

**ADOPTION OF GREEN MARKETING PRACTISES BY HOTELS IN
MOMBASA COUNTY, KENYA.**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF
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DECLARATION

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

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DEDICATION

To my loving husband Martin and my dotting daughter Norah, you are my voice of reason. My parents Mr and Mrs Gitobu, thanks for believing in me.

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ABBREVIATIONS AND ACRONYMS

AMA	American Marketing Association
EMS	Environmental Management System
ESOK	Eco Tourism Society of Kenya
GHA	Green Hotels Association
KAHC	Kenya Association of Hotel Keepers and Caterers
SPSS	Statistical Package for Social Sciences
WCED	World Commission on Environment and Development Corporation

ABSTRACT

This study examined adoption of green marketing practises by hotels in Mombasa County, Kenya. To better understand this subject, the study sought to achieve three specific objectives; to determine the drivers for adoption of green marketing practices by hotels in Mombasa County, to explore benefits associated with adoption of green marketing practises by hotels in Mombasa County and to establish challenges associated with adoption of green Marketing practises by hotels in Mombasa County.. A census survey was carried out for hotels in Mombasa County that were registered by Kenya Association of Hotels Keepers and Caterers (KAHC). Primary data was collected through a closed ended questionnaire. The data was analysed using Statistical Package for Social science. A descriptive analysis was carried out to determine the mean and the standard deviation. From the study, it was found out that environmental conservation was the major driver for adoption of green marketing by hotels in Mombasa County. Government regulations did not influence adoption of green marketing by Hotels in Mombasa County. The main benefit of adoption of green marketing by hotels in Mombasa County was cost reduction and good public image. However increased revenue was not a considerable benefit. Challenges identified were inadequate resources and consumers' unwillingness to pay premium for green products. Knowledge, skills and expertise for green marketing was not considered a major bottleneck. General recommendations were for the hotels to also include the economic aspect of green marketing in order to reap profitability and increased revenue as opposed to only consecrating the efforts to environmental conservation and good public image. Other recommendations included creating awareness to educate more consumers on green products. Also, hotels are encouraged to tackle green marketing practises in solidarity in order to compete globally.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Resources are limited and customer's needs are unlimited. It is therefore important for marketers to utilise these resources efficiently and effectively while achieving their organisational goals (McTaggart, Findlay & Parkin 1992). So green marketing is inevitable. Most organisations are adopting green marketing activities as an opportunity to differentiate themselves from their competitors, to cut costs associated with waste disposal and material usage. Also, emerging niche of green consumers across the globe necessitated organisations to adopt green marketing practises. To keep up with the new trend, green marketing is acting as a business differentiator, opening up new markets for companies and facilitating in social corporate responsibility of these companies. Green, environmental and eco-marketing are part of the new marketing approaches which do not just refocus, adjust or enhance existing marketing thinking and practice, but seek to challenge those approaches and provide a substantially different perspective (Baker, 2003).

The theory of green marketing is widely drawn from evolutionary approach of environmental economics whose key concepts are borrowed from sustainable development. Many academic journals and government bodies have discussed the inclusion of environmental attributes in marketing activities. They stress the need of corporations to look at how these activities utilise limited resources to satisfy their customers without compromising the future generation needs as well as achieving their selling objectives of the company (McTaggart, Findlay & Parkin 1992).

The development and success of hotel industry depends on the availability of natural resources. The natural resources of a destination are one of the main assets of the local hotel industry. On the other hand, hotels are among some of the largest consumers of energy, water resources and consequently generate a large amount of waste. To attract the emerging market of green consumers, as well as adhere to the strict rules that are being enforced by the government bodies, hotels are largely adopting to green marketing practices (Mensah, 2004).

1.1.1 Green Marketing Practices

Green marketing is a relatively new focus in business endeavours and came into prominence only in the late eighties. Green marketing as evolved over a period of time. According to Peattie (2001), green marketing has evolved in three phases: ecological marketing, environmental marketing to now sustainable marketing. The first conceptual approach to marketing for environmental responsibility appeared in 1975 from American Marketing Association (AMA) workshop. They defined environmental marketing as all activities designed to generate and facilitate any exchanges intended to satisfy human needs and wants, such that these satisfactions occur with limited detrimental impact on natural environment.

More operative approaches on green marketing have been cited by other authors. They include Pride and Ferrel (1993), who defines green marketing as designing, pricing, distributing and promoting products that do no harm to the environment. While they have taken a full operative approach, some authors only concentrate on one aspect of

promotional mix; Production Porter (1991), pricing Jay (1990), distribution Bohlen et al., (1993) or communication Kangun et al. (1991). Ken Peatite (1999), defined green marketing in terms of customer satisfaction in a sustainable fashion, which refers as “holistic management process responsible for identifying, anticipating and satisfying the requirements of the customers and society in a profitable and a sustainable way”.

Green marketing incorporates a broad range of activities. They include but not limited to, product modifications, changes in the production process, elaborate advertising, change in packaging, selling of products based on environmental benefits among others. This is to mean that green marketing is part and parcel of an overall corporate strategy, (Menon & Menon, 1997). Marketing experts have also started focusing on other extremely detailed and specific elements of green marketing. These include defining the precise shade of green that is most associated with the environment and visual images that they use in their advertisement that is mostly associated with the environment. Companies are labeling their products with terms associated with greening. Examples include, phosphate free, recyclable, refillable, ozone friendly, environmental friendly labels. Customers associate the above terms with green marketing (Singh & Kamal, 2012)

Another aspect of green marketing practices being adopted is the Environmental Management System (EMS). Many researchers defined environmental management from the point of environmental management system (EMS). Middleton and Hawkins (1998) described environmental management system as the “how” day-to-day business operations have been conducted; and considers it as a useful label for the range of

programs undertaken by that organization in its efforts to protect, enhance or reduce its impact to the environment. Mensah (2006) defines environmental management as “a continuous process adopted through management decisions by monitoring a hotel’s activities and appropriate programs and activities devised to reduce the negative environmental impacts”.

1.1.3 Hotel Industry in Kenya

Two Acts of Parliament regulate Hotel Industry in Kenya: the Hotels and Restaurants Act (Cap 494). This act was enacted by parliament in 1972 to make provision for the licensing of hotels, hotel managers, and restaurant. The aim of this act is to regulate hotels and restaurants, for the imposition of a levy for training people to be employed in hotels and restaurants. Licensing and regulation under the Act is administered through the Authority, a board constituted by the Minister for Tourism.

Hotel industry in Kenya has been capitalist on favourable tourism outlook with over 500 decent hotels existing in the country and more are rapidly coming up. Tourism in Kenya is one of the major foreign exchange earners that contribute to 12 % Gross Domestic Product (GDP). Kenya has the best-developed hotel industries in sub-Saharan Africa, offering on an average some 31,400 beds per night. This capacity is largely concentrated in Nairobi, the Coast and the Parks.

The hotel industry in Kenya is facing stiff competition from other African countries, and the old hotels facing new competition from multinational chain hotels investing in Kenya.

This means that marketing campaigns for hotel industry in Kenya has started shifting to incorporate the new trends like environmental management systems and green management. In 2002, a voluntary initiative spearheaded by the Eco Tourism Society of Kenya (ESOK) was started. The aim of the scheme is to promote sustainable tourism by recognizing efforts to promote environmental, economic, and socio-cultural values in Kenya.

Hotels in Mombasa County play a vital role in promoting tourism, which is a major source of revenue in this county. Just like all industries, hotel business in Mombasa is facing a lot of competition from the neighboring countries like Tanzania and Zanzibar. More concerns are on how to ensure they stand out and differentiate themselves from others. With an emerging niche of green consumers, it will be of great advantage if hotels in coast adopt green marketing practices.

1.2 Research Problem

Green marketing has increasingly gained more supporters, specifically in sectors that concern climatic change and forest protection. International researches show that the consumers worry more for the environment and change gradually their behavior (Arbuthnot, 1977; Simons, 1992; Diamantopoulos et al., 2003). According to literature, the environmental parameter in marketing strategy has been included from the beginning of 1990s (Herbigand & Butler, 1993, Lampe & Gazda 1995: Peattie, 1999). Therefore environment sustainability is key to every sector of business and as continued to form basis of initiative such as Earth summit 1992 where Agenda 21 encouraged the practice

of environmental sustainable management. It continued to highlight the importance of safe and sustainable environmental practices across industries, including hotel management.

Efforts in green movement for the hospitality industry started since 1990s by an association known as Green Hotels Association (GHA). In Kenya most hotels are located near natural resources like ocean, national park or even major towns and cities. Secondly they are among the big consumers of water, energy and they emit a lot of waste. In Mombasa, the major hotels are located along the coast line that has been a key attraction for both local and foreign tourist. Owing to the fact that green marketing generates additional positive publicity, it also helps in sustainable development and adds a competitive advantage; green marketing is becoming crucial for hotel industry in Mombasa as it seeks to win business from any part of the world.

Various studies have been carried out relating to green marketing practices. Obuya (2003) surveyed the extent to which manufacturing firms in Nairobi practise green marketing. He found out that Green concept plays a key role in driving the manufacturing processes, pricing, positioning and promotion of products. Thion'go (2009) investigated green marketing practices among pharmaceutical firms in Kenya. In his study he concluded that the green market concept has not been fully embraced by the pharmaceutical industry due to lack of information. Afande (2012) studied the drivers for adoption of green marketing by Kenya tea firms. His findings supported: regulations, customer pressure, expected business benefits and corporate social responsibility had a

positive influence on Kenya tea firms in adopting green marketing. Despite potential benefits for adopting green marketing in hotel industry, little attention has been given to this critical issue. Hence there is need to shed more light on adoption of green marketing practices in Kenya. This study therefore attempts to answer the question, how have the hotels in Mombasa County adopted green?

1.3 Research Objectives

The overall objective is to examine the extent of adoption of green marketing practises in hotel industry in Mombasa County, Kenya. The specific objectives were:

- I. To determine the drivers for adoption of green marketing practices by hotels in Mombasa County, Kenya.
- II. To explore benefits associated with adoption of green marketing practises by hotels in Mombasa County, Kenya.
- III. To establish challenges associated with adoption of green Marketing practises by hotels in Mombasa County, Kenya.

1.4 Value of the Study

This research is of significance domain to green marketing as it extends the knowledge base that currently exists in this field. The concept of green marketing is relatively new hence this study will serve as a model for future studies of the same nature in hotel industry across the globe, and it will provide future researchers with the facts needed to compare their study during their respective time and usability.

A review of Kenya's hotel industry indicates that the industry is confronted with high cost of running with energy cost water. In addition, waste management systems are drawing attention to the regulatory bodies and wider public. Therefore, the findings of this study are expected to guide the policy makers in enhancing environmental conservation policies and licensing of the hotel industry.

This study explored the benefits green marketing offers to hotel industry. It also illustrated the potential challenges that managers are likely to face while practising green marketing in hotel industry. The findings have the capacity to influence green marketing practises in hotel industry in order to gain competitive advantage and the study will provide a direction on how to get there.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will provide an overview of the existing literature on green marketing practises and it's presented in three parts. First, the chapter looks into theories surrounding green marketing. Secondly, the literature review will addresses the drivers of green marketing practises. Thirdly, it describes the benefits associated with deploying green marketing practises in hotel industry. Finally it also points out the challenges that firms are faced with while adopting green marketing practises.

2.2 Theories of Green Marketing

As resources are limited and human wants are unlimited, it is important for the marketers to utilize the resources efficiently without waste as well as to achieve the organization's objective (Peattie, 2001). The reason why green marketing has increased its importance relies on basic definition of Economics: "Economics is the study of how people use their limited resources to try to satisfy unlimited wants. In essence, the theories of green marketing are anchored on environmental economics and sustainable development.

2.2.1 Evolution Approach of Environmental Economics

In mainstream environmental economic analyses, the emphasis is on relative scarcity, allocation of scarce resources, and optimal welfare (World Commission on Economics and Development, 1987). The neo classical interpretation of environmental degradation as an allocation problem has dominated environmental economics for over two decades

now. It is reflected in an emphasis on optimal welfare and externalities, optimal (intertemporal) allocation of natural resources, and optimal growth as a mix of intertemporal resource allocation and investment in capital. This means that environmental problems are mainly studied in the context of externalities and market equilibrium. Much attention is devoted to the question how a social optimum can be realized in a market economy with externalities (Mulder, 2000).

2.2.2 Sustainable Development

Opschoor (1992), indicates that the idea of sustainability came to public attention after a 1972 report, "Limits to Growth," issued by the international think tank Club of Rome. In 1980 the World Conservation Strategy developed by the International Union for Conservation of Nature, in collaboration with the U.N. Environment Programme and World Wildlife Foundation, worked to make sustainability a benchmark of international. Then the term "sustainable development" achieved international public prominence through the 1987 report, of the World Commission on Environment and Development, Our Common Future often called the "Brundtland Report" after the name of its chair, former Norwegian prime minister Gro Harlem Brundtland. It presented the famous definition: "Sustainable development is development that meets the needs of the present without com-promising the ability of future generations to meet their own needs" (WCED 1987, 43).

2.3 Drivers for Green Marketing.

There are several suggested reasons why firms have increased use of green marketing. These reasons have been classified as either internal drives or external drivers. Previous research presented a model that explains some of the reasons internal forces that drive adoption of green marketing by various organizations (Polonsky 1994; Coddington 1993; etal). In this model, they cited that organizations may feel they have a moral obligation to be socially and environmentally responsible. Pride and Ferrell (2000) supported this. They argued that a company feels accountable for any of their actions that affect people, communities and the environment and they correct it. This includes the tendency to sponsor and support social programmes, provide reliable company products, disclose information about their products element and considering the feedback of all stakeholders.

According to Miles and Manula (1995), Esty and Winston (2006), organizations may also adopt green marketing practices as a way of being pro active responsive and innovative since green marketing is a new concept. This is achieved by the way a company constantly seizes new opportunities, thrives for continuous development, and regularly seeks out emerging sources of competitive advantage.

Banerjee (2001), studied senior managers' perceptions of environmental issues, and concluded that top management was more directly involved in environmental issues in companies where managers perceived regulatory forces to be a major threat, or felt that their customers were environmentally conscious, or where environmental initiatives led

to benefits for the company in terms of cost savings or quality improvements. Nevertheless, most importantly, the findings of this study indicated that corporate environmentalism ultimately follows the economic bottom line; environmental initiatives were evaluated by their benefit to the company, which in most cases meant reduction in waste, cost savings, and improvements in product and process quality. The study concluded that managerial perception to green marketing was a determinate to whether the organization adopts to green marketing or not.

Polonsky (1994) and Coddington (1993), explored external drivers for adoption to green marketing to be as follows; governmental pressure to "protect" consumers and society; this protection has significant green marketing implications. Governmental regulations relating to environmental marketing are designed to protect consumers in several ways, reduce production of harmful goods or byproducts, modify consumer and industry's use and/or consumption of harmful goods and ensure that all types of consumers have the ability to evaluate the environmental composition of goods. Governments establish regulations designed to control the amount of hazardous wastes produced by firms. Many by-products of production are controlled through the issuing of various environmental licenses, thus modifying organizational behavior. In some cases, governments try to "induce" final consumers to become more responsible. For example, some governments have introduced voluntary curbside recycling programs, making it easier for consumers to act responsibly. In other cases governments tax individuals who act in an irresponsible fashion.

Competitive pressure is another major force in the environmental marketing area. Firms desire to maintain their competitive position. In many cases, firms observe competitors promoting their environmental behaviors and attempt to emulate this behavior. In some instances, this competitive pressure has caused an entire industry to modify and thus reduce its detrimental environmental behavior.

Green Consumers are also a driving force for companies to adopt green marketing practices. There is a radical change in consumer preferences and life styles. They prefer environment friendly products to the others and many times are ready to pay a little extra price for such green products. Due to this shift from traditional marketing to green marketing, companies these days are facing many new challenges. Some authors observed that there was an increase of the ecological conscience of customers which has resulted in increased demand of green products (Chan,K., 1999; Ottman, 1992; Peattie & Ratnayaka, 1992; Salzman, 1991; Vandermerwe & Oliff, 1990). Drucker (1973) Bernstein (1992), Peattie, (1995), Peattie, (1999), have carried out studies to investigate purchasing patterns for environmental conscious consumers. In all studies, they have observed green consumers reject excellent technical products because they are conscious of their damaging consequences in the environment due to the productive process or their disposal or because this is a way to show that they disapprove certain activities of their producers, suppliers or investors.

2.4 Benefits of Green Marketing

When looking through the literature there are several suggested reasons for firms increased use of Green Marketing. Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives (Keller 1987, Shearer 1990]. This means they will be at a better competitive advantage to capture the growing number of green consumers. As a result, organizations will enjoy a growth in market share compared to their competitors.

Organizations engaging in green marketing practices believe they have a moral obligation to be more socially responsible (Davis 1992, Freeman & Liedtka 1991, Keller 1987, McIntosh 1990, Shearer 1990). This enables them to have a good public image meaning they have a strong brand compared to their competitors. Hence, they will be more appealing to them and this will strengthen their brand image. Consequently, it will lead to more customer satisfaction and greater firm valuation.

Cost factors associated with waste disposal, or reductions in material usage forces firms to modify their behavior (Azzone & Manzini 1994). As pollution is a sign of waste, firms that curb pollution and reduce inputs that may lead to waste enjoys cost saving advantage (Lash & Wellington, 2007). Improved energy efficiency and waste reduction can facilitate green organizations to recover the financial outlay needed to fund green initiative.

2.5 Challenges of Green Marketing

Various hotels have adopted green marketing or environmental marketing standards to better manage and control the impact of their operations on the environment. However, despite being pressurised by various stakeholders, customers, financial institutions, government regulatory agencies and shareholders to increase their commitment to improve green practices, still most of the hotels in developing nations do not have a formal way of carrying out these practices. This low level of practice makes it clear that there could be barriers that are preventing hotels from adopting Green marketing practices in their operations.

A successful green marketing process requires time, money and people (Chan 2008). Implementation costs identified by Ann, Zailani and Wahid (2006) and Chang and Ho (2006) include training, documentation, process modification, registration fees, registration maintenance, organizational adoption, legal consequences, and storage of equipment/accessories, hiring specialist environmental assistance, computer software and new staff recruitment. Based on the interviews conducted with Spanish hotel managing directors, Ayuso (2007) further explains that some hotel operators do hire external consultants to help implement and design green practices and contract with external auditors to certify compliance and this represents an additional cost for these services.

According to Chan (2008), many managers are unaware of green practices and find it difficult to understand what they are expected to achieve in the initial stages unless there is professional advice from consultants who help in implementing and designing these

practices. Chan (2008), through a survey conducted with 83 hotels in Hong Kong SAR, further states that it is important to understand and interpret the Green marketing practices or else it could be misleading. Similarly, Chang and Wong in (2006) conducted a survey with 164 hotels in the Hong Kong SAR, which further criticized the ISO 14001 certification system because it involves a lot of paperwork, which creates additional workload for employees. The other reason for not adopting the ISO standards is that managers find it difficult to balance the quality of service with the environmental performance.

According to Tinsley and Pillai (2006), there is limited knowledge about the standards and concepts among top management and this leads to a limited level of commitment towards Green practices and ISO standards. There are also some underlying organizational factors that can be barriers to green practices adoption and implementation. These include management style, top management commitment and communication, culture of the organization, innovation and technology. These organizational cultural issues, coupled with lack of knowledge and availability of professional advice are also significant barriers to the adoption of EMS for various hotels.

Resources include work force, time, money and equipment. Implementing green practices requires a commitment of resources for development and maintenance. The success of proper environmental practices will depend on the availability of resources, as hotels must either invest in additional resources or divert existing resources away from their current use. A survey conducted with 262 Spanish hotels by Gil, Jimenez and Lorente

(2001) found that the availability of resources depends on the size of the hotel. Proper implementation and effectiveness of an green practices is possible with the availability of modern and up to date computer systems and other measuring tools which would help hotels to measure their performance. There are tangible resources that are required, along with financial resources, to carry out the practices. Resources are thus important criteria for any hotel before it adopts Green practices. Insufficient and outdated resources are among the barriers to the adoption of green practices in various hotels.

2.6 Summary

Green marketing will give a business a competitive advantage by enhancing its public image and also as a social corporate responsibility. Business that are able to implement green marketing have a edge in attracting green consumers and also reduce running cost at long run. Green marketing is however met with some challenges. This includes high initial cost that some businesses may not be able to meet at first. Also, green marketing has just been practiced for approximately 3 decades; hence not every manager is aware of how to integrate it in daily running of the organization. Nevertheless, the importance of green marketing outweighs its challenges and its deemed necessary for organizations to be at the fore front to adopt it. Moreover by the hoteliers whose business thrives on natural resources and consumes a lot of water and energy. From the literature review, there has not been an assessment of adoption of green marketing practices in hotel industry in Kenya or any developing country for comparison purposes or review.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter will describe and discuss the research methodology that was used to accomplish the research objectives. First, the research design that was used for this study is explained. Secondly, it will also outline the selection process of population and sample that was used in this research study. It will also describe the data collection process, and finally, the data analysis method that was used for this study will be explained.

3.2 Research Design

The research design that was used for this study was cross-sectional survey. A cross sectional survey is a descriptive study that provides a snap shot or a description of a business element at a given time (Arthur, 2011). A cross sectional descriptive approach is appropriate because it provide findings that are well defined, can be explained, and portrayed numerically (Singleton Jr & Straits, 1988; Finn el al, 2000; Collis & Hussey, 2003; Altinay & Paraskevas, 2008). It also allows the researcher to obtain representative data in a specified population (Collis & Hussey, 2003).

3.3 Population of the Study

The population study comprised all hotels in Mombasa County in Kenya, which were registered by Kenya Association of Hotel Keepers (KAHC). There are a total 24 hotels in Mombasa County registered under this body. A census survey was carried out for the 24

hotels. A census is an investigation of an individual element making up a population (Zikmund, 2003). The respondents were either the hotel owners or the management staff.

3.4 Data Collection

The study was based on primary data, which was collected using questionnaires. Structured questionnaire were prepared consisting of closed ended questions to elicit information from respondents. The first part of the questionnaire sought to collect general information. Second part collected information on drivers for adopting green marketing practices. The third part and the fourth part aimed at obtaining data on benefits of adopting green marketing and challenges of adopting green marketing respectively.

3.5 Data Analysis

Data analysis involved preparation of the collected data, coding, editing and cleaning of data that was processed using Statistical Package for Social Sciences (SPSS). SPSS was preferred because it is very systematic and covers a wide range of the most common statistical and graphical data analysis.

The researcher used descriptive statistical measures such as percentages, frequencies, mean score and standard deviations. The results were presented using tables and figures for ease of understanding.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents analysis, findings and discussion of the study in line with objectives. The purpose of the study was to establish the adoption of green marketing by hotels in Mombasa County, Kenya. The study raised three specific objectives; to determine drivers for green marketing practises by hotels in Mombasa County, Kenya, to explore benefits associated with adoption of green marketing practises by hotels in Mombasa County, Kenya and to establish challenges associated with green marketing practises by hotels in Mombasa County, Kenya.

4.2 Response Rate

A total of 24 questionnaires were issued out to, owner, general manager or departmental manager of the 24 hotels that were surveyed. 22 questionnaires were returned. Out of which 20 were analysed. The response rate was 83.3%. The response rate was deemed sufficient to be used to make conclusions about the research problem. This is because it conforms to Mugenda and Mugenda, (1999) stipulation that a response rate of 70% and above is excellent and representative.

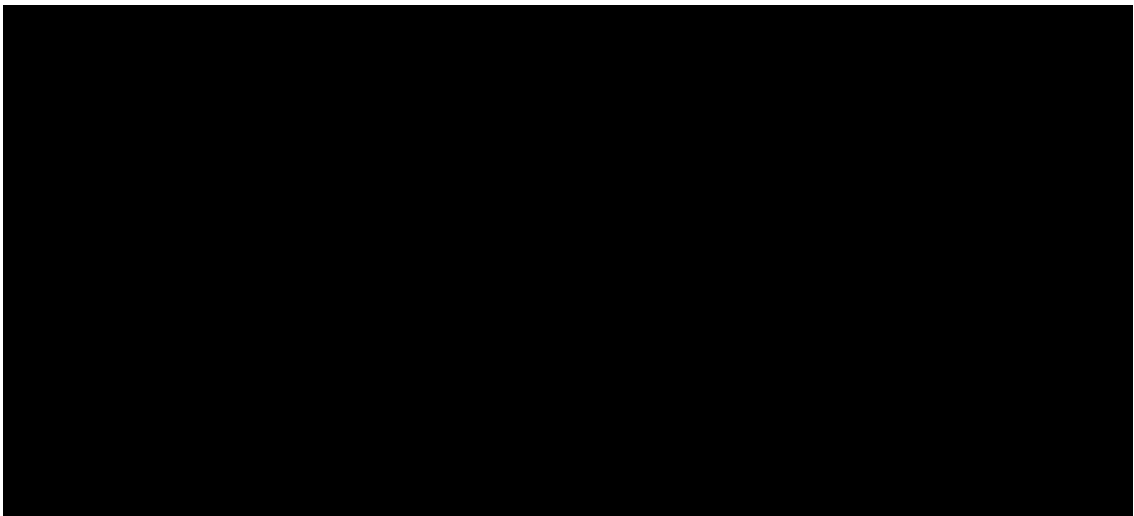
4.3 General Information

Work experience of a person is deemed to influence knowledge, skills and experience in a given industry. Also, the designation of a person in a work place influences the

decisions made by the organisation. Owners, general managers and departmental heads, play a key role in adoption of new strategies for the organisation. In hotel industry, the number of years the hotel has been operational is key to determine how resilient the industry has, been. Green marketing is relatively a new area and some managers may not be aware of it. In the first part of the questionnaire, it sought to find out, work experience, designation, knowledge of green marketing and years a hotel has been operational. The results are presented in Figure 4.1.

4.3.1 Respondent Designation

Figure 4.1: Designation

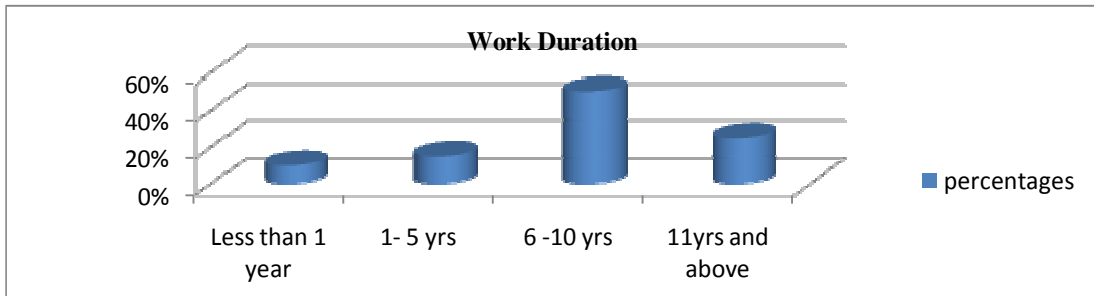


Source: Primary data (2014)

Five per cent of the respondents were owners of the hotel, 80 % were general managers and 15 % were the departmental heads. This means that most of the hotels are run by the general managers and they are very important in influencing and making decisions.

4.3.2 Work Experience

Figure 4.2 Work Duration

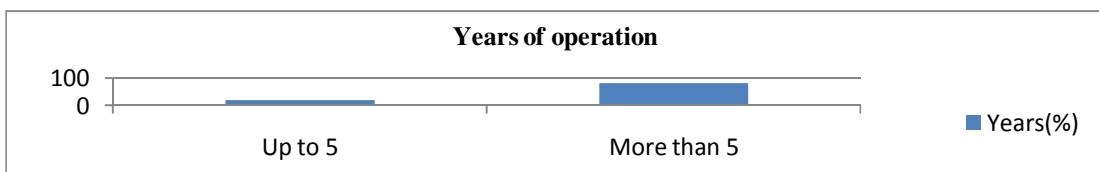


Source: Primary data (2014)

With respect to duration of work, the findings in Figure 4.2 above indicates that 50% of respondents have worked for between 6 to 10 years in their position, followed by 25 % of the respondents having worked over 11 years in their position, 25% had worked between 1 -5 years and only 10% worked below I year in their current position. The findings indicate that majority of the respondents have worked long enough in their current position, hence they have gained enough skills, knowledge and good experience on adoption of green marketing practices by hotels in Mombasa County, Kenya.

4.3.3 Hotel Years of Operation

Figure 4.3: Years of operation



Source: Primary data (2014)

Figure 4.3 above indicates that 80% of the hotels have been operational in the same premises for over 5 years. This means that most hotels have been in business for a relatively long period of time. The results therefore indicates that most hotels have thrived long enough, meaning they could have adopted to green marketing as a new marketing strategy in hotel industry.

4.3.4: Knowledge on Green Marketing

Ten percent of the managers did not know about green marketing as opposed to 90 % who were aware on green marketing. The 10% was also not sure of whether or not the hotel has adopted to green marketing practices. Hence the two questionnaires were not analysed further.

4.4 Drivers for Adoption of Green Marketing

This study investigated drivers for adoption of green marketing practices by hotels in Mombasa County, Kenya. The respondents were requested to indicate the extent to which identified drivers influenced them in adoption of green marketing practices. The response was rated in likert scale of 5 where 1 = Not at all, 2 to a small extent, 3= to a moderate extent, 4=to a large extent, 5 to a very large extent. The mean and standard deviations were computed and the results were as illustrated below.

The responses with mean of 1 and below indicated no at all, 1.1 to values less than 2.0 indicated to a small extent, mean from 2.0 to values less than 3.0 indicated moderate

extent, mean from 3.0 to values less than 4.0 indicated to a large extent and means from 4.0 to 5.0 indicated to a very large extent

The standard deviation indicates how divergent the responses were from the mean response. A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values. A standard deviation more than 1 is significant and shows a great divergence of responses from the mean response.

Table 4.1 Drivers for adoption of green marketing practises by hotels

	N	Maximum	Minimum	Mean	Std.Deviation
Profit Increment	20	1	5	4.40	1.046
Cost Reduction	20	1	5	3.50	1.357
Consumer Demand	20	1	5	3.50	1.100
Government Requirement	20	1	1	1.00	.000
Competition	20	1	5	3.95	1.395
Environmental Conservation	20	4	5	4.70	.470
Market Advantage	20	1	5	4.00	1.298

Source: Primary data (2014)

The study findings in Table 4.1 above show that environmental conservation, profit increment and market advantage has to a very large extent driven hotels in Mombasa County, Kenya to adopt green marketing practices. The three scored a mean of above 4.0. Competition, cost reduction and consumer demand have driven Mombasa County hotels to a large extent to adopt green marketing practices. These factors scored a mean of above 3 but below 4. Lastly government requirement was not at all a driver for green marketing for hotels in Mombasa County, Kenya.

The findings of the study revealed various drivers for adoption of green marketing practices by hotels in Mombasa. Most hotels in Mombasa County are located along the coastal line. They depend on natural resources to remain attractive. Hence, conservation of environment is important to their business continuity and sustainability. Just like any other industry, profit increment and gaining market advantage are fundamental in hotel industry in Mombasa County. Since green marketing present an opportunity to achieve them, they have acted as catalyst for hotels to achieve them.

The findings also revealed competition, consumer demand and cost reduction as the second tier drivers for green marketing adoption for hotels in Mombasa County. These factors to a large extent drove hotels in Mombasa County to adopt green marketing. To stay ahead of competition is a winning strategy. Hotels in Mombasa County are in competition with other destinations across the globe. They have to be pro active in their marketing strategies in order to continue being attractive. Secondly, owing to the growing number of green consumers, it has necessitated the hotels in Mombasa County

to adopt to green marketing practices to meet the changing needs of consumers and tap the growing niche of green consumers. Thirdly, hotel business is the highest consumers of water and energy. To this effect, cost reduction strategies play a big role in the minds on hoteliers. Some green marketing practices help the hotel in reducing this cost. This explains why green marketing practices have largely been adopted as a cost reduction measure.

Government requirement was not indicated as a driver of green marketing practises in hotels in Mombasa County. There is no law that demands hotels in Kenya to adopt green marketing, neither is there a law by the County government of Mombasa to enforce green marketing practises in hotels. Green marketing practices being a new subject, has not yet caught the eye of law enforcement, partly because Kenya is a free market country.

4.5 Benefits of Adoption of Green Marketing

The study further sought to analyse benefits of adoption of green marketing practices by hotels in Mombasa County. The response was rated in likert scale of 5 where 1 = Not at all 2 to a small extent, 3= to a moderate extent, 4=to a large extent, 5 to a very large extent. The mean and standard deviations were computed and the results were as illustrated in Table 4.2.

The responses with mean of 1 and below indicated no at all, 1.1 to values less than 2.0 indicated to a small extent, mean from 2.0 to values less than 3.0 indicated moderate

extent, mean from 3.0 to values less than 4.0 indicated to a large extent and means from 4.0 to 5.0 indicated to a very large extent

Table 4.2 Benefits of adoption of green marketing by hotels in Mombasa

	N	Minimum	Maximum	Mean	Std.Deviation
Competitive Advantage	20	1	5	3.35	1.040
Good Public Image	20	2	5	4.15	1.040
Cost reduction	20	2	5	4.55	.826
Increased Revenues	20	1	5	2.50	1.357

Source; Primary data (2014)

Cost reduction scored the highest mean of 4.55 as a benefit for adoption of green marketing by hotels in Mombasa. This implies that hotels in Mombasa have a high running cost and green marketing practises are helping in reducing them for more profitability. Good public image scored a mean of 4.25. Marketing is both a social and a managerial process. Hence adoption of green Marketing practises by hotels in Mombasa County hotels has socially benefited them in earning a good will from the public. Thirdly Competitive advantage scored a mean of 3.35 as a benefit of adoption of green marketing by hotels in Mombasa County. More efforts need to be put in place by hotels in turning green marketing practises to a competitive gain. The lastly increased revenue scored a

mean of 2.50. This raises a question to whether green marketing practises adopted by hotels in Mombasa County are really helping in bringing new business.

4.6: Challenges of adoption of Green Marketing

The study finally analysed challenges of adoption of green marketing practices by hotels in Mombasa County. The response was rated in likert scale of 5 where 1 = Not at all 2 to a small extent, 3= to a moderate extent, 4=to a large extent, 5 to a very large extent. The mean and standard deviations were computed and the results were as illustrated in Table 4.3.

Table 4.3 Challenges of adoption of green marketing by hotels

	N	Minimum	Maximum	Mean	Std. deviation
Customers being not aware of green products and their uses	20	2	5	3.00	.918
High Implementation and Maintenance costs	20	1	5	3.15	1.387
Customers unwilling to pay for premium products	20	1	5	4.20	1.281
Management style to continue with traditional marketing practices	20	1	5	2.00	1.257

Inadequate professional advice, knowledge and skills to green marketing	20	1	5	2.75	1.482
Inadequate resources	20	1	5	4.20	1.281

Source; Primary data (2014)

From the analyses of challenges of adopting to green marketing practices, inadequate resources and customers not willing to pay for premium for green marketing scored a mean of 4.20. These were the main challenges of adoption of green marketing by hotels in Mombasa County. Resources such as time, money and skills are needed in every step of green marketing step. Resources are needed in every step of green marketing: From product diversification, to product modification, advertising, Corporate Social responsibility among others. The cost of green marketing practises is therefore passed on to the consumers who are unwilling to pay the extra cost for green product.

High Implementation cost and maintenance cost scored a mean of 3.15. Green marketing practises are costly to roll out and therefore a hotel needs a substantial initial cost to launch them and subsequently maintenance cost to sustain them. Customers being unaware of green marketing products and their uses scored a mean of 3.00. Whereas there are a growing number of green consumers, there are still consumers who are not aware of green marketing practises as revealed by this study. Therefore, it presents a challenge to hotels in Mombasa. Since not every consumer appreciates green products.

In adequate professional advice, knowledge and skills to green marketing scored a mean of 2.75. Management to continue with traditional marketing practises scored a mean of 2.00. This can be interpreted to mean, green marketing practises are known and accepted by most hotels in Mombasa and there is enough expertise to carry out these practises.

4.7 Discussion

Green Marketing reflects the goals of traditional marketing which is to facilitate exchange intended to satisfy human needs and wants while meeting the corporate objective. The major difference is that green marketing seeks to achieve those goals with a minimal detrimental impact on natural environment (Miller, 2008). In line with this, the study found out that the greatest driver to adoption of green marketing by hotels in Mombasa County is for environmental conservation. Mombasa County is a tourist destination due to its natural resources, sand, sun and sea. Most hotels in this county are located along a coast line. This means their existence is pegged on this natural resources and it's in their best interest to preserve it. Adoption of green marketing practises by hotels in Mombasa complies with Sustainable development theory

According to Azzone and Manzini (1994) cost factors associated with waste disposal or reduction in material usage forces a company to modify their behaviour. This study revealed cost reduction as a major benefits for adoption of green marketing by hotels in Mombasa County. Hotels incur high cost of water and energy consumption. They also emit a significant amount of waste that accrues to huge costs of disposal. Therefore in

order to cut these cost, hotels in Mombasa County have modified their behaviour by adopting green marketing practises as opposed to traditional marketing methods.

According to environment economics theory, resources are limited and human needs and wants are unlimited (Parkin, 1992). Green marketing looks at how marketing activities utilize these resources while satisfying consumers wants, both for individual and industry, as well as achieving organisation selling objectives. Inadequate resources were identified in this study as major bottleneck hotels in Mombasa County faces while adopting to green marketing practises. This means that to achieve their objectives, they adopt to green marketing when it pays to go green as environmental economic theory suggest.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter present a summary, conclusion, recommendations and suggestion for further research.

5.2 Summary

The aim of the study was to investigate adoption of green marketing practises by hotels in Mombasa County. The researcher sought to find out the drivers for adoption of green marketing practices by hotels in Mombasa County. Based on an extensive literature review, the drivers were identified as Profit increment, cost reduction, consumer demand, competition, environmental conservation and market advantage. Consequently, the researcher sought to establish benefit for adoption of green marketing practises by hotels in Mombasa County. Based on a thorough literature review, four benefits were identified as competitive advantage, good public image, cost reduction and increased revenue. Lastly, the researcher sought to determine challenges for adoption of green marketing practices by hotels in Mombasa County. Literature review revealed six challenges as follows; Customers being not aware of green products and their uses, high implementation and maintenance cost, customers being not willing to pay for premium for green products, management style to continue with traditional marketing practises, inadequate professional advice, knowledge and skills and inadequate resources.

The findings of the study revealed that environmental conservation; profit increment and market advantage has to a very large extent driven hotels in Mombasa County to adopt green marketing practises. Cost reduction, consumer demand and competition has driven Mombasa hotels to adopt green marketing practises to a large extent. While Government regulation was not a driver of green marketing practises by hotels in Mombasa County.

Secondly, the study concluded, adopting to green marketing practises by hotels in Mombasa County led to a very large extent cost reduction and good public image as benefits. The study also revealed competitive advantage as to a large extent been a benefit for adoption of green marketing practises by hotels in Mombasa County.

Thirdly, the study presented challenges of adoption of green marketing practises by hotels in Mombasa. Customers not willing to pay for premium for green marketing products and inadequate resources were ranked highest in this study. Customers not being aware of green marketing products and their uses and high implementation and maintenance cost were the second tier of challenges experienced by hotels in Mombasa as revealed by the study. Management style to continue with traditional marketing styles and inadequate professional advice, skills and knowledge were least challenges encountered by hotels in Mombasa County.

5.3 Conclusion

Adoption of green marketing practises is crucial for hotels in order to remain competitive and profitable. Though a relatively new concept in marketing field and especially to

hotels it has been widely accepted to due to its myriad of benefits it present. Following the research activities of different scholars, it seems that today's society is not only growing an interest in green marketing, but also green marketing practises have become an integral part of carrying out business and more so in hotel industry that thrives mostly in natural resources and consumes a lot of power and water. Among the factors identified as drivers to green marketing practises, environmental conservation was ranked as the first driver. This supports sustainable development for hotel industry. The survival of hotels is not only pegged on the natural resources, but also on profitability, market advantage and global competition. There has been no government support to green marketing in hotel industry in Kenya. There is need for proper guidelines from the government to facilitate and enforce green marketing practises by hotels.

The study findings indicate cost reduction as a benefit of green marketing practises; therefore organisations need to consider green marketing practises as a tool to minimizing cost. Good public image was also indicated as a significant benefit for green marketing practises. Therefore, organisations need to consider the requirements of the wider public and adopt practises that respond to the public demand. However, adoption of green practises should facilitate in increased revenue by generating more business which is not the case according to the study. This raises a question as to why green marketing has not been instrumental in business growth as it should have been expected. Perhaps more green practises need to be integrated with a focus to generate more revenue.

Like any other practise, green marketing practises have experienced their fair share of challenges. Resources are limited and the consumer needs are growing every day. Allocating resources for green marketing practises without compromising other business aspect is a major challenge that organisations are facing. Secondly, cost incurred on green marketing practises are passed to the customers, this means green product have a premium cost that customers are not willing to incur. High implementation cost and maintenance is also another bottle neck. This is because green marketing practises calls for changes in technology used, a lot of innovation and creativity that are costly to initiate. Despite a growing number of green consumers, there are still a significant number of consumers who are not aware of green marketing products and their uses. Thus present a challenge to appeal to this group of consumers. There is relatively good knowledge, skills and expertise in green marketing field. This means that organisations management are integrating these practises in the organisation.

5.4 Recommendations

The literature reviewed in the study and the data collected from the field all seem to point a finger to one direction. There is need to adopt green marketing practises for business sustainability and profitability. In this light therefore the following recommendations have been made to further facilitate the growth of green marketing practises in Kenya.

5.4.1 Contribution to Knowledge

Our understanding of green marketing is still in infancy stage, perhaps due to the multi disciplinary nature of the concept. This research will provide an understanding of green

marketing practices by hotels. It showed the depth of understanding and practice of green marketing practices. In details, it has outlined the drivers, challenges and benefits of green marketing by hotels. This is vital for future reference and contributes to the available body of knowledge.

Hotel industry faces global competition; developed nations are a step ahead with green marketing practises. Therefore, Kenya hotel industry should come together to discuss and adopt what works for developing countries in order to remain competitive at a global scale. This may lead to complying blue print on green marketing practises for hotel industry in Kenya.

5.4.2 Implication for Theory

Green marketing practises involves greening the products as well as greening the firm. This is in line with sustainable development that advocates for meeting today's needs without compromising the future. To achieve this, consumer awareness of green marketing products and their uses is recommended. Firms should be willing to provide clear, comprehensive and credible information to consumers to facilitate in awareness creation.

Although green marketing concern's impact consumers and firm's decision making, economic aspect of green marketing should not be neglected. This is in line with a theory of evolution approach of environmental economics which emphasises on optimal allocation of natural resources and return on capital investments. Managers ought to

identify what need to be greened in systems, processes and products that will increase business performance in terms of profitability and revenue increment.

5.4.3 Implication for Managerial Policy and Practice

The research will provide valuable insight to the management and staff in hotels on green marketing practices. It will help in the formulation of the relevant policies and practices that will encourage adoption of green marketing practices. This can either be through economic incentives or policies to encourage environmental friendly products and processes to some of the challenges faced in strategy implementation in the organization

Due to myriads of benefits of adoption of green marketing practices, hotels in Kenya should be encouraged to fully adopt green marketing practises in order to take full advantage of this new marketing practise. Hotels need to be encouraged to practise green marketing as it is replacing traditional marketing practises that are not conscious of environment and futility.

5.5 Limitations of the Study

This study had several limitations. Firstly, the study utilized a list of hotels under Kenya Association of Hotel Keepers and Caters. This is a membership body that hotels pay a registration fee to join. Most of hotels in Mombasa County were not registered under this body. Therefore the study excluded all the hotels not registered by this body.

Secondly, one caution from this research is that the present findings are indicative rather than conclusive. It is expected that other researchers will be able to survey larger samples of hotels across longer periods of time in the future to validate the conclusions regarding the drivers, benefits and challenges of adoption of green marketing practices by hotels in Kenya.

Thirdly there was limited literature review of green practices in hotel industry in Kenya. Most of the literature review is borrowed from the developed nation context. Lastly, this study is purely descriptive and did not include any kind of statistical testing such as correlation analysis among different variables due to time constraints and the nature of this research project. This limitation has made it difficult to explain the research results in a more quantitative manner.

5.6 Suggestions for Further Research

The study recommends that further research could be done on an extended geographical scope with a larger sample size to compare and contrast the results in order to make conclusive findings.

Future studies may explore the relationship green marketing practices and business performance in developing nations. This will help in shedding more light as to whether there is an economic gain from green marketing practises or its purely an ecological gain.

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APPENDIX I: QUESTIONNAIRE

ADOPTING GREEN MARKETING PRACTICES BY HOTELS IN MOMBASA COUNTY

Please take a few minutes to complete this questionnaire. This questionnaire aims at gathering information on adoption of green marketing practises by hotels in Mombasa. The information is needed for academic purposes only and no information/data will be disclosed to a third party.

PART ONE: GENERAL INFORMATION

1. Which is your position in this hotel

- € Hotel Owner
- € General namager
- € Departmental manager

2. What is the duration of work experience in your position?

- € Less than 1 yr
- € 1-5 yrs
- € 6-10 yrs
- € Above 11 yrs

3. How many years has your hotel been operating this property

- € Up to 5 years
- € More than 5 years

4. Have you heard about Green Marketing before?

€ Yes

€ No

5. In your own opinion, do you think you have adopted green marketing in your hotel?

€ Yes

€ No

PART TWO: DRIVERS FOR ADOPTING GREEN MARKETING

3. In your own opinion, please indicate the extent to which the following factors have driven your hotel in adopting green marketing practices

5 to very large extent, 4 to a large extent, 3 to a moderate extent, 2 to a small extent 1, not at all

No	Issue	5	4	3	2	1
1	Profit increament					
2	Consumer demands					
3	Cost reduction					
4	Government Requirement					
5	Competition					

6.	Environmental Conservation					
7	Market Advantage					

PART THREE: BENEFITS FOR ADOPTING GREEN MARKETING

4. Please indicate the extent to which your hotel has benefited by adopting to green marketing. *5 to very large extent, 4 to a large extent, 3 to a moderate extent, 2 to a small extent 1, not at all*

No	Issue					
1	Competitive advantage					
2	Good public image					
3	Cost Reduction					
4	Increased revenue					

PART FOUR: CHALLENGES FOR ADOPTING GREEN MARKETING

5. To what extent have you experienced the following challenges while adopting to green marketing practices in your hotel? *5 to very large extent, 4 to a large extent, 3 to a moderate extent, 2 to a small extent 1, not at all*

No	Issue	5	4	3	2	1
1	High implementation and maintenance cost					
2	Customers being not willing to pay for premium for green products					
3	Inadequate resources					
4	Customers being not aware of green products and their uses					
5	Management style to continue with traditional marketing practices					
6	Inadequate professional advice, knowledge and skills to green marketing					

APPENDIX II: LIST OF HOTELS IN MOMBASA REGISTERED

UNDER KAHC.

	<u>Hotels</u>	Location
1	Bamburi Beach	Mombasa Malindi road
2	Baobab Holiday Resort	Bamburi Beach
3	Campers Haven & Jamboree Resort	Mombasa Malindi road
4	Emerald Beach Resort & Spa	Shanzu Beach, North Coast
5	Gishungo Apartment Hotel	Mwembe Tayari
6	Kahama Hotel	Bamburi Beach
7	Makwetu Resorts	Nyali, Mombasa
8	Milele Beach Hotel	Mombasa Malindi road
9	Mombasa Beach Hotel	Mt Kenya Rd, Mombasa
10	Mombasa Continental Resort	Bamburi Beach
11	Nyali International Beach Hotel	Nyali, Mombasa
12	Pa Pweza Adamsville Beach Suites	Shanzu Beach, North Coast
13	Pangoni Beach Resort and Spa	Shanzu Beach, North Coast
14	Plaza Beach Hotel	Bamburi beach
15	Reef Hotel Mombasa	Mt Kenya Rd, Mombasa
16	Royal Reserve Safari & Beach Club	Mombasa
17	Sai Rock Hotel	Mombasa Malindi road
18	Sarova Whitesands	Mombasa Malindi road

19	Sentido Neptune Beach Resort	Mombasa Malindi road
20	Serena Beach Hotel & Spa	Mombasa Malindi road
21	Severin Sea Lodge	Mombasa Malindi road
22	Surfside Villas	Bamburi Mombasa
23	Travellers Beach	Mombasa Malindi road
24	Voyager Beach Resort	Mt Kenya Rd, Mombasa