THE ROLE OF PROMOTION MIX ELEMENTS ON SALES PERFORMANCE IN THE SUGAR INDUSTRY: (A CASE OF MUMIAS SUGAR BRAND IN KISUMU TOWN)

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, (MARKETING), KENYATTA UNIVERSITY.

September, 2005
DECLARATION

This research project is my original work and has not been presented for a Degree in any other University. No part of this research project can be copied without prior permission of the author and / or Kenyatta University.

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ACKNOWLEDGEMENT

I especially thank my supervisor Ms Judith Oluoch for her guidance and support. I also thank Mr. Ajuoga the co-ordinator at Kisumu centre for keeping me on my toes. My colleagues at Kisumu Centre also deserve mention for their encouragement and support: Agesa, Roba, Okello, Obop, Charity, Tendwa, Cheruiyot, Sila, Nyakundi, Nyasimi, Salome, Ken.

I feel indebted to my mentor Mr. Andanje Mwisukha from Manda Village for keeping the academic fire burning in me. Mr. Osaso George was always available to help me focus on my core business thanks a guy.

The Kenyatta University support staff at Kisumu Centre were a great – Connie, Margaret and Philip.
DEDICATION

To my dear friends: my wife Medo, Jeff 'Samwana', Kevo 'Mwana', Grace and Sharon. This is what I have been doing.

Mzee Luseno (R.I.P.) I have done what you always wanted.
ABSTRACT

Promotion activity in marketing is as old as marketing itself and undoubtedly important to improvement of sales of products. The liberalization of the sugar industry in Kenya has seen the industry crawl from crisis to crisis from 1990. There has been general increase in sugar situation to a greater extent. This has made the local sugar firms to compete to grab a larger market share in the country. For instance Mumias Sugar Company, which controls 65% of the Sugar Market in Kenya, introduced advertising as a promotional element in 1999 and used in effectively to increase sales. The company has added other promotional elements to spur its Sugar sales.

The goal of the study was to establish the role of promotion mix elements in marketing of white table sugar of Mumias Sugar Company. Specifically the study will identify the promotional mix elements used in the sugar industry, identify the commonly used promotional method, find out the factors that influence the choice of the promotion mix elements and finally determine the relationship between promotion mix elements and sales performance.

The study area is zone 7, which is the Central Business District (CBD) of the town according to the classification of Kisumu Municipal Council. The study design is descriptive research. The research will use questionnaires to collect data from the company and sugar buyers from the supermarkets in the CBD. The collected data will be organised for analysis using descriptive statistical method of percentages.

The research findings are expected to generate useful information mix elements on sales of Mumias Sugar stakeholders will be able to make informed decisions about to develop policies in the sugar industry.
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<tr>
<td>COMESA</td>
<td>Refers to the Common Market of Eastern and Southern African Countries. This is a group of 11 countries Kenya included that form an economic block that has removed trade barriers on goods originating from member countries.</td>
</tr>
<tr>
<td>Advertising</td>
<td>Refers to any paid from of non - personal presentation and promotion of ideas, goods or services by an identified sponsor.</td>
</tr>
<tr>
<td>Ads</td>
<td>Short form of advertisements; it is a presentation of a product in a paid for media.</td>
</tr>
<tr>
<td>T.V</td>
<td>Television screen; It is one of the communication media.</td>
</tr>
<tr>
<td>Promotional mix</td>
<td>Refers to the combination of different types of customers a business uses to persuade customers to buy its products.</td>
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<tr>
<td>Market Share</td>
<td>Refers to the sales of a product in comparison with the sales of competing brands in a market.</td>
</tr>
<tr>
<td>Brand equity</td>
<td>Refers to the brand's strength as measured by its price elasticity of demand.</td>
</tr>
<tr>
<td>Brand</td>
<td>A name, design or symbol that identifies the products of a company or group of companies.</td>
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CHAPTER ONE
BACKGROUND TO THE STUDY

1.0 Overview of the chapter
This chapter consists of the background information, statement of the problem, research questions, objectives, significance of the study and limitation of the study.

1.1 Background Information
Promotion is the communications means used by sellers to persuade or remind potential buyers that a product or service exists (Husted S et al, 1989). Promotion concept is a key issue in marketing as it is used by a company to convince potential customers to buy from it instead of from a competitor. By doing this, the company also explains the major features and benefits of the products, it tells where those products are sold, it advertises sales on those products, answers customer queries and creates a favorable image for itself (Farese L et al, 1991).

With thousands of products available-often dozens in the same category, a consumer is faced with difficult task of sorting through the features and benefits of each in items of his or her needs. Promotion in such a situation comes in handy to help a consumer to make purchasing decisions (Samson and Little, 1998).

Promotion influences attitude and behavior through its five elements of advertising, publicity, and public relations, personal selling, sales promotion and direct marketing. With the strengths and weaknesses of these elements in
focus, companies seek to integrate and unite the appropriate elements to accomplish their promotional objectives i.e. their promotional mix. Some organizations emphasize advertising and public relations efforts in their promotional mixes while others, especially in business-to-business marketing make personal selling the main ingredient (Zikmund W, 1993).

Sugar is a commodity that can be economically derived from sugar cane and sugar beet. It can be consumed directly or used as an ingredient of finished products in the food, chemicals, pharmaceuticals and fermentation.

The world sugar situation can be summed up in the table below:

Table 1.1 The world sugar situation

<table>
<thead>
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<tr>
<td>World sugar trade</td>
<td>35.8</td>
<td>36.1</td>
<td>1% (increase)</td>
</tr>
<tr>
<td></td>
<td>122.9</td>
<td>12.5</td>
<td>2% (increase)</td>
</tr>
</tbody>
</table>


From the table, the world sugar trade and consumption are on an upward trend. This can be attributed to high consumer income due to improvements in world economies, population growth and general rise in consumer demands for sugar containing products like soft drinks and processed foods ([http://www.fas.usda.gov](http://www.fas.usda.gov), 22nd March, 2005).

In 1999, the world sugar prices were unfavorable due to an excess supply over demand. Infact, the world sugar price hit a 20-year low of less than USD 166

Kenya’s sugar consumption stands at 600,000 tones annually. The deficit is offset by importation mostly from COMESA member states (http://www.newsfromafrica.org 16th August 2004). A committee formed by members of parliament from Kenya’s sugar belt in 2003 noted that from 1990 to date, the country’s sugar sub-sector has been in crisis. There was general increase in sugar imports and non-sequenced government trade liberalization policy. The same period has witnessed the shut down of Miwani and Muhoroni factories (http://Library.fes.de 22nd March 2005).

Kenya invoked section 61 of the COMESA Treaty in 2003. It allows safeguards where injury is proved and the country was granted a 4 year window in which it will limit the importation of untaxed sugar to 200,000 tones. Currently the domestic industry is in no major danger from foreign growers. Mumias Sugar Company Limited is the largest miller in the country accounting for about 65% of sugar in the country. (Sunday Nation, 3rd April 2005). It is the only sugar company listed on the Nairobi Stock Exchange from 2001.

The company was established in 1973 and is found in Butere-Mumias District of Western Province close to River Nzoia which caters for its water provisions.

The table below sums vital statistics from the company.
Table 1.2: Mumias Sugar Company Profits, Production and Sales.

<table>
<thead>
<tr>
<th>Year</th>
<th>Profit before tax (in millions kshs.)</th>
<th>Sugar production (in tones)</th>
<th>Gross turn over (in billions kshs.)</th>
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<tr>
<td>2000</td>
<td>900</td>
<td>267,000</td>
<td>12.1</td>
</tr>
<tr>
<td>2001</td>
<td>700</td>
<td>218,000</td>
<td>8.3</td>
</tr>
<tr>
<td>2002</td>
<td>100</td>
<td>219,000</td>
<td>10.0</td>
</tr>
<tr>
<td>2003</td>
<td>(2000) loss</td>
<td>237,000</td>
<td>9.6</td>
</tr>
<tr>
<td>2004</td>
<td>1100</td>
<td>264,000</td>
<td>12.1</td>
</tr>
</tbody>
</table>


From the table above, the drop in profit before tax between 2000 to 2003 was attributed majorly to the aggressive competition from sugar under the COMESA trade agreement and local sales from other Kenyan producers (http://www.mi.co.ke 17th March, 2005).

The company curved out the marketing department in 1999 to coordinate its marketing effort.

Mumias Sugar Company recovered in 2004 by recording a profit before tax of KSH. 1.1 billion. It is from this background that the study would like to focus on the role of promotion mix in the growth of the Sales of the product (sugar), which translated in higher profits.
1.2 Statement of the Problem

The sugar situation in Kenya till recent has been in turmoil. The ratification of the COMESA protocols in 2001 resulted in influx of cheaper sugar into the country hence threatening the survival of the country’s sugar sector. The invoking of section 61 of the protocols by Kenya stabilized the sugar situation. This made local sugar companies to compete for market in the country for their sugar.

Mumias Sugar Company in order to beat competition, it has increased market penetration, widened the distribution network in all parts of the country and implement various innovative sales and marketing programs. This has also helped it to sustain its market leadership.

Given the above scenario, the study finds it necessary to assess the innovative sales and marketing programs that have resulted into the company recording a profit before tax of Kshs 1.1 billion in the year 2004. Businesses use promotion to convince potential customers to buy from it instead of from a competitor, inform them the product’s benefits and carefully position the product in their mind. All these summed up, the study will assess the role of promotion mix elements on sales performance of Mumias sugar.

1.3 Research Objectives

Broadly the objective was to assess the role of promotion mix elements on sales performance in the sugar industry.

The specific objectives were as follows:

i. To identify the promotion mix elements used in the sugar industry.
ii. To identify the commonly used promotional method by the sugar industry.

iii. To establish factors that influence the choice of promotional mix elements.

iv. To determine the relationship between promotional mix elements and sales performance of the company’s sugar.

1.4 Research Questions

To help achieve the above stated objectives, the following research questions were used to guide the study:

i. Which promotion mix elements are used by the company to sell its sugar?

ii. Which promotional element is commonly used by the company and why?

iii. What are the factors influencing the choice of promotional mix elements to be used by the company?

iv. Has the promotion effort had a significant impact on sales of the sugar brand?

v. Which promotional element has greatest impact on the consumer’s purchase decisions of the company’s sugar?

1.5 Significance of the study

The recovery plan for the year 2004 to 2009 is in place and already the sugar sector has started showing signs of recovery. Findings from this study will benefit all stakeholders in the sugar industry.
The company will be able to assess its promotion elements and determine the best mix yielding high sales for its products. Similarly, it will be able to discard unprofitable mixes. Profitable mixes will also assist retailers and wholesalers as they will pull or push the brand through the chain.

The government will benefit, as it will be able to make relevant policies in the sugar sector. Tax paid by the company will enrich the government tax kitty. This will enable it execute projects for the benefit of its wananchi.

Investors and would-be investors will be able to make decisions pertaining to investment in the company from its profit emanating from sugar sales. Future scholars will benefit, as the study will be available as reference material for their research.

1.6 The Scope of the Study

The study covered the entire Kisumu town as sugar is consumed in every household. The study focused on consumers in supermarkets in the CBD (Zone 7) of the town as this center of business activities and also has the highest concentration of supermarkets of the town. The study also covered the marketing department of Mumias Sugar Company as it holds vital information on marketing of sugar.

1.7 Limitations of the study.

During the study the researcher was confronted with the following limitations:

i. Lack of co-operation from both the company and respondents. This led to non-response. The researcher pretested the questionnaire to
determine items that were likely to face this problem. This enabled him to remove or modify them.

ii. Inadequate funds slowed-down collection and analysis of data, as it required hiring of research assistants. The researcher was part of the data collection team to cut down expenses and fit the analysis well in the time available.

iii. Time available for the researcher to collect and analyse the data was inadequate. However the researcher started earlier than scheduled to be able to beat the deadline.

iv. Lack of company’s website limited Internet research. Factory visits made up for this limitation.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section assesses promotion and promotional mix, the role of the promotion, the promotional mix elements and empirical research in promotion

2.1 Promotion and Promotional Mix.

Promotion is one of the elements of the marketing mix that is responsible for the communication of the marketing offer to the target market (Fill C. 1999). The other elements of the marketing mix are price, product and place.

When a marketer performs a promotion task, his main objective is to tell target customers that the right product is available at the right place at the right price (Mccarthy and Perreault, 1993). When they (marketers) succeed in making the appeal, then consumers will buy more of the product and potential consumers attention to the product would have been gained, this creates demand for the product which leads to more purchase and thus increased sales (Samson and Little, 1988).

According to MC Cathy and Perreault (1993), there are three options of promotion a manager can choose from namely, personal selling, mass selling (advertising and publicity) and sales promotion. This can be seen in fig 1 below:
From the chart it can be seen that promotion is one of the 4p’s of marketing mix: product, place, promotion and price.

Promotion mix is the combination of different types of promotion a business uses to persuade customers to buy its products (Farese L. et al, 1991). The promotion mix is perceived to consist of five elements: advertising, sales promotion, public relations, personal selling and direct marketing. Most business uses more than one type of promotion. For example McDonald’s uses a combination of local and national advertising; public relations and publicity effort; sales promotion and courteous, well groomed sales personnel (Farese L. et al, 1991). Each type of promotion is designed to complement the other, for instance advertising creates awareness of business; product while publicity creates a favorable image for the business itself; sales promotion efforts stimulate sales and reinforce advertising and selling effort (Fill C, 1991). All
types of promotion must be coordinated. For example, national advertising should be accompanied by local advertising so local business can take advantage of the national campaign; decorations and in store displays should be coordinated to back up the promotion (Farese L. et al, 1991).

2.2 The Role of Promotion.

The role of promotion in the marketing function is to convey news, tell customers about the benefits of the product (Zikmund W and D'Amico, 1993). Promotion informs for instance if the management of a given company is planning a sale, communicating price savings to potential customers should be part of their plan as lowering of prices will not benefit anyone unless promotion communicates to customers the fact that a sale is underlying.

Promotion can also help create brand loyalty (Husted S et al, 1989). Proper promotion can enhance buyer satisfaction with a product by pointing out its benefits and the social status associated with the brand thus adding to the product's value.

Promotion can help a firm to secure distribution for its product, build a positive image and gain an edge in the market place. According to Husted Stewart (1989), promotion is the key to whether a retailer or wholesaler stocks a product. From this, it is evident middlemen prefer to stock products they can turn over quickly and that they will use little of their promotion budgets.

Marketing managers exist in a competitive environment and as competitors they want consumers to buy their brands. Therefore persuasion that
encourages purchases or attitude change is primary goal of promotion (Zikmund & D’Amico, 1993).

2.3 The Promotion Mix Elements.

As pointed out earlier, the promotional mix elements are: advertising, sales promotion, public relations and personal selling. The promotion mix varies according to product characteristics such as whether the product is being sold to consumers or industrial users. Other factors are the product life cycle stage, target audience and the type of strategy chosen.

2.3.1 Advertising

This is any paid non-personal presentation of products or ideas by an identified sponsor (Husted S., 1989).

Modern advertising involves heavy spending for example USA advertisers run up to an estimated annual bill of more than $212 billion and world wide it exceeds $414 billion (Kotler and Armstrong, 2001).

Advertising helps to sell by giving information for example what the product is, what it does and where it can be found. It aims to build primary demand for instance producers of music CD’s first informed the consumers of the sound and their convenience benefits to help them make purchase decisions (White R. 2000).

The way advertising is done, it can begin to give a reputation for good quality. This is true if the product is genuinely the best available for instance a successful brand over a long time like Persil has been consistently advertised (Lusted D., 1995).
Advertising is a key way of helping to distinguish one brand from its competitors and making it stand out to potential buyers. Roderick White (2000) correctly sums up advertising as a “weapon of competition”.

Advertising can also be used as a barrier to market entry. This is true in markets employing heavy advertising as the major method of competition e.g. soft drinks (Fill C, 1999).

Continuous advertisement of mature products keeps consumers thinking about the product. It is therefore used to remind consumers of a product for example expensive coca-cola advertisements on television are designed primarily to remind people about coca-cola (Kotler and Armstrong, 2001). For consumers already using the product, advertising cultivates loyalty.

Advertising supports other promotional efforts. It may communicate information about a sales promotion or announce a public relations event.

Without advertising, the sales person’s efforts may be hindered as the prospect does not know about the company and its products (Zikmund and D’Amico, 1993)

Advertising uses instruments (media) to convey messages. They can be divided into three general categories i.e. the print, broadcast and specialty (Farese et al, 1991). The print media includes newspapers, magazines direct mail, signs and billboards.

Newspapers could either be local or rational dailies or weeklies. Surveys show people regard their local paper as a good source of advertising information because they are specific to their local of a store chain (White R, 2000).

Newspapers have the advantage of wider readership, their ads are relatively cheap and are timely because their lead time is short. They can also be used to target a given geographical area. However, the life of ads is limited especially
for dailies and the black and white format of most newspapers makes them less appealing.

Magazines are also classified into local, regional and national weeklies, monthlies and quarterlies (White R, 2000). They enable one to select his audience, readers take more time to read them than newspapers, the print quality is high and they signify credibility and prestige. On the hand, magazines have less mass appeal within a geographical area compared to newspapers, they are more expensive and ads are not timely at the deadline is often months before publication.

Direct mail is sent by business directly to prospective customers. Examples are newsletter, credit cards solicitation, mailings, catalogues, and coupons, invitations to special sales, postage-paid reply cards and letters. They enable an advertiser to be highly selective to those to receive-flexible about timing of the mailing and he has many ad forms to choose from. The limitations of direct mail are the high mailing costs and they risk being treated as junk mail hence discarded without opening or careful reading (Kotler and Armstrong. 2001).

Outdoor advertising comes in three forms: posters, painted bulletins and spectaculars. Their use is declining in rural areas and on less traveled highways because of environment and safety concerns (Farese L. et al, 1991). They are therefore confined to urban areas zoned for commercial and industrial uses. Outdoor ads appeal to many people at the same time and are relatively inexpensive. Additionally, they can be tailored to reach people in a given area. However apart from being traffic hazards, they don’t segment the audience.
Directory advertising is divided into white and yellow classified pages. The white pages are free for household. However, yellow pages are printed yearly for business while a fee is charged for listing in yellow pages. Directory advertising is expensive and can reach many. However, yellow pages are printed yearly making it difficult for advertisers to change messages.

Transit advertising uses public transportation facilitate to bring advertisement messages to people for example exterior posters on the outside of taxis and buses, posters in subways, railroad and airline terminals. This type of advertising is economical and has a defined market usually an urban area (Boone and Kurtz, 1995). It therefore favors large towns and also runs a risk posters being defaced.

The broadcast media is composed of the radio and television. The radio reaches a wider audience compared to TV’s; the advertiser can also select an audience and is a mobile medium. However, the commercials have a short life span and distraction can make a listener absorbed and remembered with less effort by the viewer and the cost per exposure is low.

Specialty media are relatively inexpensive for instance calendars, pens, pencil, memo pads, openers, key chains and luggage tags which are given away with no obligation. However, they may land in few hands.

The internet has interactive capabilities and the costs of using it are low although its use especially in developing countries is still limited.

2.3.2 Sales Promotion

The institute of sales promotion defines sales promotion as a facet of marketing which is adding value, usually of a temporary nature to a product or
service in order to persuade the end user to purchase that particular brand (Baker M, 1996).

The purpose of sales promotion is to move products through channels of distribution. It does this by supporting the sales force and its merchandising efforts, gaining the acceptance and active support of middlemen in marketing the product and increasing the sale of the product to the consumer (Husted S et al, 1989).

Sales promotion employs a variety of promotional tools to stimulate the sales force, middlemen and consumers. Examples of sales promotion briefly discussed below:-

i. **Point-of-Purchase displays (Pop) and demonstrations.**

Pop displays and other visual merchandising forms can be very effective in making consumers aware of a product or reminding them of its existence once they have entered a store. For instance studies have revealed that 80% of all brand purchase decision are made at Pop (Husted S et al, 1989).

Besides displays, Pop includes signs, posters, price cards streamers and racks. Demonstrations often complement displays during holidays and special events for instance at Christmas when demonstrations of small appliances such as microwave ovens are seen.

ii. **Samples:**

These are small, trial-size products distributed to consumers free of charge during a product’s introductory stage. They are also distributed for established products to dislodge an entrenched market leader. However, the distribution process of mail or in-store handout is very expensive for instance S.C Johnson & Sons spent $ 12 million on samples for its new Agree shampoo (Baker M.,1996).
A growing number of shoppers appear to be persuaded by sample. Only a small percentage of them have a specific purchase in mind when they walk into a store (Husted S et al 1989)

**iii. Specialty Advertising.**

This is the imprinting of useful articles of merchandise with an advertiser’s message and distributing them without obligation to the recipient (Farese L. et al 1991) these articles include baseball hats, glasses, calendars, playing cards with the company name or business gifts like a set of golf balls bearing the company logo.

Specialty advertising is aimed at smaller target groups in order to solve specific internal or external client problems (Husted S et al 1989). It can be used to introduce new products, opening new accounts building an image, motivating employees and promoting new facilities.

**iv. Premiums and Trading Stamps**

Premiums are pieces of merchandise either offered as a free gift or sold for a small fee to cover costs (Baker M, 1996). They are used to encourage a change in consumers purchasing behavior for example towels in boxes of cereal. Trading stamps are similar to premiums only that consumer collects the stamps from a retailer when they purchase merchandise and can exchange the stamps at a redemption center for additional merchandise. They are used to build customer loyalty to a retailer.

**v. Coupons.**

They offer the retailer price and they are redeemed at the point of purchase. The coupons are commonly distributed by newspapers, magazines and direct mail.
However, just like trading stamps use coupons is under attack from some consumer groups to the effect that they make consumers purchase products they do not need (Husted et al, 1989)

vi. Contest and Sweepstakes

These involve the customer in games of chance or skill. Readers Digest magazine is famous for its annual sweepstakes (Farese L et al, 1991). Contests like McDonald’s “Monopoly” and Kodak’s “Snapshot Game” pay cash to contest winners.

Contests and sweepstakes attract many new customers and the customers do not have to make a purchase to enter.

However, lack of contest presenting can cause many legal and/or marketing problems for instance the bitter row for winners of “Spell Pepsi Spirit” of Pepsi Company in 1981 (Husted S et al, 1989).

vii. Trade shows and exhibits

They are low-cost methods used as a pushing strategy. Trade shows offer manufacturers the opportunity to exhibit and sell their various lines.

Trade shows are the fastest growing promotional segment in marketing due to their extended use of recent in the consumer markets. For example the Atlanta Home shows where retailers have a chance to combine sales promotion and personal selling (Husted S et al, 1989).

Sales promotion despite its usefulness, it has the problem of being only temporal and that sales drop off when the deal ends (Aaker, 1991).

Advertising support is needed to convert the customers who were won over because of sales promotion into long term buyers.
2.3.3 Personal Selling

This is a one-on-one promotion presentation by a buyer to a prospective buyer (Husted S et al, 1989). It is close to the prospective buyer to induce a change in behavior.

Personal selling is the most expensive element of the communications mix with the average cost per contact exceeding $100 (Fill C, 1999). A point out that personal selling is most effective at the stages of the hierarchy of effects rather than at the earlier stage of awareness building.

Since personal selling involves face-to-face selling, the seller meets the potential customer(s) and makes attempts to entice the potential buyer to buy product by telling him/her about the product’s desirable features. This creates either a need or a want in the customer which makes him/her to buy the product or places an order for it.

Companies prefer personal selling because it is flexible, allows for immediate feedback, gives a chance for the seller to point out more likeable products features and also it enables the potentials customer to ask questions about the product. Personal selling often is supplemented by other methods such as advertising and sales promotion (Fill C 1999). This promotional mix element suits promotion marketing given the technicalities in operation and use of such products. Here, prospective demonstrations to put a cross the product’s merits and to answer questions about their use for example electronic goods like television sets (Husted S et al, 1989).
2.3.4 Publicity

Publicity involves placing newsworthy information about a company in the media (Farese L et al 1991). Publicity is not paid for by the business, this makes it more credible to many people. Public relations specialists attempt to get good events for example the opening of a new store, an interview with a company official, the launching of a new product/product line or the announcement of promotions or retirements.

Unlike other components of the mix, publicity does not always increase sales. Its real value lies in the relationship that it builds between the business and the general public.

Publicity can be oral, written or action orientated for instance the senior economist for Hilliard Lyons, a brokerage firm speaks at investment clinics in Midwest (oral), Kroger prepares written press releases to publicize new services like in-store banking (written) or McDonald’s a sick child’s family with shelter while abroad receiving medication (Husted S et al, 1989).

Publicity is part of a larger concept of public relations (PR) i.e. the process by which a business obtains goodwill and promotes a positive image. Public relations bring a special set of benefits to the promotional mix. Through PR, accurate information from the business’s viewpoint is shared with the public, potential problems can be anticipated and explained before any controversy results and also questions that affect the business can be answered before they are asked by the media (Farese L et al, 1991)
The disadvantage of publicity is that it cannot be controlled by the business i.e. the bad stories are as likely to get publicized as the good. Therefore businesses work to generate positive about them whenever possible.

PR must work closely with other marketing communications such as advertising, personal selling and sales promotion and be integrated with them to achieve an efficient and effective communication strategy (Baker M, 1996).

2.3.5 Direct Marketing

This is an interactive system of marketing, which uses one or more advertising media to effect a measurable response or transaction at any location (Burnett J, 1999)

Direct marketing is an old promotion tool that goes back to 1844 when Orvis issued its first catalog offering fishing equipment (Owaga O, 2002)

Direct marketing can be done through various media. Direct mail delivers the message and the product through postal service or private delivery organisations. Its advantages are it offers a variety of formats and space to tell a complete story, when received it has little competition and therefore it engages the reader's attention and it allows to reach audiences who are inaccessible by other media. However, this media has a widespread perception that it is junk mail and people throw it away before opening it and the high cost per prospect reached limits its use.

Lists are accurate and up-to-date and are used to solicit customer orders. They could be internal or external lists. Internal (in house) lists include customers,
former customers, prospects and inquiries. External lists constitute names collected and sold by sources outside the company for example list brokers. Catalogs are used by virtually all consumers, employed women in particular (Burnett J, 1999). Their use aims at building traffic inside the trading area and mail order sales outside it. Examples of catalogs are business to business and full time merchandise catalogs.

Telemarketing combines telecommunications technology marketing strategies and information systems. It can either be inbound or outbound. Inbound calls originate from customers while outbound calls originate with the firm. Telemarketing can be used in order taking, handling customers; sales support and account management.

The Internet enables users and subscribers to get information on-line. Information available in the information highway includes updates on products, distribution points and other promotional activities. Its use apart from creating customer goodwill, it ensures excellent business systems. Electronic messages in the form of e-mail can also be send to the recipients across the world.

Mass media can also be used by direct marketing for example magazines, newspapers, radios, TV, telex and videotext.

2.4 Empirical Research

There have been numerous studies on promotion mix elements in other industries for example the pharmaceutical, agro-Chemicals and small business enterprises.
Nyawara A.H. (2003) of Nairobi University did a survey on the responsiveness of doctors to different elements of the promotion mix used within the Kenya Pharmaceutical Industry. He found out that generally, promotional techniques used were very effective in evoking a positive response on prescription habits of the products by doctors (88.7%). Therefore the use of promotion mix had a positive influence on prescription.

Ndegwa S.M. (2003) of Nairobi University studied the application of promotion mix in the agro-chemical industry. He noted this industry was performing poorly because the promotion mix elements were not being utilised in marketing its products. He therefore recommended the use of these elements to improve their marketing of products in this industry.

Osaso G (2004) of Moi University studied the role of promotion on sales of condoms. He noted promotion plays a significant role in the sales of condoms and recommended stepping up of efforts in promotional mix elements not well utilized.

It is against this background of prior research that this study will like to assess the role played by promotion mix elements in marketing of sugar.

2.5 Conceptual Framework

In the earlier literature it came out that the promotional mix marketers use achieve various marketing objectives depending on a host of factors such as offering the information requirements of potential buyers, the nature of target market and organisation capacity, (Fill C, 1999). The decision to use one or a
combination of the promotion mix is therefore situational. The mix is likely to change overtime; it will need continual altering and adapting to reflect changes in the market, competition, the product’s life cycle and the adoption of new strategies, (White R, 2000). This study therefore conceptualises that the five promotional mix elements will be applied jointly with a view to spur sales. The chart below illustrates what is envisaged.

**Fig 2: The Conceptual Framework Chart**

- **Advertising**
  - Radio
  - T.V.
  - Print media

- **Personal Setting**
  - Sales presentations
  - Incentives
  - Samples

- **Publicity**
  - Seminars
  - Donations
  - Events sponsorship
  - Community

- **Sales promotion**
  - Raffles
  - Discounts
  - Gifts
  - Exhibitions

- **Direct Marketing**
  - Mailing
  - Telemarketing
  - Fax mail
  - E-mail etc

**Increase in sales performance**

**Independent Variables**

- Source: Researcher, (2005)
From fig. 2 above, a company can use a combination of the promotional tools. The vehicles in the five promotional tools when combined and used well, they will result in more message consistency and greater sales impact.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter comprises of the study design description of the study areas, the study population, the sampling procedure, sample size, data collection instruments method of data analysis and ethical consideration.

3.1 The Study Design

The study adopted a descriptive research. This enabled the study to describe responses captured through questionnaires.

The cross sectional study form was used, as the study involved describing events at one particular point in time. However, inferences were made about processes that occur over time.

3.2 The Study Area

The study area chosen was Kisumu town in Winam Division of Kisumu District within Nyanza province of Kenya. This is the third largest urban centre in Kenya after Nairobi and Mombasa. Since it’s founding, it has served as a district as well as a provincial headquarter in addition to being a commercial hub for the Western Kenya Sugar belt. Given this prominence, the researcher identified it for the study.

The study focused on Zone 7 according to the Kisumu Municipal Council classification of business zones. This zone has the major supermarkets in the town owing largely to it being the Central Business District of the Town. It extends from Oginga Odinga Street, Obote Road up to National Petrol Station area, Makasembo Road, Amalo to Modern Furniture area.

3.3 The Study population

The Population of interest to this study was the Marketing Department of Mumias sugar Company and sugar buyers in the supermarkets in Zone 7 of Kisumu Municipal council.

Supermarkets were chosen for the study because most Kenyans buy their wares here as they offer comparatively lower prices for goods especially for bulk buyers, they provide goods under one roof and also offer quality and cater for the different tastes of clients. This is from a research carried out by the Consumer Insight. (The Sunday Standard June 19, 2005.)

The marketing department is responsible for sugar sales from the company.

3.4 Sampling Design

The researcher used purposive sampling to get respondents from sugar customers in the seven supermarkets and Mumias Sugar Company.

The researcher administered one questionnaire to the marketing manager of Mumias Sugar Company to give an official response of the department.

A register at the Town Hall indicates the CBD has seven supermarkets. The researcher purposely sampled 140 sugar buyers in the supermarkets to provide the required information. 20 buyers were picked from each of the seven supermarkets. In total the sample size was 141.
3.5 Data Collection

The researcher intercepted customers at the sugar section of the supermarkets. Customers who picked the sugar brand under study were interviewed and the questionnaires filled. The questionnaires consisted of open ended and closed ended items. Questionnaires were used because they are economical in terms of time, human energy and finances. Also, data can be collected from a large number of people easily and quantitative data acquired is easy to collect and analyse (Chisnal P, 1991).

However, questionnaires have the disadvantage of forcing respondents to select answers that may not represent their opinions and the pre-coded response choices are limiting hence not all possible answers are included (Matiru, 1995)

The questionnaires were pretested to identify flaws in them for example the understanding of questions by respondents, sensitive questions to be avoided especially in the questionnaire for Mumias Sugar Company that may lead to non-response. Pretesting helped in determining how long a respondent would take in answering questions to enable the researcher to make adjustments on times in the questionnaires not to take a lot of time for the consumers/customers.

3.6 Data Analysis

The collected questionnaires were edited for accuracy, competence and uniformity. Those with major response errors were discarded and the remaining serialised. The various categories were coded in order to facilitate
analysis. Descriptive statistics was utilised to describe the data obtained on the promotion mix elements in marketing of Mumias sugar.

3.7 Ethical Consideration

Ethical Consideration was observed through the course of the study. Consent was sought from relevant authorities and participation was voluntary. Feedback on the study was made available to the Marketing Department of Mumias Sugar Company to help it improve the marketing of its sugar.
CHAPTER 4
DATA ANALYSIS AND PRESENTATION OF FINDINGS.

4.0 Introduction.

This chapter presents the findings of the study. Data was collected using questionnaire.

In this connection, two sets of questionnaires were prepared and administered to respondents. The first questionnaire (Appendix B) targeted the Marketing Manager of Mumias Sugar Company while the second questionnaire (Appendix C) was administered to sugar buyers in the supermarkets in zone 7 of Kisumu Municipality.

The role of the marketing Manager was limited to giving the framework of promotion mix elements used by the company to sell its sugar. The analysis is divided into two parts. The first part is general information for Mumias Sugar Company and the sugar buyers. The second part looks into the subject matter of the study. The response rate was 100% as the researcher strived to complete the quota allocated to each supermarket. The researcher interviewed orally and filled some questionnaire for sugar buyers who were unable to fill.

4.1 General Information.

The study found out that the Marketing Department, which has been in existence since 1999, is formally structured with the Marketing Manager at the helm assisted by a deputy and marketing officers. Of the 66 employees, the study found out that 89.3% (59) are male and the rest 10.7% (7) are female.
4.1.1 Gender of Customers

From the 140 customers, the study found out 28 (20%) were male while 112 (80%) were female. This shows women constitute the majority of sugar buyers in the supermarkets in Zone 7 of Kisumu Municipality.

4.1.2 Age of Customers

In terms of the age of customers, the study found out the response below.

Table 4.1: Breakdown of customers' age (n = 140).

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 and below</td>
<td>12</td>
<td>8.67</td>
</tr>
<tr>
<td>18-25</td>
<td>16</td>
<td>11.4</td>
</tr>
<tr>
<td>26-30</td>
<td>25</td>
<td>17.8</td>
</tr>
<tr>
<td>31-35</td>
<td>31</td>
<td>22.2</td>
</tr>
<tr>
<td>36.40</td>
<td>28</td>
<td>20</td>
</tr>
<tr>
<td>41.45</td>
<td>11</td>
<td>7.9</td>
</tr>
<tr>
<td>46.50</td>
<td>11</td>
<td>7.9</td>
</tr>
<tr>
<td>51.55</td>
<td>4</td>
<td>2.8</td>
</tr>
<tr>
<td>56.60</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>60 and above</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data

From table 4.1, most customers were in the range of 31-35 (22.2%) followed by 36-40 bracket (20%), 26-30 bracket followed with 18%. The ranges with the least were the 51-55 (0.7%) and the 60 and above (0.7%). This indicates that sugar buying is concentrated in the range of 26-40 years.

4.1.3 Level of Education.

The customers were asked about their level of education.

The response was as below.
Table 4.2: Level of Education (n = 140)

<table>
<thead>
<tr>
<th>Academic qualifications</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Primary</td>
<td>27</td>
<td>19.5</td>
</tr>
<tr>
<td>Secondary</td>
<td>39</td>
<td>27.5</td>
</tr>
<tr>
<td>Post Secondary</td>
<td>74</td>
<td>53</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data

From table 4.2 above it is clearly noted that customers in the supermarkets in zone 7 have attained more than basic education 113 (80.5%). This is a literate population the company is dealing with. The study established that the company identifies this in their promotion messages. The company advertises through most local languages and English via the numerous radio F.M stations.

4.1.4 Occupation.

The study also surveyed the occupation of the customers.

The following information was found:

Table 4.3: Breakdown of customers’ occupation. (n = 140).

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>15</td>
<td>10.7</td>
</tr>
<tr>
<td>Casual /</td>
<td>28</td>
<td>20</td>
</tr>
<tr>
<td>Unskilled</td>
<td>73</td>
<td>52.2</td>
</tr>
<tr>
<td>Professional</td>
<td>24</td>
<td>17.1</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data
From the table above, a majority of the respondents 73(52.2%) were professionals. Casuals / unskilled came second with 28(20%). Students made up the minority with 15 (10.7%).

4.1.5 Religion of customers.

The study found out the following as regards the religious affiliations of the respondents.

**Table 4.4: Breakdown of respondents’ religion (n = 140)**

<table>
<thead>
<tr>
<th>Religion</th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christian</td>
<td>98</td>
<td>70</td>
</tr>
<tr>
<td>Muslim</td>
<td>27</td>
<td>19</td>
</tr>
<tr>
<td>Budhi</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Atheist</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hindu</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data

Findings from the table above, show the four major religions are represented with a majority of customers being Christians 98(70%) Muslims come a distant second with 27 (19%). Atheists were not represented.

4.2.0 Promotion.

The study found out that the company promotes its sugar. It uses advertising sales promotion, personal selling, direct marketing and publicity.

The company ranks advertising as the number one tool, sales promotion comes second, publicity third, personal selling fourth and direct marketing fifth.

This information is corroborated by the response of customers below.
Table 4.5: Ranking Promotional activities experienced by customers.

<table>
<thead>
<tr>
<th>Promotion Activities</th>
<th>Most frequent 1 (%)</th>
<th>Very frequent 2 (%)</th>
<th>Frequent 3 (%)</th>
<th>Somehow frequent 4 (%)</th>
<th>Least frequent 5 (%)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>90</td>
<td>8.0</td>
<td>2.0</td>
<td>0</td>
<td>0</td>
<td>1.1</td>
</tr>
<tr>
<td>Sales</td>
<td>52</td>
<td>36</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>1.6</td>
</tr>
<tr>
<td>Promotion</td>
<td>0</td>
<td>6</td>
<td>7.3</td>
<td>15</td>
<td>6</td>
<td>3.1</td>
</tr>
<tr>
<td>Publicity</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10.1</td>
<td>89.9</td>
<td>4.8</td>
</tr>
<tr>
<td>Personal Selling</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>92</td>
<td>4.9</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Survey data.

The table above shows ranking of promotional activities by customers. It is evident that most frequently experienced promotional activity was advertising with a mean of 1.1.

Sales promotion was second with a mean score of 1.6. The use of direct marketing was limited with a mean of 4.9.

4.2.1 Customer Awareness of Kenya’s sugar brands.

From the seven choices of Kenyan sugar brands the study established the following

Table 4.6: Customer Awareness of Kenya’s sugar brands.

<table>
<thead>
<tr>
<th>Brand</th>
<th>Aware %</th>
<th>Not aware%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nzoia sugar</td>
<td>69</td>
<td>31</td>
</tr>
<tr>
<td>Sony sugar</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Chemelil</td>
<td>86.5</td>
<td>13.5</td>
</tr>
<tr>
<td>Mumias</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>West Kenya</td>
<td>41</td>
<td>59</td>
</tr>
<tr>
<td>Muhoroni</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Miwani</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data
From the table all the 140 customers in the super markets were aware of the Mumias sugar and Sony sugar brands. West Kenya sugar with 41% was the least known, however all (100%) were not aware of the existence of Muhoroni and Miwani brands. These two factories are currently under receivership.

### 4.2.2 Level Of Customers’ Responsiveness To The Promotional Tools

The study established the finding below.

**Table 4.7: Level of responsiveness to advertising (n =140)**

<table>
<thead>
<tr>
<th>Media</th>
<th>Most Responsive (%)</th>
<th>Somewhat Responsive (%)</th>
<th>Indifferent (%)</th>
<th>Least Responsive (%)</th>
<th>Not Responsive (%)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.V</td>
<td>90.7</td>
<td>5</td>
<td>0.7</td>
<td>3.6</td>
<td>0</td>
<td>4.77</td>
</tr>
<tr>
<td>Radio</td>
<td>93.5</td>
<td>4.3</td>
<td>0</td>
<td>2.2</td>
<td>0</td>
<td>4.88</td>
</tr>
<tr>
<td>News</td>
<td>85.7</td>
<td>10.7</td>
<td>1.4</td>
<td>1.4</td>
<td>0.8</td>
<td>4.66</td>
</tr>
<tr>
<td>Papers</td>
<td>42.8</td>
<td>15</td>
<td>12.1</td>
<td>28.5</td>
<td>1.6</td>
<td>3.69</td>
</tr>
<tr>
<td>Videos</td>
<td>57.8</td>
<td>4.3</td>
<td>7.1</td>
<td>20</td>
<td>10.8</td>
<td>3.78</td>
</tr>
<tr>
<td>Magazines</td>
<td>64.2</td>
<td>22.1</td>
<td>5</td>
<td>6.4</td>
<td>2.3</td>
<td>4.4</td>
</tr>
<tr>
<td>Leaflets</td>
<td>28.5</td>
<td>20.7</td>
<td>22.1</td>
<td>17.8</td>
<td>10.9</td>
<td>2.55</td>
</tr>
</tbody>
</table>

Source: Survey data

From the table, the radio is the most preferred with a score of 4.88. The T.V follows with mean 4.77. Newspapers came third with 4.66. Leaflets are the least preferred with 2.55.

**Table 4.8: Level of Responsiveness to Sales Promotion. (N = 140)**

<table>
<thead>
<tr>
<th>Vehicle</th>
<th>Most Responsive 1 (%)</th>
<th>Somewhat Responsive 2 (%)</th>
<th>Indifferent 3 (%)</th>
<th>Least Responsive 4 (%)</th>
<th>Not Responsive 5 (%)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give aways</td>
<td>99.3</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.95</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>65</td>
<td>21.4</td>
<td>5</td>
<td>8.6</td>
<td>0</td>
<td>4.4</td>
</tr>
<tr>
<td>Discounts</td>
<td>99.3</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.99</td>
</tr>
<tr>
<td>Samples</td>
<td>98.5</td>
<td>0.7</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>4.98</td>
</tr>
<tr>
<td>Bonus</td>
<td>99.3</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.98</td>
</tr>
</tbody>
</table>

Source: Survey data

35
From the table above, it can be observed the customers are responsive to all the instruments. Give ways like caps, calendars, special discounts and bonuses are preferred by customers with means of 4.95, 4.99 and 4.98 respectively.

In this era of intense competition, many organizations attempt to be socially responsible through initiation and support of causes aimed at enhancing their images as good corporate citizens. The study found out the following with regards to public relations and publicity.

Table 4.9: Level of Responsiveness of Customers to Public Relations and Publicity (N = 140)

<table>
<thead>
<tr>
<th>Elements</th>
<th>Most Responsive (%) 1</th>
<th>Somewhat Responsive (%) 2</th>
<th>Indifferent (%3)</th>
<th>Least Responsive (%) 4</th>
<th>Not Responsive (%) 5</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminars</td>
<td>22.1</td>
<td>35.7</td>
<td>29.2</td>
<td>11.4</td>
<td>1.6</td>
<td>3.65</td>
</tr>
<tr>
<td>Events Sponsorship</td>
<td>96.4</td>
<td>2.8</td>
<td>0.8</td>
<td>0</td>
<td>0</td>
<td>4.95</td>
</tr>
<tr>
<td>Publications</td>
<td>57.1</td>
<td>38.7</td>
<td>2.8</td>
<td>0.8</td>
<td>0.8</td>
<td>4.5</td>
</tr>
<tr>
<td>Donations</td>
<td>99.2</td>
<td>0.8</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.99</td>
</tr>
<tr>
<td>Community Relations</td>
<td>86.4</td>
<td>11.5</td>
<td>2.1</td>
<td>0</td>
<td>0</td>
<td>4.8</td>
</tr>
<tr>
<td>Brand launches</td>
<td>65</td>
<td>10.7</td>
<td>7.1</td>
<td>10.1</td>
<td>7.1</td>
<td>4.16</td>
</tr>
</tbody>
</table>

Source: Survey data

From the above table, elements that were most responsive were donations with a mean of 4.99, events sponsorship mean of 4.95 like Freedom from Hunger Walk and community relations mean of 4.8. It is evident that customers were not most responsive to seminars mean of 3.65.
Table 4.10: Level of Responsiveness of Customers to Personal Selling.
(n=140)

The study established the following.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Most Responsive (%)</th>
<th>Somewhat Responsive (%)</th>
<th>Indifferent (%)</th>
<th>Least Responsive (%)</th>
<th>Not responsive (%)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Representatives</td>
<td>7.8</td>
<td>28.5</td>
<td>39.2</td>
<td>19.4</td>
<td>5.1</td>
<td>3.1</td>
</tr>
<tr>
<td>Contact by other firm staff</td>
<td>18.5</td>
<td>21.4</td>
<td>22.1</td>
<td>23.5</td>
<td>14.5</td>
<td>3.05</td>
</tr>
<tr>
<td>Incentive Programmes</td>
<td>92.8</td>
<td>5</td>
<td>2.2</td>
<td>0</td>
<td>0</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Source: Survey data.

From the table, the study established customers were most responsive to incentive programs like trips (4.9).

They were indifferent to contact by other firm staff (3.05).

Table 4.11: Level Of Responsiveness of Customers To Direct Marketing
(n =140).

The study found out the following.

<table>
<thead>
<tr>
<th>Elements</th>
<th>Most Responsive (%)</th>
<th>Somewhat Responsive (%)</th>
<th>Indifferent (%) 3</th>
<th>Least Responsive (%) 2</th>
<th>Not Responsive (%) 1</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailings</td>
<td>35</td>
<td>22.1</td>
<td>20</td>
<td>15.7</td>
<td>7.1</td>
<td>3.62</td>
</tr>
<tr>
<td>Telemarketing</td>
<td>50</td>
<td>22.8</td>
<td>8.5</td>
<td>12.1</td>
<td>6.4</td>
<td>3.96</td>
</tr>
<tr>
<td>E-mail</td>
<td>28.5</td>
<td>21.4</td>
<td>25</td>
<td>14.2</td>
<td>2.8</td>
<td>3.79</td>
</tr>
<tr>
<td>Fax – mail</td>
<td>36.4</td>
<td>25.7</td>
<td>26.4</td>
<td>6.4</td>
<td>5</td>
<td>3.76</td>
</tr>
<tr>
<td>Mailing cards</td>
<td>35</td>
<td>22.1</td>
<td>20</td>
<td>15.7</td>
<td>7.2</td>
<td>3.75</td>
</tr>
</tbody>
</table>

Source: Survey data.
From the table above, there were mixed reactions with regard to direct marketing elements.

Telemarketing was most responsive with a mean of 3.96 followed by e-mail mean of 3.79, mailing the least with mean of 3.62.

### 4.3 Choice of promotional tool with the most positive response on Purchase patterns of customers.

The study found out the following:

**Table 4.12: Choice of Promotional tool (n = 140).**

<table>
<thead>
<tr>
<th>Tool</th>
<th>Number</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>118</td>
<td>84.3</td>
</tr>
<tr>
<td>Sales Promotion</td>
<td>18</td>
<td>12.8</td>
</tr>
<tr>
<td>Publicity</td>
<td>2</td>
<td>1.5</td>
</tr>
<tr>
<td>Personal selling</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>Direct Marketing</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data

Table 4.12 shows advertising (84.3 %) were widely chosen by customers to have had a positive impact on their purchase of sugar. Sales promotion came a distant second (with 12.8%). The tools that had the least impact were personal selling (0.7%) and direct marketing (0.7 %.)

### 4.4. Reasons why the promotional tools selected had the most positive impact on purchase of sugar.

This section attempts to determine why the promotional tools selected in the preceding section evoked the most response. Various reasons were given by respondents, which were grouped and summarized in the following table.
Table 4.13: Reasons why the preferred promotional tool evoked the most response (n = 140).

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consistency</td>
<td>19</td>
<td>13.5</td>
</tr>
<tr>
<td>Accurate explanation</td>
<td>11</td>
<td>7.8</td>
</tr>
<tr>
<td>Appeal</td>
<td>30</td>
<td>21.5</td>
</tr>
<tr>
<td>Reach with ease and in comfort</td>
<td>80</td>
<td>57.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey data

From the table above, it is evident that the preferred promotional tool (advertising) was chosen as it reaches consumers with ease and at the comfort of their homes (57.2%) for example radio and television adverts 21.5% feel the adverts appeal to listen or watch.

4.5. Reasons why the selected promotional tools evoked the least response.

The study established the following reasons:

Table 4.14: Reasons why the selected promotional tools evoked the least response.

<table>
<thead>
<tr>
<th>Reasons</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is bother (personal selling)</td>
<td>6</td>
<td>4.2</td>
</tr>
<tr>
<td>Rare (Direct Marketing)</td>
<td>111</td>
<td>79.3</td>
</tr>
<tr>
<td>Time wasting (Direct marketing)</td>
<td>13</td>
<td>9.3</td>
</tr>
<tr>
<td>Professionalism not looked at (advertising)</td>
<td>1</td>
<td>0.8</td>
</tr>
<tr>
<td>Non response</td>
<td>9</td>
<td>6.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey data.

From the table above, a majority of customers (79.3%) picked of direct marketing as the tool that evoked least response because it was rarely used by
the company. 9.3% chose direct marketing, as it is time wasting for example mailings 4.2% chose personal selling because it is a bother.

4.6. Suggestions on how Mumias Sugar Company could improve their promotional activities.

The suggestions were grouped and the findings were as below

**Table 4.15: Suggestions to improve promotional activities**

<table>
<thead>
<tr>
<th>Suggestions</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Package more ¼ kg and ½ kg especially for rural areas</td>
<td>47</td>
<td>33.5</td>
</tr>
<tr>
<td>Package in environmental friendly material.</td>
<td>23</td>
<td>16.4</td>
</tr>
<tr>
<td>Get more involved in popular events sponsorship.</td>
<td>11</td>
<td>7.9</td>
</tr>
<tr>
<td>Use price discounts often.</td>
<td>51</td>
<td>36.4</td>
</tr>
<tr>
<td>Involve direct marketing more.</td>
<td>6</td>
<td>4.3</td>
</tr>
<tr>
<td>Non response</td>
<td>2</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>140</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey data.

From the table above 36.4% of customers feel the company should use price discounts more to sale their sugar. 33.5% feel the current packaging is not suitable for rural areas. Most products are sold in smaller quantities, so they suggest the company should mainly package ¼ kg and ½ kg for these areas. 16.4% of consumers who are environmentally conscious suggested to the company to discard plastic bags as they are environmentally unfriendly. 7.9% suggested the company should get more involved in popular events.
sponsorship like athletics meets, soccer and volleyball. 4.3% feel direct marketing should be more engaged to sale the company's sugar.

4.7 Choice of a promotional mix.

The following was the finding of the study.

Table 4.15: Factors determining the choice of a promotion mix element.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of funds</td>
<td>3</td>
</tr>
<tr>
<td>Market Competition</td>
<td>4</td>
</tr>
<tr>
<td>Product life cycle</td>
<td>2</td>
</tr>
<tr>
<td>Type of product</td>
<td>5</td>
</tr>
<tr>
<td>Type of customer</td>
<td>5</td>
</tr>
<tr>
<td>Skill of staff</td>
<td>3</td>
</tr>
<tr>
<td>Company policy</td>
<td>4</td>
</tr>
<tr>
<td>Profitability</td>
<td>4</td>
</tr>
<tr>
<td>Suitability</td>
<td>4</td>
</tr>
<tr>
<td>Company image</td>
<td>4</td>
</tr>
<tr>
<td>Type of message</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Survey data

From the above table, it is evident that the company mostly considers the type of customer and the type of product when choosing the use of a given promotion element. The study established for instance large industrial buyers are targeted mostly through personal selling and telemarketing while domestic users are targeted through advertising and sales promotion.
4.8 Marketing problems affecting Mumias Sugar Company.

The study established that the company faces problems in its marketing operations both specific to the firm and from external factors. As pointed out earlier, the company is under threat of imports from both COMESA and non-COMESA countries rivaling its sugar in the local market hence eroding its market share.

Internally, the looming ban on plastics by the National Environmental Management Agency (NEMA) will result in raising the cost of packaging hence affecting the price of sugar, Innovation has to be undertaken to avert this crisis.
5.0 Introduction.

This chapter gives an overview of the overall study as well as the conclusions based on the findings. Recommendations as a result of the findings are also outlined in this chapter.

5.1 Summary and Conclusions

The study found out that the most widely used tool in the sugar industry was advertising. The other frequently used promotional tool was sales promotions where the company offered give always like calendars, price discounts, samples and bonuses.

Buyers are more responsive to advertising tools like the radio, television and newspapers. The radio is widely preferred to television and newspapers.

On influence on purchases, advertising was found to have had the highest influence. Direct marketing had the least influence.

Having presented the findings from the study, this section will deal with a discussion of the findings mainly concentrating on the findings vis-à-vis the stated objectives of the study.

The study focused on the role of promotion mix elements on sales performance in the sugar industry. It sought to achieve this through identifying the promotion mix elements used in the sugar industry, the commonly used promotional method, establishing the factors influencing the choice
promotional mix elements and establishing the relationship between promotional mix elements and sales performance in the sugar industry.

The findings indicated that the sugar industry in Kenya employed the use of the various promotion mix elements observed in the literature which comprised of advertising, sales promotion, publicity, personal selling and direct marketing.

The study established that advertising (mean score of 1.1) was the most commonly used tool. Sales promotion was the second most commonly used tool. Direct marketing scored 4.9 making it was the least commonly used tool.

In advertising, the study found out both the print and electronic media were being utilized. Of these, the radio was the most preferred by customers. The television came second while newspapers third. Radio ownership is higher compared to television and therefore reach by radio is better compared to television.

Based on findings from level of responsiveness of customers to the various tools, sales promotion had a number of items that were most responsive for instance giveaways, discounts, samples and bonuses. In publicity and public relations, events sponsorship, donations and community relations were most responsive and therefore they can be used more often for the benefit of the company. Direct marketing had low scores on responsiveness. This could be as a result of its low utilization.

Advertising which was the commonly used promotional tool was cited by a majority of the customers (84.3%) to have been responsible for their
purchases. Direct marketing which as earlier observed was rarely utilized and scored 0.7%. Sales promotion had 12.8% response on purchase patterns while publicity had 1.5%. In this connection, the study established that depending on the level of utilization of a promotional tool; and its reception and responsiveness from customers there is always a positive relationship with sales performance. This is exemplified by advertising which is the most commonly used and had 84.3% impact on the customers’ purchase decisions. Direct marketing which was rarely utilized and had mixed preference from customers had 0.7% impact on purchase patterns.

The study also established that most commonly used factors for choosing a promotion mix to be used are the type of customer and type of product. Sugar for industrial use and that for domestic use had different promotion mix elements. Similarly industrial sugar and white table sugar had different promotion mix elements.

5.2 Recommendations.

Arising from the study are the following recommendations:

There is over reliance on advertising. It is the high time the industry came up with strategies to tap into the potential offered by other forms of promotion. Basing on level of responsiveness, there are some tools that customers prefer but they are rarely used for instance in direct marketing.

The full potential of direct marketing is yet to be realized. It is the least used tool of promotion in the sugar industry. As observed earlier it is fast growing and should be employed. Mumias Sugar Company should open a website as
this will open many transactions on line. The company should open a toll-free number to introduce telemarketing as complaints and others issues will be sorted out faster.

There is need to adequately address the weaknesses of personal selling especially the use of sales representatives and contact by other firm staff. A bigger proportion of customers from the findings were indifferent towards sales representatives. More creativity should be injected to turn round the customers’ perception.

Since 100% of customers under review were aware of the company’s sugar brand, the company should strive to differentiate it further from its closer competitors. This can be through the introduction of an environmental friendly packaging. This will be a first as the other companies are still packaging in plastic bags.

The staffing at the department of seven women against fifty nine men doesn’t reflect well for the company. From the study 80% of sugar buyers were women therefore more women should be recruited and a past from being gender sensitive, participation in women in sugar promotion will give it more credence.

Liaison with distributors should be improved to eliminate hoarding when the company closes down for repairs as it happened recently from May 2005. Such artificial stock outs can negatively influence brand loyalty.
5.3 Suggestions for further study.

From the findings of the study, I would recommend further research be done in the following areas:

1. A study should limit itself to the role of advertising to sales performance in the sugar industry.

2. To determine the relationship between the use of the best promotional element i.e. advertising and its cost to a firm in the sugar industry.
TO WHOM IT MAY CONCERN

RE: LUKE LUSENO
D53/0L/0525/02

The above named is a student undertaking a Masters programme in Marketing at Kenyatta University.

He is required to do research and has identified your institution for the purpose of the same.

Any assistance accorded him will be highly appreciated.

Yours Faithfully,

DAVID O AJUOGA
REGIONAL COORDINATOR
APPENDIX A

Work Schedule

<table>
<thead>
<tr>
<th>Activity</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation &amp; presentation of proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defence of the proposal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Data entry and analysis</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>report writing</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>project presentation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Budget

<table>
<thead>
<tr>
<th>ITEM</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretarial services</td>
<td>20,000</td>
</tr>
<tr>
<td>Typing, printing, photocopy and binding</td>
<td></td>
</tr>
<tr>
<td>Stationary</td>
<td>3,000</td>
</tr>
<tr>
<td>Notebook, folders, fupscaps, pens, and files</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
</tr>
<tr>
<td>Administration of questionnaire</td>
<td>2,000</td>
</tr>
<tr>
<td>Analysis of data</td>
<td>15,000</td>
</tr>
<tr>
<td>Travel and substances</td>
<td>10,000</td>
</tr>
<tr>
<td>Total Cost</td>
<td>Kshs 50,000</td>
</tr>
</tbody>
</table>
APPENDIX B

Questionnaire for Mumias Sugar Company

I am carrying out a study on the role advertising on sales performance of Mumias Sugar brand in Kisumu Town. You have been selected to participate in the study by filing up this questionnaire. The information being sought is purely for academic purposes. Your confidentiality will be respected. I therefore ask you to feel free and fill the questionnaire honestly.

Section A

Designation: ________________________________
Years of Service: ________________________________

Q1. Do you promote your sugar brand?
Yes ( )  No ( )

Q2. If No, why?
   a) Lack of money ( )
   b) It is not necessary ( )
   c) It is prohibited by law ( )

Q3. Who do you consider as your major competitors in the industry in Kenya.
(Please list in order of importance, with (i) being most important)
i) ________________________________
   ii) ________________________________
   iii) ________________________________
   iv) ________________________________

Q4. On whom are most of your promotional activities targeted? Rank in order of importance.

V. Important  Important  Less Important  Least Important

Children ( ) ( ) ( ) ( )
Teenagers ( ) ( ) ( ) ( )
Women ( ) ( ) ( ) ( )
Men ( ) ( ) ( ) ( )

Section B

Q5. Which of the following promotional tools do you use?

Advertising ( )
Sales Promotion ( )
Personal Selling ( )
Publicity ( )

Q6. Please rank the following promotion mix elements in order of importance to your organisation’s marketing activities with 1st rank being most important.

a.) Advertising ( )
b.) Sales promotion ( )
c.) Publicity & public relations ( )
d.) Personal selling ( )
e.) Direct Marketing ( )

Q7. On a scale of 1 - 5 how would you rank the relative importance of the following media vehicles as used by your company. 5 represents most commonly used and 1 never used.

<table>
<thead>
<tr>
<th>Most Commonly used</th>
<th>Commonly used</th>
<th>somewhat Used</th>
<th>Rarely Used</th>
<th>Never used</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

A. Advertising
i) Electronic Media
TV ( ) ( ) ( ) ( ) ( )
Radio ( ) ( ) ( ) ( ) ( )
Videos ( ) ( ) ( ) ( ) ( )
ii) Print Media:
Newspapers ( ) ( ) ( ) ( ) ( )
Magazines ( ) ( ) ( ) ( ) ( )
Speciality ( ) ( ) ( ) ( ) ( )
Catalogues ( ) ( ) ( ) ( ) ( )
Leaflets ( ) ( ) ( ) ( ) ( )
Brochures ( ) ( ) ( ) ( ) ( )
Posters ( ) ( ) ( ) ( ) ( )
Others (specify)( ) ( ) ( ) ( ) ( )

B. Sales Promotions
i.) Give aways e.g
   calendars, diaries ( ) ( ) ( ) ( ) ( )
ii.) Exhibitions ( ) ( ) ( ) ( ) ( )
iii.)Special Discounts ( ) ( ) ( ) ( ) ( )
iv.) Bonus ( ) ( ) ( ) ( ) ( )
vii) Sponsorship (Specify)( ) ( ) ( ) ( )
vii) Others (Specify)( ) ( ) ( ) ( ) ( )

C. Public relations and publicity
i.) Press releases ( ) ( ) ( ) ( ) ( )
ii.) Seminars ( ) ( ) ( ) ( ) ( )
iii.) Donations ( ) ( ) ( ) ( ) ( )
iv) Events (Specify) ( ) ( ) ( ) ( )
v.) Publications (Specify)( ) ( ) ( ) ( )
v.) Company Magazines ( ) ( ) ( ) ( ) ( )
vii.)Community relations ( ) ( ) ( ) ( ) ( )

D. Personal Selling
i.) Sales representatives ( ) ( ) ( ) ( ) ( )
ii) Sales meetings
   ( Specify) ( ) ( ) ( ) ( ) ( )
iii.) Incentive programs
   eg trips ( ) ( ) ( ) ( ) ( ) ( )

iv) Samples ( ) ( ) ( ) ( ) ( ) ( )

v) Contact by other staff
   eg customer service ( ) ( ) ( ) ( ) ( ) ( )

vi.) Others (Specify) ______( ) ( ) ( ) ( ) ( ) ( )

E. Direct Marketing
i.) Mailing ( ) ( ) ( ) ( ) ( ) ( )

ii.) Telemarketing ( ) ( ) ( ) ( ) ( ) ( )

iii.) Fax mail ( ) ( ) ( ) ( ) ( ) ( )

iv.) E-Mail ( ) ( ) ( ) ( ) ( ) ( )

v.) Mailing Cards
e.g. birthdays ( ) ( ) ( ) ( ) ( ) ( )

Q8. After how long does the company evaluate the impact of your promotional campaign?

   a) ________________ Months

   b) ________________ Years

Q9. To what extent do the following factors determine the choice of a promotion mix element to be used

<table>
<thead>
<tr>
<th></th>
<th>Most Commonly Used</th>
<th>Commonly Used</th>
<th>Somewhat used</th>
<th>Rarely used</th>
<th>Never used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of funds</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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</tr>
<tr>
<td>Market competition</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>Product life cycle</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>Type of customer</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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</tr>
</tbody>
</table>
Q10. Does your company's promotional strategy specifically identify the following with regard to your promotion messages? (tick appropriate)

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Sometimes</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.) Who to communicate with</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>b.) Where to communicate</td>
<td>( )</td>
<td>( )</td>
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</tr>
<tr>
<td>c.) When to communicate</td>
<td>( )</td>
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<td>( )</td>
</tr>
<tr>
<td>d.) How often to communicate</td>
<td>( )</td>
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<tr>
<td>e.) What means to use</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>f.) Content of communication</td>
<td>( )</td>
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<tr>
<td>g.) Estimate of cost</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>h.) What the expected result should be</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

Q11. How often do you use price as a promotional tool?

( ) very often  ( ) Somewhat often
( ) rarely

Q12. What method does your company use to set the promotional budget?

( ) Percentage of sales
( ) Available funds
Q13. Other promotional activities in line in the near future, please specify

.................................................................

.................................................................

.................................................................

Section C

Q14. Every company faces some problems in its operations. Please give them in the following order (start with most critical to the least critical)

a. Specific to the firm.

.................................................................

.................................................................

.................................................................

b. External factors

.................................................................

.................................................................

.................................................................

THANK YOU VERY MUCH FOR YOUR CO-OPERATION
APPENDIX C

Questionnaire for customers

I am carrying out a study on the role of advertising on Sugar sales. You have been selected to participate in the study by helping in filling the questionnaire. The information being sought is purely for academic purposes. Feel free and fill it honestly.

*Put a tick of the correct answer.*

SECTION A

1. Sex: Male [ ] Female [ ]


3. Level of Education
   - Primary [ ]
   - Secondary [ ]
   - Post Secondary [ ]
   - None [ ]

4. Occupation
   - Student [ ]
   - Casual / Unskilled [ ]
   - Professional [ ]
   - Other (Specify) [ ]
5. Religion

( ) Christian  ( ) Atheist
( ) Muslim  ( ) Hindu
( ) Budhi

Section B

6. Which Kenyan sugar brands do you know?

Nzoia sugar brand  ( ) Sony sugar brand
( ) Chemelil sugar brand  ( ) Muhoroni sugar brand
( ) Mumias sugar brand  ( ) Miwani sugar brand
( ) West Kenya brand

7. Of the following promotional activities carried out by Mumias Sugar Co. which one do you experience the most frequently and which one the least. Please rank 1-5 (1 being most frequently used to 5 being least common)

a.) Advertising (e.g Newspapers)  ( )
b.) Sales promotion (e.g discounts)  ( )
c.) Publicity and public relations (e.g dinners)  ( )
d.) Personal selling (e.g sales reps)  ( )
e.) Direct marketing (e.g mailing)  ( )

8. On a scale of 1 – 5 please rank the following promotional tools used under the five elements above. A score of 5 indicates most responsive and 1 not responsive

Key: 1 - Not responsive, 2 - least responsive, 3 - indifferent, 4 - somewhat responsive, 5 - most responsive

<table>
<thead>
<tr>
<th>A. Advertising</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Electronic media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>TV</td>
<td>( )</td>
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<tr>
<td>Radio</td>
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</tbody>
</table>
ii Print media

Newspapers
Magazines
Posters
Catalogues
Leaflets
Speciality

B. Sales Promotions

i) Give ways eg (calendars)
   diaries

ii) Exhibitions

iii) Discounts

iv) Samples

v) Bonus

vi) Sponsorship

vii) Others (specify)

C. Public Relations & Publicity

i) Seminars

ii) Events sponsorship e.g. golf tournament

iii) Publications

iv) Donations

v) Community relations

vi) Press release

vi) Company Magazine
### D. Personal Selling

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</thead>
<tbody>
<tr>
<td>i)</td>
<td>Sales representatives</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>ii)</td>
<td>Contact by other firm</td>
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<tr>
<td>Staff eg Manager)</td>
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<tr>
<td>iii)</td>
<td>Sales Meetings</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>vi)</td>
<td>Samples</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>vii)</td>
<td>Incentive Programmes</td>
<td>( )</td>
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<tr>
<td>viii)</td>
<td>Others (specify)</td>
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### E. Direct Marketing

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</thead>
<tbody>
<tr>
<td>i)</td>
<td>Mailings</td>
<td>( )</td>
<td>( )</td>
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<tr>
<td>ii)</td>
<td>E-mail</td>
<td>( )</td>
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</tr>
<tr>
<td>iii)</td>
<td>Mailing Cards</td>
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<td>Eg Easter</td>
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<tr>
<td></td>
<td>Telemarketing</td>
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<td></td>
<td>Fax mail</td>
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</tbody>
</table>

Q9. Of the above promotional tools which one do you consider to be the one that evokes the most positive response on your purchase patterns of Mumias Sugar?

Q10. Please give reason(s) why the tool above evokes the most response.

Q11. Which promotional tool do you consider to evoke the least positive response on your purchase patterns of Mumias sugar?

Q12. Do you have any suggestions on how Mumias Sugar Company could improve their promotional activities?
REFERENCES


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