

**PUBLISHERS' PROMOTIONAL RESPONSE TO  
LIBERALIZATION OF BOOK MARKET IN KENYA**

**By**

**SHEM ODOYO OJWAN'G  
CM11/0145/03**

**A research project submitted to the Graduate School in partial  
fulfillment of the requirement for the Award of the degree of Master  
of Business Administration (MBA) in Marketing Management**

**EGERTON UNIVERSITY LIBRARY**

**EGERTON UNIVERSITY**

**September, 2006.**



**Eger234487**

## DECLARATION AND RECOMMENDATION

I hereby declare that this work is my original work and that it has not been presented in this form or any other form for an award of a Degree or a Diploma in this or any other University.

Ojwan'g, Shem Odoyo

Signature.....

Date.....24/09/2006.....

## RECOMMENDATION

This work has been presented for examination with our recommendation as University supervisors.

MR. ONWONG'A AUKA

SIGNATURE.....

DATE.....25/09/06.....

MS JACKLINE MORIASI

SIGNATURE.....

DATE.....25/9/2006.....

## **COPYRIGHT**

© 2006

Ojwan'g, Shem Odoyo

All rights are reserved. No part of this report may be reproduced or transmitted in any form by means of mechanical, including photocopying, recording or any information storage or retrieval system without the express permission of the Researcher or Egerton University on his behalf.

## **DEDICATION**

To my Wife Grace, Mother Min Apele, Children Stacy, Clifford, Merceline and Brown.

## **ACKNOWLEDGEMENT**

First of all I wish to salute all the authors and authorities whose valuable works I have referred to in this project. Special thanks go to my supervisors at Egerton University, Mr. Onwong'a Auka and Ms Jackline Moriasi whose support and guidance, made this work possible. My MBA colleagues in the 2003 class especially my discussion group Ronald, Polycarp and Joseph for mutual encouragement. Last but not least to my family for standing by me during this period. God bless you.

## ABSTRACT

The government in 1998 liberalized the book market in Kenya. This liberalization brought about very stiff competition among the publishers of different categories in that it allowed all of them to compete on equal footing for the same market. Publishers responded to this liberalization by using promotion among other responses. However, prior to the study, how publishers used promotion to respond to the liberalization was not clear, neither was it clear how these promotional responses differed amongst the different categories of publishers. The study evaluated the effectiveness of the promotional mix publishers of different categories used in response to the liberalization of the book market.

The researcher used both quantitative and qualitative data collected from both primary and secondary sources. For primary data, a questionnaire was designed for the relevant employees, while for secondary sources; data was collected from institutional records, government reports, relevant documents, books and journals. A total of 31 respondents (one from each of the 31 registered publishers) were interviewed. Data was analyzed and results presented in frequencies and percentages in form of tables and graphs. The hypotheses were tested using one-way analysis of variance (ANOVA) at 5% level of significance.

The study confirmed that there were no significant differences in the promotional mix used by publishers of different categories in response to the liberalization of the book market in Kenya, that there were no significant differences in the effectiveness of the promotional mix used by publishers of different categories in response to the liberalization of the book market in Kenya, and that there were significant differences between the market shares of publishers of different categories before and after the liberalization of the book market in Kenya. The various categories of publishers, the MOEST, KIE, schools, colleges and users of books and other researchers will benefit from the study.

The study therefore recommends strongly that all publishers put a proper and relevant promotional policy in place if they are to enjoy the benefits of the liberalization of the book market.

## TABLE OF CONTENTS

	Page
<b>DECLARATION AND RECOMMENDATION</b>	<b>i</b>
<b>COPYRIGHT</b>	<b>ii</b>
<b>DEDICATION</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
<b>ABSTRACT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vii</b>
<b>LIST OF TABLES</b>	<b>x</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
<b>1.1 Background to the study</b>	<b>1</b>
<b>1.2 Problem statement</b>	<b>5</b>
<b>1.3 Objectives of the study</b>	<b>6</b>
<b>1.4 Research hypotheses</b>	<b>6</b>
<b>1.5 Significance of the study</b>	<b>7</b>
<b>1.6 The scope and limitations</b>	<b>7</b>
<b>1.7 Assumptions</b>	<b>8</b>
<b>1.8 Definition of terms</b>	<b>8</b>



	<b>Page</b>
<b>CHAPTER TWO: LITERATURE REVIEW</b>	<b>11</b>
2.1 Introduction to Literature Review	11
2.2 Marketing and Promotion	11
2.3 Methods of determining promotional budgets	12
2.4 Deciding on the promotion mix	13
2.5 Promotional response and the promotional mix of books	14
2.6 Measuring promotional mix' effectiveness	19
2.7 Conceptual framework	20
<b>CHAPTER THREE: RESEARCH METHODOLOGY</b>	<b>22</b>
3.1 Introduction	22
3.2 Research design	22
3.3 The population of the study	22
3.4 The sample size and sampling procedure	23
3.5 Data collection and instrumentation	23
3.6 Data analysis and presentation	24
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSION</b>	<b>25</b>
4.1 Introduction	25
4.2 General findings	25
4.3 Hypothesis tests	28

	<b>Page</b>
<b>4.3.1 Hypothesis 1</b>	<b>28</b>
<b>4.3.2 Hypothesis 2</b>	<b>30</b>
<b>4.3.3 Hypothesis 3</b>	<b>33</b>
<b>4.3.4 Summary of key findings</b>	<b>36</b>
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS</b>	<b>37</b>
<b>5.1 Introduction</b>	<b>37</b>
<b>5.2 Summary</b>	<b>37</b>
<b>5.3 Conclusion</b>	<b>38</b>
<b>5.4 Recommendations</b>	<b>39</b>
<b>5.5 Implications for further research</b>	<b>39</b>
<b>REFERENCES</b>	<b>40</b>
<b>APPENDICES</b>	<b>42</b>
<b>Appendix 1: List of registered publishers</b>	<b>42</b>
<b>Appendix 2: Introduction letter to the respondents</b>	<b>44</b>
<b>Appendix 3: Questionnaire</b>	<b>45</b>

## LIST OF TABLES

Table 1: Market Shares of Category of Publishers.

Table 2: Population of Study

Table 3: Awareness of the Liberalization

Table 4: Availability of marketing department

Table 5: Publishing experience.

Table 6: Position of respondents in the organizations.

Table 7: Promotional mix used by different category of publishers.

Table 8: One-Way ANOVA for differences in average promotional mix by publisher category

Table 9: Multiple comparison analysis of mean promotional mix by category of publisher.

Table 10: Promotional mix' effectiveness.

Table 11: One-Way ANOVA Table for differences in effectiveness of promotional mix by publisher category

Table 12: Multiple comparison analysis of mean effectiveness of promotional mix by category of publisher.

Table 13: Market shares of various categories of Publishers before and after liberalization

Table 14: One-Way ANOVA Table for differences in market share by publisher category

Table 15: Multiple comparison analysis of mean market share by category of publisher

## **LIST OF FIGURES**

Figure 1: Conceptual framework - Promotional Response to Liberalization of book market

## LIST OF ABBREVIATION

AMA	American Marketing Association
ANOVA	Analysis of Variance
GOK	Government Of Kenya
IM	Instructional Materials
KBSA	Kenya Book Sellers and Stationers Association
KIE	Kenya Institute of Education
KLB	Kenya Literature Bureau
KPA	Kenya Publishers Association
KSES	Kenya School Equipment Scheme
MOEST	Ministry of Education Science and Technology
LSD	Least Significant Difference
OUP	Oxford University Press
RNE	Royal Netherlands Embassy
SPSS	Statistical Package for Social Sciences
WB	World Bank

## CHAPTER ONE INTRODUCTION

### 1.1 Background to the study.

The history of Publishing in Kenya can be traced to pre –independence days. Before independence, the foreign-owned publishers like Oxford University Press (OUP), Macmillan Publishers, Heineman and Longman dominated the Kenyan book publishing market.

After independence, the Government of Kenya (GOK) books publishing Parastatals, namely the Jomo Kenyatta Foundation (JKF) and the Kenya Literature Bureau (KLB) joined the industry. Other publishers included local privately owned firms like Dhillon Publishers and Uzima Press (GOK, 1998). There occurred very stiff competition between the State and the Private Sector publishers over the control of publishing, which the government did not take kindly (GOK, 1998). As a result of this, the Ministry of Education regulated the book market by centralizing the supply of books through the Kenya School Equipment Scheme (KSES), a government body charged with the responsibility of distributing Instructional Materials (IM) on behalf of the government in the year 1968(GOK, 1998). In collaboration with the Kenya Institute of Education (KIE) whose mandate was curriculum development, vetting and recommendation of books, KSES generated order lists, which it distributed to schools. Schools then selected the books they wanted from these lists, and KSES supplied them with the titles they had requested.

The KIE, being a government body, discredited books from Private Sector publishers and recommended only books from the other government bodies, the JKF and the KLB respectively, as suitable.

In the early 1980s, the KSES was replaced by a cost sharing policy, whereby both the government and the Parents had to share the costs of books and other IM.

The GOK eventually shed off its responsibility of supplying books to schools through KSES, leaving most of the buying to the parents who had no choice, but to buy the books from KIE recommended lists due to the GOK regulation. In 1983 the GOK changed the system of Education from 7-4-2-3 to 8-4-4. The change of the system made all existing textbooks redundant. Publishers swiftly repackaged their old titles to suit the new curriculum, a move that did not go down well with the government. As a result, KIE was mandated to write textbooks for the new curriculum (GOK, 1998). To meet the tight deadlines, the KIE arranged writing workshops to produce the manuscripts which were passed to the JKF and the KLB for publishing and the books, generally referred to as "KIE" books effectively became the official textbooks for schools.

In the face of the government regulation of the book market in Kenya, different publishers responded in different ways. JKF and KLB relied on KIE and government support in having their textbooks recommended.

On the other, hand foreign publishers responded in various ways: some publishers decided to sell off their local operations to local Kenyans, for example, Heinemann to East African Publishing house, and Longman to Longhorn Kenya. Others like OUP and Macmillan publishers decided to stay on and face the competition through aggressive advertising, sales promotion, personal selling, public relations and publicity, and direct marketing of their textbooks. Local privately owned publishers responded by specializing in specific areas like Dhillon publishers in revision materials and Uzima press in Bible literature (KPA, 1984). At the same time, the Private Sector publishers came together in 1985 and formed the Kenya Publishers Association (KPA) with the main aim of forging a united front through which their publishing activities could be undertaken (KPA, 2004). KPA constantly lobbied so that the government could liberalize the book market and allow free participation. These protests were also forwarded to the International bodies such as the World Bank (WB) as well as development partners like the government of Netherlands. Eventually, international bodies particularly the WB accepted the publishers' protests and persuaded the GOK to set up a comprehensive review of its book policy. In 1995/96, the Royal Netherlands Embassy (RNE) agreed to finance a pilot project to test textbook supply on condition that books from private sector publishers were included in the list of books to be bought.



As a result of this, and the discussions that followed, a new National Policy on textbooks was launched in September 1998 (GOK, 1998), in which publishers both from the private and the public sectors, were free to commission authors to write books and to compete on equal footing in the newly liberalized book market. To this end, the Ministry of Education Science and Technology (MOEST) issues six recommended titles per subject annually, which is distributed to Schools by November each year, and all publishers are free to submit manuscripts to the KIE, which is only mandated to regulate the sector without writing books (GOK, 1998).

Currently there are thirty-one registered publishers in Kenya, of which five are government owned, nine foreign owned and seventeen are local-privately owned (Appendix1). Table 1 below shows the market shares of different categories of Publishers prior to the liberalization (in 1997) which has since changed (refer to tables 8 and 9) due to stiff competition after the liberalization.

Table 1: Market shares of category of Publishers 1997

<b>Category of Publisher</b>	<b>Market Share (%)</b>
Government owned	65
Foreign owned	15
Local privately owned	20
Total	100

Source: KPA estimates 1997

## **1.2 Problem Statement**

The liberalization of the book market had an impact on the publishing industry in that more publishers were competing for the same book market. However, it was not clear as to how the publishers used promotion to respond to this liberalization and how these promotional responses differed among the different categories of publishers, had not been established. On top of that, no comparative study had revealed the effectiveness of these promotional responses based on the promotional mix of different categories of publishers. The study evaluated the effectiveness of the promotional mix that publishers of different categories used in order to compete effectively in the liberalized book market.

### **1.3 Objectives of the study**

#### **General Objective**

To evaluate how the different categories of publishers used promotion to respond to the liberalization of the book market in Kenya.

#### **Specific objectives**

- i. To identify the promotional mix that publishers of different categories use in response to the liberalization of the book market in Kenya.
- ii. To determine the effectiveness of the promotional mix that publishers of different categories use in response to the liberalization of the book market in Kenya.
- iii. To compare the promotional mix used by publishers of different categories and their respective market shares.

### **1.4 Research hypotheses**

- i. There are no significant differences in the promotional mix used by publishers of different categories in response to liberalization of the book market in Kenya.
- ii. There are no significant differences in the effectiveness of the promotional mix used by publishers of different categories in response to the liberalization of the book market in Kenya.
- iii. There are no significant differences between the market shares of publishers of different categories before and after the liberalization of the book market in Kenya.

### **1.5 The significance of the study**

For the publishers, the study made recommendations that are likely to contribute to promotional mix knowledge, suitable for different categories of publishers in Kenya. The various categories of publishers in Kenya will be able to identify the promotional mix that they can use to effectively promote their products in a liberalized book market. The MOEST will benefit from the study because the study will form a basis for making promotional policies for the book market. The KIE, schools, colleges and users of books and other IM will benefit a lot from the study as the products they consume will be those being promoted using suitable promotional mix. Booksellers will also benefit from the study in that the results of the study will lead them into dealing in products promoted using suitable promotional mix and hence get value for their investments. Finally, the study will form a foundation for other researchers who may wish to conduct research related to the study.

### **1.6 The scope and limitations of the study**

Although there are four elements of marketing (four p's) commonly known as the marketing mix namely promotion, product, price and place, the research was only conducted on the promotional mix. Aspects of the promotional mix in which the study concentrated included advertising, sales promotion, personal selling, public relations and publicity as well as direct marketing. It was limited to the promotional response of the registered publishers in the liberalized book market in Kenya. It was also limited to primary and secondary book markets in Kenya.

## **1.7 Assumptions**

All publishers engage in promotion of their products. Promotion is a good measure of the Publisher's response to the liberalization since it communicates all the other elements of the marketing mix. Publishers' promotional response can only be undertaken through the promotional mix.

## **1.8 Definition of terms**

**Advertising:** Any paid form of non- personal presentation and promotion of ideas, goods and services through mass media such as Newspapers, Magazines, television or radio by an identified sponsor.

**Direct marketing:** The total activities by which a seller, in effecting the exchange of goods and services with a buyer, directs efforts to a target audience using one or more media (direct selling, direct mail, tele-marketing, direct action advertising, catalogue selling and cable television selling), for the purpose of soliciting a response by tele-phone, mail or personal visit from a prospective client or customer.

**Effectiveness:** Being capable of producing results that are wanted or intended. In this study market share was used to measure the promotional mix's effectiveness.

**Marketing Mix:** The set of marketing elements that an organization uses to pursue its marketing objectives in the target market. These elements also referred to as the four p's of marketing, include product, price, place, and promotion.

**Liberalization:** The act of making the system of doing things less strict. It allows participation, which is not so strictly controlled. Liberalization of the book market enables publishers of different categories to compete on equal footing for the same market.

**Personal selling:** An oral communication with potential buyers of a product with the intention of making a sale.

**Promotional mix:** A blend consisting of advertising, sales promotion, personal selling, public relations and publicity, and direct marketing.

**Promotional Response:** The organization's reaction to a given market situation that is usually depicted in terms of an organization's total marketing communications programs called the promotional mix. The study considered advertising, sales promotion, personal selling, public relations and publicity and direct marketing, aspects of the promotional response.

**Public relations and publicity:** The planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics.

**Publisher:** A person or company that prepares and prints books, magazines, newspapers or electronic products, and makes them available for sale. In this study publishers are categorized as government-owned, foreign-owned and local privately-owned, depending on ownership.

**Sales promotion:** Short term incentives used by individuals and organizations to encourage the purchase or sale of a product or service. Sales promotion offers reasons for potential buyers to buy *now*.

## **CHAPTER TWO LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews the concepts, developments and theories related to marketing, promotional mix and liberalization. It also presents a conceptual framework, which underpins the study based on the relationships between the variables identified. The literature review focuses on the promotional aspects with regard to the liberalized book market in Kenya.

### **2.2 Marketing and promotion**

According to Bennet, D. (1998), marketing is the process of planning and executing the conception, pricing, distribution and promotion of goods, services and ideas to create exchanges with target groups that satisfy customer and organizational objectives. Marketing is therefore about understanding customers, and finding ways to provide products or services which customers demand. Promotion, on the other hand, is one of the four p's of the marketing mix that helps in communicating the other three p's (Bennet, D. 1998). The marketing mix's four p's as originally designed for the manufacturing sector, has largely been adopted by all sectors, including the publishing sector. However, little has been done on the area of the marketing mix as it relates to the liberalized book market in Kenya, hence the rationale for this research. The four p's, according to Kotler, P. (1994), are strategic weapons in the firm's market struggle against its rivals.



Businesses need to make sure that they are marketing the *right product* to the *right person* at the *right price* in the *right place* and at the *right time* (Kotler and Armstrong, 2001). The four p's of marketing compliment each other so much that if one of the elements is altered, the supporting elements may have to be re-organized to re-in force and multiply the effects of the altered element (Kotler, P. 1998).

To realize the effectiveness of promotion, an organization needs to understand how promotional mix works (Ray, 1982). This can be done by embracing a communications model which answers, *who says what, in what channel, to whom, and with what effect* (Kotler and Armstrong, 2001). Thereafter, the organization needs to determine the promotional objectives. The ultimate promotional objective is to have the customer making a purchase and getting satisfaction from his/her purchase decision (Berryl and George, 1983). It is therefore imperative that appropriate promotional budgets are allocated for the promotional tasks at hand. Publishers in the liberalized book market in Kenya, therefore, need to not only establish the appropriate promotional mix for their products, but to set appropriate promotional budgets also. This is one of the missing links which the study seeks to establish.

### **2.3 Methods of determining promotional budgets.**

Kotler and Armstrong (2001), outline four methods that are used to set budgets for promotion: the affordable method, the percentage of sales method, the objectives and tasks method, and the residual method. The affordable method sets the promotional budget at a level that the management thinks the organization can afford.

The percentage of sales method sets the promotional budget as a certain percentage of current or forecasted sales or as a percentage of unit sales price. The objective and tasks method develops the promotional budget by defining specific objectives, determining tasks that must be performed to achieve these objectives, and estimating the cost of performing these tasks. Residual approach bases the promotional budget on what the business can afford that is after all other expenditure. Kotler, P. (1988), gives some strategies as speed of return on promotional investment in relation to the strategic objectives, the nature of information, and the nature of distribution and image requirements. Lilien (1982), however came up with the *competitive-parity method*. According to her, companies set their promotional budgets to achieve *share-of voice* parity with their competitors. Organizations that adopt this method do so with the thinking that by spending the same percentage of sales on promotion as the competitor, the organization will maintain its market share. It is therefore important that publishers in the liberalized book market in Kenya comes up with clear methods of how they set their promotional budgets.

#### **2.4 Deciding on the promotional mix**

Companies face the task of distributing the total promotional budget over the five promotional tools: advertising, sales promotion, personal selling, public relations and publicity, and direct marketing (Kotler, P.1994). Within the same industry, companies can differ considerably in how they allocate their promotional budgets. For example Avon concentrates its promotional funds on personal selling, while Revlon spends heavily on advertising yet they are in the same industry.

In selling vacuum cleaners, Electrolux spends heavily on a door- to- door sales force, while Hoover relies more on advertising (Kotler, P. 1994). It is therefore possible to achieve a given level of sales volume with varying promotional mixes which the publishers in the liberalized book market need to apply to their own advantage.

### **2.5 Promotional response and the promotion mix of books.**

According to Kotler, P. (1988), it is not enough for a business to have good products at correct prices distributed using suitable channels. To generate sales and profits, the benefits of the products have to be communicated to the customers. The only way to communicate the benefits of the products is through the firms' promotional response. The promotional response makes use of the promotional mix including advertising, sales promotion, personal selling, public relations and publicity and direct marketing (Wilbur, 1971).

#### **Advertising**

Kibera and Waruingi (1998), cites the following as some of the reasons why a business needs to advertise: to create awareness, customer interest and desire, to boost sales, to build brand loyalty, to change customer attitudes, to support the activities of the distribution channel, to build the company's image, to offset competitor advertising, to remind and reassure customers and to support the sales force effort. Lilien (1992) shows that the greatest goal of advertising is to reach the greatest proportion of the targeted market at the least cost, a view which is also held by Kotler and Armstrong (2001).

The following are some of the advertising communication tools: print and broadcast advertisements, packaging outers, packaging inserts, motion pictures, brochures and booklets, posters and leaflets, directories, billboards, display signs, point of purchase displays, audio visual materials, symbols and logos (Kotler, P. 1994). The most effective advertising will be that which clearly relates the potential customer's needs or desires to specific products that the organization is able to provide (Rao and miller, 1975). The study sought to establish the best criteria that can be adopted by publishers of different categories in carrying out advertisements in the liberalized book market.

### **Sales Promotion**

As an activity, sales promotion is usually designed to boost the sales of a product or service (Rao and miller, 1975). They identified the following as some of the sales promotional tools: the use contests, games, sweepstakes, lotteries, premiums and gifts, demonstrations, couponing, sampling, rebates, fairs and trade shows, low-interest financing, entertainment, exhibitions, trade-in allowances, trading stamps and tie-ins. Major decisions in sales promotion include: establishing sales promotion objectives, selecting the sales promotion tools, developing the sales promotion programmes, implementing the sales promotion programmes and evaluating the sales promotion effectiveness (Berryl and George, 1986). A well-managed sales promotion programme will attract new triers, reward loyal customers or increase the purchase rate of occasional users (Kotler and Armstrong, 2001).

Little had been done in Kenya to establish how well sales promotion can be managed in the liberalized book market prior to this study.

### **Personal selling**

As a promotional mix, personal selling involves the use of the sales force whom according to Kotler and Armstrong (2001), carries out the following activities:- *Prospecting* – trying to find new customers, *communicating* – with the existing and potential customers about the product range, *selling*- maintaining contacts with the customers answering questions and trying to close the sale, *servicing* –Providing support services to the customer during the sales period up to delivery and also post sale, *information gathering* - obtaining information about the market feedback into the marketing planning process, and *allocating*- in times of product shortage, sales force may have the power to decide how available stocks are allocated. On the product ranges offered, the sales force not only finds and develops new customers, but they also relay customers concern about the organizations' products and actions of management. How effective the sales force will be depends not only on the promotional mix adopted by the organization, but on the provision of enabling environment (including basic pay and allowances and equipment to make sales calls like a car, travel and subsistence costs and provision of phones ) also (Kibera and Waruingi, 1998). How organizations remunerate their sales force in the liberalized book market in Kenya was another missing link which necessitated the study.

## **Public relations and publicity**

The contribution of public relations and publicity to the promotional mix is giving information to ensure that organization's motives and actions are popularly understood (John Wiley and sons, 1991). Kotler and Armstrong (2001) explain that good public relations cultivate trust and should be channeled to support the image of the organization. The following are some of the public relations and publicity tools that an organization can use to convey its motives and actions according to Wiley and Sons (1991) :- the use of press kits, speeches, seminars, annual reports, charitable donations, sponsorships, publications, community relations, lobbying, identity media company magazine and events. Kotler and Armstrong (2001), contends that it is difficult to measure the effectiveness of public relations and publicity because it is used along with other promotional tools. Harper (1990) however came up with the *Awareness/ comprehension / attitude* change resulting from public relations and publicity. This, he explains, can be ascertained by being able to find out how many people recall noticing the public relations and publicity programs, how many told others about it, and how many changed their minds after noticing it. This area had not been researched on prior to this research as it relates to the liberalized book market.

## **Direct marketing**

According to Kotler and Armstrong (2001), most organizations rely primarily on advertising, sales promotion, personal selling and public relations and publicity aspects of the promotion mix, without realizing that they have also used direct marketing. For example the person exposed to an advertisement in a catalogue, direct mail piece, phone call, magazine, newspaper, television or radio programme can call a toll free number and charge order to a credit card number or enclose a cheque. Direct marketing is therefore a system of marketing by which organizations communicate directly with target customers to generate a response or a transaction. This response can take the form of an enquiry, a purchase or even a vote (Lilien, 1992). Some of the direct marketing tools includes catalogues, mailings, tele-marketing, television shopping and electronic marketing (e-marketing). The effectiveness of direct marketing can be measured by establishing the needed break-even response rate (Kotler, 1994). According to him, this rate must be net of returned merchandise and bad debts, and that the direct marketer needs to analyze the main causes of returned merchandise, such as late arrivals, defective merchandise, damage in transit, not as advertised and incorrect order fulfillment. No prior research had been conducted in Kenya in this area especially as it relates to the liberalized book market.

## **2.6 Measuring Promotion mix's effectiveness**

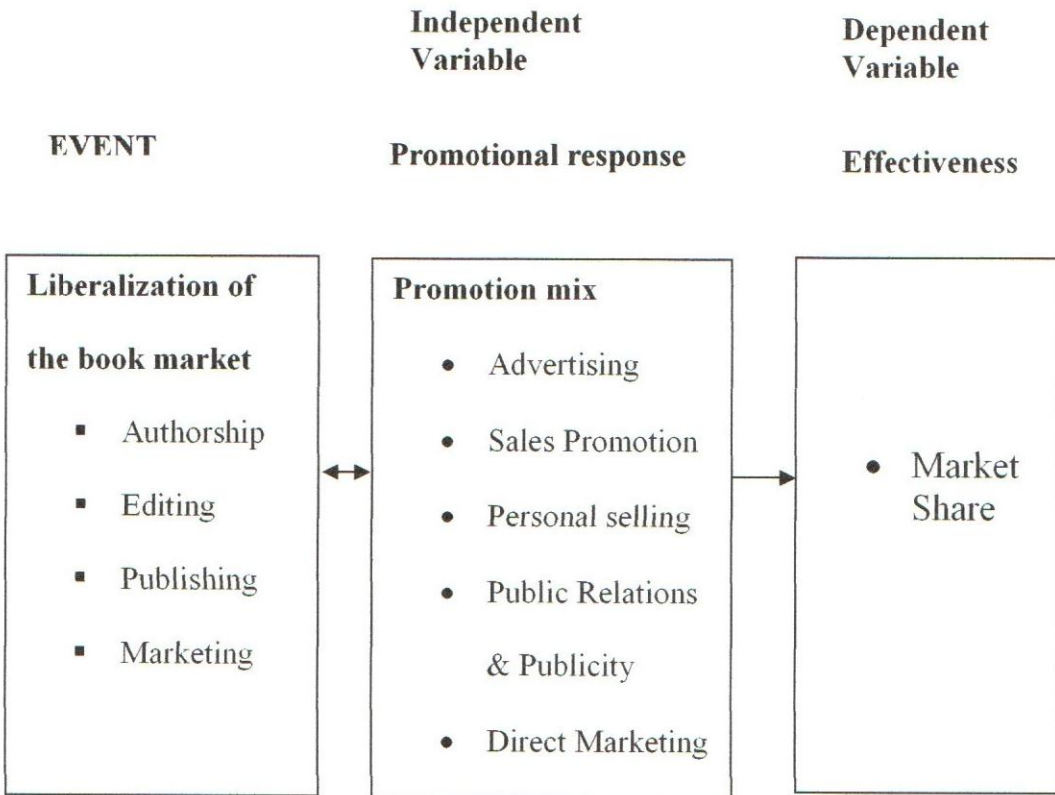
After implementing the promotional plan, the organization must measure its impact on the target audience (Kotler, 1994). This involves asking the target audience whether they recognize or recall the message, how many times they saw it, what points they recall, how they felt about the message, and their previous and current attitudes towards both the product and the company. The person undertaking promotion would also want to collect data on the market share of the organization to establish the effectiveness of the promotional mix used hence the need for this research.



## 2.7 Conceptual Framework

The study adopted the researcher's conceptualization of the problem as indicated in Figure 1.

**Fig. 1 Conceptual framework – Promotional Response to Liberalization of book market**



Source: own

The liberalization of the book market took place *ex- post facto*. In response to the event, publishers of different categories employed various promotional responses whose effectiveness led to a given sales volume and market shares.

The independent variable in the framework is the promotional mix including advertising, sales promotion, personal selling, public relations and publicity and direct marketing. While the dependent variable in the framework is the effectiveness of the promotional mix as measured by the market shares. The main moderator variable was the category of publishers, which in this study include: - government-owned, foreign-owned and local privately-owned. These were inbuilt into the study to control for their variations, the key assumption being that publishers of different categories employed different promotional mix in response to liberalization of the book market in Kenya.

ESBERTON UNIVERSITY LIBRARY

## **CHAPTER THREE RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter provides a framework of the methodology that was used to attain the objectives of the study. It gives insight into the design, the population of the study, the sample size and sampling procedure, data collection and instrumentation and data analysis and presentation methods.

### **3.2 Research Design**

The study utilized the survey design of *ex-post-facto* type. This design allowed the assessment of relationships between effectiveness of the specified promotional responses and the market shares of publishers of different categories in the liberalized book market in Kenya. *Ex-post-facto* designs are useful for studies involving investigation of phenomena and relationships after a naturalistically occurring event, in the study the liberalization of the book market. It allowed a retrospective assessment of variables in a given phenomenon. As a survey type of design it suffers the weakness of lack of representation of the respondents as data is collected at only one point in time. This was however countered by a complete census of all the registered publishers in Kenya.

### **3.3 The population of the study**

The target population of the study consisted of all publishers in Kenya. The accessible population of the study consisted of all the registered publishers in Kenya. There were 31 publishers registered by K.I.E as at January 2005 (appendix 1).

These publishers fall in different categories and their respective numbers are shown in Table 2 below.

**Table 2: Population of study**

<b>Category</b>	<b>Number</b>
Government owned	5
Foreign owned	9
Local privately owned	17
<b>Total</b>	<b>31</b>

### **3.4 The sample size and sampling procedure**

A complete census of all the 31 registered publishers in Kenya was undertaken. In each organization, one key informant with publishing knowledge was selected, making a total of 31 respondents.

### **3.5 Data collection and instrumentation**

The researcher administered one questionnaire instrument to each respondent. The questionnaire sought information on the promotional mix publishers of different categories used in response to the liberalization of the book market, as well as their market share before and after liberalization. The questionnaire was augmented by informal interviews of the chosen respondents that sought clarifications on any matters that may not have been well understood by either the researcher, or the respondents.

Secondary data was collected from KIE, KPA, Kenya Book Sellers and Stationers Association (KBSA) and the MOEST based on the objectives and variables of the study.

### **3.6 Data analysis and presentation**

Both descriptive and inferential statistics were used to analyze and present the data. The descriptive statistics used included frequency polygons, means, and percentages. These were used to describe, organize and summarize data obtained from the respondents. The hypotheses were all tested at 5% level of significance using one way analysis of variance (ANOVA). This was to establish the existence of any significant differences in the use of the promotional mix, effectiveness of the promotional mix, and the mean market shares of publishers of different categories. For each hypothesis, a post-hoc multiple comparison using the Least Significant Difference (LSD) technique was performed. This was done to establish the relative ranks in these categories.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION

#### 4.1 Introduction

This chapter presents the general findings of the research; the hypotheses tests results, interpretations and discussions on the publishers' promotional response to liberalization of the book market in Kenya. It is organized according to the main objectives and hypotheses of the study, to show the main variables and interpretations based on analysis and hypotheses tests. Discussions are presented alongside the results.

#### 4.2 General Findings

Besides information relating to the objectives of this study, the researcher established some basic bio-data of the respondents, which were of value in the understanding of the respondents' personal information. Generally, all the respondents were aware of liberalization of the book market (refer to Table3).

**Table 3:** Awareness of Liberalization.

Response	Frequency	Percent
Yes	30.0	100.0
No	0.0	0.0
<b>Total</b>	<b>30.0</b>	<b>100.0</b>

Promotional activities are usually managed and enhanced by well established Marketing departments in the organizations. 90% of the respondents agreed that there were marketing departments in their organizations. Only 10% of the respondents did not have marketing departments in their organizations (Refer to Table 4).

**Table 4:** Availability of marketing department.

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	27.0	90.0
No	3.0	10.0
<b>Total</b>	<b>30.0</b>	<b>100.0</b>

This scenario indicated that the organizations under the study had the ability to handle book market liberalization through their respective marketing departments. Experience in book market was a crucial factor in handling issues of liberalization. 63.3% of the respondents agreed that their organizations have over 30 years publishing experience in the book market. Such experience should be useful in handling liberalization through appropriate promotional mix (refer to Table 5).

**Table 5: Publishing Experience**

<b>Years</b>	<b>Frequency</b>	<b>Percent</b>
11-20 yrs	7.0	23.3
21-30 yrs	4.0	13.3
Over 30 yrs	19.0	63.3
<b>Total</b>	<b>30.0</b>	<b>100.0</b>

Positions of respondents in the organizations are necessary to manage and pave way for handling issues of liberalization (refer to Table 6).

**Table 6: Position of the respondents in the organizations**

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Marketing Manager	17.0	56.7
Customer Care Officer	4.0	13.3
Managing Director	6.0	20.0
Warehouse Officer	3.0	10.0
<b>Total</b>	<b>30.0</b>	<b>100.0</b>

70% of the respondents were either marketing managers or customer care officers.

The above findings generally indicate that the respondents in the study were aware of the liberalization as well its effects as it relates to the study.



The organizations considered in this study were therefore equipped with promotional mix potentials as an effective marketing tool that can see them through the transition of the liberalized book market in Kenya.

### 4.3 Hypotheses Tests

The study identified three hypotheses that were useful in achieving the objectives set, which were tested at 5% level of significance to establish whether there is evidence based on data from the study to support them. The following sub-sections present the result of these tests and their relevant interpretations.

#### 4.3.1 Hypothesis 1

In order to test the hypothesis that *“there are no significant differences in the promotional mix used by Publishers of different categories in response to liberalization of the book market in Kenya”*, average counts were done and the results indicated in Table 7.

**Table 7:** Promotional mix used by different categories of Publishers

Promotion mix	Foreign			Mean
	Owned	Govt. Owned	Local Private	
Advertisement	2	2	2	2
Sales Promotion	3	3	3	3
Personal selling	2	2	2	2
Public Relations	2	2	2	2
Direct marketing	1	2	2	2

From Table 7 above, column one lists the promotional mix used by different categories of publishers in response to the liberalization of the book market in Kenya, columns two, three and four show the responses concerning the promotional mix used by various categories of publishers and column five shows the means of the responses. The table shows the average count used in every type of the promotional mix based on categories of publishers. The average counts were derived from the response scales shown below;-

- 1 –Never used
- 2 – Moderately used
- 3 – Mostly used

A one-way ANOVA test was also done on the differences in the average promotional mix used by publishers of different categories as indicated in Table 8.

**Table 8:** One-Way ANOVA for differences in average promotional mix by publisher category

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.084	2	.042	.609	.551
Within Groups	1.869	27	.069		
Total	1.954	29			

\* The mean difference is significant at the .05 level.

The null hypothesis was not rejected indicating that there was no evidence to show that publishers of different categories significantly used different promotional mix.

A post-hoc analysis for multiple comparison of the mean promotional mix was also performed using the Least Significant Differences (LSD) technique to rank the various publisher categories and Table 9 shows the result.

**Table 9:** Multiple comparison analysis of mean promotional mix by category of publisher

(I) Category	(J) Category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Foreign Owned	Government Owned	.00000	.14677	1.000	-.3011	.3011
	Privately Owned	-.10625	.10964	.341	-.3312	.1187
Government Owned	Foreign Owned	.00000	.14677	1.000	-.3011	.3011
	Privately Owned	-.10625	.13481	.437	-.3829	.1704
Privately Owned	Foreign Owned	.10625	.10964	.341	-.1187	.3312
	Government Owned	.10625	.13481	.437	-.1704	.3829

\* The mean difference is significant at the .05 level

#### 4.3.2 Hypothesis 2

In order to test the hypothesis that “*there are no significant differences in the effectiveness of the promotional mix used by the publishers of different categories in response to liberalization of the book market in Kenya*”, average counts were also done as indicated in Table 10.

**Table 10:** Promotional mix effectiveness

Promotion mix	Foreign owned	Government Owned	Private owned	Mean
Advertising	2	2	2	2
Sales Promotion	2	2	2	2
Personal selling	2	2	2	2
Public Relations	2	2	2	2
Direct marketing	2	2	2	2

From table 10 above, column one lists the promotional mix used by the publishers of different categories in response to the liberalization of the book market in Kenya, columns two, three and four show the responses concerning the promotional mix effectiveness while column five shows the means of the responses.

The effectiveness was measured based on the scale-developed below:-

- 1 – Highly effective
- 2- Effective
- 3 – Neither effective nor ineffective
- 4- Ineffective
- 5- Highly ineffective

A one-way ANOVA test was performed and the results indicated in Tables 11 and 12.

**Table 11:** One-Way ANOVA Table for differences in effectiveness of promotional mix by publisher category

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.098	2	.049	.507	.608
Within Groups	2.597	27	.096		
Total	2.695	29			

\* The mean difference is significant at the .05 level.

**Table 12:** Multiple comparison analysis of mean effectiveness of promotional mix by category of publisher

(I) Category	(J) Category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Foreign Owned	Government Owned	-.14044	.17300	.424	-.4954	.2145
	Privately Owned	.01743	.12923	.894	-.2477	.2826
Government Owned	Foreign Owned	.14044	.17300	.424	-.2145	.4954
	Privately Owned	.15788	.15891	.329	-.1682	.4839
Privately Owned	Foreign Owned	-.01743	.12923	.894	-.2826	.2477
	Government Owned	-.15788	.15891	.329	-.4839	.1682

\* The mean difference is significant at the .05 level.

The null hypothesis was not rejected. The claim that there were significant differences in the effectiveness of the promotional mix used by publishers of different categories in response to the liberalization of the book market in Kenya was not supported by evidence from the study.

### 4.3.3 Hypothesis 3:

This hypothesis states that “*there are no significant differences between the market shares of publishers of different categories before and after liberalization of the book market in Kenya*”. In order to test the hypothesis, the market shares of publishers of different categories were established as indicated in Table 13.

**Table 13:** Market shares of various categories of Publishers before and after liberalization

<b>Category of publisher</b>	<b>Market share before liberalization (%)</b>	<b>Market share after liberalization (%)</b>
Government owned	74.4	50
Foreign owned	23.5	35
local privately owned	2.1	15
<b>Total</b>	<b>100</b>	<b>100</b>

Tables 13 above shows the analysis of the market shares of various categories of publishers before and after the liberalization. This data was from the respondents’ opinion on their organizations’ market shares before and after liberalization. ANOVA was done and the results are shown in Tables 14 and 15.

**Table 14:** One-Way ANOVA Table for differences in market share by publisher category

		Sum of Squares	df	Mean Square	F	Sig.
Market share after Liberalization	Between Groups	21.029	2	10.515	116.469	.000
	Within Groups	2.438	27	.090		
	Total	23.467	29			
Market share before Liberalization	Between Groups	18.844	2	9.422	108.000	.000
	Within Groups	2.356	27	.087		
	Total	21.200	29			

The mean difference is significant at the .05 level.

The null hypothesis was rejected and therefore evidence from the study indicated that there were significant differences in the market shares of publishers of different categories before and after the liberalization. Before the liberalization, the government-owned publishers had a bigger share of the market (74.4% refer to table 13) as compared to 26.6% of the private sector publishers. After liberalization, market shares of the government owned publishers reduced to 50% as compared to private sector publishers' market shares which rose from 26.6% to 50%. This could be due to the fact that government-owned publishers do not use the promotional mix as aggressively as the private sector publishers. A post LSD test of the same illustrates these significant differences before and after liberalization (Table 15).

**Table 15:** Multiple comparison analysis of mean market share by category of publisher

Dependent Variable	(I) Category	(J) Category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Market share after Liberalization	Foreign Owned	Government Owned	-1.000(*)	.168	.000	-1.34	-.66
		Privately Owned	1.188(*)	.125	.000	.93	1.44
	Government Owned	Foreign Owned	1.000(*)	.168	.000	.66	1.34
		Privately Owned	2.188(*)	.154	.000	1.87	2.50
	Privately Owned	Foreign Owned	-1.188(*)	.125	.000	-1.44	-.93
		Government Owned	-2.188(*)	.154	.000	-2.50	-1.87
Market share before Liberalization	Foreign Owned	Government Owned	-1.422(*)	.165	.000	-1.76	-1.08
		Privately Owned	.778(*)	.123	.000	.53	1.03
	Government Owned	Foreign Owned	1.422(*)	.165	.000	1.08	1.76
		Privately Owned	2.200(*)	.151	.000	1.89	2.51
	Privately Owned	Foreign Owned	-.778(*)	.123	.000	-1.03	-.53
		Government Owned	-2.200(*)	.151	.000	-2.51	-1.89

\* The mean difference is significant at the .05 level.



#### **4.3.4 Summary of Key Findings**

The study revealed the following key issues: that there was no evidence to show that publishers of different categories significantly used different promotional mix, that there were no significant differences in the effectiveness of the promotional mix, used by publishers of different categories, and that there were significant differences between the market shares of publishers of different categories before and after liberalization.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes and concludes the research findings as carried out. At the end of the chapter, some useful recommendations are proposed by the researcher that would, if utilized assist improve on the problems based on the research findings.

#### **5.2 Summary**

The study was designed to ascertain the publishers' promotional response to liberalization of the book market in Kenya. It sought to answer the following objectives:-to identify the promotional mix publishers of different categories used in response to liberalization of the book market in Kenya, to determine the effectiveness of the promotional mix that publishers of different categories used in response to liberalization of the book market, and to establish the relationships between the publishers' market shares before and after liberalization.

In relation to the first objective, the researcher established that there were no differences in the promotional mix that publishers of different categories use in response to the liberalization of the book market. In connection to the effectiveness of the promotional mix used by he publishers of different categories, the study established that there were no differences in them.

Finally, concerning objective three, the study established that there were differences in the market shares before, and after liberalization.

### **5.3 Conclusion**

Having established that there were no differences in the promotional mix that Publishers of different categories used in response to the liberalization of the book market, that the promotional responses are equal in terms of effectiveness, and that there were significant differences in the market shares before and after liberalization, the major conclusions that can be drawn from these hypotheses are as follows:-

Sales promotion is more preferred by the publishers as a promotional mix as opposed to the other four promotional mixes namely: advertising, public relations and publicity, personal selling, and direct marketing. The study established that all publishers utilize sales promotion. Secondly, all the publishers do not rate promotional activities as highly effective in response to liberalization of the book market. This can be deduced from the moderate use of the promotional activities by all the publishers. Lastly, there has occurred a shift in the market shares of the publishers after liberalization. The government owned-publishers need to aggressively promote their products just like the private sector publishers if they are to benefit from the liberalization.

## **5.4 Recommendations**

On the basis of the study, the following recommendations were made:- the publishers should step up the use of their promotional activities if they are to benefit from the liberalization of the book market. This is because promotion communicates all the p's of the marketing mix, thereby making not only the organization known, but its products also. Secondly the publishers should respond to liberalization by utilizing all the p's of the marketing mix viz: - price, product and place. This means that for them to compete effectively in the liberalized market, they should offer: the correct product, at the right price, in the right place, with the correct promotion. Thirdly, all publishers should conduct marketing research in order to acquire correct information necessary to enable them to push their products across in the face of the liberalization. Lastly all the publishers should encourage the use of e-commerce in communicating their marketing mix.

## **5.5 Implication for further research**

Further research can be conducted on the remaining three P's of the marketing mix namely product place and price as they relate to liberalization of the book market. This research concentrated only on the promotional aspects of the liberalized book market which forms the basic foundation for carrying out necessary further research.

## REFERENCES

- Amber G. Rao and Peter B. Miller, "Advertising /Sales Response Functions," *Journal of Advertising Research*, April 1975, PP. 100-110.
- Bennett, D. (1998). *Dictionary of Marketing Terms*, AMA, Chicago.
- Berry L. and George, w. "Effective Marketing Mix" *Business horizon* May – June 1986.
- David Ogilvy and Joel Raphaelson "Research on Advertising Techniques that work- and Don't work", *Harvard Business Review*, July – August 1982, PP. 14-18.
- GOK (1998) *National Policy on textbooks and other Instructional Materials*, government printers, Nairobi.
- GOK (2005). *Approved list of school textbooks and other Instructional Materials*, government printer, Nairobi.
- Harper, W. B, (1990). *Marketing Research 7<sup>th</sup> edition*. Richard D. Irwin Inc. Delhi.
- John Wiley and Sons (1991). *Marketers Guide to Public Relations*. Prentice Hall, New York.
- Kibera and Waruingi, (1998). *Fundamentals of Marketing: An African perspective*. Kenya literature Bureau. Nairobi.
- Kothari, C R (2003). *Research methodology: methods and techniques (2nd edition)*. Wishwa Prakashan Publishers, New Delhi.
- Kotler, P and Armstrong, G. (2001) *Principles of Marketing 9<sup>th</sup> Ed*. Prentice Hall Delhi.

Kotler, P. (1988) *Marketing Management Analysis planning and control 6<sup>th</sup> Ed.*  
Prentice Hall, New Jersey

Kotler, P. (1994) *Marketing Management.* Prentice Hall, New Delhi.

KPA, (2004). *The publishing code. Setting the standards of publishing.* KPA,  
Nairobi.

L. Lilien, (1992). *Marketing Model* Prentice Hall, New Jersey.

Michael L. Ray, (1982) *Advertising and Communications Management.* Prentice  
Hall, New Jersey.

Wilbur Schramm, (1971). "*How Communication Works,*" in *the process and effects  
of Mass Communication* University of Illinois Press, Illinois.

## APPENDICES

### Appendix 1: Registered Publishers in Kenya

<b>Government-owned publishers</b>	<b>Address</b>
Jomo Kenyatta Foundation	30533, 00100, Nairobi
Kenya Literature Bureau	30022, 00200, Nairobi
Kenya National library Services	30573, 00100, Nairobi
Egerton University Press	156, Njoro.
University of Nairobi Press	30197, 00100 Nairobi
Total	05

<b>Foreign owned-publishers</b>	<b>Address</b>
Acacia Stantex	66853, 00800, Nairobi
Evans Brothers	44536, 00200, Nairobi
International Journals Center	46329, 00100, Nairobi
Longhorn Kenya Ltd	18033, 00200, Nairobi
Longman Kenya Ltd	10697, 00100, Nairobi
Macmillan (K) Publishers	30797, 00100, Nairobi
Nation Media Group	49010, 00100, Nairobi
Oxford University Press	72582, 00200, Nairobi
Phoenix Publishers	18650, 00100, Nairobi
Total	09

<b>Local Privately owned-publishers</b>	<b>Address</b>
Book Distributors	47610, 00100, Nairobi
Bookman Consultants	3119, 00200, Nairobi
Cana Publishing	4547 00100, Nairobi
Dhillon Publishers	32197, 00100, Nairobi
East Africa Educational Publishers	45314, 00100, Nairobi
Focus Publishers	28176, 00100, Nairobi
Friends of the book Foundation	39264, 00200, Nairobi
Malimu Publishers	46264, 00200, Nairobi
Mountain Top Publishers	1057, Nyeri
Njigua Books	1158, Ruaraka, Nairobi (00618)
Pezi Publishers	58 Ronald Ngala, Nairobi
Sasa Sema Publishers	18650, 00800, Nairobi
Single Publishers	14451, Westlands, Nairobi
Space Sellers Ltd	47186, 00100, Nairobi
The Star Books Savanis Book Centre	42157, 00100, Nairobi
Uzima Press	48127, 00100, Nairobi
Western Educational Publishers	4140 Eldoret
<b>Total</b>	<b>17</b>



## Appendix 2 Introduction Letter to the Respondents

Shem Odoyo Ojwan'g,  
Egerton University  
Faculty of Commerce  
P.O.BOX 408  
KISII – KENYA.  
May, 2005.

Thro'  
The Dean Faculty of Commerce  
Egerton University  
P.O.BOX 408  
KISII.

Dear Sir,

I am a post- graduate student in the faculty of commerce, Egerton University. In partial fulfillment of the requirements for the award of the degree of Master of Business Administration (MBA), I am conducting a study on the **publishers' promotional Response to Liberalization of book market in Kenya.**

You have been selected to form part of this study. To this end, I kindly request your assistance in completing this questionnaire. Any additional information will be highly appreciated. My supervisors and I assure you that the information provided will be used for academic purposes only, and will be treated with strict confidence.

A copy of the research project will be made available to your organization upon request.

Yours faithfully,



Shem Odoyo Ojwan'g- CM11 / 0145/03.

### Appendix 3: Questionnaire

#### SECTION A: GENERAL INFORMATION

1. Name (Optional) \_\_\_\_\_
2. Name of your Organization \_\_\_\_\_
3. Your Organizational category (Tick as applicable)
  - Foreign Owned
  - Government Owned
  - Local Privately Owned
4. For how long has your Organization been publishing  
in Kenya? \_\_\_\_\_
5. Do you have a marketing department (Tick as applicable)
  - Yes
  - No
6. If your answer is No to question 5 above, who co-ordinates marketing  
activities like advertising, sales promotion, personal selling, public relations  
and publicity and direct marketing? (Please give the official title)  
\_\_\_\_\_
7. Position held in the organization \_\_\_\_\_

**SECTION B: PROMOTION MIX AND MARKET SHARE**

1. Are you aware that the Government liberalized the book market?

Yes

No

2. If the answer to question 1 above is yes, did the liberalization of the book market affect the way your organization promotes its products? (Tick as applicable)

Yes

No

3. Please answer the following questions by placing a tick in the spaces provided to indicate your opinion of the extent to which your organization uses the following promotional mix elements

Most commonly	moderately	never
Used	used	used
3	2	1

**A) Advertising**

**i) Electronic media**

	3	2	1
Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Television	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cinema/ Videos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ii) Print media**

	<b>3</b>	<b>2</b>	<b>1</b>
Newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catalogues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bill boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Posters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B) Sales promotion;**

	<b>3</b>	<b>2</b>	<b>1</b>
Trade fairs & shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give -a ways (e.g. calendars e.t.c.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special discounts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C) Personal Selling:**

**i) Marketing personnel**

	<b>3</b>	<b>2</b>	<b>1</b>
Sales Representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales / Marketing managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public relations officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminar selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ii) Other personel**

	<b>3</b>	<b>2</b>	<b>1</b>
Receptionists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warehouse officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerical officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**D) Public relations and publicity**

	<b>3</b>	<b>2</b>	<b>1</b>
Annual events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Press releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminars/ Speeches by guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorships Donations /contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**E) Direct marketing**

	<b>3</b>	<b>2</b>	<b>1</b>
Mailings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tele-marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E- Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tele confrencing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please answer the following questions by placing a tick in the spaces provided to indicate your opinion on the effectiveness of the following promotional mix.

Highly ineffective    Ineffective    Neither effective    Effective    Highly effective

nor ineffective

5                      4                      3                      2                      1

**A) Advertising**

**i) Electronic media**

	5	4	3	2	1
Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Television	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cinema/ Videos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ii) Print media**

	5	4	3	2	1
Newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catalogues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bill board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Posters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B) Sales Promotion;**

	5	4	3	2	1
Trade fairs & shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Give –a ways (eg calendars etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Special discounts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C) Personal selling**

**i) Marketing personnel**

	5	4	3	2	1
Sales representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public relations officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminar selling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ii) Other personnel**

	5	4	3	2	1
Receptionists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warehouse officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clerical officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**D) Public relations and publicity**

	5	4	3	2	1
Annual events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Press releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seminars/ speeches by guests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorships/ donations/ contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**E) Direct marketing**

	5	4	3	2	1
Mailings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tele- marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E- Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tele conferencing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please answer the following questions by placing a tick in the spaces provided to indicate the market share of your organization before and after liberalization

	5	4	3	2	1
	Less than 10%	11%-20%	21%-30%	31%-40%	Above40%
Before Liberalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After Liberalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**SECTION C: CHALLENGES AND SUGGESTIONS**

1) Every organization faces some challenges in its operations. Please indicate at least four challenges that you consider most critical to the promotional mix of your organization (rank according to seriousness)


- i) \_\_\_\_\_
- ii) \_\_\_\_\_
- iii) \_\_\_\_\_
- iv) \_\_\_\_\_

2) Kindly give suggestions to the solutions of the challenges above.

- i) \_\_\_\_\_
- ii) \_\_\_\_\_
- iii) \_\_\_\_\_
- iv) \_\_\_\_\_

**THANK YOU FOR YOUR CO-OPERATION.**

Yours faithfully,

  
Shem O. Ojwang

Egerton University, Faculty of Commerce.

NAKURU TOWN CAMPUS, NAKURU, KENYA

EGERTON UNIVERSITY LIBRARY