

**A SURVEY OF THE EXTENT TO WHICH FLORICULTURAL FIRMS IN KENYA
PRACTICE GREEN MARKETING //**

BY

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DECLARATION

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

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

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DEDICATION

To all of you who made me what I am today

ACKNOWLEDGEMENT

I thank the Almighty God for the life. Thank you for being with me all through.

I acknowledge my family for being beside me all the way. Your support and encouragement has seen me this far.

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LIST OF ABBREVIATIONS

HCDA- Horticultural Crops Development Authority

OECD- Organization for Economic Co-operation and Development

GMS- Green Marketing Strategy

ABSTRACT

The firms in the floriculture industry in Kenya have been facing myriad of challenges emanating from environmental concerns. The recent challenges came from the overseas markets when the Kenyan flowers were said to be the major pollutants of the environment due to their mode of transport. It took long negotiations and lobbying for the issue to be resolved. But the results were almost disastrous and it is therefore important that issues of marketing ecologically friendly products be addressed by the firms. The study sought to determine the green marketing practices within the floricultural firms in Kenya and also to assess the extent to which green marketing is practiced within floricultural firms in Kenya.

A descriptive survey design was selected for the study. From the population of 104 firms, 52 firms were selected based on stratified random sampling. The data collection was through self-administered questionnaire with closed and open-ended questions. The respondents of the questionnaires were the senior managers of the selected firms. The result of the study was analyzed by the use of descriptive statistics such as frequency, percentages and mean scores. The Statistical Packages for Social Sciences (SPSS) was used to carry out the analyses. The results were then presented in the form of tables and charts.

In relation to the green marketing practices, the results show that the respondents were aware of green marketing practices in the industry. Such practices were manifest in areas such as modifications of obsolete technology, embracing of entirely new technology, and elimination of some unnecessary processes of production. It is therefore concluded that green marketing practices are practiced to a larger extent within the flower firms in Kenya as seen in use of new technology, elimination of unnecessary production processes, and remanufacturing of some products using

available resources. The study recommends that to achieve successful green marketing, the concerned companies must organize aggressive awareness programs to adequately inform all employees and industry participants. In addition, organizations need to establish guiding policies and practices that ensure a formal process of operation.

CHAPTER ONE: INTRODUCTION

1.1 Background.

1.1.1 Concept of Green Marketing

The concept of sustainability and green marketing has been known for a long time, albeit not necessarily by their current names. For example, in the early 1970's, Kotler & Zaltman (1971) put forward the idea of societal marketing which encompassed the idea of the environment. While this idea was originally in response to an oil crisis, it is not news that 'green' marketing has gained ground of recent times. However, closely linked to green marketing concepts are environmentalism (Peattie, 2001; Chamorro, Rubio, and Miranda, 2007) and the green consumer (McDonald and Oates, 2006; McEachern and McClean, 2002).

While it may seem un-necessary to start out discussing basic marketing it is important to establish a common point of reference in regards to marketing issues within an environmental framework. Marketing is a term that is used in various contexts and a baseline understanding is essential. The term marketing is used to describe activities that create value through voluntary exchange between parties (Kotler et al., 2003). Within the marketing framework this involves an organization designing an offering comprising a range of characteristics, referred to as the 4-Ps (Product, Price, Place, Promotion). These characteristics can be combined in many ways to meet the needs of consumers or customers, evidenced by the diverse range of products available within a product category. This applies even within the area of environmentally responsible products. For example, it was suggested that in the 1990s there were many new environmentally friendly products introduced in Australia, which competed alongside traditional products (Carry et al., 2004). In some industries it would appear that all firms have incorporated environmental characteristics into their products. Almost all

packaged tuna products identify the fact that they are “dolphin safe” (Carry et al., 2004).

The inclusion of environmental attributes into marketing activities has been discussed in a number of academic works in journals (for example Menon and Menon, 1997, Polonsky and Rosenberger, 2001), books focusing on this issue (Ottman, 1998; Fuller, 2001), governmental bodies (FTC, 1995; OECD, 1991), as well as in the popular press (Carry et al, 2004). It would appear that firms have taken a diverse range of approaches to using green marketing activities (Crane 2000, Polonsky and Rosenberger 2001). Firms have undertaken green activities for various reasons (Menon and Menon, 1997). In some cases firms have embraced environmental issues because they have recognized that they have a duty to behave responsibly. For example, the Australian producer Blackmores has had a longstanding environmental emphasis, because of an ideological slant (Polonsky and Rosenberger, 2001). Many firms that have become involved in organic food production do so because of an emotive concern for environmental issues (Dimitri and Greene, 2002).

Unfortunately, some firms seem to have integrated environmental issues into their activities simply to differentiate themselves from competitors, without necessarily making any substantive change in the organisations environmental activities (Polonsky and Rosenburger, 2001). The rationale for such superficial changes is that consumers seek to make their consumption more responsible and will therefore be attracted to “green” products (Ottman, 1998). In many cases consumers rely on firms’ marketing activities for product environmental information, simply because it is difficult for them to evaluate products environmental characteristics (FTC, 1995; Latvala and Kola, 2000; Morris et al., 1995), which is referred to as the credence characteristics of the information.

Unfortunately, firms that position themselves as green, even when their activities are not green, or at least are no greener than competitors, result in consumer scepticism of all types of green marketing claims, which in turn may lead to difficulties for all firms who seek to leverage their products environmental attributes in the market place (Carlson et al., 1996; Crain, 2000; Davis, 1993; Polonsky and Rosenburger, 2001). Making environmental claims without any substantive support has been termed “greenwash” and is one of the reasons that governments around the world have sought to regulate green marketing activities (Polonsky and Kangun, 1995). As far back as the early 1990s the OECD identified that there have been a range of governmental attempts to control environmental information given to consumers, as well as to promote programs that improve environmental performance (OECD 1991). Misleading green marketing claims may in fact harm all firms greening activities (Newell et al., 1998).

‘Green’ Marketing has been proposed as a solution, at least a partial one, to the environmental issues connected with conventional marketing. The premise here follows ecological modernization thought, i.e. that transformation towards an environmentally sustainable economy can be achieved within the current market system (Young, 2000; Mol & Spaargaren, 2000). The logic here is that there is a rising consumer awareness of and concern about environmental issues. Consumers therefore demand more environmentally responsible products and production processes.

Marketers react flexibly to these consumer demands, changing products and processes to achieve the same consumer benefits with less environmental detriment. Marketers that do not respond to these market demands are perceived to be environmentally irresponsible by consumers and are eventually pushed out of a competitive market. This process constitutes a rebuilding of a more sustainable market system from below, whereby a snowball effect of demand for more environmentally benign products and processes and increased monitoring at all levels drives pro-environmental change

through the entire supply chain. This view of green marketing, albeit not always quite as simplistically as presented here, can be found in a fair proportion of the 'green' marketing literature (Balderjahn, 1988; Ottman, 1993; Peattie, 1995; Roberts, 1996; Fuller, 1999).

Lozada (2003) contextualizes marketing within current environmental views, proceeds to explore some specific issues that have been levied regarding a key marketing function (product development and management), and examines the strategic repercussions of contemporary marketing approaches to ecological concerns. Schaefer claims that if all is not well with green marketing from a conceptual viewpoint, problems also arise with the spread of green marketing practice.

More recent research suggests that consumers may be less negative of some types of environmental marketing. For example, Bjørner et al. (2004) have suggested that the Nordic Swan environmental label has been effective promoting the purchase of some "green" products. Within the food area there also appears to be an increased demand for environmental and organic food products being sold (Maier and Finger, 2001; McEachern and McClean, 2002; Walley et al., 2000) and a number of retailers have introduced ranges of organic or "green" food products. This includes Tesco in the UK (Tesco 2004), Billa/Metkur Group in Austria/Germany (Grabner-Krauter and Schwarz-Musch 1999) and Monoprix in France (Eurepgap, 2004). In addition there are increases in programs related to individual environmental food and agricultural products, such as Bananas (Winthrop, 1999), coffee (Eurepgap, 2004) and wood products (Higgins, 2000).

The floriculture sector (flowers and ornamentals) have after three decades in business reached maturity. An industry that expanded at a very fast pace in the early years has now remained relatively stable, maintaining an average growth of 20% per annum.

The total declared FOB value of floriculture exports in 2007 was Kshs 43 billion out of the total amount of KShs 67 billion for horticulture. While in 2006 the flower export volumes were over 80,000 tons, volumes for 2007 hit the 90,000 tons.

Floriculture is estimated to employ over 100,000 people directly, while indirect employees in transport, packaging, inputs etc are approximately 1.2 million people who derive a livelihood from the export industry. If each has four dependants, the total beneficiaries are 4.8 million people or 14% of the population! The fact that these opportunities in employment are in the rural areas is very important, as it not only stems rural urban migration but also contributes to poverty alleviation a major focus of the government. The main flower growing areas in Kenya are regions around Lake Naivasha, Kinangop, Nakuru, Mt. Elgon, Kitale, Eldoret, Kericho, Limuru, Kiambu, Athi River, Thika, and Mt. Kenya region.

1.1.2 The Floricultural Industry in Kenya

With over 70 percent of the poor in developing countries living in rural areas, agricultural growth must play a significant role in poverty reduction, and in small low-income countries this is likely to require improved agricultural export performance. In Kenya, floricultural exports have demonstrated huge potential in terms of both growth rates and overall demand, generating jobs that directly support a half million workers, small farmers, and their families.

Small farmers have proven to be effective suppliers for floricultural products such when satisfactory contracting arrangements are established with an exporter or processing firm. Large farms have been more conducive to the cultivation of floricultural crops, notably cut flowers, but have generated thousands of jobs for laborers who own little or no land and who are the truly poor. Many more urban poor find full- or part-time employment in the packhouses, cutting and packaging produce for export. Working

conditions vary but available evidence shows that these employees and farmers are better off than their peers outside the industry. Recently, the industry associations within the floriculture sector have adopted employment guidelines that go beyond official government policy.

The sector's development has been gradual and eclectic, with many ups and downs, and many different actors. It is primarily a private sector story, with entrepreneurs and farmers innovating and taking chances. The government has played an ambiguous role, being broadly supportive but often interfering; it sometimes contributed the most by leaving the sector alone, but gradually it has learned to be a facilitator.

Flower exporters who prop a big chunk of Kenya's economy were at the last quarter of 2007 struggling to keep their employees amid a string of new health and environmental regulations which raised the cost of production. Kenya's flower industry, which produces about 33 percent of the world's production, was in the spotlight for the a few months following a stiff and sustained campaign from other European growers to have the flowers ejected from supermarket shelves in Europe.

There was a hype earlier saying that the Kenyan flowers had a huge carbon footprint because of shipping products from Nairobi to the market. Local exporters were battling against a string of EU conditionalities, including requirements to cut to bare minimum, the amount of carbon dioxide emissions during the production process. They have instead resorted to energy saving measures and introduced new farming technologies which reduce the amount of water consumed in the industrial process to sustain their lead in the worldwide flower market. Fighting against an increasingly volatile environment where every aspect of the business has to face off with various new challenges, the industry is struggling to get to the extra mile, just to keep their employees and stay in business (EABW, 2007).

Given the increasing need to market ecologically friendly products in most of the sectors in Kenya, green marketing practices have found their place in the floriculture industry hence the need to study the green marketing practices of firms in the industry.

1.2 Problem Statement

Environmental sustainability is a matter which can not be ignored, so business organizations have to recognize the competitive advantages and business opportunities to be gained from green marketing although it may be a cost to the organization. Consumers also have to largely be aware of the usefulness of adapting to the green products. Green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising (Michael Jay Polonsky, 1994).

The firms in the floriculture industry in Kenya have been facing myriad of challenges emanating from environmental concerns. The recent challenges came from the overseas markets when the Kenyan flowers were said to be the major pollutants of the environment due to their mode of transport. The market was shrinking as the green mania in Europe persisted. It took long negotiations and lobbying for the issue to be resolved. But the results were almost disastrous and it is therefore important that issues of marketing ecologically friendly products be addressed by the firms (EABW, 2007). This is a scenario that has not received the attention it deserves.

The growing social and regulatory concerns for the environment lead to an increasing number of companies to consider green issues as a major source of strategic change. In particular, this trend has major and complex implications on the technological strategy of a company and on its product innovations. Studies in Kenya have shown the green marketing practice in various sectors of the economy. Currently, the manufacturing sector has received greater attention from researchers (Kiongera, 2003; Obuya, 2003;

Kalama, 2007; and Mwirigi, 2007). The agricultural sector has not been considered for research. Given the importance of green marketing to the agricultural firms, this study seeks to fill the gap by assessing the extent to which floricultural firms in Kenya have adopted green marketing practices.

1.3 Objectives of the Study

The objectives of this study are therefore:

1. To determine the green marketing practices within the floricultural firms in Kenya.
2. To assess the extent to which green marketing is practiced within floricultural firms in Kenya.

1.4 Importance of the Study

This study will add on the growing body knowledge of green marketing in Kenya. In particular, the study will be important to the management of all floricultural firms in Kenya as this will act as an audit of how well they are meeting the ecological standards of the market.

The study will also be invaluable to the consumers of floricultural products as the results of the study will enlighten them on the green marketing practices of floricultural firms.

The study will also provide invaluable information to the policy makers, especially within the horticultural industry on the way forward for regulating and managing the industry.

CHAPTER TWO: LITERATURE REVIEW

2.1 Concept of Green Marketing

Although the notion of marketing is more expansive, this paper employs the term green marketing to refer to the strategies to promote products by employing environmental claims either about their attributes or about the systems, policies and processes of the firms that manufacture or sell them. Clearly, green marketing is part and parcel of the overall corporate strategy (Menon and Menon, 1997).

Along with manipulating the traditional marketing mix (product, price, place and promotion), it requires an understanding of public policy processes. Green marketing also ties closely with issues of industrial ecology and environmental sustainability such as extended producers' liability, life-cycle analysis, material use and resource flows, and eco-efficiency. Thus, the subject of green marketing is vast, having important implications for business strategy and public policy.

Firms can 'green' themselves in three ways: value-addition processes (firm level), management systems (firm level) and/or products (product level). Greening the value-addition processes could entail redesigning them, eliminating some of them, modifying technology and/or inducting new technology – all with the objective of reducing the environmental impact aggregated for all stages. A steel firm may install a state-of-the-art furnace (new technology), thereby using less energy to produce steel.

Firms could adopt management systems that create conditions for reducing the environmental impact of value-addition processes. However, management systems' efficacy for greening value-addition processes is difficult to quantify if they are not accompanied by performance measures. Thus, by having measurable (therefore, easily monitored and understood) performance indicators, firms can make verifiable claims

about the environmental impact of their management systems. Conceivably, consumers may reward such firms, if they can easily access and interpret such information.

The third greening strategy pertains to products. Building on Charter (1992), this could take place in the following ways: (i) repair – extend the life of a product by repairing its parts; (ii) recondition – extend the life of a product by significantly overhauling it; (iii) remanufacture – the new product is based on old ones; (iv) reuse – design a product so that it can be used multiple times; (v) recycle – products can be reprocessed and converted into raw material to be used in another or the same product – and (vi) reduce – even though the product uses less raw material or generates less disposable waste, it delivers benefits comparable to its former version or to competing products. In addition, greening products could include new institutions to reduce environmental impact of product use by developing systems to replace dominant pattern of private ownership and use (as in cars) by a mix of collective and private use (through leasing and renting).

Green marketing is considered as one of the major trends in modern business (Kassaye, 2001). The demand for ecological products and sustainable business activities was determined by an increase in the customers' awareness concerning environmental issues, as well as by stricter regulations introduced by national governments, especially in industrially developed countries (Polonsky et al., 1998). Recently, the green movement became successful on the political arena of many European countries (European Greens, 2004). On the other hand, various environmental groups, as well as the media, are carefully monitoring the firms' compliance with ecological principles, creating increased pressure and awareness in the business environment (Medleson and Polonsky, 1995).

For the purpose of this paper, an ecological product is defined as a product that was manufactured using toxic-free ingredients and environmentally-friendly procedures, and is certified as such by a recognized organization.

The green marketing encounters specific challenges, determined by the variability of demand, unfavorable consumer perception, and high costs. Although the increased awareness of environmental issues determines a constant development of eco-demand, many consumers complain about the high prices and the unglamorous image of ecologically-friendly products (Johri and Sahasakmontri, 1998). On the other hand, the ecological claims of some enterprises are met with scepticism by consumers (Davis, 1996; Martin and Simitiras, 1995; Polonsky et al., 1997). In less developed or developing countries producing and selling ecological products might be more expensive in comparison with traditional merchandise (Johri and Sahasakmontri, 1998; Lubieniechi, 2002). To these specific challenges, international marketing adds the specific dimensions of inter-country variability, and additional costs for product adaptation and commercialization (McAuley, 2001).

The main markets for green products are located in developed countries, mainly Western Europe, North America, South-East Asia and Australia. However, in many cases the domestic offer cannot satisfy the demand for ecological products, creating opportunities for firms from developing countries or transition economies (Borregaard et al., 2003). In other cases, successful eco-firms from developed countries initiate internationalization in order to expand their market, taking advantage of their reputable brand (Pugh and Fletcher, 2002).

2.2 Theoretical Contributions to Green Marketing

2.2.1 Environmental Concerns and Marketing Strategy

Lozada (2003) reviews how environmental concerns may be spawning alternative approaches to marketing strategy to deliver value-added and to potentially establish a source of competitive advantage. Lozada (2003) contextualizes marketing within current environmental views, proceeds to explore some specific issues that have been levied regarding a key marketing function (product development and management), and examines the strategic repercussions of contemporary marketing approaches to ecological concerns. Green marketing imparts an ecologically proactive role on marketing organizations. It fosters not only sensitivity to the impact that marketing activities may have on the natural environment, but also encourages practices that reduce or minimize any detrimental impact. The philosophy of sustainable development provides additional impetus to green marketing by emphasizing that environmental protection does not necessarily negate economic prosperity, but encourages a rethinking of how we engage in marketing activities (Lozada, 2003).

Lozada (2003) claims that in addition to the concept of eco-efficiency, manufacturing for disassembly has also gained momentum as the recycling of materials and energy and resource conservation are more plausible thanks to technological change. Implementing a philosophy of sustainability in the practice of marketing would require businesses to become more sensitive to the efficient use of all resources over a longer period. In particular, the loss of natural resources may significantly affect a company's product line and overall production process(es). This change in orientation, from short- to long-term, would be part of any requisite structural changes (e.g., changes in corporate culture and communication and information systems). Perhaps the most persuasive argument is that waste represents costs to organizations, therefore waste reduction,

reuse of materials, and recyclability are important cost savings activities in the long-run (Lozada, 2003).

Further, Lozada (2003) contends that companies that have adopted some type of environmental accountability have found some benefits in the adoption of an ecological approach; consideration for the natural environment will have to be embedded in the product mix if a fully integrated green marketing strategy is to be achieved. The green image generates a more positive public image which can, in turn, enhance sales, increase stock prices, and open access to public capital markets. A green image may enhance the overall perception of product quality and when coupled with the environmental benefits inherent in a product and/or its use may provide the added value that consumers would favor (Lozada, 2003).

2.2.2 Marketing Systems and Green Marketing

Schaefer (2003) maintains that a sustainable marketing system would have to be flexible, decentralized, and open to learning from environmental cues; experiments to deal with these environmental changes would emerge in various forms and at various places and multiple feedback loops would help to identify viable solutions and spread them. Defenders of marketing practice might argue that it is unfair to lay all these environmental woes at the door of marketing as marketing does not create consumer needs (even those in an overly materialistic society) but merely reflects them. Therefore, if consumers were not willing to buy all these products offered in the market and happily accept or demand ever more and new consumer goods no amount of advertising or other marketing techniques could ever make them do so. There is some element of truth in this argument. Without latent consumer interest and demand no new product will succeed, no matter how sophisticated the selling techniques, and the

large number of failed products in the history of marketing amply testifies to this effect (Schaefer, 2003),

Schaefer (2003) claims that if all is not well with green marketing from a conceptual viewpoint, problems also arise with the spread of green marketing practice. "While green marketing as practiced by industry has come in for criticism as being either insufficient given the magnitude and nature of the problem or even just a cynical self-preservation exercise, marketing holds out another promise in delivering change towards greater ecological sustainability. Social marketing means the use of marketing techniques to promote socially desirable behaviours, including environmental awareness and more sustainable behaviours. It attempts to re-educate and persuade consumers not to consume certain goods at all or to a much-reduced extent."

According to Schaefer (2003), business and government organizations are generally structured along more hierarchical lines, which may be rather less conducive to learning; marketing networks communicate meaning in terms of values, technological knowledge, and commercial knowledge, among others. Schaefer (2003) assert that material processes include the extraction and conversion of raw materials, transportation, use of finished goods, and disposal. Both of these can be seen as problematic from an ecological sustainability perspective. Current material processes are problematic because of their 'linear' rather than 'cyclical' nature and communications are problematic because of the meaning conveyed, which is often a promotion of material consumption and valuing material over non-material benefits. On a perhaps somewhat minor scale, communications may also be problematic because of the material use that is part of marketing communications.

Schaefer (2003) uses the analogy of a living system to explore the requirements for a sustainable marketing systems and barriers to sustainability; consumers demand more

environmentally responsible products and production processes. Marketers react flexibly to these consumer demands, changing products and processes to achieve the same consumer benefits with less environmental detriment. Marketers that do not respond to these market demands are perceived to be environmentally irresponsible by consumers and are eventually pushed out of a competitive market. This process constitutes a rebuilding of a more sustainable market system from below, whereby a snowball effect of demand for more environmentally benign products and processes and increased monitoring at all levels drives pro-environmental change through the entire supply chain (Schaefer, 2003).

Diaz (2002) reasons that, in the latest years, companies are in a new competence scene facing not only economic and social rules, but also ecological ones, and analyzes the way a company must direct its management toward the new relationship between firm-natural environment-stakeholders and the ecological marketing strategies (product, price, promotion and place). Diaz (2002) presents the mechanisms proposed by International Organizations, which make it easy to implement an Environment Management System, in a voluntary way, considering its similarities and differences.

2.3 Green Marketing Practices

Peattie and Crane (2005) reviewed the history of “green marketing” since the early 1990s and to provided a critique of both theory and practice in order to understand how the marketing discipline may yet contribute to progress towards greater sustainability. They examined elements of green marketing theory and practice over the past 15 years by employing the logic of the classic paper from 1985 “Has marketing failed, or was it never really tried” of seeking to identify “false marketings” that have hampered progress. That much of what has been commonly referred to as “green marketing” has been underpinned by neither a marketing, nor an environmental, philosophy. Five

types of misconceived green marketing are identified and analysed: green spinning, green selling, green harvesting, enviropreneur marketing and compliance marketing. Peattie and Crane (2005) provides an alternative viewpoint on a much researched, but still poorly understood area of marketing, and explains why the anticipated “green revolution” in marketing prefaced by market research findings, has not more radically changed products and markets in practice.

Bors (2004) emphasizes the importance and the role of the ecological marketing concept in modern business operations, particularly in tourism destinations. With the aim of getting insight into previous application of ecological marketing in tourism and catering businesses in the Croatian littoral region, secondary and primary research were carried out. Primary data were obtained from a questionnaire survey of 28 tourism/catering managers during August and September 2002. The research establishes the importance of an ecologically conceived tourism offer and the implementation of certain elements of ecological marketing, and discusses the impact of government authorities and the Croatian tourism system on the ecological behaviour of tourism suppliers. The results of the research show that the application of ecological marketing, the ecological awareness of Croatian tourism suppliers, and their cooperation with government authorities are still unsatisfactory. However, certain conceptual beginnings of ecological marketing in the service offer of tourism companies are present. It is suggested that companies that regularly use them should acquire recognizable long-term competitive advantages, greater efficiency and effectiveness.

Apaiwongse (1994) did a study to determine the relationship between policy uncertainty and three dimensions of climate namely climate cohesiveness, climate coordination, and climate trust. In this study, the author uses a five-phase field study to collect data. The entire population of 42 industrial firms in three different industries was surveyed. A questionnaire containing an instruction was mailed to the 42 firms

actually submitting green proposals and forming marketing centers for policy decisions. One follow-up letter was sent, and “motivating” telephone calls were made. Usable answers were received from 33 marketing centers, a response rate of 79 per cent. Using bivariate regression analysis, the study found out that there are strong relationships between either cohesiveness or coordination and policy uncertainty. However, there is a weak support for the relationship between trust and policy uncertainty.

Grove et al (1996) designed a study to accomplish several purposes. First, the study attempted to bring attention to the general and pervasive exclusion of service industries from discussions of green marketing practices. The study explored why that circumstance may exist, and provided arguments to support the adoption of environmental practices by services providers. Second, in trying to identify how the service sector can contribute to the preservation of the environment, a greening of services matrix was presented. This matrix was designed to demonstrate through hypothetical examples the many ways that service industries can reduce, reuse or recycle resources, either collectively or individually, and thereby embrace the green initiative. Finally, the paper submitted a total quality/benchmarking approach as a means by which services organizations may adopt environmental practices. Through these efforts, it is hoped that the importance and efficacy of the greening of the service sector will be established.

The market of ecological products is growing exponentially at global level, however, there are very few studies focused on the international marketing strategies of eco-firms. In their study, Gurao and Ranchhod (2006) sought to address these issues. On the basis of the information collected during interviews conducted with six British and six Romanian eco-firms with international activity, the main opportunities and challenges for international green marketing are identified and analysed. The findings show important differences between the Romanian and the British firms, mainly determined

by the level of development of their domestic market. The Romanian firms usually export ecological products using foreign agents, while the British firms sell internationally using their own brand name and attempting to control the foreign distribution channels. The similarity of the foreign market selection process applied by the UK eco-firms has allowed the development of a tentative theoretical framework in the second part of the paper. The paper provides insights into the issues surrounding the marketing of ecological products in the international marketplace.

Rivera-Camino (2007) examined the influence of stakeholders on green marketing strategy (GMS). Marketing literature recognizes that stakeholders play a significant role in influencing organizations and markets, but has not targeted a single integrated approach to examine the relationship between stakeholder management and GMS. This research comprised several phases, including the development of a typology of GMS, an analysis of how managers prioritize stakeholders, a study of the influence of stakeholders on GMS, and an analysis of the influence of the organizational context on managers' perception of the stakeholders. The hypotheses were validated using multivariate correlational techniques. The study identified the stakeholders associated with GMS and their impact on the strategy adopted by the firms, and established how this is moderated by the firm's own economic sector and organizational characteristics. The study recommended that Future studies might replicate and extend the research in other industries and countries to ascertain whether environmental concerns have different effects in other contexts. The surveys on GMS and stakeholder perception undertaken in the present survey are a potential source of information for managers – because they can be used as a self-diagnostic tool to determine if a firm's attitude to the environment is reactive or proactive.

Research indicates that consumers are integrating their concern for the environment into their purchasing behavior in a variety of ways. There is a growing amount of

evidence indicating that consumers are choosing products or avoiding others based on their impact on the natural environment (Mednleson and Polosky, 1995). Environmental organizations are increasing their willingness to enter into strategic alliances with manufacturers. They realize that both the organizations and environmental groups benefit from these associations.

Forming an alliance assumes that both parties cooperate, are mutually beneficial and are not adversarial. Therefore, environmental groups may see alliances as a strategic tool for them to achieve their ultimate objective – to improve the environment. Given this objective, it is important that organizations do not expect too much accommodation from their alliance partner. Alliances are only beneficial if the environmental group is perceived to be an unbiased protector of the environment. It therefore follows that any firm involved in a strategic alliance should expect its environmental activities to be held up to the same scrutiny as any other organization. In fact, firms involved in environmental strategic alliances may face extensive initial scrutiny, as their environmental partner will want to ensure that their name does not become soiled due to a firm's poor environmental behavior. On the other hand if, in the future, problems arise with the organization's environmental activities their alliance partner may be more willing to consult with the firm and discuss the problem before generating negative publicity, if it is generated at all. In some cases the alliance partner may simply recognize that an unforeseen event occurred and assist the organization in modifying its activities so that the "event" does not occur in the future. Thus, forming alliances should build cooperative links between organizations and their environmental alliance partners (Mendleson and Polosky, 1995).

Choosing the correct alliance partner is not a simple task, as most environmental groups have different objectives and images. Some groups may be willing to form exclusive alliances, where they only partner one product in a given product category. Other

groups may be willing to form alliances with all products that comply with their specific criteria. In the latter case the use of the environmental group's emblem, logo or seal almost becomes a generic environmental endorsement. While this may not be of concern to producers, this type of outcome may benefit green marketing in the long run.

Johri and Sahasahmontri (1998) explored the application of green marketing strategies by two companies in the cosmetics and toiletries industry in Thailand. These are, an international company, The Body Shop, and a local company, Oriental Princess. Further, the study evaluates the impact of these strategies on shaping the consumer attitudes and the extent of brand loyalty. The dimensions of the green marketing strategies of The Body Shop and Oriental Princess, the two case companies, were obtained by examining internal documents and by conducting in-depth interviews with the managers, the sales staff and customers. To determine product attributes considered important by consumers while buying green products in the category of cosmetics and toiletries, the researchers conducted three focus groups. Each group had six discussants representing 11 females and seven males. Amongst these were nine working persons and nine university level students. The attitude of consumers towards the products of these two companies and the extent of brand loyalty exhibited by them are calculated from the quantitative data collected by administering questionnaires to a sample of 120 customers intercepted at three retail outlets each of The Body Shop and Oriental Princess. In the case of The Body Shop, the respondents included 36 females and 24 males because the company, in addition to products for women, also has a specific product category "Mostly Men". In the case of Oriental Princess, all the 60 respondents were female because the company does not have any specific products for men. Interviews with the managers and sales staff and a study of the internal documents of the two case companies revealed that there are many opportunities and threats for green marketing of cosmetics and toiletries in Thailand. From the three focus group

discussions, the study found that customers while buying green cosmetics and toiletries give due attention to 11 main attributes that include nine basic and two green attributes. The basic attributes are regardless of whether the customers are buying green or chemical-based cosmetics.

Kiongera (2003) describes how key organizational members interpret the relationship between their firm and the biophysical environment. It looks at how companies can reduce waste at source and eliminate pollutants entirely in manufacturing processes rather than filter or capture the downstream. The findings of the study show that the cement industries turn green due to both legal and company requirements. Some of the legal requirements include reclamation of the excavated land, control of noise and air pollution. Due to stringent environmental laws, companies have come up with strategies aimed at monitoring and evaluating the environmental hazards caused during the production process. As such green marketing actions have been institutionalized into the company's values and policies. Among the actions include compostability and recyclability, coming up with environmentally friendly products, which are ozone free.

CHAPTER THREE- RESEARCH METHODOLOGY

3.1 Research Design

A descriptive survey design was selected for the study. Thus, a survey of floricultural firms in Kenya was done. Descriptive research portrays an accurate profile of persons, events, or situations (Robson, 2002). Surveys allow the collection of large amount of data from a sizable population in a highly economical way. It allows one to collect quantitative data which can be analyzed quantitatively using descriptive and inferential statistics (Saunders et al., 2007). Therefore, the descriptive survey was deemed the best strategy to fulfill the objectives of this study.

3.2 Population of Study

According to the Floriculture (2007), there are 104 firms dealing in the growing and export of flowers (Floriculture firms). This was the target population of the study.

3.3 Sample and Sampling Technique

From the population of 104 firms, 50% of the firms were selected based on stratified random sampling. The objective was to ensure a representative geographic balance and spread for the sample population. According to Mugenda and Mugenda (2003), a sample size of at least 10% is sufficient for purposes of generalizability to a larger population.

3.4 Data Collection

The data collection was through self- administered questionnaire with closed and open-ended questions (attached). The closed ended questionnaire enabled the researcher to collect quantitative data based on the frequency, while open-ended question gave respondent complete freedom of response. The respondents of the questionnaires were the senior managers of the selected firms.

3.5 Data Analysis

The result of the study was analyzed by the use of descriptive statistics. Descriptive statistical methods used to analyze the data include frequency, percentages and mean scores. For qualitative responses, content analysis was used. The Statistical Packages for Social Sciences (SPSS) was used to carry out the analyses. The results were then presented in the form of tables and charts.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the data analysis and interpretation; the results are presented using graphs and tables. Percentages and frequencies have also been used to presents the data.

4.2 Sample Characteristics

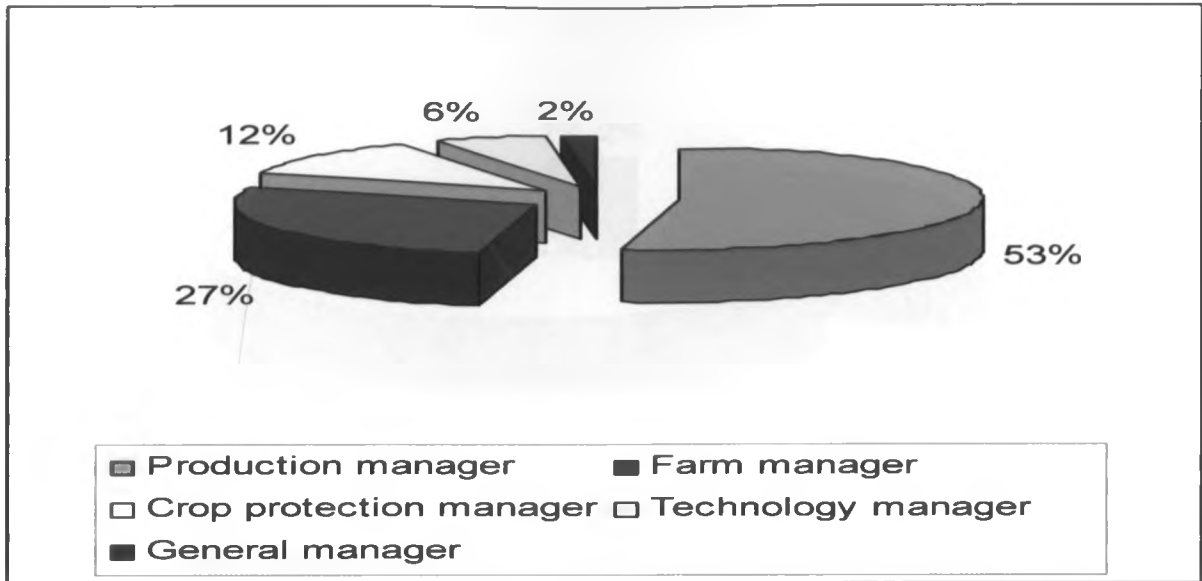
The respondent were asked to indicate their positions in the organisation, this was in order to assist the researcher in valuing the responses obtained, considering the responsibility for green marketing. The results show that a majority of the respondents were production managers. This implies that most of the respondents were in a position to guide decision making process in green marketing. Table 1 shows the findings.

Table 1: Position of Respondents

Position	Frequency	Percentage
Production manager	27	53%
Farm manager	14	27%
Crop protection manager	6	12%
Technology manager	3	6%
General manager	1	2%
Total	51	100%

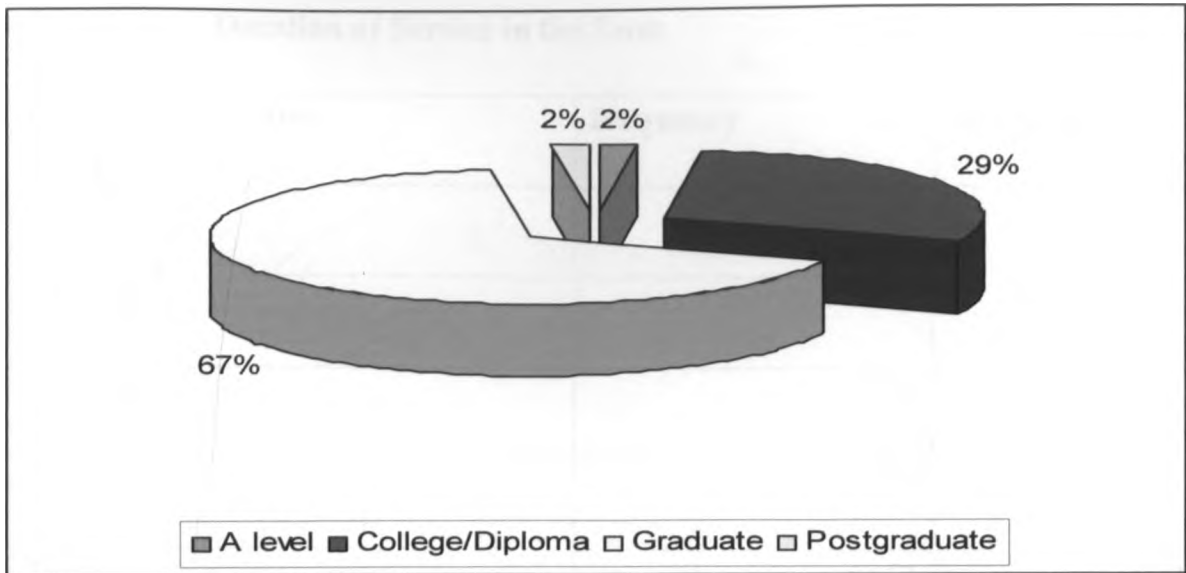
This information on the position of respondents in their various flower firms is also presented in Figure 1.

Figure 1: Position of Respondents in the Companies



The respondents were asked to indicate their education levels, this was to assist in judging the ability of the respondents to understand and give the correct responses. The results show that a majority of the respondent had attained graduate level of education (67%). A further 29% asserted that they had attained diplomas while 2% said they had A levels and postgraduate degrees respectively. The implication on the study is that a majority of the respondent are able to interpret and answer correctly the questions asked. Figure 2 shows the results of the study.

Figure 2: Level of Education



The respondents were asked to indicate how long they had been working in the company, this was in order to determine the experience level of the respondents and the validity of any responses obtained from them. The results show that a majority of the respondent had been in the firm for over seven years (29%). The study also established that 25% of the respondents had been working in the farms for a period less than 3 years, 24% for a period between 3-5 years while 22% for a period between 5-7 years.

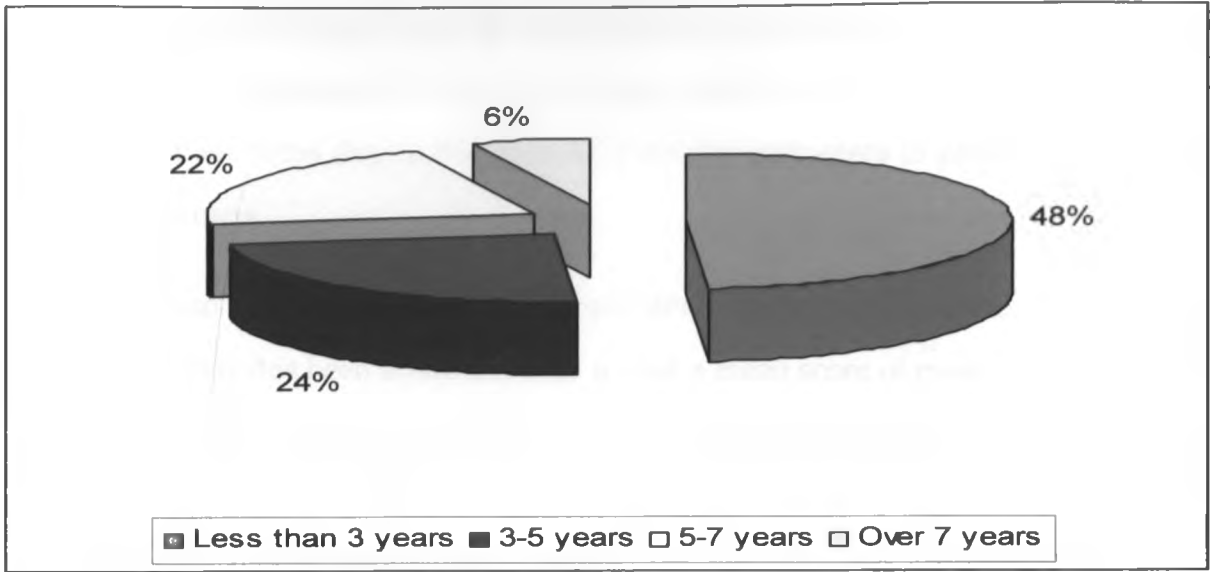
Thus, most of the respondents had been in the organisations for a longer duration. This implies that most of had enough experience to give reliable responses to the study. The results are presented in Table 2.

Table 2: Duration of Service in the Farm

Duration in the firm	Frequency	Percentage
Over 7 years	15	29%
< 3 years	13	25%
3-5 years	12	24%
5-7 years	11	22%
Total	51	100%

The respondents were asked to show their duration of service in the current position; this was to aid in judging the specific experience in the positions enlisted and the responses on the same. The result show that a majority of the respondents had been in their positions for less than three years (48%). A further 22% had been in their current positions for a period between 5-7 years, 24% for a period between 3-5 years while 6% had been in their present positions for a period over 7 years. This implies that the responses obtained may relate to experiences in other areas of work rather than current position. These results are summarized in Figure 3 below.

Figure 3: Duration in the Current Position



4.3 Green Marketing practices

The main objective of the study was to establish the green marketing practices of flower firms in Kenya. The respondents were asked to show the extent to which they agreed or disagreed with the statements listed in the table. The likert scale was used to grade the agreement level. In the scale, 1 represented strongly disagrees while 5 represented strongly agree.

To interpret the results, mean scores were determined for each of the responses. Thus, any practice that scored a mean score of 3.5 and above was considered to be a significant practice in the industry. The results on the green marketing practices among floriculture firms are presented in Table 3.

The results show that the respondents are aware of green marketing practices in the industry. This is because the statement scored a mean score of 4.0 indicating that it is very significant. Thus, in terms of awareness of the green marketing practice, it can be deduced that for the floricultural firms in Kenya, there is much awareness about the

practice among the firms. Given the importance of the practice for such firms, this spells good tidings for players in the industry as they may be able to face the challenges of the practice in their firms due to the demand from the customers to produce ecologically-friendly products.

The study also found that most of the respondents agree that that some technology that seemed obsolete has been modified. This scored a mean score of mean of 3.88 indicating that it was a very significant practice. The technologies that seemed obsolete in the areas of production process and the whole management systems were the ones that were modified. The modifications have ensured that the processes are more efficient now that before as wastages and costs are minimized. This has in effect led to production of environmentally friendly products in the industry to respond to the consumer demand for such products.

Other than the modification of technologies that seem obsolete, the findings also indicate that new technology of production has been introduced in some of the flower firms in Kenya as shown by a mean score of 3.88. Where firms have realized that it is not efficient to only modify the technologies used in the firms, some of the firms have gone to the extent of overhauling the technologies they previously used and instead use new ones in the market. This has been mainly seen in the area of production where new production technologies available in the market have been successfully adopted. These new technologies have ensured quality in the production process and as such improvement in the quality of the flowers produced. As such, the challenge to produce ecologically-friendly products has been met by the new technologies.

The study also found that for firms that considered some of their production processes unnecessary, such unnecessary processes have been eliminated. This is shown by a

mean score of 3.78. It is usually important that any firm that believes in efficiency of its production process must audit its production process to check for those processes that do not add a significant value in the end product. If such an audit is done, such processes need to be eliminated. This is the concept that was clear in most of the firms surveyed. The firms that realized that some of the processes could be eliminated did so. This practice is important as it leads to a more efficient and effective production process that ensures that the end product is of high quality and ecologically-friendly.

The packaging materials used by the organisation are recyclable and environmentally friendly. This is because majority of the respondents cited so and as such, the mean score for this statement was 3.74 indicating its significance. It has become a priority for firms to ensure that the packaging materials they use are recyclable. With the increasing environmental concern, it seems that even the flower firms in Kenya have not been left behind as the flower packaging materials they use are recyclable and hence environmentally friendly.

The findings in Table 3 also reveal that some of the new products have been remanufactured from the old ones.

The value addition process in the organisation has been redesigned to be in line with acceptable industry green marketing practices. This was shown by a mean score of 3.72. The industry green marketing practices are such that there are minimum requirements that regard how firms need to uphold ecological challenges as demanded by the consumers. Thus, any value addition in the flower firms must be in tandem with the industry practice or surpass the same. Most firms in the industry are therefore striving to ensure that their value addition processes are in line with the industry green marketing practices.

The results also show that the management system adopted in the flower firms has reduced the environmental impact of value addition process. This had a mean score of 3.71. Thus, the management systems in the flower firms have ensured that the value additions in their firms have minimum adverse consequences, if any, on the environment. This has made it possible to have better standards of green marketing practices in the industry.

Flower firms could adopt management systems that create conditions for reducing the environmental impact of value-addition processes as has been shown above. However, studies have shown that management systems' efficacy for greening value-addition processes is difficult to quantify if they are not accompanied by performance measures. As such, the respondents were to state the extent to which they agreed that performance measures were in place to quantify the management system's efficacy for greening value addition process. The study found that indeed performance measures have been put to quantify the management system's efficacy for greening value addition process in most of the flower firms surveyed as shown by a mean score of 3.64. Given that the performance indicators exist among the firms surveyed, these firms can make verifiable claims about the environmental impact of their management systems. Firms with such information can therefore be rewarded by the consumers, as long as they can easily access and interpret it.

The study also found that the respondent agreed that their firms had designed products that can be re-used as shown by a mean score of 3.62. This relates to the packaging materials in the firms.

The study further revealed that most of the respondents agree that the product channels of distribution are environmentally friendly as indicated by a mean score of 3.61. The distribution channel is from firm to the retailers in the target markets, especially the

overseas markets. Transportation from the farms is done using vehicles with appropriate equipment to ensure that quality is maintained. The flowers are then taken to the airport for transportation by air to the overseas countries. This mode of transport has less carbon emission and therefore ensures that the flowers are ecologically friendly.

The study also revealed that the health and safety standards within the organisation are as per the best industry practice as shown by a mean score of 3.6. The study also revealed that the life cycle of products has been extended by recycling of some of the products as shown by a mean score of 3.58. Further, the study revealed that the management is aware of the green marketing practices in the industry as shown by a mean score of 3.51 and that some of the new products have been remanufactured from the old ones as indicated by a mean score of 3.5. The study also found that some of the products have been reprocessed and converted into raw materials to be used later as shown by a mean score of 3.5.

However, there were other issues that did not receive the scores necessary to interpret them as being practiced in the industry. As shown in Table 3, the study found that the life cycle of products has not been extended by significantly overhauling them as shown by a mean score of 3.21. This shows that products have not been overhauled. But given the nature of products in question, it is not possible to have this as a practice in the industry. These results can therefore be understood.

The study also found that the management has been has not been creating awareness among the employees on how to practice green marketing in their various capacities in the organisation as shown by a mean score of 3.16. It seems that it is the management that is aware of the green marketing practices in the industry but nothing is being done to educate other employees on the practices required in the industry as concerns ecological issues.

The study also established that the products pricing system adopted by the management is not cost based at low mark ups as shown by a mean score of 3.11. What this implies is that cost is not usually factored in when pricing the products, which is a strange phenomenon as cost is usually a significant factor in pricing.

The study further revealed that training has not been organized in most of the firms on how best to observe green marketing principles as shown by a mean score of 2.94. This only expounds the issue of non-awareness among the employees in the flower firms surveyed.

Table 3: Green Marketing Practices in the Floriculture Industry

Statements	Mean Scores
I am aware of green marketing as a concept in the industry	4
Some of the technology that seemed obsolete have been modified	3.88
New technology of production has been introduced in the organisation	3.88
Some of the unnecessary processes have been eliminated	3.78
The packaging materials used by the organisation are recyclable and environmentally friendly	3.74
The value addition process in the organisation has been redesigned to be in line with acceptable industry green marketing practices	3.72
The management system adopted in the organisation has reduced the environmental impact of value addition process	3.71
Performance measures have been put in up to quantify the management system's efficacy for greening value addition process	3.64

The company has designed products that can be re-used	3.62
The product channels of distribution are environmentally friendly	3.61
Health and safety standards within the organisation are as per the best industry practice	3.6
The life cycle of products has been extended by recycling	3.58
The management is aware of the green marketing practices in the industry	3.51
Some of the new products have been remanufactured from the old ones	3.5
Products have been reprocessed and converted into raw materials to be used later.	3.5
The life cycle of products has been extended by significantly overhauling them	3.21
The management has been creating awareness among the employees on how to practice green marketing in their various capacities in the organisation	3.16
The products pricing system adopted by the management is cost based at low mark ups	3.11
Training has been organized in the company on how best to observe green marketing principles	2.94

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations; these are all guided by the objectives of the study.

5.2 Summary of findings

The objectives of the study were to determine the green marketing practices within the horticultural industry in Kenya and to assess the extent to which green marketing was practiced within horticultural firms in Kenya.

In relation to the demographic characteristics of the respondents, results show that a majority of the respondents were production managers; this implies that most of the respondents were in a position to guide decision making process in green marketing that a majority of the respondent had attained graduate level of education; this implies that the a majority of the respondent are able to interpret and answer correctly the questions asked. The results also show that a majority of the respondent had been in the firm for over seven years, this implies that most of them had enough experience to give reliable responses to the study. A majority of the respondents had been in their positions for less than three years; this implies that the responses obtained may relate to experiences in other areas of work rather than current position.

In relation to the green marketing practices, the results show that the respondents were aware of green marketing practices in the industry, in addition, they also agree that some technology that seemed obsolete have been modified. The findings also indicate that new technology of production has been introduced in the organisation while some unnecessary processes have been eliminated.

It was also established that some of the new products had been remanufactured from the old ones. The value addition process in the organisation has been redesigned to be in line with acceptable industry green marketing practices. The results also show that the management system adopted in the organisation has reduced the environmental impact of value addition process. The respondent also agreed that performance measures have been put to quantify the management system's efficacy for greening value addition process.

The respondent agreed that the company has designed products that can be re-used, the product channels of distribution are environmentally friendly and the health and safety standards within the organisation are as per the best industry practice. The packaging materials used by the organisation are also recyclable and environmentally friendly. In addition the company has designed products that can be re-used and the life cycle of products has been extended by recycling. The respondent also agreed that the management is aware of the green marketing practices in the industry and that some of the new products have been remanufactured from the old ones products have also been reprocessed and converted into raw materials to be used later.

5.3 Conclusions

The study set to determine the green marketing practices in the horticultural industry, in this regard it can be concluded that firms in the industry undertake various practices such as ensuring health and safety standards, the use of recyclable packaging materials and the use of environmentally friendly distribution channels. Other practices also included elimination of obsolete technology, introduction of new technology and remanufacturing of new products from old ones. The management systems adopted has also been environmentally friendly

5.4 Recommendations

The study recommends that to achieve successful green marketing, the concerned companies must organize aggressive awareness programs to adequately inform all employees and industry participants. In addition, organizations need to establish guiding policies and practices that ensure a formal process of operation.

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APPENDICES

Appendix 1: Research Questionnaire

SECTION A: GENERAL INFORMATION

NAME OF ORGANISATION

LOCATION

NAME OF RESPONDENT

1. What is your position in the organization?

.....

2. What is your education level?

Primary level ()

Secondary level ()

A level ()

College/diploma ()

Graduate level ()

Postgraduate level ()

3. How long have you been working in the company?

Less than 3 years ()

3-5 years ()

5-7 years ()

Over 7 years ()

4. How long have you been serving in your present position?

Less than 3 years ()

3-5 years ()

5-7 years ()

Over 7 years ()

SECTION B: GREEN MARKETING PRACTICES

5. State the extent to which you agree with the following statements on green marketing practices in your company.

Key:

1 strongly disagree

2 moderately disagree

3 neither agree nor disagree

4 moderately agree

5 strongly agree

Statement	1	2	3	4	5
The value-addition process in the organization has been redesigned to be in line with acceptable industry green marketing practices.					
Some of the unnecessary processes have been eliminated					
Some of the technology that seemed obsolete has been modified					
New technology of production has been introduced in the organization					
The management system adopted in the organization has reduced the environmental impact of value addition process					
Performance measures have been put up to quantify the management system's efficacy for greening value addition processes					
The life-cycle of products has been extended by recycling					
The life-cycle of products has been extended by significantly overhauling them					
Some of the new products have been remanufactured from the old ones					
The company has designed products that can be re-used					
Products have been reprocessed and converted into raw materials to be used later					
The product pricing system adopted by the management is cost based at low mark ups.					
The product channels of distribution are environmentally friendly					

The packaging materials used by the organization are recyclable and environmentally friendly					
Health and safety standards within the organization are as per the best industry practice					
I am aware of green marketing as a concept in the industry					
The management is aware of the green marketing practices in the industry					
The management has been creating awareness among the employees on how to practice green marketing in their various capacities in the organisation					
Training has been organized in the company on how best to observe green marketing principles					