

**MARKETING STRATEGIES OF COMMERCIAL FISH FARMING UNDER  
ECONOMIC STIMULUS PROGRAMME (ESP) IN KENYA: A CASE OF KITUI  
COUNTY**

**BY**

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**A research project submitted in partial fulfillment of the requirements for the award of the  
degree of master of business administration of Kenyatta University**

## DECLARATION

I declare that I am the sole author of this research project and that where other people's work has been used, it has been acknowledged. I further declare that to the best of my knowledge this work has not previously been presented for any academic award.

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## **DEDICATION**

This work is dedicated to my wife Grace Mueni for the encouragement to further my studies and to my children Francis Mutambuki, Antony Mwololo and Lucky Ndanu for being an inspiration in my life.

## **ABSTRACT**

Fish farming continues to be the fast growing animal production industry and this rate of expansion must continue if aquaculture was to satisfy global demand for fish products. Kitui County which is largely arid and semi-arid land has not been left out in ensuring that fish farming develops to bridge the gap as a source of alternative livelihood to the local community. The main objective of the research study was to determine marketing strategies of commercial fish farming in Kitui County. The study specifically aims; at determining the effect of product branding on marketing of commercial fish farming, assessing the effect of sales promotion as a market strategy of fish products under ESP; establish effect of market positioning in commercial fish farming under ESP and find out the core effect of competences in marketing. The study population will comprise of a total of 667 fish farmers selected across eight constituencies of Kitui County. The study adopted a simple random sampling technique to select a sample size of 200 respondents. Questionnaires were used as the major data collection instruments and administered to the respondents. The data was analyzed using descriptive statistics and inferential statistics aided by Statistical Package for Social Sciences (SPSS). The results were presented using charts and tables. The results from the study have clearly indicated that the product branding, sales promotion, market positioning and core competences marketing strategies affect commercial fish farming under economic stimulus. It would be interesting to find out the effect of mediation and moderation variables on the relationship between independent and dependent variables such as finances, government policies and culture of the people on commercial fish farming. These four factors are having different indices of determinacy with branding of fish products being main influencing factor closely followed by core competences. Sales promotion and the market positioning were found to be also important in determining commercial fish farming. Most of commercialized fish farmers would not easily sell their produce due to poor mechanisms of marketing. These can be associated to lack of enough branding of fish products and fish farmers low competences. This study found the need for comparative commercial fish farming marketing studies in other counties to reach elaborative findings for this industry.

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## **LIST OF ABBREVIATIONS**

GDP	Gross Domestic Product
ESP	Economic Stimulus Program
SWOT	Strengths, Weaknesses, Opportunities, Threats
ICT	Information Communication & Technology
BDS	Business Development Services
GOK	Government of Kenya

## **OPERATIONAL DEFINITION OF TERMS**

<b>Marketing</b>	Is generally considered as the process by which companies create value for customers and build strong customer relationship in order to capture value from customers in return.
<b>Strategy</b>	Is a firm's game plan for competition and survival in a turbulent environment
<b>Marketing strategy</b>	Is a process that can allow an organization to concentrate its limited resources on them greatest opportunities to increase sales and achieve sustainable competitive advantage
<b>Generic strategy</b>	Constitute routes to competitive advantage by providing the approach for applying the grand strategies in a manner that conforms to the expectations of firms mission statement.
<b>Focus strategy</b>	Operates on the basis of specialization in which case a firm specializes on commodities for one or a few segments with special or unique needs .
<b>Performance</b>	The accomplishment of a firm task measured against present known standards of accuracy.



## CHAPTER ONE

### 1.0 Introduction

This section presents information on the background to the study, statement of the problem, objectives, research questions, significance, the scope as well as the assumptions of the study.

### 1.1 Background to the study

Marketing is generally considered as the process by which companies create value for customers and build strong customer relations in order to capture value from customers in return (Kotler & Armstrong, 2007). A strategy on the other hand is a firm's game plan for competition and survival in a turbulent environment (Kortler, 2009). According to (Porter, 2009), a marketing strategy is a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sale and achieve suitable competitive advantages that are to be developed and exploited by a firm's management. (Dibb & Sally, 2006), a marketing strategy is therefore a method of focusing an organization's energies and resources on course of action which can lead to increase sales and dominance of a target market niche. It should be centered on the key concept of customer satisfaction. They also assert that strategies serve as the fundamental underpinning of marketing plans designing to fill market needs and reach marketing objectives and often integrate an organization's marketing goals, policies and tactics into a cohesive whole. Many companies cascade a strategy throughout an organization by creating strategy tactics that become strategic goals for the next level or group. A market strategy combines the company's set of marketing mix variables and the arrangements for their application and identifies the firm's marketing goals and explains how they will be achieved, ideally within a stated timeframe. The strategy determines the choice of target market segments, market positioning, and the allocation of resources along each marketing mix factor (Dibb & Sally, 2006).

It is most effective when it is undertaken as an integral component of the overall firm strategy, defining how the organization will successfully engage customers, prospects and competitors in the market arena (Richard, 2003). Marketing strategies are formulated to point at the strategic direction the marketing department will take for the considered planning period. The strategy requires clear objectives and a focus in line with the company's corporate goals (Dibb & Sally, 2006).



According to (David, 2008), strategies required take two forms namely grand and generic strategies. Grand strategies also referred to as business strategies; represent specific actions proposed to be employed on products/services in respective target markets. They are the basis of coordinated and sustained efforts directed towards achieving long term business objectives and fall under three categories namely: internal growth strategies requires that an organization selects an appropriate strategic option that should become the basis for each grand strategy that should be proposed. A number of these options cut across those of market penetration and development, product development and innovation, diversification, integration, strategic alliances and joint ventures (Dibb & Sally, 2006).

For the generic set, a business may choose one or more competitive strategies as the basis for its strategic objectives. Generic strategies on the other hand constitute routes to competitive advantage by providing the approach for applying the grand strategies in a manner that conforms to the expectations of the firm's mission statement (Porter, 2009). They contribute to the attainment of suitable levels of competitive advantage. The Porters approach has identified three strategies, namely cost leadership, differentiation and focus or niche strategy. A firm using cost leadership strategy attains competitive advantage through producing in large quantities to enjoy economies of scale as well as ensuring high levels of production efficiency while that using a differentiation approach attains a market position of being perceived as unique or different from rivals through production of superior quality products, novel distribution channels, high levels of brand corporate reputation, pricing, high caliber personnel and high customer service (Porter, 2009).

The niche or focus strategy operates on the basis of specialization in which case a firm specializes on commodities for one or few segments with special or unique needs. A firm pursuing this strategy segments the market in order to identify that segment with unique need to which it then develops products that respond to those needs, (Porter, 2009). These strategies are applicable to both product offering firms as well as to the service industry. Cases abound on the diversity of organizations applying these strategies on marketing decisions along the marketing mix variables (Ibid, 2009).

Due to the emerging developments affecting traditionally protected sectors of the economy, there has been a move towards application of the strategies in organizations that to some extent may fall under government control. Richard & Collin, (2005) noted that marketing strategies need to be focused on energies and resources on a course of action which lead to increased sales and dominance of a target market niche while it is entered on the concept of customer satisfaction.

### **1.1.1 Fish farming in Kitui County**

Began in the late 1980's but an extensive level whereby farmers did very little in terms of good pond management practices. The local community has for many years depended on rain fed agriculture. This kind of farming has disappointed many due to persistent drought leading to crop failure. This has necessitated the need for alternative livelihoods. Fish farming improve the lives of its citizens through enhancing the sectors contribution to wealth creation, increased employment for youth and women, food security and improve the economy through foreign exchange earnings of fish exports (ESP, 2009).

The fish farming enterprise productivity programme (FFEPP) funded under the economic stimulus programme has boosted commercial fish farming in Kitui county. However, the fish farming development has been facing some challenges which include access to markets and market information, policy, legal and institutional framework, lack of access to water resources, poor human capacities, lack of access to fish production, empowered producer organization , lack of business skills for stakeholders, quality and adequate seed available (National Aquaculture Strategy and Development Plan, 2010-2015) known as filling the fish supply Gap for food security, income and health living. It is due to the challenges experienced the researcher bases his study (National Aquaculture Strategy and Development Plan, 2010-2015).

### **1.1.2 Economic Stimulus Program in Kitui County**

The Economic Stimulus programme (ESP) was introduced through the 2009/10 budget entitled 'Overcoming Today's Challenges for a Better Kenya Tomorrow'. The ESP is a government programme coordinated by the Ministry of Finance, with Kshs. 22 billion being committed to the programme. During a period of national economic crisis, an economic stimulus package may be passed through the government to help the country. An economic stimulus package is a set of tax

rebates and special business tax incentives meant to motivate a slow economy. The rationale behind an economic stimulus package is that by giving people money to spend, a financial crisis may be diverted. People will spend the money on purchases made in the country. This spent money will move through the system by increasing the demand on manufactured items. The factories will hire more people, or raise the pay of their current employees. As people begin making more money, they will be able to buy more. This cycle will continue until the economy pulls itself out of the slump, saving the country from a financial crisis. In emerging economies fiscal policies target three major new areas of public expenditure in the areas of transport and water infrastructure; credit subsidies, especially for small businesses and rural smallholders; and improvements in marketing support, again, especially for small businesses and rural smallholders. In an attempt at significantly improving employment opportunities and reducing poverty in developing economies, countries especially Kenya cannot help but focus on the role of the rural population and the agricultural sector. Agriculture is of course a foundation of the Kenyan economy. This is in sharp contrast to the long-term stagnation and decline in agricultural productivity since the early 1980s. Most of Kenya's rural population has little in terms of resources or education. These are the farmers who need to become small commercial producers in order for poverty to drop significantly in the short- to medium-term in the rural areas. In order to service these farmers better it is important for policymakers to recognize their capabilities and needs (Ibid, 2009).

The Economic Stimulus Programme identified numerous projects per constituency which are funded with over Kshs.100 million in every constituency. The aim of the programme is to support local development projects in every constituency. The construction of these projects has created employment and the finished projects have provided essential services, job and business opportunities and enough food at the constituency level. The ESP supports projects in the education, health and sanitation, food production, environment, local government, industrialization and fisheries sectors. (Ibid, 2009).

### **1.1.3 Economic Stimulus Program in Fisheries Development**

This project was intended to improve nutrition and create over 120,000 employment and income opportunities. It was perceived to be one of the core entrepreneur activities embraced by many

citizens under the (ESP, 2009). To achieve this, 200 fish ponds will be constructed in each of the selected constituencies at an estimated cost of KShs. 8 million per constituency. The Ministry of Fisheries Development had taken a lead in implementing this project (Ibid, 2009).

#### **1.1.4 Economic Stimulus Program in Education Sector**

The focus of the education sector programs was to improve the quality of education for all Kenyans. The Education sector program will be implemented through the Ministry of Education framework. The ESP funds may be used for the construction of new school buildings or upgrading of existing facilities. Funds are disbursed from the Ministry of Education to target schools, which shall open a dedicated account for the ESP activities. Selection of projects was made by the Constituency Development Fund (CDF) Committee. Selection criteria for school projects include; Proof of ownership as public land (title deed/allotment letter), Strong community support, and High demand for schooling, Reliable water and electricity source. Primary schools Projects were managed by a School Management Committee which was responsible for making payments once they are done. The committee should prepare a School Infrastructure Development Plan (SIDP) in conjunction with the community, and make community level procurement. Secondary School Projects are implemented by the Board of Governors (BOG) which should make community level procurement (Institute for social Accountability, 2010).

Monitoring of projects was done by the District Infrastructure Coordination Teams (DICT) comprising departmental heads including Public Works Officer, Public Health Officer, National Environment Management Authority, School Auditor, Education Officer, District Accountant, Quality Assurance and Standards Officer. This committee also provided for the completion certificates upon project completion Education could be perceived as an investment in human skills. Investment in education fosters economic growth, enhances productivity, contributes to national and social development, and reduces social inequality. Findings show that as the education level of a population increases, so do its chances of living a healthy, positive life. Health and Sanitation ((ESP, 2009).

The District Health Implementation Team (DHIT) under the leadership of District Medical Officer of Health was tasked to identify dispensaries, supervise works, ascertain delivery of equipment, recruitment and deployment of nurse and identify community health workers.

Improved health standards of any nation were prerequisite for economic growth and development (Ibid, 2009).

### **1.1.5 Economic Stimulus Program in Market Stalls and food production**

This had been one of the major flagship projects aimed at creating and improving entrepreneurship capabilities of the citizenry. It was focused at addressing the missing markets and facilitating commerce, trade and rural enterprise development. The Ministry of Local Government in consultation with representatives of host local authorities have spear headed the implementation of the projects. The resident engineer and the project architect were also included in the implementation. The economic stimulus programme also drew up the architectural and technical designs for the markets. The main focus of this programme was to reduce reliance on rain-fed agriculture, through and enhancing Kenya's food production through rehabilitation and expansion of irrigable land at a cost of KShs. 2 billion in total. The Ministry of Agriculture had taken a lead role in implementing this component. Implemented by: the Ministries of Agriculture, Water & Irrigation, Regional Development and Youth Affairs (ESP, 2009).

### **1.1.6 Economic Stimulus Program in Jua Kali Sheds and Information and Communication**

This project aimed at facilitating the youth to participate as artisans and entrepreneurs in the proposed massive social infrastructure projects and construction works at the constituency level. It was estimated to cost KShs. 2.5 million per constituency for the construction of 'Jua-kali' sheds and another KShs. 1 million per constituency to equip these sheds with appropriate tools and equipment. The Ministry of Industrialization had taken the lead in the implementation of this project. This project was intended to expand ICT access to Kenyans initially targeting provision through secondary schools and subsequently expanding to primary schools. The project will maximize on the benefits gained through the undersea cable that connects the economy to the global digital grid. This was to be achieved by the purchase of 1 mobile Computer Laboratory for each constituency at a total cost of KShs. 6 million per constituency (Ibid, 2009).

## **1.2 Statement of the Problem**

The need for strategic marketing practices in all types of organizations arises as organizations grow and competition intensifies. This case becomes true of the fish farming sector in Kenya. However, this notwithstanding, in most parts of the worlds fish farmers lack such coherent

strategies and where they exist, they are not integrated into the overall business strategy (David A. , 2008). In Kenya, current fish marketing are saturated with products, decreased economies of scale and high competition. Lack of appropriate marketing strategies, skills and knowledge in marketing had further complicated the situation leaving many fish farmers struggling to grow market share. Moreover fish farming like any other commercial businesses require adequate finances but are limited by limitations on voting rights, transferability of shares, returns paid on invested capital and inability to sell additional shares to the public to secure additional funds (GOK, 2008).

Developing new products and services to enable fish farming to prosper was a challenge. In order to prosper and thrive, the management of these fish farmers to use marketing strategies on a course of action which can lead to increased sales and dominance of targeted market niches. The current situation in most of these fish farming was characterized by haphazard marketing strategies, lack of coherence, short – terms and lack of focus (ministry of fisheries development and marketing, fishing marketing strategy, 2010 – 2015). Interestingly, there was no concerted effort for initiating and sustaining a strategic marketing culture and empowerment for the same. Reports and empirical research have also not highlighted the set of strategies in use and how they have influenced the performance of the fish farming. This has made most fish farmers in Kitui County to be dormant as they lack proper and coherent marketing strategies. It was on this ground that the researcher undertook to determine marketing strategies applied in commercial fish farming in Kitui County (Aguayo, 2009).

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the research study was to investigate determinant of marketing strategies of commercial fish farming under economic stimulus programme in Kitui County.

#### **1.3.2 Specific Objective**

The study specifically aimed at achieving the following objectives;

- i. To determine the effect of product branding on marketing of fish under economic stimulus programme in Kitui County.
- ii. To examine the effect of Sales promotion on commercial fish farming under economic stimulus programme in Kitui County.
- iii. To establish effect of market positioning On commercial fish farming under economic stimulus programme in Kitui County.
- iv. To assess the core competences affecting commercial fish farming under economic stimulus programme in Kitui County.

#### **1.4 Research Questions**

This study aimed to answer the following pertinent questions emerging within the domain of the problem statement:

- i. How does product branding affect marketing of fish in Kitui County under economic stimulus programme?
- ii. What was the effect of sales promotion on commercial fish farming in Kitui County under economic stimulus programme?
- iii. To what extent does market positioning affect commercial fish farming under economic stimulus under economic stimulus programme in Kitui County?
- iv. How do the core competences affect commercial fish farming under economic stimulus programme in Kitui County?

#### **1.5 Research Hypotheses**

This study aimed to investigate the following hypotheses within the domain of the problem statement:

- H<sub>01</sub>: Product branding does not have a significant influence on effective marketing of fish in Kitui County under economic stimulus programme?
- H<sub>02</sub>: Sales promotion does not have a significant influence on effective commercial fish farming in Kitui County under economic stimulus programme?
- H<sub>03</sub>: Market positioning does not have a significant influence on effective commercial fish farming under economic stimulus programme in Kitui County?
- H<sub>04</sub>: Core competence does not have a significant influence on effective commercial fish farming under economic stimulus programme in Kitui County?

## **1.6 Significance of the Study**

### **1.6.1 The Fish Farmers**

The finding of the study had important implication on the future of fish farming in Kenya. The study was expected to contribute to the existing knowledge on marketing strategies and their relationship on performance of fish farming business. This would enable the management of fish farmers to put in place marketing strategies that will see the farmers gain a competitive edge over their competitors.

### **1.6.2 Ministry of Fisheries and Marketing**

It would benefit the Ministry of fisheries and marketing in the formulation of future policies aimed at enhancing performance of fish farming business as well as implementation of strategy in order to achieve vision 2030.

### **1.6.3 Strategic Managers**

It would be helpful to the management of fish farmers business in Kitui County. It would guide them to adopt appropriate marketing strategies that would ensure both customer satisfaction and retention. The study would also form a base for students and other researchers to develop their studies.

### **1.6.4 Scholars and Researchers**

The scholars and researchers who would like to debate or carry out more study on fish farming business in dry areas would find the study important in their studies since they will have a ready source of literature review. The study report will act as reference and stimulate the interest among academicians and this will encourage further researches.

## **1.7 The Scope of the Study**

The study was mainly concerned with marketing strategies of commercial fish farming in Kitui County. The study population comprised of self help groups, individuals, schools, churches and other institution dealing with fish farming business. The study then narrows its research on determinants of marketing strategies of commercial fish farming under economic stimulus in Kitui County.



### **1.8 Assumptions of the study**

The study had the following assumptions: all respondents will co-operate and give reliable information and that employees of Ministry of fisheries and fish farmers in Kitui County are familiar with the marketing strategies in place of their work and that all fish farmers are similar in policy, management, evaluation as well as establishment.

### **1.9 Limitations of the Study**

The respondents may be reluctant in giving information fearing that the information asked may be used to paint a negative image about how they work. The researcher plans to handle this problem by carrying with an introduction letter from the university and assure the respondent that the information they give would be treated with confidentiality and it shall be used for academic purposes. Accessibility of the information was a challenge where some of the respondents were not easily assessed due to poor means of transport and communication. This was overcome by sampling respondents who can be accessed.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter provides information from publications on topics related to the research problem by accredited scholars and researchers. This section examines what various scholars and authors have said about marketing strategies and their effects on the organization performance. The chapter is divided into three main areas: theoretical review, empirical review, and the conceptual framework.

#### 2.2 Theoretical reviews

##### 2.2.1 Theories of marketing strategies

In general, there are three aspects to the strategy of firms, regardless of the level of the strategy: content, formulation process, and implementation. Strategy content (what the strategy is) refers to the specific relationships, offerings, timing, and pattern of resource deployment planned by a business in its quest for competitive advantage (e.g., generic strategy of cost leadership versus differentiation; push versus pull strategy). Strategy formulation process (how the strategy is arrived at) refers to the activities that a business engages in for determining the strategy content (e.g., market opportunity analysis, competitor analysis, decision-making styles). Strategy implementation (how the strategy is carried out) refers to the actions initiated within the organization and in its relationships with external constituencies to realize the strategy (e.g., organization structure, coordination mechanisms, control systems). The body of marketing literature termed as strategic market planning primarily focuses on the content of strategy and process of strategy formulation at the business unit level and the corporate level, and the role of marketing in these spheres of organizational activity. Firms initiate strategic actions to achieve competitive advantage. However, these actions are shaped, and their outcomes influenced, by the external environment and internal environment of the firms (Varadarajan, Rajan P. & Satish Jayachandran, 1999).

### **2.2.2 Institutional theory**

Suggests that the actions of firms and the outcomes of these actions are influenced by the knowledge systems, beliefs, and rules that characterize the context of the organization. The firm is embedded in a general environment comprising the institutions that lay the guidelines to shape the behavior of firms and macro-societal factors such as the prevailing culture. The firm is embedded in an industry environment that comprises the actors within an industry such as suppliers, customers, competitors, and channel partners. The nature of the relationships among these industry stakeholders influences the actions that a firm can initiate in pursuit of competitive advantage. The firm has an internal environment that comprises its unique sets of skills and resources; collective beliefs about the market, competition, and industry (e.g., shared mental models; and culture) (Porter, 1980,1985).

Corporate strategy, business strategy, and functional strategies such as marketing strategy interact to shape the competitive advantage of individual businesses in a firm's portfolio. It is the confluence of these strategies that determines the extent to which a particular business is able to achieve and sustain a competitive advantage. This competitive advantage, in turn, affects the market-based performance and financial performance of the businesses. A number of competing and complementary theories in industrial organization economics, business policy and strategy, and marketing provide valuable insights into the determinants of performance at different levels. For instance: The structure-conduct-performance model (Bain, 1956) attempts to explain "why some industries, on average, are more profitable than others."The efficiency perspective (Demsetz, 1973) provides insights into why some firms in an industry are more profitable than others. The works of (Porter, 1980,1985) provide insights into "how the structural characteristics of an industry and the competitive strategy pursued by a business jointly determine the performance of a business."The resource-based view of the firm attempts to explain superior firm/business performance in terms of firm-specific skills and resources that are rare, valuable, no imitable, and characterized by absence of equivalent substitutes (Barney, 1991; Rumelt, 1984; Wernerfelt, 1984).

Matrixes approaches to portfolio analysis and planning, such as the Boston Consulting Group (BCG) growth-share matrix and the market attractiveness business competitive position matrix,

provide insights into "why some businesses in a multi-business firm's portfolio are more profitable than others. "The work of (Peter & Waterman, 1982) is representative of research that attempts to shed insights into content, process, and implementation factors that affect long-term performance of firms at a more general level regardless of the industry in which they operate. The study used this theory to explain how marketing strategies can give commercial fish farming competitive advantage through confluence of these strategies that determine the extent to which fish farming business operate".

### **2.2.3 Game theory**

Game-theoretic models assume that firms are (hyper)rational utility maximizers, where rationality implies that they strive to achieve the most preferred of outcomes subject to the constraint that their rivals also behave in a similar fashion. While there may be uncertainty regarding the expectations and actions of its rivals, a rational firm is expected to overcome uncertainty by forming competitive conjectures, subjective probability estimates of rivals' expectations and behavior. In effect, game-theoretic models assume intelligent firms that can put themselves into the "shoes" of their rivals and reason from their perspective. Signaling: Competitive signals are "announcements or previews of potential actions intended to convey information or to gain information from competitors". Competitive behavior is often influenced by signals sent by competitors. Signaling could also place the firm that sends the signal at a disadvantage. For example, signals that provide competitors with advance information about the firm's intentions could hurt the competitive position of the firm, and signals that are not followed through (cheap talk) could hurt the competitive reputation of the firm. Furthermore, signaling that is interpreted as predatory behavior may trigger antitrust review into the behavior of the firm (Zagare, 1984).

Innovation and R&D for the long-term profitability of the firm is viewed as a process of "creative destruction" (through innovation that changes the very nature of competitive advantage in the market) rather than as a condition leading to equilibrium. This argument is supported by the "Austrian" school of strategy (Jacobson, 1992), which suggests that the business environment is inherently dynamic and therefore characterized by uncertainty and disequilibrium. The Austrian school views profits in such an environment as a consequence of discovery and innovation. Such discovery and innovation do not necessarily mean drastic changes of a

discontinuous (Schumpeterian) nature alone. Rather, they span a continuum encompassing innovations with the potential to provide the firm with a differential advantage over its competitors such as reformulation of a product, developing new processes for manufacturing a present product, and developing new channels of distribution (Jacobson, 1992). The study used this theory to explain how commercial fish farmers can read the signals of the competitors and make a rational decision which can give them a competitive advantage in the marketing of their products.

#### **2.2.4 Product quality theory**

The economic view of quality is any aspect other than price that influences the demand curve of a product. Combining these two notions, quality can be construed as any non price aspect of a product that signifies its superiority and causes a shift in its demand curve. Ideally, a business would want to sustain a higher price as well as a higher market share but these two objectives may not always be compatible. That is, if the business were to follow a niching strategy by offering a high quality product at a high price targeted at a small market niche, it effectively excludes itself from the contest for market share dominance in the broader market. The ability of a business to charge higher prices for higher quality is contingent on the ease with which consumers can determine the quality of the product. When quality is uncertain, consumers tend to use price as an indicator of quality. This suggests a bidirectional relationship between quality and price, in which perceived quality positively influences price under conditions of greater information availability, and price positively influences perceived quality under conditions of lower information availability (Varadarajan, Rajan P. & Satish Jayachandran, 1999). The study used this theory to explain how commercial fish farming can be improved through selling quality fish products hence attaining market share dominance.

#### **2.2.5 Market share theory**

The structure-conduct-performance model positions a positive relationship between industry concentration and profitability. Evidence also suggests that the relationship between market share and profitability is robust across different definitions of market share, different sampling frames, and controls for accounting method variation. In markets beset by uncertainty and imperfect information about product performance, the high market share of a brand acts as a

signal of superior quality to consumers. In such markets, consumers are likely to have greater confidence in high market share brands. This enables high market share brands to command a price premium over lower market share brands and thereby enhance their profitability. The market power explanation. Businesses with a high market share, by exercising their market power-the ability to command a price premium, lower costs by negotiating for more favorable terms (than their competitors are able to) with vendors and marketing intermediaries, and obtaining favorable shelf placements from retailers enhance their profitability(Varadarajan, Rajan & Satish Jayachandran, 1999).

The efficiency explanation. The scale and experience effects associated with market share lead to lower costs and thereby enable a business with a high market share to earn higher profits than its competitors with a low market share. The third-factor explanation. A set of third set of factors (unobservable such as luck, uncertainty, or managerial insight) may play a crucial role in helping a business achieve a high market share as well as superior performance. Market pioneering: a market pioneer or first-mover refers to a business being either the first to introduce a new product, to employ a new process, or to enter a new market. Market pioneering advantage refers to the competitive advantage associated with being the first to enter a market. The economic-analytical perspective. According to this perspective, a market pioneer is able to achieve sustainable competitive advantage as a result of entry barriers. The behavioral perspective. Behavioral theories typically explain pioneering advantage at the product or brand level in terms of the role of learning in consumer preference formation. This perspective suggests that a pioneer can shape the beliefs of consumers about ideal brand attributes and preferences in its favor (Ibid, 1999).

Market orientation: The marketing concept, the normative philosophy that underlies modern marketing thought, suggests that to be successful, firms should determine customers' needs and wants, and satisfies them more effectively than their competitors do. (Narver & Slater, 1990) define market orientation from a cultural perspective as "the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business". Market orientation is conceptualized in terms of three dimensions: customer orientation, competitor orientation, and interfunctional coordination. Define market orientation from a behavioral perspective as "the

organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization wide responsiveness to it" (Kohli & Jaworski, 1990).

The study used this theory in explaining how market power, the third factor explanation, market pioneering and market orientation will determine marketing strategies of commercial fish farming under ESP.

## **2.3 Empirical Review**

### **2.3.1 Fish farming project in Taita and Taveta Districts under economic stimulus programme**

Fish farming has not been common in the Coast until recently when farmers in the upper districts of Taita and Taveta started to keep fish alongside other livestock. The fish were reared in small family ponds and produced fish for subsistence use only. A baseline survey conducted in the area showed increased demand for fish products but there was low knowledge and skills among the small scale fish farmers in the districts. Fisheries department has been promoting the development of aquaculture in the districts in diverse and several ways including; capacity building training, technical support and mobilization of fish farmers, among others. The department has been working with several groups in the district (Samaki news journal, 2011).

Coast development authority (CDA) has been carrying out a number of interventions including:

Capacity building training to equip fish farmers with basic skills and knowledge in fish farming  
Technical assistance to fish farmers during visits to the field by fisheries officers. Support to fish farmer groups by offering fish fingerlings and other fish pond construction equipment in undertaking the above interventions, Sustainability of the fish ponds especially the demonstration centers has proved a daunting task. The constant feeds and fuel requirement for the demonstration centers calls for another sustainable solution. The number of farmers in need of

technical support is getting more thus need for increase in the number of staff. Field offices are at times unable to assess the fish farmer's progress on the ground due to lack of transport. In addition, lack of quality fish fingerlings for the farmers especially for the Nile Tilapia is also a major challenge. Lack of nets for harvesting, lack of market where they can easily sell fish and fish products, lack of cold storage. This is important as the farmers look for market, lack of fish feed. He indicated that the government is providing fish feeds but the amount given is inadequate (Ibid, 2011).

Fish farming in this region is an alternative livelihood to the community that can lead to food security, poverty alleviation and employment creation. The region can significantly contribute to aquaculture production in Kenya through commercial fish farming and stocking or restocking of the many small water reservoirs. There is need for fish farmers to form a network where their issues can be addressed together. The network will also be used to market farmers produce. CDA and the collaborators should establish a hatchery in the district as it has a higher potential of increasing fish production due to the availability of water in the districts. More demonstration centers be established which will be used as fish farmers learning centers. There is need for development agencies including Non-governmental organizations, community based organizations and faith based organizations to seize the moment and together with the community overcome the challenge of water unavailability, in order to enhance commercial fish within the region (Samaki news journal, 2011).

### **2.3.2 Product Branding**

Dibb and Sally, (2006) noted that most marketers believe that a key focus for their activity is the differentiation of their product proposition vis-à-vis competing products and services. In addition marketers must make decisions associated with branding such as brands, brand names, brand marks, trade names and trademarks. A brand is a name, term, design, symbol of any other feature



that identifies one seller's goods or services as distinct from those of other sellers. A brand name is that part of a brand that can be spoken including letters, words and numbers.

Often a product's only distinguishing characteristics and without it a company cannot identify its products. A brand mark refers to the elements of a brand that cannot be spoken but is often a symbol or design. An example of this is a symbol of a baby on Procter and Gamble Fairly liquid detergent. A trade name is the full and name of an organization such as ford motor. Company while a trademark is a legal designation indicating that the owner has exclusive use of a brand or a part of a brand and so prohibits use of the same by others legally. Branding provides benefits for both buyers and sellers. Brands help buyers identify specific products that they do and not like a process that in turn facilitates the purchase of items that satisfy their needs and reduce the time required to purchase the product. A brand also helps the buyers evaluate the quality of a produce especially when they are unable to judge its characteristics. Positioning is a process of creating an image for a product in the minds of the target customers. Positioning may be achieved through cosmetic changes to a product, its name, price, packaging, or its channel of distribution to facilitative the successful promotion of the image desired by the customers.

Target customers must perceive the product to have distinct image and positioning as compared to the competitors. Marketers should emphasize that they are best in the market in terms of attributes desired by customers. Such attributes include elements such as convenience of the product/services. Product positioning can be conducted through attribute positioning pricing and quality, product use and target market (Kortler, 2009).

### **2.3.3 Sales Promotion**

Variable under this P include sales promotion, advertising, sales force, publicity, public relations and direct marketing. Direct marketing is a decision by organization marketers to select a marketing channel that avoids dependence on marketing channel intermediaries and focus marketing communications activity on promotional mix ingredients that deal directly with target customers. It is interactive in nature (Dibb & Sally, 2006). Direct consumer marketing is achieved by a strong brand. Superior products, higher quality packaging as well as ensuring continuous availability and very strong presence. This is a relatively low key in fish farming as the focus is mainly on bulking of the undifferentiated products. There is limited research and

development, as well as limited investment in value addition in the sector. On the other hand there are vast potentials for market development and access. There is need to upscale and Promote direct consumer marketing in the sector in order to increase the market share. Personal selling is a very widely used ingredient of promotional mix. Personal selling is the process of using personal communication in an exchange situation to inform customers and persuade them to purchase products. It gives marketers the greatest freedom to adjust a message to satisfy customer's information needs. It is the most precise of other promotion method in that it enables marketers to focus on the most promising sales prospects. Personal selling goals vary from one company to another however they usually involve finding prospects, persuading them to buy and keeping customers satisfy while also identifying buyers (Fish marketing strategy, 2010-2015).

Sales promotion is an activity or material that acts as a direct inducement and offers added value to or incentive to buy the products. It encompasses all promotional activities and they are designed to generate short term sales and goodwill towards the promoter. Sales promotion are grouped into two categories namely 'consumer sales promotion technique which are pitched at consumer and they encourage and stimulate consumer to patronize a specific retail or to try a particular product; trade sales promotion methods which are aimed at marketing channel intermediaries. They encourage wholesalers, retailers and dealers to market a producer's products ( Kortler, 2009).

A business organization must sell product in order to survive and grow. Marketing activities help sell organization products .By so doing they generate financial resources that can be used to develop innovative products. This is achieved by embracing sales promotion and advertisement so as to create awareness. Fish farmers need to utilize heavily on these marketing activities so as to increase market share and retain customers (Ibid, 2011)..

#### **2.3.4 Core Competences**

According to the business dealing it usually involves well trained and well informed professional buyers on either side to get either high value or lower costs for their respective organizations. This is weak in the fish farming sector as few have embraced effective marketing. Under this strategy, the ministries of fisheries needs to engage the services of well trained marketing

personnel and also embark on human resource development as well as provision of business development services (BDS) (Fish marketing strategy journal, 2010-2015).

### **2.3.5 Market Positioning**

According to Kotler and Armstrong (2007), a market place is physical such as a shop or a departmental store. When compared to other private business enterprises apart from fish farming and a few agricultural sectors with store for resale of farm input, fish business facilities are not cut out for market places and market spaces.

Therefore there is need to develop linkage with marketing chain and industry players for service to enhance fish product presence and ownership of fish brand. In market-spaces, the internet is a virtual shop. These are emerging innovative market that are fast developing and driven by technological development. Online marketing is currently operating in very few fish farming business. In this marketing strategy, the focus should be responding to consumer needs, wants and demands through market position, market segmentation, and target marketing couple with properly linked communication and distribution channels. E-commerce is another opportunity which fish farmers need to explore. Development of ICT (information communication and Technology) in the sector is therefore vital and needs to be fast tracked (fisheries marketing strategy, 2009-2013).

### **2.3.6 Summary of literature and research gaps**

Various studies in the area of strategic management have been conducted though they have been conducted in the broad spectrum of the Agricultural sector. Chepkiyeng (2008) carried out a study on factors considered by Agricultural sector in terms of strategies in place. The study pointed out that agriculture sector like other institutions that offer similar products are faced with many challenges such as liberalization. Researcher further found out that most of these organizations manipulate a number of strategic marketing variables in order to respond to competitive intensity. Researcher sought to find out whether agriculture sector had implemented significant changes in their strategies. Though lessons may be learnt from her study, agricultural sector is different from fisheries in that the latter are limited by the fact that many people are being encouraged to eat fish in order to supplement their diet and fish product are a bit expensive.

In addition, there was stiff competition from other type of meat such as beef, chicken meat, and mutton. According to Short-term surveys carried out revealed that many fish farmers lack direction on how to effectively market their produce and service. In the past they relied on monopolistic marketing arrangements facilitated by the individual fish farmers' (fisheries marketing strategy, 2010-2015).

The impact of E-commerce on business development in Kenya pointed out that the internet has grown since its inception and is now used commonly in all sectors of the society across the globe. Further it was found that it has quickly become the most valuable asset in modern technology and as such is developing as an integral part of modern business. The internet has led to the birth and evolution of electronic commerce (E-commerce) which enables organizations to lower operational costs and improve sales. It was argues that although E-Commerce is becoming popular day after day, there are fears that firms in developing countries may not be reaping their potential benefits. Whilst this it was only skewed towards an aspect of marketing therefore there was need to investigate the effect of marketing strategies in businesses such as fish and its products, Mohamed (2005).

Onyiego (2007), researched on the extent of implementation of the performance appraisal in fish farming. He noted that fish farming in Kenya have not fully embraced the use of performance appraisal as important tools of increasing the upward mobility, training and development of individual employees. He argues that performance appraisal would enable fish farmers to focus on their goals, encourage teamwork, and improve ability of fish farmers to hire better qualified personnel and enable them to determine what it takes to be successful in fish farming.

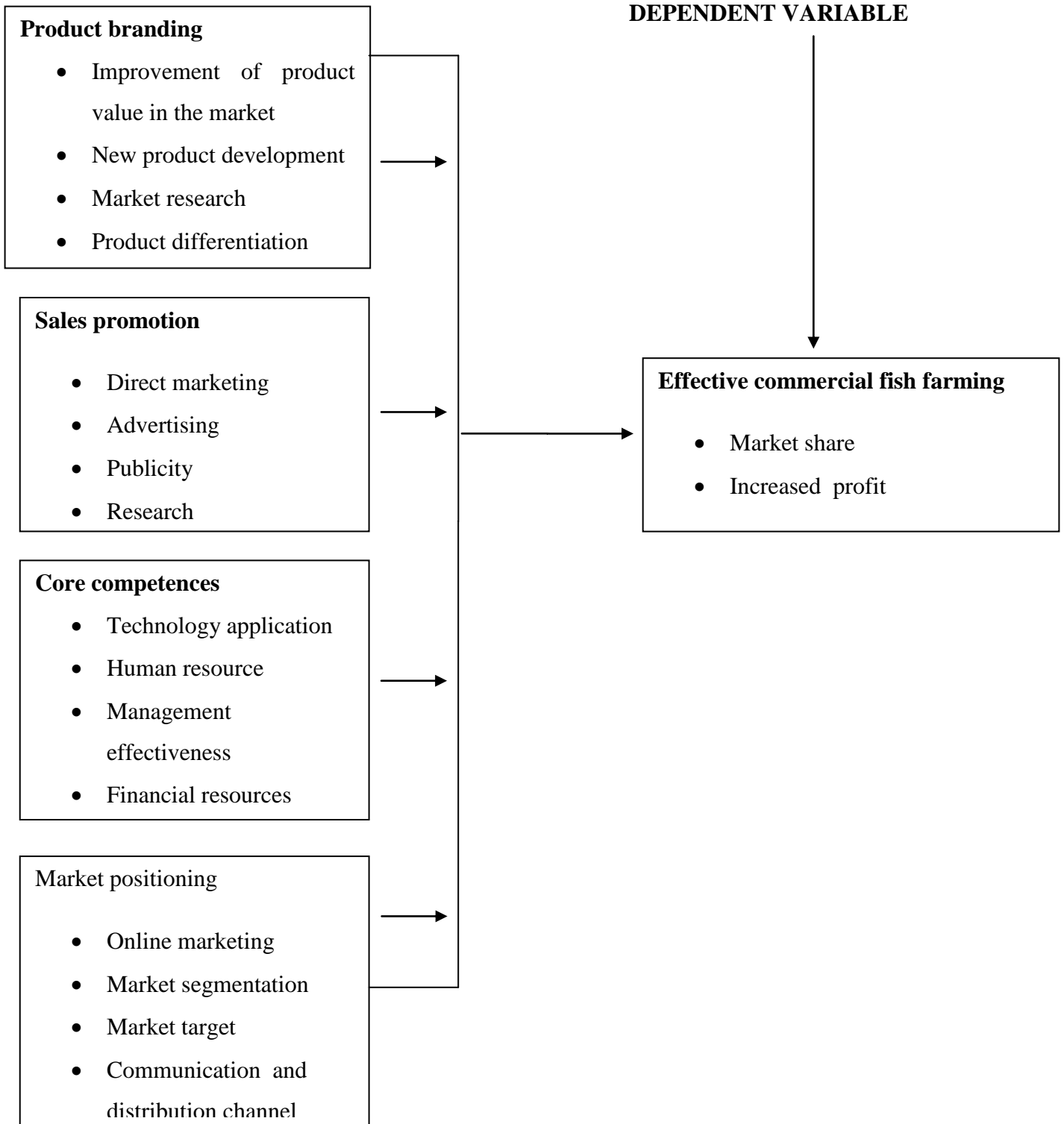
Whilst lessons can be learnt from this study, most of them are not applicable to the Kenyan market because here in Kenya, the market is characterized with high competition. From the above mentioned studies, it is evident that a lot has been done in the fish farming sector with regard to their performance. There have been a large number of studies published about marketing strategies in general. However, the number of the empirical studies on marketing strategies used in commercial fish farming was found to be relatively small. From the literature, it can be concluded application of marketing strategies in business has great positive impact on the growth and development of any business, fish farming included.

The current setup of Ministry of Fisheries Development Marketing Department lacks the necessary structural support to actualize the marketing functions effectively (National Aquaculture Strategy and Development Plan, 2010-2015) As a result, the ministry has come up with a fish marketing strategy, a document envisaged to a road map to enhancing the marketing of the activities in the sector. The marketing strategies that need to be strengthened are product development, market development, product branding, sales promotion, innovation and adoption of ICT, core competences (National Aquaculture Strategy and Development Plan, 2010-2015).

#### **2.4 Conceptual Framework**

The conceptual framework is used to show the relationship between the research variables. In this study the independent variables are; product branding, market positioning, sales promotion and core competences. The dependent variable is the effective commercial fish farming

**Figure 2.1 Conceptual framework**  
**INDEPENDENT VARIABLES**



Source: Researcher 2013

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

In this chapter the research presents methodology through which data was collected and analyzed so as to answer the research questions and attain the set objectives. These methodologies were guided by the study objectives. The sub-sections were geared towards describing the research design, target population, sampling, research instruments, data collection data analysis techniques and research questionnaire.

#### **3.2 Research Design**

This study applied a descriptive research design. According to Sekaran and Bougie (2010), descriptive research design is a non experimental in that it deals with the relationships between non manipulated variables in a natural rather than laboratory setting. Since the events or conditions had already occurred, the researcher selected the relevant variables for an analysis of their relationships. Descriptive design also involves hypothesis formulation and testing and uses the logical methods of inductive deductive reasoning to arrive at generalizations of findings. Descriptive design also employs methods of randomization so that error may be estimated when inferring population characteristics from observations of samples and the variables and procedures are described (Schindler 2008, Sekaran & Bougie 2010). The study considers obtaining information from few respondents in order to have a general view of marketing strategies of commercial fish farming in Kitui County.

#### **3.3 Target population**

This study targeted 667 fish farmers from the eight constituencies of Kitui County, (Ministry of fisheries and development Kitui County Office statistic 2013). They were distributed in the eight constituencies of the Kitui County which was selected for this study.

**Table 3.1 Target population**

Stratifying the target population into constituencies as follows:

County	Constituency	No. of farmers
Kitui	Mutito	87
	Kitui Central	150
	Kitui South	20
	Kitui Rural	120
	Kitui West	100
	Mwingi Central	100
	Mwingi West	30
	Mwingi North	60
	<b>Total</b>	<b>667</b>

Source: Ministry of fisheries and development Kitui County office statistics, 2013

### 3.4 Sampling procedures and sample size

The sample size for the study was 200 which constitute 30% and according to Mugenda and Mugenda (2003) a sample size of 10% is acceptable. The sample size was arrived at by getting the ratio of each stratum in relation to the total target population as shown below:

STRATUM	No. of farmers /population	RATIO	SAMPLE SIZE
Mutito	87	$87/667 \times 200$	26
Kitui Central	150	$150/667 \times 200$	45
Kitui South	20	$20/667 \times 200$	6
Kitui Rural	120	$120/667 \times 200$	36
Kitui West	100	$100/667 \times 200$	30
Mwingi Central	100	$100/667 \times 200$	30
Mwingi West	30	$30/667 \times 200$	9
Mwingi North	60	$60/667 \times 200$	18
<b>Total</b>	<b>667</b>		<b>200</b>



To arrive at the computed sample size from each stratum, the researcher used simple random sampling by picking numbers representing each respondent from the stratum at random.

### **3.5 Research instruments**

The study used Primary data. The collection of primary data was through structured questionnaires as noted by Sherri (2010). A questionnaire for fish farmers was structured with closed-ended items only. The selected farmers filled in the questionnaire. The questionnaire was divided into three the personal details of the respondents and the questions in groups of various study variables. A questionnaire with closed-ended items was used, in order to determine collection of numerical data and constituency of data from the selected fish farmers. The questionnaire items were of the five - point Likert rating scale of the range of (1-5 for example 1- strongly agree; 2-agree; 3-undecided; 4-disagree; 5-strongly disagree). Data will be analyzed using descriptive statistics (Kasomo, 2006).

### **3.6 Validity and Reliability**

The validity of research tools depend on how the data collected is related in terms of how effective the items sampled significant aspects of the general objective of the study (Kasomo, 2006), Content validity of the instruments was used to measure the degree to which items represented the specific items to be covered by the study. In addition, to test validly of the research instruments, a pre-test of the questionnaire with a small representative sample will be undertaken by the researcher (Kombo & Delno, 2009).

To establish the reliability of instruments, a split-half method will be used by a means of a Pilot study. When pre-testing the questionnaire, a random sample of 15 sampled Fish farmers from each eight constituency of Kitui County was used. The data values was operationalized and split into two halves using the 11-odd /11-even item numbers half-divide. The pre-test of reliability was computed and found to be 0.83 which proofed sufficient (Orodho, 2005)

### **3.7 Data collection procedures**

The researcher pre-visit selected respondents to establish rapport with them before the actual time of collecting for familiarity with the respondents. The questionnaire were given by the researcher to each of the selected fish farmers and collected after two weeks.

### **3.8 Data analysis and presentation**

Since the study generated both quantitative and qualitative data, data was analyzed using descriptive statistics, utilizing the frequency distributions, percentages and averages. Data obtained from the questionnaires was processed through editing and coding and then keyed into a computer for analysis using descriptive statistics with the help of statistical package for social Sciences version 20, which offers extensive data handling capabilities and numerous statistics analysis procedure that analyses small to very large data statistics (Bell, 2007).

As a measure of Central tendency, average was used to decide the concentration of responses within the 5-point Likert rating scale. Percentages in the 5-point rating Likert scale responses out of the total study sample response per item to be calculated. Averages was to support the calculated percentages in showing the general trend of the study findings and marketing strategies in fish farming business under economic stimulus in Kitui County. Descriptive analyses are important since they provide the foundation which correlation and experimental studies emerge; they also provided clues regarding the issues that should be focused on leading to further studies (Mugenda & Mugenda, 2008). Further inferential statistics was done using multiple regression analysis model to establish the relationship between the independent variables (marketing strategies) and dependent variables (commercial fish farming).

#### **The multiple regression analysis model**

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + e$$

Where

Y= commercial fish farming

$\beta_0$  = constant

$\beta_1x_1$  = product branding

$\beta_2x_2$ = sales promotion

$\beta_3x_3$ = market positioning

$\beta_4x_4$ = core competencies

e = unknown parameters

The finding was presented in frequency distribution tables. Each table would be followed by brief explanations, inferences and interpretations of the findings.

### **3.9 Ethical considerations**

The respondents were assured that their identity would remain undisclosed and confidentiality maintained at all times. The introduction letter was acquired to justify the aim of the research and informed consent was sought from respondents' before administering the questionnaire to the sampled fish farmers.

## CHAPTER FOUR

### DATA PRESENTATION AND FINDINGS

#### 4.1. Introduction

Results of analysis were presented using descriptive tables of frequencies and Percentages. Demographic questions were primarily analyzed based on total. Further analysis was done for specific objective questions, multiple regression models and hypotheses test done for the research hypotheses.

#### 4.2. Demographic descriptive analyses

##### 4.2.1. Gender of respondent

Results in table 4.1 below shows most of the fish farmers were males being represented by 69.5% while females were 30.5. In most families or institutions, men were found to play critical role in implementing projects justifies their high presence. Most family are also headed by men since naturally human being live as couples.

**Table 4.1 Gender of respondent**

	Frequency	Percent
Male	139	69.5
Female	61	30.5
Total	200	100.0

Research data, 2014

##### 4.2.2. Age group of respondent

Results in table 4.2 below, show 43.5% and 41.5% of the farmers being within the age brackets 31 to 35 years and 36 to 40 years, respectively. Ages between 31 years up to 40 years, forms the active populations thus are likely to have energy and potential to conduct fish farming. A small proportions of 15% constitute farmers aged 41 years and above.

**Table 4.2 Age group of respondent**

	Frequency	Percent
31 to 35 yrs	87	43.5
36 to 40 yrs	30	15.0
41 yrs and above	83	41.5
Total	200	100.0

Research data, 2014

#### 4.2.3. Education level of respondent

Results in table 4.3 below show all fish farmers having a good education background. 22.5% of the farmers do have at least a diploma degree, some 9% of farmers have bachelor's degree and 4.5% of farmers do have postgraduate degrees. At least 64% have other levels of education. This is an indication of an educated society and such a society is easy to train. These may include among other tertiary training colleges were people learn some skills on how to do fish farming.

**Table 4.3: Education level of the respondent**

	Frequency	Percent
Postgraduate Degree	9	4.5
Bachelors	18	9.0
Diploma	45	22.5
Others	72	64.0
Total	200	100.0

Research data, 2014

#### 4.2.4. Work experience of respondent

Results in table 4.4 below showed that 58.5% of the farmers had a good experience in fish farming were within ten to fifteen years. While 24.5% of the farmers had 2 to 9 years of experience while those with an experience of 1 year or below were only 17%. Experience is core in executing management practices in everything, fisheries also require such. This was also an indication that the ESP selection process was done successfully. Farmers who have been in commercial fish farming for a duration longer than 10 years are likely to have high level of effectiveness in this commercial fish farming.

**Table 4.4 Work experience of respondent**

	Frequency	Percent
10 to 15 yrs	117	58.5
2 to 9 yrs	49	24.5
1 yr and below	34	17.0
Total	200	100.0

Research data, 2014

### 4.3. Branding of fish product under ESP the county

#### 4.3.1. Lack of branding has affected effective marketing

Results in table 4.5 below show 145 of the farmers said lack of branding affected effective marketing. This is 72.5% of the whole sample meaning branding has got a significant role in marketing. It is through marketing where sales of fish product were made and hence revenue generated. Branding is among the major forms of marketing because has a higher reach. However, commercial fish farmers may just lack the information about how this branding is done hence declining to answer the question. This goes as ( Dibb & Sally, 2006) notes that a brand is a name, term, design, symbol of any other feature that identifies one seller's goods or services as distinct from those of other sellers. A brand name is that part of a brand that can be spoken including letters, words and numbers. Branding helps a brand also helps the buyers evaluate the quality of a produce.

**Table 4.5 lack of branding has affected effective marketing**

	Frequency	Percent
No	8	4.0
Do not know	13	6.5
Not sure	27	13.5
Sometimes	7	3.5
Yes	145	72.5
Total	200	100.0

Research data, 2014

#### 4.3.2. Financing Branding

Results in table 4.6 below indicate that government and community members were the major financiers of branding with 43.5% and 42.0% respectively. Few farmers did mention donors and business management as financiers of branding i.e. 2.5% and 11.5%. Branding was an expensive exercise and farmers alone could not afford, that is why government decided to support. As it is evident from the review, branding is costly and still marketers emphasize on being the best through branding produce as desired by customers. Government of Kenya has not sufficiently provided in this industry, which has in turn caused an adverse effect on commercial fish farming.

**Table 4.6 Financing branding**

	Frequency	Percent
Donors	5	2.5
Government	87	43.5
Community members	84	42.0
Business management	23	11.5
Total	200	100.0

Research data, 2014

#### 4.3.3. Lack of branding has affected effective marketing of fish under ESP

Results in table 4.7 below show a great extent of effect with farmers suggesting such effect i.e. both 'to some extent and greater extent' merged having 91.5% of the farmers. The farmers who were not sure just posed no significant concern but those sighting not at all were 14(7%). Only one farmer out of the 200 farmers said did not know. Farmers are found to be much informed on the importance of branding.

**Table 4.7 lack of branding has affected effective marketing**

	Frequency	Percent
To some extent	145	72.5
To a greater extent	38	19.0
Not at all	14	7.0
Not sure	2	1.0
Do not know	1	0.5
Total	200	100.0

Research data, 2014

#### 4.3.4. Branding criteria for marketing of fish products under ESP

Results in table 4.8 below show that no criterion was being followed in branding the products. This was because a 62.5% of the sample responded negatively towards this branding criterion. Only 37.5% said there was criterion followed. This is a further clarification that without a planned way of doing the branding by the committee, it was not easy to implement it.

**Table 4.8 Whether follows criteria as the committee of product branding to facilitate marketing of fish products**

	Frequency	Percent
Yes	75	37.5
No	125	62.5
Total	200	100.0

Research data, 2014

#### 4.3.5. Branding Scores

Results in table 4.9 below show that there was no enough branding, 120 farmers citing strongly followed by other 55 just agreeing. It was also indicated by 193 farmers that branding is poorly done. Somehow the branding of the fish product was inadequate. With many farmers remaining in indifferent option instead of rating somehow is an indication of lack of some primary information among the farmers. Some of the main attributed ideologies have significantly pictured in this study. Most of respondents pointed out them as core in the industry. Such attributes include elements such as convenience of the product/services. Product positioning can be conducted through attribute positioning, pricing, quality, product use and target market. (Kortler, 2009).

**Table 4.9 Counts of attributes associated with effective marketing**

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Branding is minimal	120	55	15	10	0	200
Branding is poor	91	102	1	6	0	200
Inadequate branding	77	93	23	4	0	200

Research data, 2014



#### 4.4. Core Competencies in commercial fish farming under ESP in Kitui county

##### 4.4.1. Core Competencies Scores

Results in table 4.10 below show that 21 farmers strongly agreed on the need for training, while 116 farmers just agreed. Time spend in the training was found to be another determinacy of competence with 92 of the farmers sighting this. Lack of support for training was strongly mentioned by 71 farmers. Seventy seven famers strongly agreed that there were negative management attitude. These score are relatively high in all statements as an indication that members of the committee need adequate training, enough time for training, support in these trainings and positive attitude. A weak fish farming sector as few has embraced effective marketing. Under this strategy, the ministries of fisheries needs to engage the services of well trained marketing personnel and also embark on human resource development as well as provision of business development services (BDS).

**Table 4.10 Attributes associated with core competencies in commercial fish farming under ESP.**

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Adequate training	21	116	12	47	4	200
Time spend training	92	86	3	17	2	200
Lack of support for training	71	93	34	1	1	200
Negative management attitude	77	103	9	7	4	200

Research data, 2014

##### 4.4.2. Rating marketing core competencies of committee members

Results in table 4.11 below show 123 farmers rated the committee competence to be not effective, while 47 more farmers say it is just effective. This clearly means most of the committee members are not competent. Very effective was only mentioned by 21 farmers, not sure and don't know was mentioned by 8 and 1 farmer respectively.

**Table 4.11 Rating marketing core competencies of committee members**

	Frequency	Percent
Very effective	21	10.5
Effective	47	23.5
Not effective	123	61.5
Not sure	8	4.0
Do not know	1	0.5
Total	200	100.0

Research data, 2014

#### 4.4.3. Community involvement in commercial fish farming under ESP in the County

Results in table 4.12 below show that 66% of the respondents said ‘yes’. Only 16% said ‘no’, farmers who were either not sure or did know were 15% and 3% respectively. From these finding it can be concluded that the community was involved in implementation of commercial fish farming under the economic stimulus programme.

**Table 4.12 Community involvement in commercial fish farming under ESP in the County**

	Frequency	Percent
Yes	132	66.0
No	32	16.0
Not sure	30	15.0
Do not know	6	3.0
Total	200	100.0

Research data, 2014

#### 4.5. Sales promotion in commercial fish farming under ESP in the County

##### 4.5.1. Sales promotion methods required for commercial fish product under ESP

Results in table 4.13 below show, personal selling as the main sales method with 74% of the farmers saying so. Sales through advertising are mentioned by 20.5% of the respondents, sales through shows and exhibition was mentioned by 4% and finally use of mobile telephony connectivity as a means of sales was mentioned by only 3 farmers. Most of farmers do personal selling very widely used ingredient of promotional mix. Personal selling is the process of using personal communication in an exchange situation to inform customers and persuade them to purchase products. It gives marketers the greatest freedom to adjust a message to satisfy customer’s information needs. A business organization must sell product in order to survive and grow. Marketing activities help sell organization products .By so doing they generate financial resources that can be used to develop innovative products.

**Table 4.13 Sales promotion methods required for commercial fish product**

Methods	Frequency	Percent
Personal selling	148	74.0
Advertising	41	20.5
Shows and exhibition	8	4.0
Mobile telephony connectivity	3	1.5
Total	200	100.0

Research data, 2014

#### 4.5.2. Effective marketing of commercial fish product under ESP in the County.

Results in table 4.14 below showed that ‘to a greater extent’ and to ‘some extent’ had been mentioned by 31.5% and 53.5% respectively. The respondents saying ‘not at all’ and ‘not sure’ were 8% and 6.5% respectively. Only one farmer said ‘did not know’.

**Table 4.14 Extent to which inadequate sales promotion affected effective marketing of fish product under ESP in the County**

	Frequency	Percent
To a greater extent	63	31.5
To some extent	107	53.5
Not at all	16	8.0
Not sure	13	6.5
Do not know	1	0.5
Total	200	100.0

Research data, 2014

#### 4.5.3. Sales promotion attribute Scores of commercial fish farming under ESP

Results in table 4.15 below showed more than half of the farmers interviewed either ‘strongly agreed or agreed’ with the facts that; there is poor sales promotion methods, there lacks training for doing sales and poor communication. Many farmers had a better know how on sales activation.

**Table 4.15 Attributes associated with Sales promotion of commercial fish farming under ESP**

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Poor sales promotion methods	76	95	10	19	0	200
Lack of training	34	137	12	13	4	200
Poor communication	78	98	8	16	0	200

Research data, 2014

## 4.6. Market position of commercial fish farming under ESP

### 4.6.1. Whether it helps in effective marketing

Results in table 4.16 below show that positioning of the market affect greatly marketing of commercial fish farming with 86.5% saying ‘yes’. Only 13.5% of the famers commented to the contrary. Many farmers are aware that location is key business determinant and hence commented for proper location.

**Table 4.16 Whether it helps in effective marketing**

	Frequency	Percent
Yes	173	86.5
No	27	13.5
Total	200	100.0

Research data, 2014

### 4.6.2. Market positioning attribute Scores in commercial fish farming under ESP

Results in table 4.17 below show more than 100 respondents ‘agree’ with all statements; Online marketing with 108 mentions, market segmentation with 165 mentions, communication distribution with 142 mentions and market target with 108 mentions. This indicated that all these means of market positioning are currently very crucial. Those farmers disagreeing were only 2. This also affirms that the farmers were aware of the potential market positioning methods. This is critical in the sense that to develop linkage with marketing chain and industry players for service to enhance fish product presence and ownership of fish brand. In market-spaces, the internet is a virtual shop. Online marketing is currently operating in very few fish farming business. In this marketing strategy, the focus should be responding to consumer needs, wants and demands through market position, market segmentation, and target marketing couple with properly linked communication and distribution channels.

**Table 4.17 Attributes associated with Market positioning**

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Online marketing	74	108	2	16	0	200
Market segmentation	9	165	11	15	0	200
Communication distribution	19	142	5	32	2	200
Market target	52	108	9	31	0	200

Research data, 2014

### 4.6.3. Effective Market positioning attribute Scores

Results in table 4.18 above show 119 farmers strongly agree it increases market share and 125 farmers strongly agreed that positioning has effect of increasing profit margin. Strongly agree scores are relatively very high and outline that market positioning was important in effective marketing. Growth of any business is evaluated through the profit and market share. The study found that farmers strongly feel that the two aspects of business success will be affected by market location. In order to acquire the target of ICT (information communication and Technology) in the sector is therefore vital and needs to be fast tracked (fisheries marketing strategy, 2009-2013).

**Table 4.18 Attributes associated with Effective Market positioning**

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Total
Increased market share	119	69	8	4	0	200
Increased profit	125	54	3	15	3	200

Research data, 2014

## 4.7 Multiple regression model

### 4.7.1. Independent variables of the model

Four factors were used to develop the model with regard to the study objective. These variables include;

$X_1$  – Product branding

$X_2$  – Sales promotion

$X_3$  – Core competences

And

$X_4$  – Market positioning

These four independent variables are determined each by a set of statements measured on a Likert scale pooling different expediencies. This was done by combining the positive scores

(strongly agree + agree) for each of the four independent variables' statements or attributes to change the variables to dummy taking values 1 and 0.

**Table 4.19: Computed values for the four regressors**

Repressor	Coefficients	P values
Constant( $\beta_0$ )	5.138	0.001
product branding( $\beta_1$ )	0.912	0.003
sales promotion( $\beta_2$ )	0.435	0.002
market positioning( $\beta_3$ )	0.498	0.003
core competencies( $\beta_4$ )	0.652	0.001
unknown parameters(e)	0.023	0.000

R\_squared=0.82, Adjusted R\_squared= 0.78.

The study established R\_squared=0.82 and adjusted R\_squared= 0.78, which meant that data collected accounted for 82% of variation in the dependent variable. This percentage was enough to use the model for predicting. If variables with lower coefficients are removed from the regression analysis, R\_squared is adjusted to 0.78. This means the regression model will still be useful since the model will account for 78% of variation in the dependent variable still.

The P values were found to be all below 0.005, which means the probability of the corresponding coefficients to be wrong is minimal hence our hypotheses can be tested with at least 95% confidence interval.

Hence the model equation should be

Effective commercial fish farming= 5.138

+0.912 Product Brading

+ 0.435Sales Promotion

+ 0.498Market Positioning

+ 0.652Core Competencies

+ Error Term

### **Interpretation of this model;**

The constant of regression model was 5.138, coefficient of product branding was 0.912, coefficient of sales promotion was 0.435, coefficient of core competence was 0.498 and coefficient of market positioning was 0.652.

This mean an increase of one unit score in each variable i.e. product branding, sales promotion, core competence and market positioning will affect strategic marketing by 91.2%, 43.5%, 49.8% and 65.2% respectively. Since all variables are contributing positively upon a change, we can sufficiently argue that these variables determine the values of the dependent variable.

#### **4.7.2. Hypotheses tests analysis**

With a P value of 0.003; probability of rejecting a correct null hypothesis is less than 0.005 hence the alternative hypothesis is acquired and the conclusion that Product branding has a significant influence on effective marketing of fish products in Kitui County.

With a P value of 0.002; probability of rejecting a correct null hypothesis is less than 0.005 hence the alternative hypothesis is acquired and the conclusion that Sales promotion has a significant influence on effective marketing of fish products in Kitui County.

With a P value of 0.003; probability of rejecting a correct null hypothesis is less than 0.005 hence the alternative hypothesis is acquired and the conclusion that Market Positioning has a significant influence on effective marketing of fish products in Kitui County.

With a P value of 0.001; probability of rejecting a correct null hypothesis is less than 0.005 hence the alternative hypothesis is acquired and the conclusion that Core Competence has a significant influence on effective marketing of fish products in Kitui County.

R- Squared is 0.82; this means R is root square is 0.91 which shows that it's a positive relationship across all the four variables of the study. A unit change in any of the independent vars is causing a positive change in the dependent variable.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Summary

The summary of results of the study was presented in this section. Frequencies and percentages were used in discussing all objectives and finally conclusions. The return rate of the questionnaire was 100% since this was done with support from department of fisheries. Males constituted 69.5% while females were 30.5%. Age distribution was as follows 31 to 35 yrs (43.5%), 36 to 40 yrs (15.0%) and 41 yrs and above (41.5%). All farmers are moderately learnt with 4.5% having postgraduate degree, at least 9% have bachelor's degree and 64% have got the basic education. Experience of the farmers was found to be outstanding with; 58.5% farmers having experience of within 10 to 15 years, 24.5% with experience of 2 to 9 years and only 17% had an experience of one year and below.

Branding was found to greatly affect marketing of the fish products. Out of the 200 farmers 145 indicated that it had effect on effective marketing. It was also found that the government and the community were the major financiers of the branding. Farmers indicated that there was no specific criterion that the committee of product branding to facilitate marketing of fish products could follow. This was mentioned by 125 farmers which was 62.5% of the sample. Branding was found to be minimal, poorly done and inadequate. Farmers strongly indicated those three sentiments as hindering effectiveness of fish product marketing in Kitui County.

The study established that inadequate training was a major factor affecting competence in marketing of commercial fish farming under ESP. The committee members were found to be ineffective with 61.5% of the farmers mentioning that. The community was found to be highly involved in the ESP projects with 66% of the farmers suggesting this.

Most of farmers use personal selling as the method of selling their fish product, i.e. 74.0% of the farmers. The other sales promotions included; Advertising (20.5%), Shows and exhibition (4.0%) and Mobile telephony connectivity (1.5%). However, inadequate sales promotions do affect effective marketing of fish product in Kitui County. Farmers indicated that poor sales promotion methods, lack of training and poor communication are the main causes of low sales.



Positioning of the market affect greatly marketing, with 86.5% saying 'yes'. Only 13.5% of the famers commented to the contrary.

Market of fish can be evaluated through market share and increased profit. The results show that 119 farmers strongly agree it increases market share and 125 farmers strongly agreed that market positioning had effect of increasing profit.

Data collected was found to be sufficient for making inferences since it accounted for at least 78% of the total variation in the dependent variable. Further analysis found the p values to be below 0.005 which is acceptable to test the hypotheses of the study with 5% error margin.

The multiple regression model useful in predicting effect on market created by all the four variables of the study was computed as follows. The model equation was:

$$Y = 5.138 + 0.912 X_1 + 0.435 X_2 + 0.498 X_3 + 0.652 X_4$$

Interpretation of this model;

The constant of regression model was 5.138, coefficient of product branding was 0.912, coefficient of sales promotion was 0.435, coefficient of core competence was 0.498 and coefficient of market positioning was 0.652.

## **5.2. Conclusion**

In order to achieve the target of commercial fish farming under ESP projects in Kitui County; the study established four key areas to be worked on. These include branding, sales promotions, competence and market positioning.

Branding was keys, therefore it made sense to understand that branding was not about getting your target market to choose your competitors, but it is about getting your prospects to see you as the only one that provides a solution to their problem.

Getting customers to plunk down cash or credit cards remains a painfully slow process in this struggling economy. And that's precisely why it's important--and always will be--to lure potential buyers with promotions. In fact, coming up with attractive promotions has become a bigger deal than ever. Promotions can spur purchases by established customers, reel in new customers, draw

customers from competitors, get current customers to buy differently, and stimulate business during slow periods. But rarely can one promotion accomplish all of those objectives at once. Promotions work especially well when consumers are in need of a jolt to take buying action. Just be clear about what you want to achieve. Set the number of sales you want to ring up, dollars you want to bring in, customer names you want to collect, buying patterns you want to change, or any other objective you want your promotion to achieve. Then determine what your desired change will mean financially to your business.

Positioning strategy, by its very nature, involves your value relative to your competition. What do you do or offer that's better (or not as competitive) as others who offer similar products and services? When these differences are identified, supported with proof points, and properly merchandised your prospects will have an accurate and compelling basis to compare your company to others. However, there is always more to understanding your offerings than defining them in light of competitive offers. Companies can easily make the mistake of "over positioning" their products and services. As there are three dimensions to establishing value propositions – what it is you 'do', why it's 'relevant' and how it's 'different' – companies, marketers and sales teams can spend too much attention on differentiation before assuring the first two dimensions are understood. Your customers are typically most interested in getting their problems solved. If it's not clear how you're going to do that, comparing yourself to your competition

### **5.3. Recommendation**

Kitui County just like all other counties in the ASAL areas need funding in order to equip the farmers with information and potent to market the fish. Lack of major keys like branding and training play a big role in depleting the production of the fish. To make fish available to consumers at the right time and in the right place requires an effective marketing system. Fishermen who catch fish by laboring overnight (from common-property water bodies) do not usually sell fish in retail markets. Markets at all levels have retailing arrangements, that is, a group of retailers that sell fish to consumers. In major cities like Dhaka, Chittagong, Khulna and Rajshahi and in district towns, city corporations or municipalities manage the retail markets. In general, conditions in urban and rural retail markets are not satisfactory regarding stalls, parking, spacing, sanitation, drainage and management. Bargaining, in terms of eye estimation, is still the

common practice for pricing fish. Strict grading, sorting and price tagging are ignored in retailing. Quality of the products and a standard for weighing are not enforced at all. In such a situation, cheating and exploitation are unavoidable. Fair pricing according to grade, size, origin and freshness of the fish may not be possible in the absence of standard norms of marketing practices and a lack of enforcement by legal authorities. Thus, market access is limited for the economically weaker section of the consumers.

Fish farming can be improved through emulating other countries as well. During the late 1980s and 1990s, the Government of Uganda embarked on revamping the sector. These measures have borne fruit with increased investment in the sector and increased foreign exchange earnings by the government. In 2005, a projected 15,000 tons of fish were harvested from about 20,000 ponds. Most fish are sold fresh at the local level. Those destined for other markets are salted, smoked or sun dried.

It has not been smooth sailing however, and over the last few years, fish stocks have been dwindling. National statistics indicate that Uganda produces close to 30,000 metric tons of fish, just a drop in the European Union annual quota requirement of 600 thousand tones. In 2007, earnings from fish exports declined from 117 million dollars to just under 100 million dollars, contrary to earlier predictions of an increase by the government. The decline has been attributed to indiscriminate fishing and increased cost of production. The fishing industry employs an estimated six million people whose livelihood is at stake.

### **Recommendation for further studies**

The study recommends further study on mediation variable and moderation variables on the relationship between the independent variable and dependent variable such government policies, peoples culture and finances effect on commercial fish farming. The study also recommend research of marketing of commercial fish farming under economic stimulus programme in other counties apart from Kitui County for comparison purpose.

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**APPENDICES**  
**APPENDIX I:**  
**Sampling Frame**

1.	St. Angelas High school	Institution
2.	Paul Mutua	Individual Fish farmer
3.	Green Africa Foundation	Institution
4.	Monica Mutua	Individual
5.	Red Cross	Institution
6.	Wikwatyo Kalundu SHG	SHG
7.	Kisasi women group	“
8.	Kalimenza Awake	“
9.	Mweke SHG	“
10.	Bidii Women SHG	“
11.	Ukamwone SHG	“
12.	K.A.R.I Ithokwe	Institution
13.	Ngomeni Sec. school	“
14.	Musavani sec, school	“
15.	Tseikuru sec. school	“
16.	Precious moment school	“
17.	Ngongoni Academy	“
18.	Major Maingi	Individual farmer
19.	Julius Ngunu	
20.	Willy Makau	“
21.	Tresa Mueni	“
22.	Eunice munyoki	“
23.	Wii sec. school	Institution
24.	Kitui high school	“
25.	Mulango girls sec school	“
26.	Mbitini girls sec. school	“

27.	A better Kenya SHG	S.H.G
28.	David musyoka	Individual farmer
29.	Peter Mutemi	Indv. Farther
30.	Ngomeni Water users	SHG
31.	Elizabeth Mali	Individual. Farmer
32.	Cental Primary school	School
33.	Titus Kakutha	Indiv. Farmer
34.	Council or Ngava	Indiv. Farmer
35.	Kitui friends fishers group	SHG
36.	Jipange self help group	SHg
37.	Youth for change SHG	SHG
38.	Rehema Abdalla	Farmer
39.	Pastoral centre Kitui	Church
40.	Ungaati fish pond	Farmer
41.	Moja farm	Institution
42.	MN4 SHG	SHG
43.	Muslim Sec. school	School
44.	Kitui prison	Prison
45.	Ngiluni SHG	SHG
46.	Daniel Ngoima	Farmer
47.	Stephen Kioko	Individual
48.	Mwitika sec school	School
49.	Dr. Musyoka	Individual
50.	Kyanzou A.I.C	Church
51.	Kyendwa Mitau	
52.	Lucy M. Kilonzo	
53.	Stephen Kioko	
54.	John Munywoki	
55.	Wambua Kimalu	
56.	Perpetual Malombe	



57.	Esther Muema	
58.	Japheth Mwakavi	
59.	Geoffrey N. Ngumi	
60.	Lydia Muema	
61.	Daniel Ngoima	
62.	Kitui Police	
63.	Shadrack Kiema	
64.	Ndugwa Mutuku	
65.	Central Primary	
66.	Mwendwa Kieti	
67.	Muna Ahmed	
68.	Mbitini Girls	
69.	Mulango Girls	
70.	Mosa Sec	
71.	Syengo Muli	
72.	John K. Kilonzo	
73.	Eng. Ngilu Sec.	
74.	Assumpta Mwangangi	
75.	A Better Kenya SHG	
76.	Mbusyani Kyeni (DWD)	
77.	Hellen Mukungi	
78.	David Musyoka	
79.	John K. Musyoka	
80.	John. K. Musyoka	
81.	Bendettor Muithya	
82.	Kanzau Sec.	
83.	Kitui Pastoral Centre	
84.	Florence Munyasya	
85.	Ben Kimathi	
86.	Mwambu G. Paul	

87.	Amos M. Jacob	
88.	Mulango Youth Poly	
89.	Titus Mutisya	
90.	Josiah M. Alex	
91.	Mbitini Mixed Sec	
92.	Johnstone Nyamai	
93.	Mwangangi kilunda	
94.	Kisengese Kombo	
95.	Muema Muthui	
96.	Raphael M. Ndino	
97.	Elizabeth K. Mutua	
98.	John K. Ndoto	
99.	Peter Wambua	
100.	Kanxau Town SHG	
101.	Tabitha Musembi	
102.	Kitui Pastoral Centre	
103.	Antony M. Malila	
104.	Onesmus Kakitya	
105.	Francis M. Musee	
106.	Joseph Ngundi	
107.	Ithiani Centre SHG	
108.	Florence M. Nthenge	
109.	Jacob Maswili	
110.	Florence Munyasya	
111.	Peter Wambua	
112.	Mwalimu Mathuu	
113.	William Kavuvi	
114.	Damaris Syuma	
115.	Stephen K. Ndingu	
116.	Ikunga Mbaa	

117.	Christopher Malonza	
118.	Sammy Kilonzi	
119.	Major Boniface Nganda	
120.	Mwanzia John	
121.	Francis M. Mutua	
122.	Muse Simba	
123.	Paul Mbuvi Mutyanile	
124.	Benedict M. Munyithya	
125.	Francis Muasya	
126.	Ndolo Mbiti	
127.	Kavete Kioko	
128.	Francis Ndeto	
129.	Kivuva Ng'omo	
130.	Jacklyne. K. Muasya	
131.	Muinde Kasanga	
132.	Charles Mwangangi	
133.	Redemta Mutoku	
134.	Maithya Mang'elu	
135.	Maithya M. Mwoki	
136.	Margaret M. Mutia	
137.	Musau Mukala	
138.	Mutual Nduva	
139.	Miti Simba	
140.	Maendeleo ya Wanawake	
141.	Boniface Ngui	
142.	Mwinzi Mwangi	
143.	Julius Peter Mutui	
144.	Paul Vonza Wano	
145.	Rodgers Kaleve	
146.	Peter Mutemi	

147.	Joyfred Muthengi	
148.	Peter Mwend	
149.	Stephen Kyalo Makau	
150.	Agnetta Peter	
151.	Teresia Mumbe Mwinzi	
152.	David Kitulu	
153.	Esther Musya Nzangi	
154.	Donald Mutemi	
155.	Reagan Muthui	
156.	James Mugendi	
157.	Dan Kasina	
158.	Mutemi Katuta	
159.	Nzungu Ngwele	
160.	Patrick Muthui Kea	
161.	Ngomeni Secondary School	
162.	Ngomeni Water Users	
163.	James Mulonzya	
164.	Musyoka Nzumbi	
165.	Francis Maluki	
166.	Steeven Mulwa Mitmbo	
167.	John Nzumbi	
168.	Simeon Mathuki Maluki	
169.	Musyimi Muithay	
170.	Robert Maluki	
171.	Mutuku Mwenga	
172.	Doris Kimanzi	
173.	David Munyoki Muli	
174.	Elizabeth Mwanza	
175.	Ngungani Self Help Group	
176.	Hon David Musila	

177.	Dorcas Kyule	
178.	Kanginga Oasis School	
179.	Ukasi Sec School	
180.	Nzuli Sec School	
181.	John Mbuvi	
182.	Precious Blood Sec. School	
183.	John Kilonzi Kusa	
184.	John Musee	
185.	Fredrick Mughaaa	
186.	Justus Kitaka	
187.	Paul Kimwele	
188.	Stephen Ngulu	
189.	Kaai Girls Sec	
190.	Geoffrey Mulandi	
191.	Kiomo Sec School	
192.	Francis Kasina	
193.	Tabitha Wotuku	
194.	Thitani Girls Sec. School	
195.	Peter Kavindu Mulatya	
196.	Kalitini Pri. School	
197.	Katoteni Sec.	
198.	Mwinzi Matandi	
199.	Stephen K. Mutunga	
200.	Reformed Bible College	

**Source: Ministry of Fisheries Development, Kitui County office Statistics 2013.**

**APPENDIX II:**  
**QUESTIONNAIRE**

**TITLE: MARKETING STRATEGIES OF COMMERCIAL FISH FARMING UNDER THE ECONOMIC STIMULUS IN KITUI COUNTY.**

This research questionnaire is to solicit data for a Master of Business Administration (MBA) degree. This is in partial fulfillment of the requirement for the award of the degree of MBA (strategic management). The data collected will be strictly for academic purpose and no information will be availed to unauthorized persons. Please indicate your response by ticking against answers that best suit the situation. Indicate, “Not applicable” where the question is not relevant.

**QUESTIONNAIRE FOR FISH FARMERS**

**Section 1: Background information –tick (✓) where appropriate**

1. Gender
  - a) Male
  - b) Female
2. Age Bracket
  - a) 25 years and below
  - b) 26-30 years
  - c) 31-35 years
  - d) 36-40 years
  - e) 41 years and above
3. Highest Level of Education
  - a) Diploma
  - b) Degree
  - c) Masters
  - d) PhD
  - e) Others

4. Work Experience

- a) 1 year and below [ ]
- b) 2-5 years [ ]
- c) 6-9 years [ ]
- d) 10-15 years [ ]
- e) 16 years and above [ ]

**Section 1: Project Information**

5. Which ESP project (s) are you most aware of about its (their) implementation and management processes?

- a) Fish ponds [ ]
- b) Primary school [ ]
- c) Secondary school [ ]
- d) Fresh produce market [ ]
- e) Industrial park [ ]
- f) Health centre [ ]

**Section II: Product Branding**

6. Has lack of product branding been a hindrance to the effective marketing of commercial fish farming under Economic stimulus programme in your area?

- a) Yes [ ]
- b) No [ ]
- c) Not sure [ ]
- d) Do not know [ ]
- e) Sometimes [ ]

7. Who finances product branding of fish products in your area?

- a) Donors [ ]
- b) Government [ ]
- c) Community members [ ]
- d) Business management [ ]

8. To what extent does Product Branding marketing strategy facilitate effective commercial fish farming under economic stimulus project in the County?

- a) To some extent [ ]
- b) To a greater extent [ ]
- c) Not at all [ ]
- d) Not sure [ ]
- e) Do not know [ ]

9. Do you follow any criteria as the committee of product branding to facilitate marketing of fish products?

- a) Yes [ ]
- b) No [ ]

10. By use of a tick (√) please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD), to the various statements regarding the influence of product branding in marketing.

		SA	A	U	D	SD
a)	There has been minimal branding of fish products for the purpose commercial fish farming and this has affected negatively its effective marketing.					
b)	Poor product branding of fish product has posed a challenge to the effective commercial fish farming in the County.					
c)	As the committee members, we find it a little bit difficult to facilitate effective implementation of ESP in the County due to inadequate product branding of fish products.					



**Section 111: Core Competences**

11. By use of a tick (√) please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding the core competences that affect the marketing of fish product under ESP.

		SA	A	U	D	SD
a)	Some of the members in the committee are not adequately trained about marketing strategies.					
b)	The amount of time spent on training managers on marketing strategies to be involved in commercial fish farming under ESP projects is very minimal and hence not that effective for practical.					
c)	The morale of the management team is minimal due to lack of adequate support from the government and other stakeholders in marketing strategy.					
d)	Negative management attitude towards marketing strategies on implementation process has affected negatively to a greater extent the marketing of fish products.					

12. Based on your knowledge of marketing strategy and exposure to the marketing of commercial fish farming, how do you rate your effectiveness or that of the committee?

- a) Very effective [ ]
- b) Effective [ ]
- c) Not effective [ ]
- d) Not sure [ ]
- e) Do not know [ ]

13. Are community members involved in the implementation of Economic Stimulus projects in the region?

- a) Yes [ ]
- b) No [ ]
- c) Not sure [ ]
- d) Do not know [ ]

**Section IV: Sales Promotion**

14. Which sales promotion methods are required in the marketing of commercial fish product under ESP?

methods	Tick
personal selling	
advertising	
shows and exhibition	
Mobile telephony connectivity	

15. To what extent has inadequate sales promotion affected the effective marketing of fish products under ESP in the County?

- a) To a greater extent
- b) To some extent
- c) Not at all
- d) Not sure
- e) Do not know

16. By use of a tick (√) please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statement regarding the sales promotion methods that affect commercial fish farming under ESP.

		SA	A	U	D	SD
a)	Poor sales promotion method of fish products has slowed down the implementation process of ESP.					
b)	The County has no trained sales and promotion people on marketing of fish products effectively.					
c)	The County has poor communication infrastructure and this has hindered to some extent effective sales and promotion of fish products under ESP.					

**Section V: Marketing Positioning**

17. In your own view do marketing positioning help to effectively market fish farming product under ESP?

Yes [ ] No [ ]

18. By use of a tick (√) please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding market positioning in effective marketing of fish product under ESP.

		SA	A	U	D	SD
a)	Online marketing					
b)	Market segmentation					
c)	Communication distribution channel					
d)	Market target					

**Section VI: Effective marketing strategies of commercial fish farming**

19. By use of a tick (√) please indicate whether you strongly agree (SA), agree (A), undecided (U), disagree (D) or strongly disagree (SD) to the various statements regarding effective marketing strategies of commercial fish farming under ESP.

		SA	A	U	D	SD
a)	Increased market share					
c)	Increased profit					

*Thank you for your cooperation*

**APPENDIX III:  
TIME SCHEDULING**

Activity	Month1				Month2				Month3				Month4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Literature Search and Literature review																
Proposal writing																
Pilot testing																
Data collection																
Data editing																
Data coding																
Data entry																
Data analysis																
Report writing																
Submission																

**APPENDIX IV:**  
**PROPOSAL BUDGET**

<b>ITEM</b>	<b>SUB-TOTAL (KSHS)</b>	<b>TOTAL (KSHS)</b>
a)Stationery Ream @500	2,000	
b)Typing and printing @40 per page	3,500	
c)Photocopies charges	4,000	
d)Proposal binding cost	5,000	
e)Travelling costs	20,000	
		<b>34, 500</b>

**APPENDIX V:**

**TABLE OF JOURNALS SHOWING MARKETING STRATEGIES**

<b>Journals</b>	<b>Marketing strategies</b>
<p>Samaki News, a publication of the department of fisheries, Kenya. Vol. VII No. 1 October 2011: Aquaculture development in Kenya, towards food security, poverty alleviation and wealth creation.</p> <p>Ministry of Fisheries Development, National Aquaculture Strategy and Development Plan, 2010-2015, “filling the fish supply gap for food security, income and health living” November 2010, edition one.</p>	<p>Sales promotion</p> <p>Marketing positioning</p> <p>Core competences</p> <p>Product branding</p> <p>Pricing strategy</p> <p>Leadership strategy</p> <p>Organization culture</p> <p>Organization structure</p> <p>Customer orientation strategy</p> <p>First mover strategy</p> <p>Cost leadership strategy</p>

**APPENDIX VI:  
COVER LETTER**

Michael K. Mutambuki  
Kenyatta University  
P. O. Box 45469-00100  
**Nairobi**

February, 2014

Dear Respondent,

**RE: REQUEST TO RESPOND TO QUESTIONNAIRE**

I hereby write to inform you that, I am a Master in Business Administration (MBA) student at Kenyatta University. As part of course requirements, I am supposed to carry out a research on *“marketing strategies of commercial fish farming under economic stimulus in Kitui County”*.

This is to kindly request for your assistance and cooperation in providing information by filling the questionnaire. The information will be confidential.

Regards,

**Michael Mutambuki**

**Tel: 0724-075070**