries in the period immediately after independence, Kenya embarked on a policy of import substitution and high protection of the local market from imports. Although import substitution was achieved to a great extent it had its own misgivings. For instance, the strategy lead to the development of high-cost, small-scale local firms with inefficient production methods and which were reluctant to adopt better methods of marketing.²⁶ The local market had consequently become so price inelastic that the firms could easily pass their unjustifiably high marginal costs to the domestic consumer. Hence the low financial incentive to export.

²⁵ Warren J. Keegan: Multinational Marketing Management: Englewood Cliffs, N.J., Prentice-Hall, 1984. p.505.

²⁶ KEFA: Export Situation in Kenya, 1983. p. 1

2.4.3: Indicators of export orientation

By 1984 the situation was such that few manufacturing firms would have been said to be highly export oriented, despite KETA's promotion since 1976.

Describing this situation, the Department of External Trade felt that:²⁷

- (1) Few exporters sought export orders all the time as part of their marketing strategy. Many of them exported only when domestic sales fell below a certain level. This was described as in-and-out exporting.
- (2) Few exporters **had** adequate awareness even of the readily available market information contained in UN and government publications.
- (3) Fewer seemed motivated to use such information
- (4) Few exporters used the product specific information published in Telex KETA on prospective importers.
- (5) Few exporters were willing to participate in business tours abroad either alone or as **participants** in sales missions or trade fairs organised by the Department of External Trade.

²⁷ KETA: Export Strategy for 1984. 1984. pp.29-40.

Businessmen were also blamed for poor awareness on the following points.

- (1) The importance of agency agreements in providing market research information and in establishment and maintenance of distribution networks in foreign markets.
 - (2) The scale of business with respect to attracting a good agent in the foreign market.
 - (3) The importance of packaging and quality restrictions as barriers to foreign markets.
- It was pointed out that few businessmen considered these restrictions seriously.

It was expected that after the treatment of the Kenya Export Year program this situation would change for the better. This would make it possible to substitute "few exporters" with "many exporters" or "most exporters" in the above sentences. However one could not tell exactly what percentage of the industry was said to have been highly export oriented for the term "few" is not explicit enough. Consequently, the change expected could not be known specifically. Therefore one could only say that a change was expected, big or small.

2.4.4: Government efficiency in export policy implementation

Some of the blame for lack of high export

orientation on the part of businessmen was placed on government inefficiency in export documents processing and implementing export policy. It was noted that:

- (i) Exporters complained of delays in getting export forms and too much paper work in exportation.
- (ii) These delays occurred because export paper work was not given priority over other work in government ministries and parastatals dealing with export documents.
- (iii) Many export schemes were announced but implementation could take up to four years to get off the ground.
- (iv) Even when they got off the ground, they were constantly being changed such that they would become confusing to businessmen.

It was expected that in the "Kenya Export Year" the relevant government ministries and parastatals would come to grips with the

problem of export documentation and policy implementation. Such a consciousness would improve government efficiency on this front so as to stop exporters' complaints about poor efficiency.

2.4.5: Need for an Export Year

While Kenya's manufacturing sector was less export oriented, it was highly import intensive in capital investment making it difficult for Kenya to meet her high import bill.

By 1983, the greater bulk of Kenya's imports were made up of essential development goods.²⁸ Only 60% of the import bill could be met by export earnings.²⁹ Thus Kenya had to rely heavily on external debts and grants to finance the 40% balance of her import bill.

The Government therefore felt there was need to improve export earnings and diversify them both by products and markets especially to achieve the following two goals:

²⁸ KEIA: Export Strategy for 1984, pp. 4 - 42.

²⁹ KEIA: Press Statement: Kenya Export Year 1984, July 1983, pp. 1.

- (1) To achieve an increase of 33% in GNP between 1984 and 1988.³⁰
- (2) To reduce reliance on foreign debt and aid to finance her domestic investment so as to raise the domestically financed component to 87.2% by 1988.³¹

The government also felt that the best way to achieve improvement in export earnings was to conduct a one-year intensive export promotion. Hence the Kenya Export Year 1984 program.

2.5: The original plan

The original (1978) plan was designed to concentrate on promotion of exports to certain markets.³²

These markets were chosen on three criteria which were:

- (1) Availability in Kenya of products suitable for export to a given market.

³⁰ Kenya Government: Kenya Development Plan. Nairobi, Government Printer, p. 205.

³¹ KETA: Kenya Export Directory 1984/5. p.17

³² KETA: Kenya Export Year file. The account in this subsection is based on this source.

- (2) Knowledge of the potential of that market for the Kenyan products.
- (3) Availability of air and sea transportation to that market at competitive rates.

Under these criteria the focal markets chosen were the European Economic Community, West and Central Africa and selected cities in the United States of America.

The program was to be divided into two parts, national promotion and international promotion. National promotion would concentrate on providing incentives for exporting to business firms and making them aware of these incentives through promotion in the print and electronic media and through regional meetings. International promotion would utilise trade links established abroad through coffee and tourism to promote the products chosen. Commercial attaches would coordinate this part of the program.

This plan was aimed at developing in Kenyan businessmen an interest to export by offering more and better incentives to businessmen and focusing their attention on the existence of these incentives. The target simply stated

was to create and sustain greater export orientation within all of industry and trade with particular focus on businessmen. This plan seemed better than the one finally followed in 1984.

2.6: The 1984 plan

The final plan which was followed during the Kenya Export Year showed deviation from a narrow target of involving other publics.³³

From 1980, the idea of educating other publics on the role and importance of exporting in national development started to take root in the planning for an Export Year. It was not explicitly indicated why a broad target aimed at other publics as well was important. It seems from the Kenya Export Year literature that the need to involve other publics was to develop their support for increased export production and to change their attitude towards exporting from unfavourable to favourable. It was stated as an example of the public's unfavourable attitude towards exporting that,

The ordinary consumer treats exports as something which causes shortages in the economy and is, therefore, detrimental to their (consumer's) well-being³⁴

³³KETA: Kenya Export Year file. The account in this subsection is based on this source.

³⁴KETA: Press Statement: Kenya Export Year 1984.
July 1983. p.2.

The program would involve the farmer, the factory worker, the rural craftsman, the urban artisan, the ordinary employee and the senior executive in the private and public sectors.

Also in relation to international promotion the elaborate definition of target markets depicted in the original plan seems to be lacking in the final plan. In fact it was stated that the program would try to reach buyers of Kenya's products worldwide.

2.7 Comparison with Britain's program

2.7.1: Target group

Britain's conceptual foundation for her Export Year was clearly stated. The Export Year plan was based on the precept that the quantity of work of employees tends to improve in direct proportion to management effort to inform and involve them in activities of the firm.³⁵ Consequently the program was planned to involve employees of all organisations concerned with exporting activities. This meant personnel of firms and government institutions involved in exporting and export work respectively.

³⁵Roy Earnshaw: "Export Year - An Idea that Caught on" International Trade Forum. July/Sept. 1978. The account in this subsection is based on this source, and KETA: Kenya Export Year file.

2.7.2: Geographical organisation

The target of firms expected to participate was aimed at one thousand firms. The country was subdivided into regions for the purpose of the Export Year program and each region was to set up its own Export Year Committee. Each committee was to coordinate the activities of firms in its region since firms were to organise their own export year. The whole program was to be monitored centrally by an office created purposely for that role.

2.7.3: Review

A review was held at the end of the Export Year. Five hundred people attended with case studies on results being presented. It was decided that the program was a success and there was need for such an exercise to be conducted again.

2.7.4: Comparison

The original plan for Kenya had some resemblance to that of Britain since its target was narrowed down to businessmen, particular products and particular markets just as the target for Britain had been narrowed down to employees concerned with

exporting. However, the final Kenyan plan showed some deviation from a narrow target to a broad target involving the public in general and buyers of Kenyan products worldwide.

While for Britain the exercise was organised regionally for Kenya it was organised centrally with the same treatments for different regions. Unlike in Britain, in Kenya, a formal review was not carried out at the end of the program.

2.8: Expectations

2.8.1: Objectives

The Kenya Export Year program objectives were:

to create national awareness about the importance of exports to the Kenyan economy and increase export earnings by creation of a favourable environment for exports through the provision of extra facilities by the Kenya Government and development of export oriented and internationally competitive manufacturing industry ³⁶

From these objectives it can be said that the program expectations were increased national awareness on the importance of exporting and this was expected in turn to lead to increased export

³⁶ KETA: Press Statement: Kenya Export Year 1984
July 1983. p.3

earnings. To increase awareness the program exposed people to such messages as:

exports - passport to prosperity
make 1984 an Export leap year
export Kenyan - build Kenya
support exports - support Kenya ³⁷

For the exposure to and perception of these messages and others to result into action (more exports and therefore more export earnings) the individuals so exposed had to undergo a process of attitude change.

2.8.2: Attitude change

Response to a message represents three levels of attitude change.³⁸ First the person develops knowledge (awareness) about the object of the message. The knowledge enables the individuals to develop certain beliefs about that object.

This is the cognitive level. Secondly, the person would develop certain feelings about the object such as its importance. This is the affective level. Thirdly, the person develops tendencies towards action such as the decision to export. This is the conative or behavioural level. People exposed to the Kenya Export Year treatments were

³⁷ Various Kenya Export Year program posters.

³⁸ James W. Taylor: "Two Requirements for Measuring the Effectiveness of Promotion", Journal of Marketing Vol. 29, No. 2, 1985, pp. 43-45.

expected to undergo the three levels of attitude change. Their actions would result in more exports and therefore increased export earnings.

2.8.3: Questions arising from the literature review

When the literature on the Kenya Export Year was reviewed some of the questions that arose were:

- (1) What were the levels expected to be achieved with respect to increase in awareness and export earnings?
- (2) What was actually achieved?
- (3) Was there any discrepancy between the actual and expected results?

The first question was difficult to answer because the Kenya Export Year literature, detailed as it was kept silent on the matter. Infact consultations with officers in KETA revealed that no specific goals existed. The best that could be said was that some increase was expected however big or small.

The second question formed the basis for this study. The achievements were to be measured in relation to the objectives of the program as mentioned above (2.8.1).

The third question was also a difficult one to answer because there were no specific goals to compare with the results of the study. Absence of such goals in the program meant that discrepancy could only arise if the study found that the program did not have any effects at all. In that case a different study would be needed to investigate the reasons for the discrepancy.

CHAPTER THREE

CONCEPTUAL FRAMEWORK FOR
GOVERNMENT EXPORT PROMOTION

4.1: The basis for Government export promotion

Before a firm can go into exporting, somebody in the firm has to make certain decisions referred to as international marketing decisions. A government that wants to expand its country's exports has to persuade its businessmen (managers and proprietors) to make these decisions. This is the basis for government export promotion.

International marketing decisions hinge on (1) whether to go abroad (2) which market to enter (3) how to enter that market (4) the marketing program to apply and (5) the marketing organisation to be used.³⁹ Export promotion activities are meant to influence decision making in any of the five phases of international marketing decisions making. By considering each of these decisions one can bring into the focus what the government does through KETA, and other agencies, to influence Kenyan businessmen in making international marketing decisions.

³⁹ Philip Kotler: Marketing Management. 5th Ed., London. Prentice-Hall, 1984. p.444.

4.1.1.: Whether to go abroad

Managers /proprietors may start thinking on their own whether to involve their firms in international marketing or they may be approached by an importer or foreign government.⁴⁰ Then they have to decide whether there are sufficiently attractive opportunities abroad and whether the firm has the resources and capabilities to market abroad.

The Government is keen to persuade businessmen to make this decision. Through certain agencies, the Government makes exporting opportunities attractive by offering businessmen Export Compensation and Insurance and Credit Guarantee Scheme.⁴¹ KETA participates actively in putting businessmen in contact with prospective importers.⁴² KETA officers go on a fact finding mission abroad and compile a list of prospective importers of Kenyan products. They come back home, contact managers and proprietors of firms dealing in those products and even offer to take them on a business trip abroad in order to contact the prospective importers in person. Moreover during trade fairs abroad, KETA may receive inquiries about Kenyan goods produced by Kenyan

⁴⁰Ibid, p. 449

⁴¹KETA: Export Strategy for 1984. pp. 59-68.

⁴²KETA: Trade Promotion Organisation - KETA: force Behind Exports.

firms not represented in the fair. In such cases KETA sends these inquiries back home to the firms dealing in these products. Further, through commercial attaches KETA invites Kenyan firms to apply for tenders in other countries. To improve the ability of Kenyan firms to market internationally, KETA conducts courses on international trade. These activities are an on-going affair at KETA. Sometimes importers also make enquiries at KETA which KETA directs to the relevant Kenyan firms. Finally KETA also publishes importers enquiries in its publication Telex-KETA.

4.1.2: Which market to enter

To make this decision a firm has to conduct market research to determine market size, growth of various markets, competition and risk in those markets.⁴³ The markets are then ranked to give the best market to enter.

To influence this decision, KETA conducts comprehensive market surveys to determine which foreign markets Kenyan firms can enter easily.⁴⁴ KETA's library also offers sources of information on which Kenyan businessmen can use to rank the pertinent markets.

⁴³ Philip Kotler, Op.cit. p.450

⁴⁴ KETA, Trade Promotion Organisation - KETA: A Force Behind Exports. Undated, p.4.

4.1.3: How to enter a market

There are three available options of entering a foreign market: exporting, joint venture and direct investment. In exporting the firm can set up an export department at home or an overseas sales branch. It may also depend on sales trips abroad or use foreign agents.

To help firms make this decision, KETA organises sales missions. Several firms are invited to send someone with authority to conclude business deals to participate in these sales missions. When abroad KETA introduces these people to prospective importers who may end up ordering Kenyan products. In general KETA gives preference to firms which have never participated in a sales mission before. It also helps firms to secure agents to represent them abroad.

4.1.4: Deciding on the marketing program

The elements of the marketing program can be classified as product, price, promotion and distribution,⁴⁷ as well as marketing research. The firm must decide how it will alter the product

⁴⁵ Philip Kotler, Op. cit. p.451.

⁴⁶ KETA: Trade Promotion Organisation -KETA: A Force Behind Exports Undated, pp.4-12.

⁴⁷ Philip Kotler, Op. cit. p.455.

or price or promotion or distribution networks or any combination of these so as to satisfactorily meet foreign needs.⁴⁸

KETA is very active in helping businessmen in this phase of decision making. It also helps firms with product development and pricing so that they can be competitive abroad⁴⁹ and promotes products through trade fairs and exhibitions.

4.1.5: Which organisation to use

The organisational arrangements available in international marketing are export department, international division, and multinational organisation.⁵⁰ The export department is the simplest organisation consisting of a few clerks and a sales manager. This is the organisation an exporting firm first adopts. As its operations internationally become more complex it may start an international division, headed by a managing director. At the peak of international operation the firm may adopt a multinational organisation where it views the whole world as one market without making the difference between domestic and foreign markets.

Government export promotion in Kenya does not involve in helping firms make this decision.

⁴⁸ Ibid.

⁴⁹ Especially so in handicrafts. KETA, Op.cit, pp.13-15.
KETA: Trade Promotion Organisation-KETA: A Force Behind Exports. Undated. pp.13-15.

⁵⁰ Philip Kotler, Op. cit. p.459

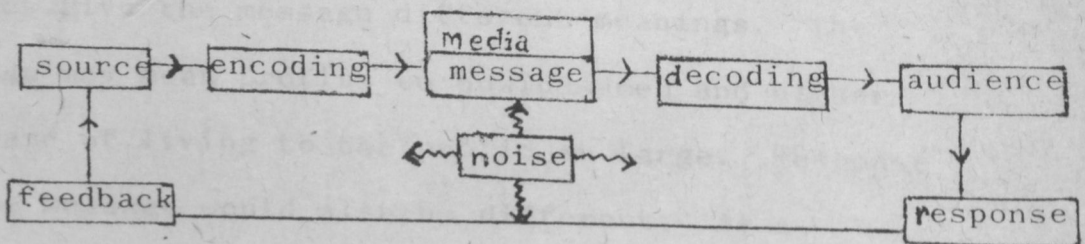
Having set them in international marketing, KEFA leaves the firms to decide on the organisation to adopt depending on their objectives in international marketing.

4.2: Government export promotion as communication

To influence decision making in international marketing communication must take place.

The process of communication in government export promotion can be described in terms of a communication model as depicted in figure 1.⁵¹

Figure 1: Communication model.



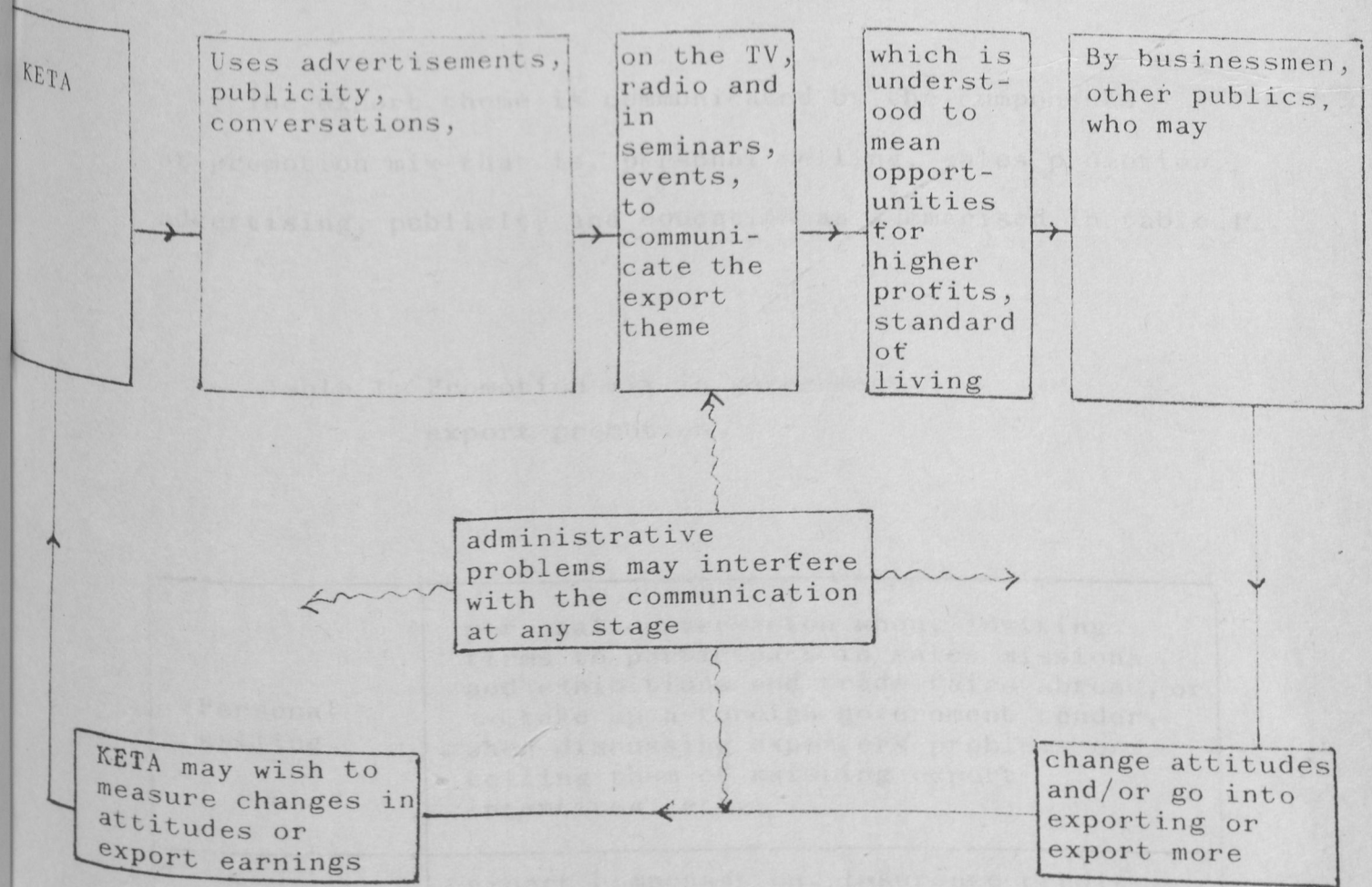
In the model the communication process starts with the source wanting to transfer an idea as a message to the receiver or audience. The idea is put into a set of symbols (encoded) to make the message. The message is then transmitted through a channel of communication (medium) such as the radio, TV, or newspaper to the audience.

⁵¹ Kotler, Op. cit., p.605

To understand the message the audience must bring meaning(decode) to the symbols comprising it. The message then sparks off response from the audience and part of this response is communicated back to the source as feedback. However the proper reception of the message may be affected by noise or unplanned distortion in the system.

Government export promotion can be depicted as a communication process(figure 2). The idea starts with the trade promotion division (KETA) and is put into words, pictures and logos to form a message (export theme). The export theme is transmitted through the radio, TV, newspapers, events, lectures and/or telephone, to businessmen and other publics. These publics give the message different meanings. The message may mean profits to businessmen and higher standard of living to the public at large. Response to the message could also be different. As a response, businessmen may change attitudes or go into exporting while other publics may just develop favourable attitudes to exporting. Feedback is given to the source in form of more knowledge, changed attitudes and export earnings. However administrative problems may prevent proper reception of the message.

Figure 2: Communication framework for Government export promotion



The model shows that government export promotion is an integrated communication process. If one of the components of the process is ignored, the effectiveness of promotion becomes affected. Consequently the desired results may be realised only in part or they may not be realised at all.

4.3: Promotion mix in government promotion

The export theme is communicated by the components of promotion mix that is, personal selling, sales promotion, advertising, publicity and education as summarised in table 1.

Table 1: Promotion mix in government export promotion

Personal selling	personal conversation when, inviting firms to participate in sales missions and exhibitions and trade fairs abroad, or to take up a foreign government tender, when discussing exporters' problems or telling them of existing export incentives, etc.
Sales promotion	export compensation, Insurance credit and Guarantee Scheme, trade fairs and exhibitions, manufacturer bond, president's award etc.
Advertising	payment for features of KETA activities in the local or foreign radio, TV, newspapers, magazines and paid distribution of posters, stickers, logos, on export theme etc.
Publicity	Press conferences, other free press coverage at home or abroad of KETA activities or Kenyan products, documentaries on Kenyan exports etc.
Education	export seminars/conferences/conventions, diploma course in international trade, Radio program on exports, etc.

4.4: Promotion decisions in government export promotion

To produce the required response the communication process in a government promotion program (and for that matter any other promotion program) must be planned for. Planning for this process involves making certain decisions,⁵² referred to as promotion decisions. These are as follows:

4.4.1: Deciding on the target audience

The source of the message starts with a target audience in mind. This should be determined by the problem to be solved through communication. If the problem is low export earnings first it should be determined what sectors are not performing well and why. This may reveal for example that firms in the manufacturing industry are not performing well in exporting as compared to the agricultural or services sector. The businessmen in this sector would then constitute the audience. An important thing to consider after the audience is identified is whether that audience needs to be segmented on the basis of their differing

characteristics. This is important because people with different social characteristics have different media habits ⁵³ such as media preference, and media exposure and can only be reached with different program plans. Greater audience aggregation makes it more difficult to influence behaviour and correspondingly lowers the effectiveness of the program. For instance because businessmen differ in level of education, age, income, occupation, they may respond differently to the same promotion activities.

4.4.2: Deciding on the communication objectives

Each promotion program should have specific goals to be achieved through the communication process. It is important to be specific about the goals since evaluation of the programs achievement will be based on these goals.

However to do this one must have a clear grasp of the task involved. For example, it

⁵³Reed H. Blake and Edwin O. Haroldsen: A Taxonomy of Concepts in Communication. New York, Hasting House, 1975. p. 121.

is not all businessmen who may have a low level of awareness on exporting. Even those aware of exporting may not be favourably disposed towards exporting. Therefore an on-going monitoring of the image target groups have about exporting should help identify the task of each promotion program. For example if the awareness of businessmen about exporting, is measured, they may be grouped according to those showing low or high awareness.

If the majority fall in the first category then the task would be to increase awareness. On the other hand if the majority show high awareness further analysis would be needed.

In spite of high awareness, businessmen may have a negative image of exporting if they see it as too difficult for them. Further analysis would focus on finding out whether businessmen have a negative or positive attitude. This could be done by asking them to rate certain aspects of exporting on a scale of very difficult to very easy. From total scores, the businessmen would be categorised into two groups, one that thinks exporting is difficult and the other that thinks exporting is easy.

If most of the businessmen fall in the first group the task is then to change negative attitude. If the majority fall in the second group, then further analysis can be done to learn why they don't engage in exporting. The analysis would finally identify what to zero on.

Having identified the task then one can develop the appropriate messages to produce the expected response. It is only then goals can be set such as:

- (1) To increase awareness by changing the proportion of businessmen with high awareness from 10% to 50%
- (2) To change attitude such that 80% of all businessmen should view exporting as easy, and so forth.

4.4.3: Setting the sales objectives

Having kept close monitoring of the relationship between promotion effort and increase in exports, specific sales goals should be set such as:

- (1) To achieve 10% increase in exports over the 1983 level,
- (2) To increase the product range of exports by 20%, and so on.

4.4.4: Deciding on the message design

Designing the message involves encoding in such a way that the audience will be able to decode it. For effective communication, the two processes must merge. Schramm suggests that the effectiveness of a message depends on how the field of experience of the source and audience merge.⁵⁴ It should be noted that the field of experience of government is mainly macro(national level) while that of businessmen is mainly micro(exports for the individual firm). Export promotion messages should therefore be coded in such a way that they emphasize not the macro but the micro aspect if they are to be properly decoded and acted upon by businessmen.

4.4.5: Deciding the media

There are various media available for export promotion, including the TV, the radio, local newspapers, events such as the Safari Rally, and seminars and conventions. However, all media do not offer the same level of efficiency of reaching different types of target audiences.

⁵⁴ Wilber Schramm: "The nature of Communication Between Humans" in The Process and Effects of Mass Communication. Wilber Schramm and Donalds F. Roberts, eds. Rev., Urbana, University of Ill. Press 1972. p.31.

Decisions should be carefully made as to which medium is best to reach which target group. The required reach can be calculated and with the knowledge of the media habits of the targeted audience and the efficiency of each channel in mind, these media can be utilised with the minimum wastage of promotional effort.

Media analysis and utilisation is quite a difficult matter. Therefore, the author proposes that the government enlist the services of a media agency to give advice on this issue.

4.4.6: Deciding on the promotion budget

There are several methods that can be used to set promotion budget,⁵⁵ two of which are of interest in government export promotion. These are (1) the affordable method and (2) the objective and task method. In the affordable method, KETA would spend any amount that is allocated from the Treasury without a clear conception of the specific goals. In the objective and task method KETA would analyse the task to be tackled such as increasing awareness. Then a goal such as 10% increase in awareness among an estimated population of 100,000 businessmen would be set. Analysing the populations' media habits it may be found that

⁵⁵Kotler, Op. cit., p.621.

10% of the population watch the TV, 80% read daily newspapers and 10% attend conferences. The required exposures of an advertisement on TV, newspapers and radio to achieve the required level of awareness can be calculated relying on past experience, an experiment or pilot study. The costs can then be calculated accordingly to give the advertising budget. KETA can then press for this amount from the Treasury and if less is given, the goal can be revised proportionately.

4.4.7: Deciding on promotion mix

As mentioned earlier, the components of promotion are personal selling, advertising, sales promotion, education and publicity. These modes of promotion or communication are different in efficiency in producing awareness, comprehension, conviction and ordering.⁵⁶

For instance publicity and advertising are better used in building awareness while education is better used in building comprehension. Personal selling is primarily used to secure orders. These modes should apply to government export promotion in the same manner. While advertising and publicity would be applied in awareness building, education and personal selling would be applied to imparting exporting skills and convincing businessmen to take exporting opportunities.

⁵⁶ Kotler, Ibid. p.631.

KEITA has to decide how much of the budget to allocate to each component of the promotion mix and which to use for which purpose.

4.4.8: Decision on measuring promotion results

Measuring promotion result is the subject of this study. The author is of the opinion that each promotion program should be reviewed to show what it has achieved and discrepancy (if any) between actual and expected results established and investigated.

4.5: The marketing mix of government export promotion

To complete the picture export promotion should be made in conjunction with the other components of its marketing mix, that is product, the cost of exporting and distribution. With regard to a product, promotion persuades the customers to take a certain offering (the product) and that offering must satisfy a certain need. Also the offering must have the right price and it must be in the right place and at the right time (distributed) for the customers to take it.

4.5.1: The product

In the case of export promotion, if customers can be seen as businessmen then KETA's offering is the opportunity to export. The question is, does this offering satisfy certain customer need(s)? Now, there are several merits of exporting to a firm. These include:

- (1) Obtaining higher profits
- (2) achieving higher sales volume with consequent drop in per unit cost
- (3) smoothening off seasonal fluctuations in sales,
- (4) lengthening the product life cycle
- (5) diversifying risk and,
- (6) avoiding competition at home.

These are the needs the opportunity to export should meet. KETA should have the practice of analyzing which firms are prone to low profit margins, high unit costs, seasonal fluctuations in sales, high risk, high competition at home and which are in the declining stage of the product life cycle. These firms would easily welcome going into exporting once profitable opportunities are pointed out to them. Promotion work then becomes easier as the message can be tailored to the specific needs of each firm. For example the message to a firm suffering seasonal fluctuations

in sales would be more effective if it emphasizes this problem rather than on the virtues of exporting to the nation.

4.5.2: The cost of exporting

Businessmen may not want to go into exporting for fear of the borrowing of funds at high interest rates or the difficulty of coping with government bureaucracy in export documentation or the difficulty of acquiring exporting capabilities. These represent the cost of taking up KETA's offering, exporting opportunity. KETA should then know what are the things that businessmen may find difficult about exporting. As ~~these~~ constitute the cost of taking up exporting export promotion would be easier if they are known so that they can be dealt with.

4.5.2: Distribution

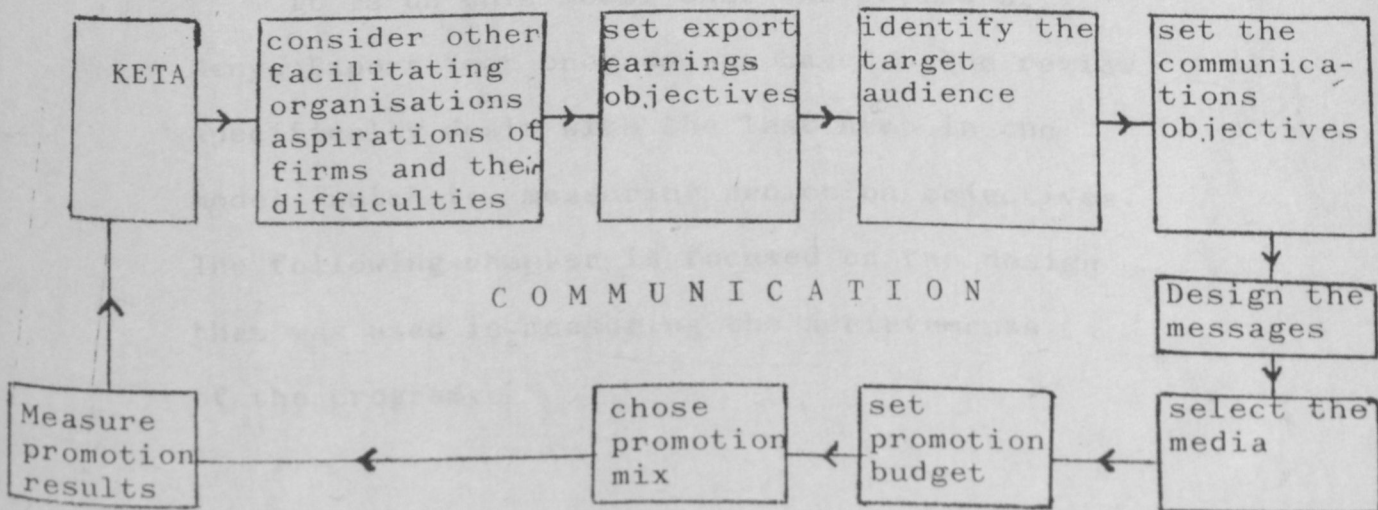
The opportunity to export is not wholly controlled (distributed) by KETA. There are other organisations like those dealing with export documentation, export compensation, freight organisation, etc. These organisations may make it difficult for the firm to export

to the extent that it may not export at all. The proper reception of KETA's offering is dependent on the efficiency of the distribution points. Therefore KETA has to worry about the distribution network giving rise to the need to improve export documentation, processing of export compensation, helping exporters in freight matters and so on.

4.6: Model for government export promotion

The purpose of this chapter was to bring a better understanding of government export promotion using a marketing framework. The author would like to suggest the following model(fig. 5) for visualising government export promotion. This model gives an integrated conceptualisation of the decision phases in government export promotion. This conceptualisation should go along way to help in better planning for promotion programs such as the Kenya Export Year program.

Fig.3: Model for government export promotion



The model shows that government export promotion should be viewed in conjunction with other components

of its marketing mix. Export promotion should aim at meeting certain export earnings objectives. These objectives are going to be achieved through a process of communication.

The decisions to be made during the communication process are identifying the audience, setting communication objectives, designing the message, selecting the media, setting the promotion budget, deciding on the promotion mix and finally measuring the results of the promotion program. Further objectives on export earnings can be set based on experience from past promotion programs.

It is on this model that the review of Kenya Export Year program was based. The review specifically dealt with the last step in the model, which is, measuring promotion objectives. The following chapter is focused on the design that was used in measuring the achievements of the program.

CHAPTER FOUR

METHODOLOGY

4.1: Research design

As pointed out in the literature review, the basis for the Kenya Export Year program was the relationship between attitude change and export earnings. Therefore, measuring its effects also involved determining whether the program was successful in developing this relationship. As for him to be able to test this relationship the author used descriptive study design. The descriptive design was chosen because it is a suitable design for a study that involves determining the relationship between variables.⁵⁷

Further, as the whole population of interest could not be surveyed, the sample survey method was used.

The study applied cross-sectional analysis. This means the components of attitude change were measured at a single point in time. According to the objectives of the study such measurement is all that was called for.

4.2: Method of data collection

In this study it was necessary to collect primary data for evaluation of attitude change and secondary data for evaluation of export performance. The questionnaire was utilised to collect the primary data. This was found

⁵⁷ Gilbert A. Churchill: Marketing Research 3rd ed., New York, Drydeen, 1983. pp. 65-76.

suitable as it could be left to respondents to fill at their leisure and then picked later or mailed to the author. Furthermore, the questions were either dichotomous or multiple choice to make it easier for the respondents, especially busy managers, to fill them. Some of the secondary data was extracted from sources published by the Customs and Excise Department, Ministry of Finance. Other secondary data was provided by Kenya External Trade Authority (KETA), Ministry of Commerce and Industry.

One of the questionnaires(Appendix A) was used to collect pertinent information from managers and proprietors. Copies of this questionnaire were either taken by hand by the author or mailed to the sampled managers and proprietors. Similarly, the filled questionnaires were either picked by the author or mailed back to the author by the managers/proprietors. Personal delivery and collecting was applied to increase the response rate. Mailing was used only for those firms whose physical address was difficult if not impossible to locate. If on three visits the author could not collect the questionnaire either because the respondent was always absent or it was not filled, a note with the author's

address was left asking the respondent to kindly mail the questionnaire. This was done to give the researcher the time to manage other data collection tasks within time of the research.

The other questionnaire (Appendix B) was used to collect the relevant information from the general public. Five interviewers were employed to distribute and collect copies of this questionnaire. The five interviewers were people working in Nairobi and each was asked to interview ten of his/her closest friends. The interviewers were instructed not to interview people whom they knew were managers/or proprietors. They could easily follow this instruction since they only approached their closest friends, people they knew very well. All the respondents, therefore, would be people living in Nairobi except managers/ proprietors.

Data on export earnings was extracted for the period 1976 to 1984 from various editions of the Annual Trade Report published by Customs and Excise Department, Ministry of Finance.

The Annual Trade Report for 1985 had not been printed by the time of this research. Data on exports for this year was extracted from a

computer print-out provided by the same department which would form the basis for the 1985 Annual Trade Report. These sources were used because to the author's best knowledge, they were the most comprehensive sources of export data.

The export data in these sources is arranged according to the United Nations Standard International Trading Classification which Kenya operates for tax purposes. The schedule which was used to extract these data giving item description and SITC codes is attached herewith as Appendix C.

The year 1976 was important in this study because that was the year when the government started a fully fledged export promotion department. In testing the effect of Kenya Export Year program on export earnings graphical analysis similar to that of a time series quasi-experimental design was applied. The test involved analysing whether, being different in magnitude and approach, the program had a higher impact than earlier government export promotion. Hence the analysis started from the year when this promotion began as a serious effort to build a favourable trend in export earnings and that year as set out in the literature review was 1976.

4.3: Sampling plan

4.3.1: Populations

There were two populations of interest which gave rise to two samples. The first population comprised managing directors (or general managers), marketing directors (or marketing managers) and proprietors of firms exporting manufactured products.

A list of these firms was made from the Kenya Export Directory 1984/85 published by KETA. This directory was chosen as the most current since the 1986 edition had not been published yet. The directory contained 325 names of exporting firms and details of their addresses, telephone numbers and products they export and import. It was found that about 80% of the 325 firms were located in Nairobi. To increase response rate within the short time of the research, the author decided that not much would be lost in representativeness by sampling the Nairobi firms only. The sample was therefore drawn from a list of firms located in Nairobi. When compiling this list firms exporting the following items were omitted.

- (1) Foodstuffs and animal products
- (2) Raw materials and horticultural products, and
- (3) Petroleum products and services which items are not in the definition of

manufactured exports adopted in this study.⁵⁸ It would have been better to eliminate names of firms doing re-exporting as the definition of exports in this study does not include re-exports. However this was not possible because the directory does not distinguish these activities.

The second population here referred to as "other publics" was made up of people who could read and write English except managers/proprietors. To sample this population probabilistically within the country would have been very difficult given cost and the time constraints. This necessitated the use of a non-probability sampling plan.

4.3.2: Sampling procedure

From the list of 192 firms a probability sample of 50 firms was drawn by the lottery method. Each firm was given a number from 1 to 192. The numbers were written on pieces of paper and placed in a bowl. These papers were then thoroughly mixed by hand. From the bowl 50 papers were picked without replacement and the firms bearing the numbers on these papers formed the sample of 50 firms. Copies of the

⁵⁸See Appendix (C) for definition of manufactured exports adopted in this study.

questionnaire attached as appendix A were sent to managers or proprietors of these firms whichever was applicable, either personally by the author or by mail. The lottery method was used as an easy way to get a probability sample than use of random numbers. A probability sample was here used to enable testing of the statistical significance of the calculated statistic on export orientation. The author personally distributed copies of this questionnaire to 30 firms. Unfortunately he could not locate the premises of the other 20 firms and therefore mailed the questionnaires.

To get a sample of other publics non-probability convenient sampling was used because the author could not manage probability sampling given the resource and time constraints. The sample size was also 50. Interviewers were simply asked to give questionnaires to their friends whom they know were not managers or proprietors of any businesses or parastatals.

4.4.3.: Sample Size

From a discussion with Mr. J.N. Nyaga a fellow student in the M.B.A. program it was anticipated that the return rate for mail questionnaires was about 40%. Nyaga had earlier used a mail survey and his experience was that in Nairobi the return rate was about 40%. As the sample size required here was 23 (appendix D) then, relying on Nyaga's information, the author found it necessary to send 50 questionnaires so as to get a response of about 23.

The sample of other publics was 50. This sample size merely satisfied the widely held rule of thumb that to be representative, a sample should be 30 or more.⁵⁹ Having made the decision to use a convenient sample calculation of the sample size was not legitimate. The author therefore used the largest sample he could manage.

⁵⁹ Wayne W. Daniel, and James C. Terrell: Business Statistics Atlanta, Houghton Mifflin, 1975, p. 97.

4.4: Research Instrument

4.4.1: Questionnaire for Managers and Proprietors

The questionnaire for managers and proprietors was divided into four parts, that is, A, B, C, and D. Part A comprised seven questions and served three purposes. The first five questions were meant to collect data to evaluate the level of a firm's export orientation. These questions were derived from statements used by the Department of External Trade to describe manufacturing firms that were low export oriented as had been set out in the literature review. The information generated in this part enabled the author to evaluate the behavioural effect of Kenya Export Year program on businessmen of exporting firms. Question six also derived from the literature review, tested the awareness of businessmen on the importance of product quality, packaging and agents in penetrating foreign markets. Question seven tested the efficiency of government in export policy and documentation. It also came from statements in the literature review on exporters' complaints about government efficiency in these matters. Information generated here helped the author to evaluate the behavioural effect of Kenya Export Year program

on personnel of relevant government ministries and parastatals to improve export documents processing and policy implementation.

Part B was designed to collect data on how businessmen thought exports of the sampled firms were influenced by the Kenya Export Year program. This data would help to further evaluate the behavioural effect.

Parts C and D were similar to parts A and B of questionnaire for other public§.

4.4.2: Questionnaire for Other Public§.

The questionnaire comprised two parts, A and B. Part A was designed to collect information on the Kenya Export Year program in building public awareness on the role of exporting in the Kenyan economy. In the same part the author collected information on the priority the respondents felt should be given to exports. This information helped the author to evaluate the cognitive and affective effects of the Kenya Export Year program. These questions were derived from the background of this study on the importance of exporting in the Kenyan economy as this is what was being communicated by the Kenya Export Year program.

Part B was designed to collect media habits of the respondents. This information helped the author

to understand why some respondents were not aware of the Kenya Export Year program.

4.4.3: Construction of Questions

In post testing communication on attitudes there are three approaches that can be used. These are unaided recall (where the respondent is not given cues or prompting), aided recall, (where the respondent is given prompting in terms of questions about the subject of the research) and recognition (where the respondent is shown a feature about the subject of the research).⁶⁰

As this study dealt with testing the total impact of the Kenya Export Year program and not just one aspect, say advertising, recognition approach was unmanageable because of the many features involved. Unaided recall could not also work appropriately because the program was implemented about one and half year past whereas unaided recall works better for events of immediate past. Therefore, the questions utilise aided recall, that is certain things were mentioned to remind the respondent of the subject of the research .

⁶⁰ Gilbert A. Churchill: Op.cit., p.170

To rate an attribute of a certain treatment of the program or to rate the importance of that treatment to the respondent, a rating scale or importance scale as given by Kotler was employed. Both the dichotomus and multiple choice questions were used to elicit other information about the program treatments.

4.5: Methods of Analysis

4.5.1: Primary data

After the necessary coding and calculation of mean scores, the primary data was summarised into frequency distributions to enable the author to carry further analysis. From the frequency distribution the mode, median and mean were extracted as measures of central tendency. As the data was either nominal, ordinal or interval these were the measures of central tendency that could be used legitimately.⁶²

To test the association between the cognitive, affective and behavioural scores "index of predictive association" and correlation analysis were used. The index which ranges from zero for no association to one for perfect association, shows how well one can predict the criterion variable by taking into consideration

⁶¹ Kotler, Op. cit. p. 204

⁶² Sidney Siegel: Nonparametric Statistics. Kogakusha, Japan, McGraw-Hill, 1956. p.30.

the important predictor variable.⁶³ For example the index can be used to predict the affective response from the cognitive response or the behavioural response from the affective response. The index was therefore used to test the strength of association of the cognitive, affective and behavioural effects of the Kenya Export Year program. Correlation analysis was used to test whether there was a linear relationship in the primary data. The standard deviation was used to test for dispersion of the data.

The test of significance of two proportions was used to determine whether the sample percentage of highly export oriented firms represented a likely population percentage. The author wanted to test the claim made before the Kenya Export Year, that only a few of the firms in the manufacturing sector were highly export oriented. The author interpreted "few" to mean less than 50% and therefore tested whether population from which the sample was selected could be said to have 50% or more highly export oriented firms. The test was chosen because it is conducted with only two percentages, one hypothesised and the other being the sample proportion.⁶⁴

⁶³Gilbert A. Churchill. Op.cit. p.592.

⁶⁴Wayne W. Daniel and James C. Terrell. Op. cit. pp.175-176.

The two proportions also should be such that one possessing and one does not possess a certain characteristic.⁶⁵ To satisfy the latter requirement the firms represented by respondents were categorised as having low, moderate or high export orientation.

4.5.2: Secondary data

To test the effect of the Kenya Export Year program on export earnings, time series analysis was used. The interpretation given to this analysis was similar to that given to a "time series experiment".

The time series experiment can be diagrammed as " $0_1 0_2 0_3 0_4 \times 0_5 0_6 0_7 0_8$ "⁶⁶ where $0_1 0_2 0_3 \dots 0_1$ are time periods and X is the treatment under consideration.⁶⁷ If the time periods could be represented by years 1976 to 1985 and X by the Kenya Export Year program, the introduction of this program becomes similar to a time series experiment.

The analysis comprised projecting into 1984 and 1985 the trend of export earnings created by earlier export promotion. This projection represented the expected performance without the Kenya Export Year program.

⁶⁵ Ibid

⁶⁶ Gilbert A. Churchill, op.cit. 102-104.

⁶⁷ Ibid

The actual earnings for the two years were then superimposed on this projection. Finally a comparison was made to find out whether the actual earnings were over and above the projected earnings.

From this analysis, four outcomes were expected as follows:⁶⁸

- (a) Immediate but short-run effect. Actual earnings in 1984 were expected to be more than projected but those for 1985 would be equal or less than projected.
- (b) Indication of immediate long-run effect. Here actual earnings for 1984 and 1985 would be more than projected for both years. The new trend would appear parallel to the projection.
- (c) Lagged effect. Only the 1985 earnings would be more than projected.
- (d) No effect at all. Here the actual earnings for both years would be equal or less than projected.

Equipped with these tools the author went into analysing the data. The following chapter comprises the findings of this analysis.

⁶⁸Based on Gilbert A. Churchill. Ibid.

CHAPTER FIVE

DATA ANALYSIS

5.1: Introduction

The thrust of the analysis in this study was to establish the impact the Kenya Export Year had on people's attitude towards exporting and consequently on export earnings. With respect to attitude change only responses from those people who were aware of the Kenya Export Year program could be usefully analysed. These were the only respondents who could be said to have been exposed to the program treatments.

5.2: Businessmen

Thirty filled questionnaires were received from businessmen. All the thirty businessmen had heard or read about the Kenya Export Year. However their responses about the importance of this program in building their awareness about the role of exporting were varied. Table 2 shows the frequency distribution of the various responses.

Table 2: Frequency distribution of cognition responses

response	Frequency	%
extremely important	1	3
very important	9	30
important	14	47
slightly important	3	10
not important	3	10
	30	100

From the table it can be seen that 90% of the businessmen indicated that the program was at least slightly important in building their awareness. If their responses are given scores on a scale of one for not important and five for extremely important the effect of the Kenya Export Year program on their awareness would be numerically expressed. When this was done, the frequency distribution of the scores was as presented below (table 3) with the mode as three.

Table 3: Frequency distribution for cognitive scores

scores	frequency
5	1
4	9
3	14
2	3
1	3

To clearly see the impact of the program on building awareness on the role of exporting, the scores could be categorised as low, moderate and high by use of the standard deviation. Scores falling within one standard deviation of the mean were taken as moderate while those falling below or above it were taken as low or high respectively. The analysis showed the program had a high cognitive effect on 3% of the businessmen while the effect was moderate on 77% and low on 20% of the businessmen.

One may wonder why those who said the program was not important in building their awareness are included in the analysis. The reason is that the

program may have had such a small impact on them that they may have forgotten this impact over the period of one and a half years since the close of the program.

A similar analysis to the one above was done to establish the affective effect of the program on the businessmen. Scores were given to their responses on the importance of exporting and its priority on the development plan on a scale of one for lowest score and five for highest score. The mean score for the responses of each individual were then taken. The frequency distribution is presented in table 4 with the mode as five.

Table 4: Frequency distribution for affect scores

<u>Scores</u>	<u>frequency</u>	<u>%</u>
5	14	47
4	13	43
3	3	10
2	0	0
1	0	0
	30	100

Again using the standard deviation to categorise the scores into low, moderate and high it was found that 10% of the businessmen showed low, 90% moderate affects. None showed high affects. The question now was how much did the Kenya Export Year program contribute to the development of these affects. To answer this question the index of predictive association was calculated. The index was calculated using the contingency table below which shows the frequency distribution of matched cognitive and affect scores.

Table 5: Contingency table for matched cognitive and affect scores

		affect scores					
		1	2	3	4	5	
cognitive scores	1	0	0	1	0	2	3
	2	0	0	0	2	1	3
	3	0	0	1	8	5	14
	4	0	0	1	3	5	9
	5	0	0	0	0	1	1
		0	0	3	13	14	30

The formula for this index is given as:

$$A.B. = \frac{x - y}{n - y}$$

where y = the largest marginal frequency of the criterion variable

x = the largest frequencies on all rows of the predictor variable summed together

n = sample size

Using this formular, our

$$A.B. = \frac{2+2+8+5+1 - 14}{30 - 14} = 0.25$$

Applying test of statistical significance of the correlation coefficient (appendix E) it was found that the association between the cognitive and affective scores was not a linear relationship.

The association between affects and conations was investigated by scoring the responses of businessmen about the exporting function of their firms from one to five.

The responses expected were:

- (a) The firm exports all the time as a component of its marketing strategy.
- (b) The firm uses KETA or United Nations Agencies as sources of market information.
- (c) The firm engages in planned market research
- (d) The firm considers Telex KETA as a major source of information on prospective importers
- (e) Someone from the firm has gone on a business trip abroad between 1984 and 1986.

⁶⁹ Gilbert A. Churchill, Op. cit. p.594.

The attributes in these responses were offered in the literature review as criteria for export orientation. If a businessman gave one expected response, his firm was given a score of one, if two expected responses his firm got a score of two and so on upto five. A firm giving no expected response would be dropped out as not possibly affected by the Kenya Export Year program. All firms gave at least one expected response. The frequency distribution of their scores is given in Table 6 below.

Table 6: Frequency distribution for export orientation scores.

scores	frequency	%
5	1	3.3.
4	4	13.3
3	15	50
2	7	23.4
1	3	10
	30	100

The scores were categorised as low, moderate and high using the standard deviation. Scores falling within one standard deviation of the mean were taken as moderate. Those falling below or above one standard deviation were taken as low or high respectively.

This analysis showed that 16.7 % had high, 77.3% had moderate and 10% had low export orientation. The proportion of 16.7% was used to test the hypothesis that the population would be likely to have 50% or more highly export oriented firms.

Earlier in the literature review it had been suggested that one aim of the Kenya Export Year program was to change the number of highly export oriented firms from "few" to "many". If "few" could be interpreted to mean less than 50% and "many" to mean more than 50%, then the null hypothesis could be stated as:

$$H_0: p \geq 0.5$$

$$H_1: p < 0.5$$

If significance level is specified at 0.05, then rejection point is any value of Z statistic less than - 1.645. Calculated Z is given by the formula:⁷⁰

⁷⁰Wayne W. Daniel and James C. Terrel, Op.cit. p.176.

$$Z = \frac{\tilde{p} - p_0}{\sqrt{\frac{(p_0)(q_0)}{n}}}$$

where \tilde{p} is the sample proportion,
 p_0 is the hypothesised proportion,
 q_0 is $1-p_0$,
 n is the sample size

Using this formula

$$Z = \frac{.167 - .5}{\sqrt{\frac{(.5)(.5)}{30}}}$$

- 3.65

This value is less than the rejection point and therefore the null hypothesis (H0) can be rejected and the alternative hypothesis (H1) accepted. This indicated that the population was unlikely to have 50% or more highly export oriented firms.

If this was the case, how did the Kenya Export Year messages on the importance of exporting contribute to development of export orientation? To answer this question an investigation was made of the relationship between affects and export orientation. Scores for affects about exporting were "matched" with the export orientation scores of the firms they represented. The result was the contingency table below which shows the frequencies of the matched scores.

Table 7: Contingency table for affect and export orientation scores.

		Export Orientation scores					
		1	2	3	4	5	
affect scores	1	0	0	0	0	0	0
	2	0	0	0	0	0	0
	3	1	0	2	0	0	3
	4	2	3	5	2	1	13
	5	0	4	8	2	0	14
		3	7	15	4	1	30

This table was used to calculate index of predictive association. Using the formula given earlier,

$$A.B = \frac{(2+5+8) - 15}{30 - 15}$$

$$= \underline{0.0}$$

Zero is the value for no predictive relationship.

This index pointed that there was no predictive association between affects and development of export orientation. Testing for the statistical significance of the correlation coefficient (Appendix E) it was found that the affective and behavioural effects did not bear a linear relationship.

Certain factors had been given as affecting the performance of businessmen in foreign markets once they decided to export. These factors included foreign market packaging and quality restrictions and foreign market agents. An attempt was made to find out how good the awareness of businessmen on the importance of these factors was. Their responses were given scores and the mean score for each individual was calculated.

The mean scores were then put on a scale of five with one as very poor and five as very good. The frequency distribution of these responses was as in table 8 below.

Table 8: Frequency distribution for scores on importance of packaging, quality and agents.

scaled responses	frequency	%
very good 5	1	3.3
Good 4	1	3.3
neither good nor poor 3	9	30
poor 2	13	43.4
very poor 1	6	20
	30	100

The analysis showed that most of the businessmen (about 63%) had poor awareness on the factors. The mode was "poor awareness"

Poor government service in export documentation processing and policy had been given in the literature review as a disturbing factor to firms which wanted to aspire to high export orientation. Therefore an attempt was made to find out whether businessmen thought this service had improved after the Kenya Export Year program. Their responses were given scores distributed as in table 9 below.

Table 9: Frequency distribution for responses on government efficiency

Businessmen who said Government service in export documentation and processing was	frequency	%
Excellent	0	0
very good	1	3
good	5	17
fair	17	57
poor	7	23
	30	100

The analysis revealed that 77% of the businessmen indicated the service was at least fair and the mode of the response was "fair". This was an improvement from the situation before 1984 when most businessmen complained of poor service.

As a complement to the foregoing analysis, an attempt was made to find out the exact response of exporting firms to the Kenya Export Year program. The responses of businessmen showed that 10% of the firms came into the exporting scene during or after the Export Year. 90% of them had been exporting before. 53% of all firms were involved in the activities of the Kenya Export Year program, and 27% could attribute increase in their exports to the effects of the program.

The analysis here indicated that the program had an effect on export performance. To pursue this point further, graphical analysis of export performance was conducted.

5.3. Export earnings

The effect of the program on export earnings was tested by applying a time series analysis. First overall export earnings and secondly earnings from manufactured exports were graphed for the period 1976 to 1983. The expected trends were then interpolated for 1984 and 1985. The actual 1984 and 1985 data were then plotted for comparison of actual and projected earnings.

The outcome was as follows:

- (1) The graph for overall export earnings showed indication of short-run impact.
- (2) The graph for earnings from manufactured exports showed lagged effect in the year of the treatment but a tremendous shoot up in export earnings a year later. This suggested a lagged effect.

These graphs are shown as Appendices G and H respectively. The graphs are drawn to scale and they respectively depict outcomes (a) and (c) described in 4.5.2.

Having analysed the effect of the program with respect to businessmen and export earnings, the author then considered its effect with respect to other publics. Changing the attitudes of other publics was one of the programs objectives and it was therefore necessary to measure its effect in this respect.

5.4: Other publics

From the sample of other publics which comprised fifty respondents, all the questionnaires were returned filled. However only thirty two of these respondents indicated that they had ever read or heard about the Kenya Export Year program.

The analysis to determine the effect of the program on attitudes of other publics therefore proceeded on basis of information provided by thirty two respondents. About 78% (25 out of 32) of these respondents thought the program was at least important in building their awareness on the role of exporting. About 22% thought it was not. The frequency distribution of their responses and the respective percentages are presented in table 10 below. These responses represent the cognitive

impact of the program on the respondents.

Table 10: Frequency distribution for cognitive Responses.

Response	frequency	%
Extremely important	3	9
very important	7	22
important	11	34
slightly important	4	13
not important	7	22
	32	100

If the responses are given scores with one for "not important" and five for "extremely important" the cognitive impact of the program can be numerically expressed. A score of one would represent the lowest impact and five the highest impact.

When this was done the results (table 11) showed that the mode was a score of three which corresponded to the response "important". The score of three was also the mode scored by businessmen. When these scores were categorised as low, moderate or high by use of the standard deviation, it was found that the program had a high effect on 9%, a moderate on 69% and a low effect on 22% of the respondents. The figures are somehow different from those for businessmen which were 3%, 77% and 20% respectively.

Table 11: Frequency distribution for cognitive Scores.

Scores	Frequency	%
5	3	9
4	7	22
3	11	34
2	4	13
1	7	22
	32	100

The frequency distribution for affective scores was different from that for cognitive scores. The answers the

thirty two respondents gave about the importance of exporting and its priority in the development plan were given scores and the total taken for each respondent. Mean scores were then calculated. Putting these scores on a scale of one to five where these points represented the lowest and highest respectively, the result (table 12) showed that the mode was a score of four. This mode differs from that of businessmen which was a score of five.

Table 12: Frequency distribution for affect scores.

Mean Scores	Frequency	% 32
5	11	34.4
4	19	59.4
3	2	6.2
2	0	0
1	0	0
	32	100

Again, using the standard deviation to categorise these scores into low, moderate and high, the result was that 6.2% of the respondents had low affects. Also 59.4% of the respondents had moderate affects. Only 34.4% had high affects.

The relationship between cognitions and affects was investigated by calculating the index of predictive association. The table below (table 13) which shows frequencies for the matched scores for cognition and affects was used to calculate this index.

Table 13: Contingency table for matched cognitive and affect scores.

		Affective Scores					
		1	2	3	4	5	
Cognitive Scores	1	0	0	1	2	4	7
	2	0	0	0	3	1	4
	3	0	0	1	9	1	11
	4	0	0	0	4	3	7
	5	0	0	0	1	2	3
		0	0	2	19	11	32

Using the formular given earlier the index was calculated as:

$$A.B = \frac{(4+3+9+4+2) - 19}{32 - 19} = .23$$

When the correlation coefficient was tested for statistical significance (appendix E) it was found that the cognitive and affective effects did not have a linear relationship.

5.5.: Media

To understand why some respondents in the sample of other public had not read or heard about the Kenya Export Year, the responses about media habits were analysed for the whole sample. Responses were given scores from one to five these numbers representing the lowest and highest scores respectively. Mean scores were then calculated and the respondents classified into those who were and those who were not aware of the Kenya Export Year.

It was found that for both groups the mode was three scores. Also for both groups the first quartile, the median and third quartile had scored two, three and four respectively and not one in the two groups had scored five. The two groups did not exhibit any statistical difference (Appendix F).

In addition attendance of other publics of the Nairobi International Show in 1984 and 1985, where the Kenya Export Year messages were extensively displayed on stickers, was analysed. 66% of those who were aware of the Export Year had gone to the show as compared to 55% for those who were not aware. The two groups did not have any significant difference statistically (Appendix F). This analysis showed that the media characteristics of other publics could not explain why some were and others were not aware of the Kenya Export Year.

5.6: Limitations of the study

Before the findings of this study can be generalised the pertinent limitations should be noted. Firstly, the study was done one and a half years after the close of the program. A long time lag is a big drawback when evaluating any communication effect since some aspects of the communication effect evaluation hinge on recall and recall is affected by recency. In short, some people may have given their answers differently had the program been reviewed immediately after it was conducted.

Secondly, the sample used in this study for evaluation of the programs effect on publics excluding businessmen was a convenient sample. This sample may not have been adequately representative of the relevant population. Consequently, the findings of this study with respect to "other publics" should be treated with caution. Fortunately, they are only a few and constitute a small portion of the study.

Thirdly, the definition used in this study for manufactured exports is not without weaknesses. As set out in Appendix D this definition is adapted by the United Nations for statistical convenience. Had the other definitions mentioned in Appendix D been used the results for the export performance of the manufacturing sector may have been different.

Fourthly, businessmen in non-exporting firms have not been included. Although from a practical point of view one may say they were not changed by the Kenya Export Year program, theoretically they may have been changed if their attitudes and aspirations changed.

Fifth, export promotion as applied in Kenya may not influence much the subsidiaries of multinational firms whose decisions may be made in foreign countries. Perhaps export promotion should be evaluated from the point of view of indigenous firms only.

Furthermore, it was not possible to eliminate firms doing re-exporting from the analysis. This was a major limitation considering the definition adopted for exporting did not include re-exports.

It should also be noted that the recorded export figures do not perfectly reflect the country's exports. According to KETA a considerable volume of goods (especially crafts) is exported without entering official records. Businessmen conceal such exports in order to escape taxation.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1: Conclusions

On the strength of the findings of this study it can be concluded that the Kenya Export Year program was quite successful in attracting public attention. However the program was more successful with the businessmen, all of whom were aware of the program, than with other publics, some of whom were not.

The respondents in the sample of other publics who were aware or not aware of the Export Year do not show any statistical difference in media scores. It is, therefore, unlikely that media habits could explain why some respondents were not aware of the program. It seems logical to suggest that selective exposure may explain why some respondents were not aware of the Kenya Export Year program. Selective exposure may have operated for many reasons which were not investigated in this study.

Generally speaking the program had a moderate cognitive effect on most of the businessmen. The same generalisation can be made with regard to other publics who were exposed to the program.

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Most of the respondents also indicated moderate affects towards exporting. This showed that the cognitive effect was important in the development of affects. However, the development of these affects from the cognitive effect could not be explained by a linear relationship. The lack of a linear relationship could also be concluded for the development of conations from affects.

With regard to developing a more export oriented manufacturing industry, the program had a moderate rather than a high effect. Most of the firms represented in this study had moderate export orientation. Only 20% and 16.7% had low and high export orientation respectively.

It was difficult to evaluate the effect of the program with respect to increasing the number of highly export oriented firms. Before the program it was possible to state that these firms were less than fifty percent of the population. The findings of this study showed after the program they were still less than fifty percent of the population. Without a more precise basis for comparison it could not be concluded that the program increased or did not increase the number of these firms.

Before the program the awareness of most businessmen on the importance of packaging, product quality and agents in penetrating foreign markets had been described as poor. The program did not seem to have improved this situation. Most of the businessmen interviewed still showed poor awareness of these factors.

The program had an appreciable effect in improving government efficiency in export policy and documentation. The efficiency was described by most of the businessmen (77%) as fair. This was an improvement from the situation before the program when it had been said that most businessmen complained of poor government efficiency in the two areas.

From the responses of the businessmen interviewed, it can be concluded that the program increased the exports of only a few firms. The proportion of firms in this study which had their exports increased by the program was twenty seven percent. However it should be noted that most businessmen may not have been aware what contributed to the increase in their exports.

The graphical analysis showed that the program had an immediate effect on over-all exports. However with respect to manufactured exports, the program had a lagged effect. It was not possible to evaluate

the effect on export earnings further because the program was silent as to the specific increases to be achieved.

6.2: Recommendations

It was noted that the program was more successful in attracting the attention of businessmen than of other publics. Furthermore there was no statistical difference in media characteristics between other publics who were aware and those not aware of the program. It is therefore recommended that further study be done to determine why the program succeeded less with other publics.

Most businessmen had poor awareness of factors that affect success of penetrating foreign markets, that is, packaging and product quality restrictions and agents. This situation should be improved through subsequent export promotion.

It is also important to further improve government efficiency in export documentation and policy. This is an important factor in promoting exports.

From the findings it was concluded that largely the program had only a moderate effect on attitudes. This may have been due to poor planning and implementation. It should be noted that Government export promotion is a crucial function in a developing country like Kenya.

It should be viewed with utmost seriousness and the best planning devoted to it. Rules of thumb and intuition should be applied less in favour of more careful analysis.

Planning should start with a clear definition of the task to be accomplished by export promotion. This should be followed by a definition of the interrelationships that would lead to increase in export earnings. The interrelationships can then be tested for strength in increasing export earnings to enable clear setting of communication and sales goals.

Such setting of goals should be accompanied by the appropriate budgeting for the right amount of effort is crucial in achieving the desired results. Even more important is to set out methods through which the results would be measured for without knowledge of its results one could never be able to justify export promotion. Spending for promotion would be like spending for the sake of it.

It is also important to identify the right groups who determine success of export

promotion so as to come up with the best motivation plans for each group. That way better results can be achieved.

All in all, it should be realised that government export promotion is essentially a communication process. There are certain basics which govern this process which if not met would mean little success of government export promotion. It is therefore recommended that the conceptual framework given in this study be used to guide this highly important function. It is also recommended that this matter be pursued further to determine why the program did not have a high effect.

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APPENDIX A

QUESTIONNAIRE FOR MANAGERS AND PROPRIETORS

PART A

Please indicate your answer by a tick (✓) in the appropriate space.

1. Which one of the following statements best describes the export behaviour of your firm?

(a) The firm seeks exports orders only when domestic sales fall below a certain level

(b) The firm seeks export orders all the time as a component of its marketing strategy

(c) None of the above

please specify -----

2. Which of the following sources of export market information are utilised by your firm?

(a) Kenya Export Trade Authority(KETA)

(b) Other government offices

(c) Kenya National Chamber of Commerce and Industry(KNCCI)

(d) Publications available from the United Nations Agencies

(e) Embassies

(f) Other

Specify -----

3. Which is the most important method of identifying export market opportunities for your firm?

(a) Planned market research

(b) Enquiries from importers

(c) Other

Specify -----

4. Would you regard Telex Keta as one of your firms' sources of information about prospective importers.

Yes

No

5. Has anybody in your firm gone on a business trip abroad between 1984 and 1986 both years inclusive?

Yes

No

6. How important would you say are the following?

extremely important	very important	important	slightly important	not important
(5)	(4)	(3)	(2)	(1)

(a) Agents in conducting market research in the foreign market for your firm

(b) Agents in establishing distribution networks in foreign markets for your firm.

extremely	very		slightly	not
important	important	important	important	important
(5)	(4)	(3)	(2)	(1)

(c) Agents in maintaining distribution networks in foreign markets for your firm.

— — — — —

(d) The scale of business in attracting a good agent

— — — — —

(e) Foreign market packaging and quality restrictions in launching your firms products in such markets

— — — — —

7. How would you rate government's performance in the following areas at present?

✓	excellent	very	Good	Good	Fair	Poor
	(5)	(4)	(3)	(2)	(1)	

(a) Processing export compensation

— — — — —

(b) Processing export forms

— — — — —

(c) Reducing the amount of paper work involved in exporting

— — — — —

(d) Implementing export policy promptly

— — — — —

(e) Implementing export policy without frequent changes

— — — — —

Please indicate your answer by a tick(✓) in the appropriate space and carefully follow the instructions in brackets.

8. Have you ever heard or read about the "Kenya Export Year"?

Yes

No (please go to part D)

9. When did your firm go into exporting?

(a) earlier than 1984

(b) In 1984 (Please go to question 12)

(c) After 1984 (Please go to question 12)

10. Did the export volume of your firm show any increase in 1984 or 1985 over the 1983 level?

Yes

No (Please go to question 12)

11. How much of the increase would you attribute to the "Kenya Export Year" activities?

(a) all of the increase

(b) most of the increase

(c) some of the increase

(d) none of the increase

12. Did your firm get involved in any activities of the "Kenya Export Year"?

Yes

No

PART C

Please indicate your answer by a tick (✓) in the appropriate space and carefully follow the instructions in brackets.

13. How important would you say is the role of exporting in respect to the following?

	extremely important (5)	very important (4)	important (3)	slightly important (2)	not important (1)
(a) Expanding the market for Kenyan products	—	—	—	—	—
(b) Stimulating the growth of Kenyan industries	—	—	—	—	—
(c) Increasing the wealth of Kenya as a nation	—	—	—	—	—
(d) Stimulating the effort to improve quality of local products	—	—	—	—	—
(e) Improving the standard of living of Kenyans	—	—	—	—	—
(f) Earning Kenya foreign exchange	—	—	—	—	—
(g) Stimulating development of Kenya	—	—	—	—	—

14. Exports should be given the highest priority in the development plan of Kenya.

- (a) strongly agree
- (b) agree
- (c) neither agree nor disagree
- (d) disagree
- (e) strongly disagree

15. How important would you say were the Kenya Export Year activities in building your awareness/knowledge on the role of exporting?

- (a) Extremely important
- (b) Very important
- (c) Important
- (d) slightly important
- (e) Not important

PART D

Please indicate your answer by a tick (✓) in the appropriate space.

16. Did you attend the 1984 and/or 1985 Nairobi International Show?

- Yes
- No

17. How often do you:

	Daily	Most days in the week	a few days in the week	once a week	less than once a week
(a) Read the daily newspapers?	—	—	—	—	—
(b) Listen to the radio?	—	—	—	—	—
(c) Watch the TV?	—	—	—	—	—

18. How often do you read the Weekly Review?

- (a) All editions
- (b) Most editions
- (c) Many editions
- (d) Few editions
- (e) Don't read at all

Thank you for your cooperation.

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APPENDIX B

QUESTIONNAIRE FOR THE PUBLIC

PART A

Please indicate your answer by a tick (✓) in the appropriate space and observe the instructions in brackets carefully.

1. Have you heard of or read about the "Kenya Export Year"?

Yes

No (Please go to part B)

2. How important would you say is the role of exporting with respect to the following?

	extremely important (5)	very important (4)	important (3)	slightly important (2)	not at all important (1)
(a) Expanding the market for Kenyan products	—	—	—	—	—
(b) Stimulating the growth of Kenyan industries	—	—	—	—	—
(c) Increasing the wealth of Kenya as a nation	—	—	—	—	—
(d) Stimulating the effort to improve quality of local products	—	—	—	—	—
(e) Improving the standard of living of Kenyans	—	—	—	—	—
(f) Earning foreign exchange for Kenya	—	—	—	—	—
(g) Stimulating development of Kenya	—	—	—	—	—

3. Exports should be given the highest priority in the development plan of Kenya.

- (a) strongly agree
- (b) agree
- (c) neither agree nor disagree
- (d) disagree
- (e) strongly disagree

4. How important would you say were the Kenya Export Year activities in building your awareness/knowledge on the role of exporting?

- (a) extremely important
- (b) very important
- (c) important
- (d) slightly important
- (e) not at all important

PART B

5. Did you attend the 1984 and/or 1985 Nairobi International Show?

- Yes
- No

APPENDIX

Definition of Manufactured Goods

6. How often do you:

Daily	Most days	a few days	once	less than
_____	<u>in the week</u>	<u>in the week</u>	<u>a week</u>	<u>once a week</u>

(a) Read the daily newspapers?

(b) listen to the radio?

(c) watch the TV?

7. How often do you read the Weekly Review?

(a) All editions

(b) Most editions

(c) Many editions

(d) few editions

(e) don't read at all

Thank you for your cooperation.

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APPENDIX CDefinition of Manufactured Exports

The UN and UNCTAD recommend two definitions for manufactured exports. These definitions involve classifying industrial products into Total A and Total B. The two classifications include forty seven and thirteen products respectively identified by the United Nations Revised Standard International Trading Classification, SITC(Rev), codes.

Total A is referred to as "manufactured products" and Total B as "semi manufactured products". However the UN (15 and 17) and UNCTAD (20) did not use these definitions for several reasons. First adoption of these definitions is beset by involved statistical work and lack of detailed data (or missing SITC codes). Secondly deflation of current value is required for Total A but this becomes impossible because of unavailability of the necessary price indices.

Consequently the UN (15 and 17) and UNCTAD (20) used short or proxy definitions for manufactured exports, SITC (Rev) codes 5 to 8, and SITC(Rev) codes 5 to 8 minus 68, respectively.

The UN(15 and 17) proxy definition, that is, SITC(Rev) codes 5 to 8 was adopted in this study as simpler to use. The product description and SITC codes for this definition are:

<u>SITC Code</u>	<u>Product description</u>
5	Chemicals and related products N.E.S
6	Manufactured goods classified chiefly by materials.
7	Machinery and transport equipment
8	Miscellaneous manufactured articles.

NB: This appendix is based on V. Prakash:

Measuring Industrial Exports: A Comparative Study of Variations Arising from Differences of Definition.

The World Bank, February 1976, World Bank Staff Working Paper No. 225.

APPENDIX D

Determination of Sample size for estimating proportion of highly export oriented firms.

It was stated in the literature review that one of the objectives of the Kenya Export Year was to develop an export oriented manufacturing sector by changing the proportion of highly export oriented firms from "few" to "many". Interpreting "few" to mean less than 50%, the author wanted to test whether the manufacturing sector could be said to have 50% or more highly export oriented firms. The formular for determining sample size for estimating a population proportion is given by Boyd et al as:

$$n = \frac{pq}{(SP)^2} \quad \text{where } p \text{ is the hypothesised percentage,}$$

q is equal to 100-p,

(SP)² is the maximum allowable error.

The author wanted to state with 95% confidence that the sample percentage was within 20% of the actual universe percentage.

Therefore,

$$\begin{aligned} 2sp &= 20\% \\ sp &= 10\% \\ p &= 50\% \\ q &= 50\% \end{aligned}$$

and $n = \frac{50 \times 50}{(10)^2}$
= 25

However, this sample size needed to be adjusted as it was more than 5% of the universe of 325 firms. Adjusting,

$$n_1 = \frac{25}{(1 + 5) \frac{325}{325}}$$

$$= 23$$

NB: The calculation of the sample size is based on Harper W. Boyd, Jr. et al: Marketing Research 4th Ed, Homewood, Ill., Irwin, 1977. pp.321-324.

APPENDIX E

In order to apply linear regression to the primary data in this study it was necessary to test for linear relationship. In the following description, r^2 refers to coefficient of determination and r refers to correlation coefficient.

(i) Businessmen

(a) Taking cognitive scores as (X) and affect scores as (Y), the regression equation is:

$$y = 4.1172 + 0.08134X$$

$$r^2 = 0.0142186$$

$$r = 0.1192$$

The t - statistic is calculated using the formular:

$$t = r \sqrt{\frac{n-2}{1-r^2}} \quad \text{where } n = \text{sample size}$$

$H_0: P = 0$ (there is no linear relationship between X and Y)

$H_1: P \neq 0$ (there is a linear relationship)

Degrees of freedom = $n-2$

$$\alpha = \frac{28}{= 0.05}$$

The rejection point therefore is any value of t outside -2.0484 and +2.0484

$$t = 0.1192 \sqrt{\frac{30 - 2}{1 - 0.0142186}} \\ = 0.6352.$$

As 0.6352 is between

- 2.0484 and +2.0484, accept H₀.

Therefore, there is no linear relationship between X and Y.

(b) Taking affect scores as (X) and export orientation scores as (Y), the regression equation is:

$$y = 1.8978 + 0.19897X$$

$$r^2 = 0.2$$

$$r = 0.142$$

$$H_0: P = 0$$

$$H_1: P \neq 0$$

$$\alpha = 0.05$$

$$t = 0.142 \sqrt{\frac{30 - 2}{1 - 0.02}}$$

$$= 0.759$$

At 28 degrees of freedom, the t value is 2.048

Since 0.759 is between -2.048 and +2.048, accept H₀.

Therefore, there is no linear relationship between X and Y.

(ii) Other publics

Taking cognitions as (X) and affects as Y, the regression equation is

$$y = 4.2 + 0.028X$$

$$r^2 = 0.003736$$

$$r = 0.06159$$

$$t = 0.06159 \sqrt{\frac{32 - 2}{1 - 0.003736}}$$

$$= 1.73$$

$H_0: P = 0$

$H_1: P \neq 0$

$\alpha = 0.05$

degrees of freedom = 30, that is, (32 - 2).

The t value at significance level 0.05 and 30 degrees of freedom is 2.0423

Since 1.73 is between -2.0423 and +2.0423, accept H_0 .

Therefore, there is no linear relationship between X and Y.

The above tests are based on Wayne W. Daniel and James C. Terrell: Business Statistics . Atlanta, Houghton Mifflin, 1975. pp. 251-255.

APPENDIX F

The following is a test of the differences in media habits and show attendance of other publics aware and those not aware of the Kenya Export Year program.

(i) Media characteristics

H₀: $U_1 - U_2 = 0$ (there is no difference between the two groups)

$U_1 - U_2 \neq 0$ (there is a difference between the two groups)

$$\alpha = 0.05$$

$$Z = 1.96$$

The Z statistic is given by

$Z = \frac{(X_1 - X_2) - 0}{\sqrt{\frac{\sigma_1^2}{n_1} + \frac{\sigma_2^2}{n_2}}}$ where X_1 = mean score of one group

X_2 = mean score of the other group

σ_1 = standard deviation of one group

σ_2 = standard deviation of the other group

n_1 = size of one group

n_2 = size of the other group

$$\begin{aligned} &= \frac{2.73 - 2.6}{\sqrt{\frac{0.68^2}{30} + \frac{0.66^2}{20}}} \\ &= \frac{13}{0.192857} \\ &= 0.674079. \end{aligned}$$

As 0.674079 is between + 1.96 and -1.96, accept H₀.

∴ There is no difference in media characteristics between the two groups.

(ii) Show attendance

The distribution frequency for show attendance with respect to other publics was as follows:

	<u>aware of program</u>	<u>Not aware</u>	<u>Total</u>
attended	20	11	31
did not attend	10	9	19
Total	<u>30</u>	<u>20</u>	<u>50</u>

the Z - statistic for proportions is given by the formula

$$Z = \frac{P_1 - P_2 - 0}{\sqrt{\frac{\bar{P}(1 - \bar{P})}{n_1} + \frac{\bar{P}(1 - \bar{P})}{n_2}}}$$

$$\sqrt{\frac{\bar{P}(1 - \bar{P})}{n_1} + \frac{\bar{P}(1 - \bar{P})}{n_2}}$$

where \bar{P} = proportion possessing a particular characteristic for both groups.

P_1 = proportion possessing that characteristic for one group.

P_2 = proportion possessing that characteristic for the second group.

n_1 = size of one group

n_2 = size of second group

Using show attendance,

$$\bar{P} = \frac{20 + 11}{30 + 20} = \frac{31}{50} = 0.62$$

$$Z = \frac{(0.67 - 0.55) - 0}{\sqrt{\frac{(0.62)(0.38)}{30} + \frac{(0.62)(0.38)}{20}}}$$

$$\sqrt{\frac{(0.62)(0.38)}{30} + \frac{(0.62)(0.38)}{20}}$$

$$= 0.856 *$$

H0: $P_1 = P_2$ (there is no difference between the two groups)

$P_1 \neq P_2$ (there is a difference between the two groups)

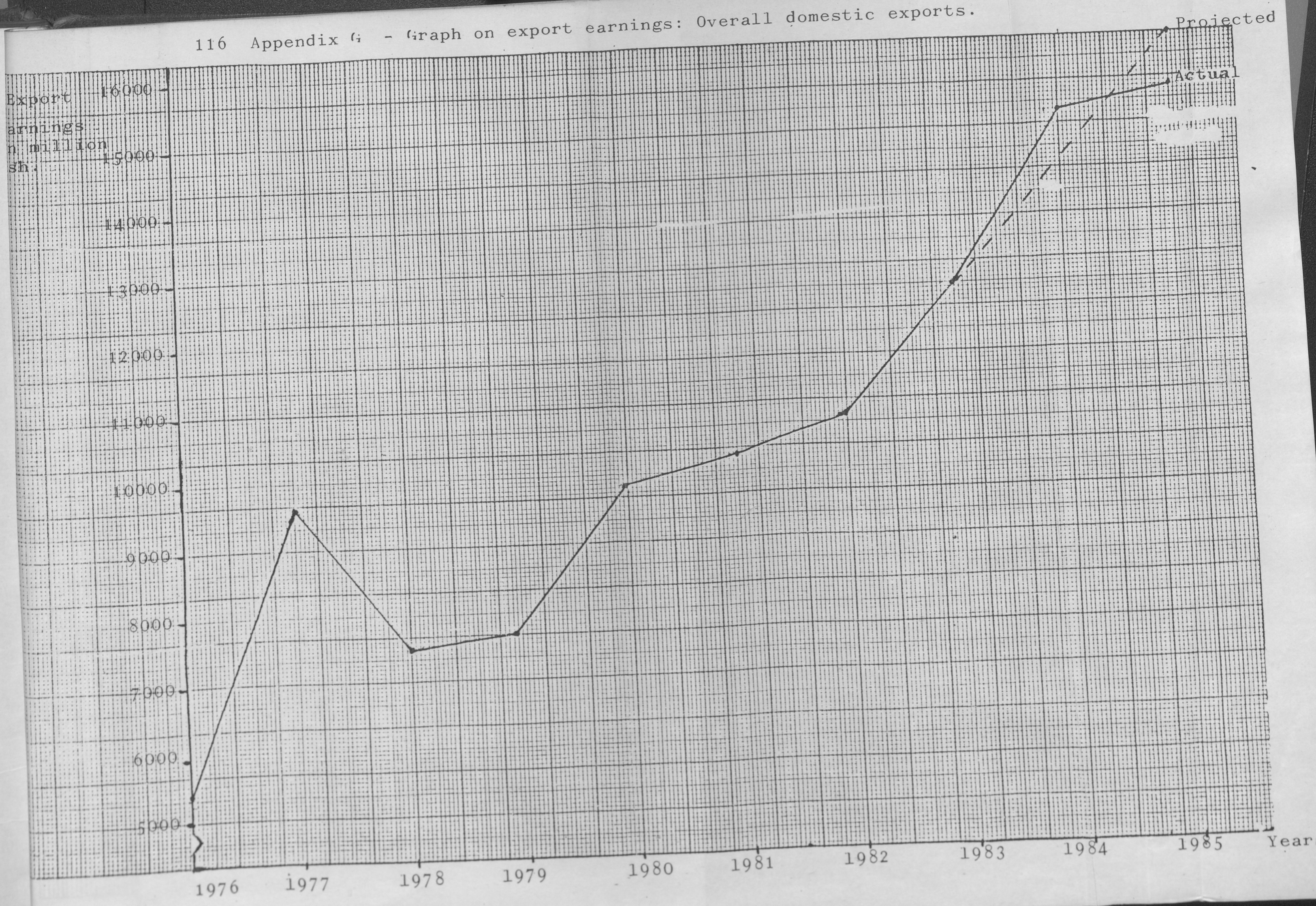
$$\alpha = 0.05$$

the Z value at 0.05 significance level is 1.96.

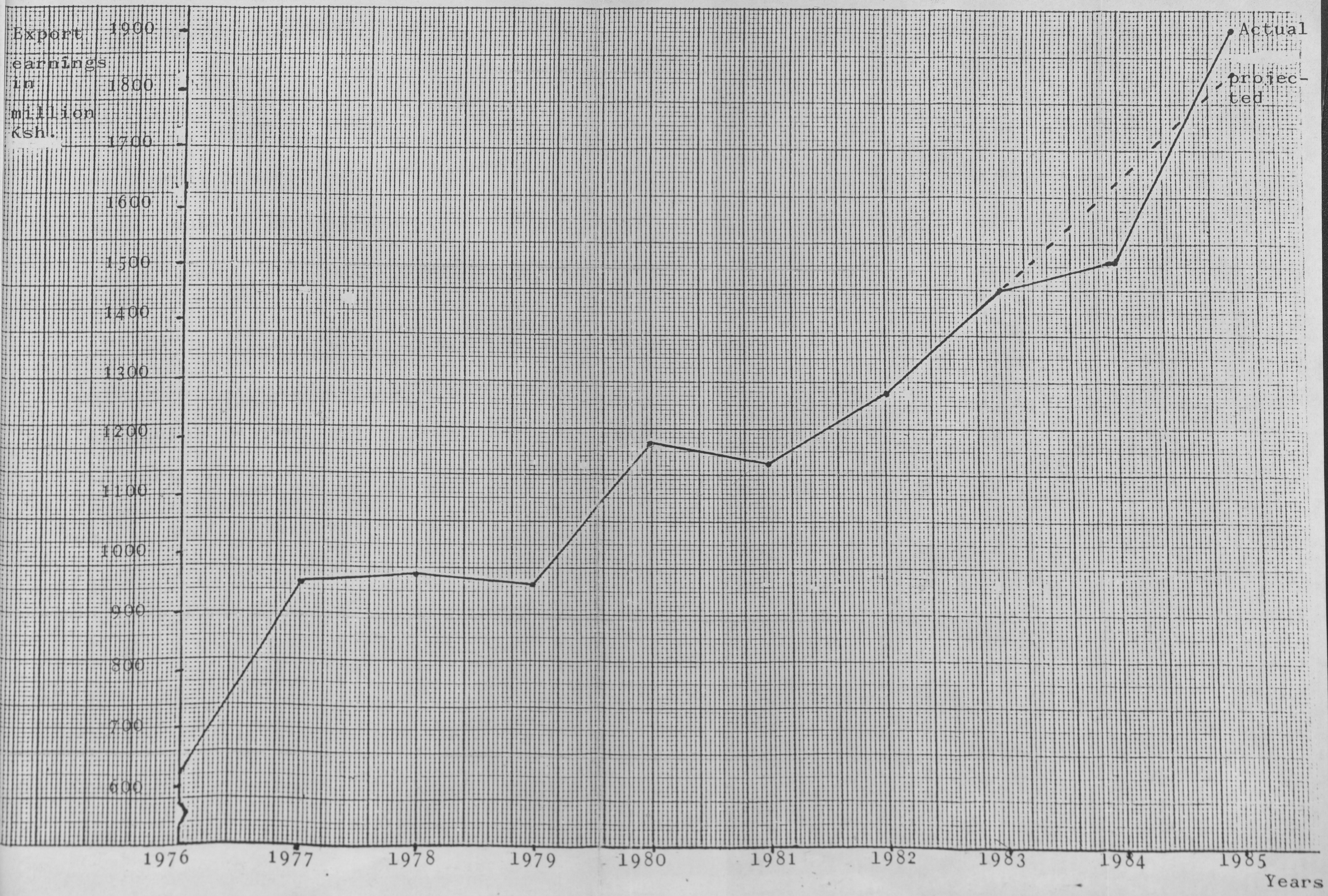
since 0.856 is between -1.96 and +1.96, accept H0.

Therefore, there is no difference between the two groups with respect to show attendance.

NB: The tests above are based on Wayne W. Daniel and James C. Terrell: Business Statistics Atlanta, Houghton Mifflin, 1975. pp. 177-179.



Graph on export earnings: Manufactured exports.



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