

**MARKETING STRATEGIES ADOPTED BY SELECTED
CHRISTIAN CHURCHES IN NAIROBI**

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BY

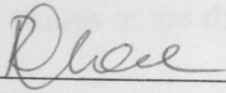
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A MANAGEMENT PROJECT SUBMITTED IN PARTIAL
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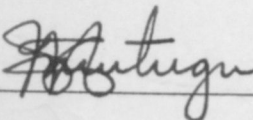
DECLARATION

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

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

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ACKNOWLEDGEMENT

DEDICATION

First and foremost, I would like to thank God for His Grace that has enabled me to come this far in my academic achievement.

I would like to thank all the people who assisted me in one way or the other.

This project is dedicated to my mother and my late father who instilled values in me that have brought me this far.

Special thanks to my supervisor, Mr. Mungu for his inspiration, advice, and encouragement, which have enabled me to do a task of this nature.

Thanks also to my MBA colleagues for their teamwork and encouragement. God Bless you all.

Author's Name

December, 2024

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Itherero Cheche

December, 2004

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ABSTRACT

The study is concerned with marketing strategies adopted by selected Christian churches in Nairobi. The study was aroused by the fact that despite the importance the church in Kenya has in shaping society little study has been done in this area. Also, although the church has recorded a tremendous growth rate in the past few years, there is indication that something is amiss. The membership in some churches has declined while conflicts are evident in some others.

The objectives of the study were:

1. To determine the marketing strategies adopted by selected Christian churches in Nairobi.
2. To determine the challenges encountered by the churches in the adoption of marketing strategies.
3. To determine how the churches have responded to these challenges.

The study employed the descriptive study design. A census study was done on the 10 churches that are affiliated to the NCCCK operating in Nairobi. In addition the Catholic Church was included in the study due to its large following. Descriptive statistics such as frequencies, percentages, mean and tabulation were used to analyze the data.

The study found that the churches employ strategic marketing practices although in most cases they are informal and unplanned. It is therefore recommended that the church consider having marketing departments charged with the responsibility of designing their product to be member friendly. Competition in this industry means that the churches that hope to survive have to be market orientated.

It is suggested that further research be carried out to focus on marketing strategies adopted by the upcoming churches which are not affiliated to NCKK both in urban and rural areas to find out if their strategies are any different. Further research could also be carried out on other non-profit organizations operating in Kenya.

CHAPTER ONE

INTRODUCTION

1.1.0 Background

The future is unclear for many business organizations (Fifield, 1998). However, Fifield argues, there is a general agreement that competition is becoming and will continue to be more international in 1990s and 2000s. He further argues that protected markets will be eroded and organizations will be exposed to stronger and more determined competition. Therefore, organizations will have to work harder to satisfy their consumers' needs better than their competitors.

Marketing consists of individual and organizational activities aimed at facilitating and expediting exchanges within a set of dynamic environmental forces (Ferrell et al, 1982). It is central to the success of any organization irrespective of its size or the sector of the economy in which it operates (Ennew, 1998). This calls for all organizations (profit and non profit) to re-awaken and come up with strategies that are market driven if they are to remain competitive.

Organizations should look at the world from the buyers' end, find out what he wants, and then try to satisfy those wants in a profitable manner (Stanton, 1975). Marketing is no longer a conglomeration of distinct and separate functions (Hise, 1965). Marketing efforts should therefore be treated as a co-ordinated and integrated system of related activities.

Non-profit organizations are finding themselves in competition with the for-profit organizations as well as the government agencies in the provision of services and they have been forced to respond to this competition (Baker,

1999). One response strategy to cope by the non-profit sector has been the adoption of social marketing and carrying it out as aggressively as is the case with commercial marketing practiced by the for-profit sector (Warinda, 2002). The social marketing concept holds that organizations should find out the needs and wants of their target customers and then deliver the desired services more effectively and efficiently than competitors in a way that maintains or improves the customers' and the society's well being.

The Standard Newspaper on 13th may 2003 postulated that despite all the social, political and economic upheavals this country has gone through, during the Nyayo era, one organization has recorded the highest growth rate; Christian Church. It pointed out that this is evidenced by the sheer numbers of people employed in the sector and modern gadgets at their disposal. The Sunday Nation 24th Aug, 2004, reported that the All Saints Cathedral faces lack of seating and parking space for the 4,000 Anglicans who throng the Church every week.

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However, a closer look at this sector suggests that something is amiss. In an article in the Sunday Nation 24, 2003, the Rev Keith Underhill of the Methodist Church, Nairobi reported that the Youth do not seem to have a lot of interest in matters religious. Although the youth want to belong in the Church and by extension the society, the harsh doctrine and insensitivity of older clergy drives them away. He continues to say that the church must seek ways to minister to the youth in the 21st century that appeal to them.

As a response to some of the challenges a number of Churches have announced major reforms, in the way they conduct their business. The P.C.E.A Church reported that it would adopt a contemporary praise and

worship. The Sunday Nation on 5th October 2003 reported the launch of a new program in Dar e Salam by the P.C.E.A Church top leadership, which was aimed at incorporating more song, dance and drama into the Church's Liturgy laying emphasis on entertainment to attract younger worshippers.

This calls for all the other churches to re-awaken and come up with strategies that are market driven if they are to remain competitive.

Hise (1965) found out that to a large extent both large and medium size manufacturing firms in the United States of America had adopted the marketing concept but large firms were more committed to the marketing concept than the medium ones.

In a study on the adoption of the marketing concept by financial institutions in Kenya, Nyagah (1986) found out that a majority had adopted the marketing concept (93.3%). He also found out that large banks (with over ten branches) had all adopted the marketing concept (100%), as compared to smaller ones with less than 5 branches, which had 92.9% adoption. He also found out that those that had adopted the marketing concept emphasized on job training, special lectures offered by business consultants and encouraging employees to study for professional examinations.

Aseto (2002) studied the marketing strategies used by Multi-National pharmaceutical companies in Kenya and found out that these companies who adopt social responsibility and have their profit maximization on the decline would have 100% of the respondents adopting to cooperate. The companies who do not adopt social responsibility but attain profit maximization would adopt the persuasion strategy in the marketing of

antiretroviral drugs. He concluded that apart from the cooperate and persuasion strategies, other strategies include: eliminating power, negotiate and acquiring decisions from the head office strategies as methods of resolving conflict in the marketing of anti-retroviral drugs.

The importance of non-profit organizations cannot be overemphasized. Nzili (2003) points out that the importance of not for profit organizations and more specifically the Non-Governmental organization in complementing the Government in provision of primary essential services such as in provision of civil education, health, poverty reduction strategies among others can not be downplayed or underrated. Kiliko (2002) notes that NGOs have become an important and permanent feature for the local development landscape. He further points out that despite the huge growth in NGOs in the past decade, little has been written about the strategic marketing practices by them in Kenya.

Only limited research has been undertaken on NGOs in Kenya (Kinyanjui, 1988). This is further emphasized by Nzili (2003) who notes that there is no light shed on how the NGOs in Kenya choose their portfolios, what products or services to offer, whether the NGOs have marketing strategies and whether these marketing strategies are formal, informal, planned or adhoc.

Other studies have been done on strategic planning in NGOs in Kenya and other non-profit organizations. Mwangi (2002) identifies strategies used by NGOs but failed to mention how the NGOs market themselves and the role of these marketing strategies to their operations. Nzili (2003) studied strategic marketing and performance of NGOs in Kenya. He however focused on sectors of development such as health, education, relief, welfare

and capacity building but left out organizations whose main objective is religious which this study focuses on.

The closest study to this was by Muturi (2003) who studied the strategic responses of Christian Churches in Kenya to changes in the external environment. This study however did not focus on the marketing strategies if any that the Churches employ to respond to these changes. This study intends to fill this gap, which is marketing strategies used by Christian churches to market their services to their Christian followers.

1.2.0 Statement of the problem

The key to survival in today's competitive environment demands that a Company moves closer to the customers, fully understand their needs and preferences and build a strong relationship based on mutual understanding and thus create customer dedication (Cardwell, 1998). For this reason, non-profit organizations need to deliver their services in a way that ensures customers' satisfaction, hence loyalty.

Many non-profits face significant declines in traditional sources of revenue, dramatic changes in their customer mix and bold new competition (Kotler and Andreasen, 1991). They suggest that these non-profits need rethinking where they are going and what broad strategies they should be using to get there.

Many flourishing non-profit organizations of yester year- the YMCA, Salvation Army, Girls Scouts and Women Christian Temperance Union have lost members and are busily revising their "product" to attract more members and donors (Kotler, 1988). He further points out that these

organizations administrators are struggling to keep them alive in this period of changing consumer attitudes and diminishing financial resources. These organizations have turned to marketing as major answer to their problems

For instance he points out that the Catholic Church drew as many as 55 percent of all adult Catholics under thirty years of age to Church in a typical week in 1966. By 1975, the figure had fallen to 39% percent, and further declines in weekly attendance are expected. All this has increased the interest of non-profits in the subject of marketing.

If the Church is to win the attention of the community and the loyalty of its members, it needs to adopt strategies that are market driven. Membership to a Church is voluntary and the benefits from such membership cannot be quantified. The leaders of the Churches must therefore make their product (gospel) relevant and therefore attractive if they are to win more customers. Increased competition, as observed in the background, also means that any Church that hopes to survive must tailor its products to suit the needs of the populace.

The Church as a non-profit Organization plays a major social role in the community. Muturi (2003) points out that not only does the Church have tremendous impact on the attitudes and beliefs of its adherents, but it also shapes the thinking of society to a large extent and can be referred to as the conscience of the society. The Church in Kenya for example, is expected to play a major role in the constitutional review process.

As noted in the background, very little has been written on strategic marketing and performance of non-profits in Kenya. The researcher intends to conduct a study to determine the marketing strategies of non-profit Christian Churches in Nairobi. The study will attempt to answer the following research questions:

1. What marketing strategies have non-profit Christian churches adopted?
2. What challenges have they encountered in their effort to adopt these marketing strategies?
3. How have they responded to these challenges?

1.3.0 Objectives of the study

The objectives of the study are:

1. To determine the marketing strategies adopted by selected Christian churches in Nairobi.
2. To determine the challenges encountered by the Churches in the adoption of marketing strategies and how they have responded to these challenges.

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1.4.0 Importance of the study

The findings of this study will be important to:

1. The managers of non-profit organizations in general and the Church management in particular by sensitizing them on the importance of adopting marketing strategies to remain competitive.
- 2 Other researchers who may have interest in developing the findings further.

CHAPTER TWO

LITERATURE REVIEW

2.1.0 Marketing

The American Marketing Association in 1985 defined marketing as “the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that will satisfy individual and organization objectives” (Boone and Kurtz, 1992). This definition recognizes that marketing activities permeate all organizational functions. It also identifies the marketing variables of product, price, promotion and distribution that are used to provide consumer satisfaction.

Marketing is defined as “the delivery of customer satisfaction a profit” (Kotler and Armstrong 2001). They point out the two-fold goal of marketing as attracting new customers by promising superior value and to keep current customers by delivering satisfaction.

“Marketing is so basic that it cannot be considered a separate function. It is the whole business seen from the point of view of its final results, that is from the customer’s point of view---business success is not determined by the product but by the customers” (Drucker, 1973). This definition implies that an organization has to be looked at from the point of view of the customer.

The Chartered Institute of marketing provides a typical definition of marketing. Marketing is the management process which identifies anticipates and supplies customer requirements efficiently and profitability

(Palmer, 2000). This definition implies that as a business philosophy, marketing puts customers at the centre of all organizations' considerations.

According to Fifield (1998) marketing is a range of specific activities used by the marketing department to meet marketing and business objectives. Drucker as reported by Fifield (1998) went further to say that only marketing and innovation produced profits for an organization, and therefore all other areas should be regarded as costs.

Marketing consists of individual and organizational activities aimed at facilitating and expediting exchanges within a set of dynamic environmental forces (Ferrell et al 1982). These authors continue to say that according to the marketing concept, an organization should try to satisfy the needs of customers or clients through a coordinated set of activities that at the same time allows the organization to achieve its goals.

To survive and succeed, organizations must know their markets, attract sufficient resources, convert these resources into appropriate products, services and ideas and efficiently distribute them to various consuming publics (Kotler 1985). He further points out that modern organizations rely on offering and exchanging values with different parties to elicit their co-operation.

Marketing is increasingly recognized as being central to the success of any organization irrespective of its size or the sector of the economy in which it operates (Ennew, 1998). He further points out that with greater competition, and with more sophisticated and quality, conscious consumers an organization success requires that it becomes marketing orientated and looks

to the markets in which it operates with a view to developing and producing products that will fulfill the needs of consumers in those markets.

Increasingly the marketing process is also being applied to non-business situations (Kibera and Waruingi, 1998). They therefore give a more encompassing definition of the term “marketing” thus “Marketing is the performance of those activities that attempt to satisfy a given individual’s or organization’s target group needs and wants for a mutual benefit or benefits.”

2.2.0 Characteristics of services and their marketing implication

Services have four major characteristics that greatly affect the design of their marketing programs (Kotler, 1999). These Characteristics are: intangibility, inseparability, variability, and perishability.

Intangibility

Services are intangible. They cannot be seen, touched, felt, heard, or smelled before they are bought. To reduce uncertainty, buyers will look for signs or evidence of the service quality from the place, people, equipment, communication material, symbols and price that they see. Service providers must therefore “tangibilize the intangible”. Services marketers are challenged to add physical evidence and imagery to abstract offers.

Inseparability

Services are produced and consumed simultaneously. If a person renders the service then the provider is part of the service. Because the client is also

present as the service is produced, provider client interaction is a special feature of services marketing, as both affect the outcome.

Variability

Services depend on who provides them, where and when they are provided. Thus they are highly variable. The service firms should therefore invest in good hiring and training procedures.

Recruiting the right services personnel and providing them excellent training is crucial for either highly skilled professionals or low-skilled workers.

Perishability

Services cannot be hired. The perishability of services is not a problem when demand is steady but it becomes a problem when demand fluctuates. An organisation needs to adopt strategies for producing a better match between demand and supply in a service business.

2.3.0 The marketing mix for services

The marketing mix is a conceptual framework, which highlights the principal decisions marketing managers make in configuring their offerings to suit customers' needs (Palmer, 2000). He further points out that the tools can be used both to develop long-term strategies and short-term tactical programmes.

The traditional marketing mix comprised of the four elements of product, price, promotion and place. A number of authors have additionally suggested people, processes and physical evidence.

According to Kotler (1985), marketing mix is the particular blend of controllable marketing variables that the firm uses to achieve its objective in the target market. He identifies the 4Ps of marketing and emphasizes that the marketing mix must be adapted to the target market.

Lazer and Culley (1986) use a threefold classification:

1. The product and service mix which includes many factors such as the number of product lines carried as well as the product planning, product development, size, colour, price, packaging, warranties and guarantees, branding, labeling and the service of each individual's product.
2. The distribution mix, which comprises two components, the channels of distribution, and the activities of physical distribution
3. The commercial mix, which pertains to the strategic combination of advertising, personal selling, sales promotion and other promotional tools used in communicating with the market place.

Service marketing managers have found that the traditional four P's of marketing are inadequate to describe the key aspects of the service marketer's job. Some marketers suggest that the unique requirements of selling services require the manager attend to three additional P's. These are people, physical evidence and process.

People

Many services require personal interactions between customers and the firm's employees, and these interactions strongly influence the customer's perception of service quality. Therefore management faces a tremendous challenge in selecting and training all of these people to do their jobs well,

and motivate them to care about doing their jobs and to make an extra job redesign, and system to reward and recognize outstanding achievement are among the issues that a successful service manager must address.

The “People” component of the service mix also includes the management of the firm’s customer mix. Because services are normally experienced at the provider’s facilities, other customers who are being served there can also influence one’s satisfaction with a service. Determining the desirable customer mix for a service, segmenting the market into compatible groups and managing customer arrivals to avoid conflict and enhance the service experience are components of service management.

Physical evidence

This element of the service marketing mix addresses the “tangible” components of the service experience and firm’s image. This include the physical surroundings and other visible cues that have a profound effect on the impressions customers form about the quality of the service they receive. The ambience, the background music, the comfort of the seating and the physical layout of a service facility can greatly affect a customer’s satisfaction with a service experience. The appearance of the staff, including clothes and grooming, may be used as important clues. Promotional materials and written correspondence provide tangible evidence of the firm’s professionalism. All physical evidence must be designed to be consistent with the “personality” the firm wishes to project in the market place.

Process of Service Production

Because customers are often involved in the production of services, the flow and progress of the production process is more important for services than it

is for goods. The pace of the process and the skill of the providers are both apparent to the customer and fundamental to his or her satisfaction with the purchase. Therefore when designing service production process, particular attention must be paid to customer perceptions of that process.

2.4.0 Marketing strategy for services

According to Porter (1980), Strategy is a central vehicle for attaining certain competitive advantage. Majumdar (1996) defines strategy as the means an organization uses to achieve its objectives.

Marketing strategy can be defined as the set of guidelines and policies used for effectively matching marketing programs (product, prices, promotion and distribution) with target market opportunities to achieve organizational objectives (Cravens et al, 1996). Marketing strategy focuses on determining the critical factors necessary for success in the chosen markets and determining the means by which to compete (Lovelock and Weinberg, 1985). They further note that once the critical success factors are identified, management must objectively evaluate its strengths and weakness in meeting those requirements as compared to that of present and potential competitors.

Marketing strategy can be defined as the selection of a target market(s), the choice of competitive position and the development of an effective marketing mix to reach and serve the chosen customers (Kotler, 1985). He further notes that strategy formulation is the organization's effort to figure out its broad strategy for achieving its goals. He also points out that the organization's strategy is likely to call for changes in the organization's structure, people, and culture.

With the major trends and forces that are changing the marketing landscape and challenging marketing strategy, marketers must redefine how they connect with the market place, with their customers, with marketing partners, inside and outside the company and with the world around them (Kotler and Armstrong, 2001).

Marketing strategy is the means by which the marketing objective will be achieved (Fifield, 1998). He further notes that marketing strategies are the means by which marketing objectives will be achieved and are generally concerned with the four major elements of the marketing mix as follows: product, price, place, promotion.

Any Organization is more effective if everyone is working to accomplish the same goals. This result can be achieved through the service strategy, which tells employees and customers exactly what the organization is, what the organization does, and what the organization believes in. The service strategy must also identify the customers who will be served and the value they will receive.

A good service strategy produces several important benefits. First, it communicates to potential customers exactly what the organization is and what it will provide. This is positioning the firm in the market. Second it communicates to employees exactly what the Company stands for, and is trying to do. Third, it produces operating efficiencies by eliminating activities that are not focused on the organization's main tasks.

A good service strategy has several characteristics. It is clear, specific and unambiguous. It is equally relevant to both customers and employees. It is

articulated concisely. It is based on knowledge of customer needs, obtained through some form of market research.

The elements of the service strategy include a clear vision statement, mission statement, general goals, medium- term strategic goals and short-term plans.

2.5.0 The non-profit organizations and their marketing practices

A non-profit organization is an organization whose attainment of its prime goal is not assessed by economic measures (Warinda, 2002). She further points out that however, in pursuit of that goal it may undertake activities intended to create profit.

Several characteristics of the nonprofit sector are identified (Lovelock and Weinberg, 1985). These include, services and social behaviors rather than physical goods, public scrutiny and non-market pressures, dual management. These are discussed thus:

Non-business organizations have two major publics to market to: clients and donors. The former pose the problem of resources allocation and the latter the problem of resources attraction. These publics require market thought and planning.

Non-business organizations tend to pursue several objectives rather than one. Non-financial objectives usually dominate. This makes the task of strategy formulation more difficult. Most of them also produce services

rather than goods, and many try to alter social behaviors. They therefore need to apply principles of services marketing and social marketing.

They are subject to the close public scrutiny because they are subsidized and tax exempt. They are expected to operate in the public interest. This means that their marketing activities will come under public scrutiny. Many of these organizations contain professional managers as well as career specialist, and they often come into conflict. Often, they do not agree on the organizations objectives or requirements.

Organizations become aware of marketing when their market undergoes a change: When buyers, members, funds, or other resources needed by the organization get scarce or harder to attract, the organization gets concerned (Kotler, 1985). He notes that this began to happen to many non-profit organizations in the 1970s.

Marketing is increasingly attracting the interest of non-profit organizations. Kotler and Andreasen (1991) note that these nonprofits have market place problems and that their administrators are struggling to keep them alive in the face of changing consumer attitudes and diminishing financial resources. They point out that many of these organizations have turned to marketing as a major answer to their problems.

Most non business organizations market services, but some sell goods through retail stores or mail order catalogs, and many promote social issues and behavior patterns such as conserving scarce resources and voting in political campaigns (Lovelock and Weinberg, 1985).

According to Blois Keith (1999) as quoted by Warinda (2002), non-profit organizations undertake four main types of marketing directed at different constituents. These are: Commercial marketing, Social Marketing, Marketing to donors/ Funders and Cause related marketing.

Commercial marketing is where non-profit organizations run business for wealth creation to meet the overall mission. Such activities would be like running a shop, selling products by mail order among others. The application of a marketing orientation to such activities is no different from the marketing of such activities by commercial organizations.

Kotler and Zaltman (1991) coined the term social marketing to refer to the application of marketing to the solution of social and health problems. Social marketing addresses the prime objective of the non-profit sector, which is the dissemination of ideas and information. There are those who believe that only by changing the public attitude can they achieve their long-term goals.

The nonprofits have different types of donors who require different approaches. These include individual donors and organizational donors. Warinda (2002) argues that one side of the exchange for the non-profit organizations is clearly the donors gift but unless the donor gets something in return, there is no exchange and the relationship is arguably not a marketing issue. Social marketing techniques are seen as an effective way of increasing donations through raising awareness of the organization and its rule.

Cause-related marketing is an approach where a firm establishes a marketing program with which a non-profit organization agrees to be associated in a way that results in the commercial organization making a donation to the non-profit. The amount donated is usually related in some way with the level of sales in a specified period of a product or group of products.

2.6.0 Difficulties in marketing non -profit services

Modern marketing carries negative connotations in the minds of many people. In modern times, marketers are accused of getting people to buy what they do not want (Kotler, 1985). Administrators of non-profit organizations feel that they must proceed cautiously with marketing activity lest their publics challenge them. Kotler (1985) identifies three types of criticisms that are anticipated as follows:

1. Marketing wastes The Publics Money

Marketing activities are seen to be too expensive. Many people carefully watch the marketing activities of non-profits to ensure they do not get out of line with the amount of money raised. Non-profits owe their publics an explanation of the benefits they are seeking to achieve through their marketing expenditure. As they should not under spend or overspend, most non-profits are prone to under spend on marketing.

2. Marketing Activity Is Intrusive

Another objection to marketing is that it intrudes into people's personal lives. Marketing researchers go into people's homes to ask them about their likes and dislikes, their beliefs, their attitudes, their incomes and other personal matters.

Marketing research is carried out to learn the needs and wants of people and their attitude toward the organization's current products so that the organization can deliver greater satisfaction to its target publics. Organizations must therefore show sensitivity to the public's feelings for privacy.

3. Marketing Is Manipulative

A third criticism is that organizations will use marketing to manipulate the target market. Administrators should be sensitive to the possible charge of manipulation when they implement a marketing program.

Assael (1993) identifies the following difficulties in marketing for non-profit services:

First, non-profits market to multiple publics, since they must attract resources from donors as well as allocate resources to clients. The marketing strategies to donors are likely to be very different from those to clients.

Secondly nonprofits require multiple exchanges of resources in dealing with donors and clients. A charitable organization will not only deal with philanthropic individuals, but must also deal with corporate contributors and government agencies in trying to attract funds. In contrast, exchanges for services tend to be simpler in the profit sector, usually occurring directly between consumer and service provider, occasionally with the help of an intermediary.

Third, non-profits are more likely to be influenced by government agencies, lobbyists, and other public agencies than are with a profit goal. Such non-market pressures require many non-profit firms to offer services to uneconomical segments. Many rates charged by non-profits are also subject to review by government agencies.

Another difficulty is that many non-profits are trying to change people's behaviors by selling an idea. Such goals are beneficial to society, but represent either inconvenience or added cost to individual consumers. A marketing strategy is more likely to be effective when it reinforces current behavior than when it attempts to change it.

Still what non-profits offer is often more vague and less tangible than for-profit services. For instance, it is more difficult to convey the benefits of religion, culture, or knowledge compared to benefits of air travel telecommunication or bank services. Further, level of awareness of the activities of non-profits is often low.

Finally, marketers of non-profit services find it harder to control their resources than do marketers of services for profit. In many cases, non-profits must use the commercial airtime that is contributed by media and thus have no say as to when their ads will be shown or heard.

Some non-profits may not be organized for marketing (Perreault, Jr. and McCarthy, 1996). Often, no one has overall responsibility for marketing activities. They further explain that even when some leaders do the market thinking, they may have trouble getting unpaid volunteers with different interests to all agree with the marketing strategy.

2.7.0 Developing marketing strategies for nonprofit services

The process of developing strategies in the non-profit sector are the same as those for services in the profit sector: Identifying opportunities, defining target segments, positioning the service, developing a marketing mix, and evaluating and controlling service delivery (Assael, 1993).

Identifying opportunities for Non-profit services

Non-profits must identify opportunities both for attracting clients and for attracting donors. A study conducted for the Kennedy Center, a cultural facility for music and drama in Washington D.C found that non-attenders placed a higher priority on parking facilities and convenience than those who attend. The clear implication was that the Kennedy Center should advertise the adequacy of its parking facilities and the convenience of its location to public transportation (Assael, 1993).

Define Target Market for Non-profit services

Non-profits must identify their targets: both clients and donors. Such basis as demographics-age, income and others, can be used. Market segmentation reveals the market segment opportunities facing the organization.

The organization has to choose a market selection strategy ignoring segment differences (undifferentiated marketing), developing differentiated products and marketing programs for several segments (differentiated marketing) or going after any one or a few segments (concentrated marketing). The

strategy chosen will depend on organization resources, product homogeneity, and product stage in the life cycle, market homogeneity and competitive marketing strategies.

Positioning Non-Profit Services

Having selected its target market an organization now develops its competitive position strategy. Competitive positioning is the art of developing and communicating meaningful differences between one's offer and those of competitors serving the same target market (Kotler, 1985). He further states that the key to competitive positioning is to identify the major attributes used by the target market to evaluate and choose among competitive positions. Positioning of services in the non-profit sector is important when the non-profit is seen as friendly, unimposing, caring.

Marketing Mix For Non-Profit Services

Marketers of non-profit services must develop a mix of brand, advertising, distribution, personal selling, and pricing strategies to attract funds and deliver services to clients. The organization chooses a marketing mix that will support and reinforce its chosen competitive position. The organization has to be careful in selecting the optimal marketing mix of product, price, place and promotion. The appropriate marketing mix varies with the type of buyer (Individuals or organizations) communication task, the stage of the life cycle, and the economic outlook (Kotler, 1985).

Evaluating and Controlling Non-profit Services

It is relatively easy to track the effectiveness of a non-profit organization's fundraising efforts. These Non-Profits can easily measure the number of new donors attracted yearly and the average amount of giving per donor. However, it is very difficult to evaluate how these resources are used. Non-Profits also face the same problem as the profit sector in controlling performance. Management must motivate personnel to provide services in a customer-orientated fashion.

3.2.3 The population

The population of interest comprised the Christian Churches in Nairobi that are affiliated to The National Council of Churches of Kenya (NCCK). A list of 10 churches operating in Nairobi as per June 2004 was obtained. These churches are listed in Appendix III. A census was done. In addition, the Catholic Church was excluded due to its large following and also because majority of the other churches grew from it and hence the need to find out how it's doing in remaining member share.

3.2.4 Data collection

Primary data was collected using an interview schedule, which was administered by the researcher. This ensured the most accurate information was collected as far as possible. The respondents were either the spiritual heads of the churches or administrative heads or any senior official of the church who was conversant with the Church activities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1.0 Research design

A descriptive study design was used. A descriptive research determines and reports the way things are. This type of research attempts to describe such things as possible behavior, attitudes, values and characteristics (Mugenda and Mugenda, 1999). The study aimed to establish the marketing strategies of selected Christian Churches in Nairobi and the challenges faced while adopting those strategies.

3.2.0 The population

The population of interest comprised the Christian Churches in Nairobi that are affiliated to The National Council of Churches of Kenya (NCCCK). A list of 10 churches operating in Nairobi as per June 2004 was obtained. These churches are listed in Appendix III. A census was done. In addition, the Catholic Church was included due to its large following and also because majority of the other churches grew from it and hence the need to find out how it's defending its remaining member share.

3.3.0 Data collection

Primary data was collected using an interview schedule, which was administered by the researcher. This ensured the most accurate information was collected on the schedule. The respondents were either the spiritual heads of the Churches or the administrative heads or any senior officials at the Church offices who are conversant with the Church activities.

3.4.0 Data analysis

The data collected was first edited for completeness and consistency. Descriptive statistics were used to analyse the data collected. The results were summarized using tables, pie charts, percentages and measures of central tendency.

4.1.1 Demographic characteristics of the churches

Out of the eleven churches that were targeted, 10 responded. This represents a response rate of about 91%. From the churches surveyed 60% originated from Portugal, 10% each from Egypt and the Roman Empire while 20% started here in Kenya.

Table 1: Age of the churches in source country

Age in Years	Frequency	Percentage
0-10	2	25
11-20	3	37.5
21-30	3	37.5
Total	8	100

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1.0 Introduction

The objectives of the study were to determine the marketing strategies adopted by selected Christian churches in Nairobi, the challenges these churches face while adopting these strategies and how they respond to these challenges. This chapter presents the data analysis and interpretation of research findings. The data was summarized and presented in the form of tables, pie charts, frequencies, percentages and means.

4.1.1 Demographic characteristics of the churches

Out of the eleven churches that were targeted, 10 responded. This represents a response rate of about 91%. From the churches surveyed 60% originated from Europe, 10% each from Egypt and the Roman Empire while 20% started here in Kenya.

Table 1: Age of the churches in source country

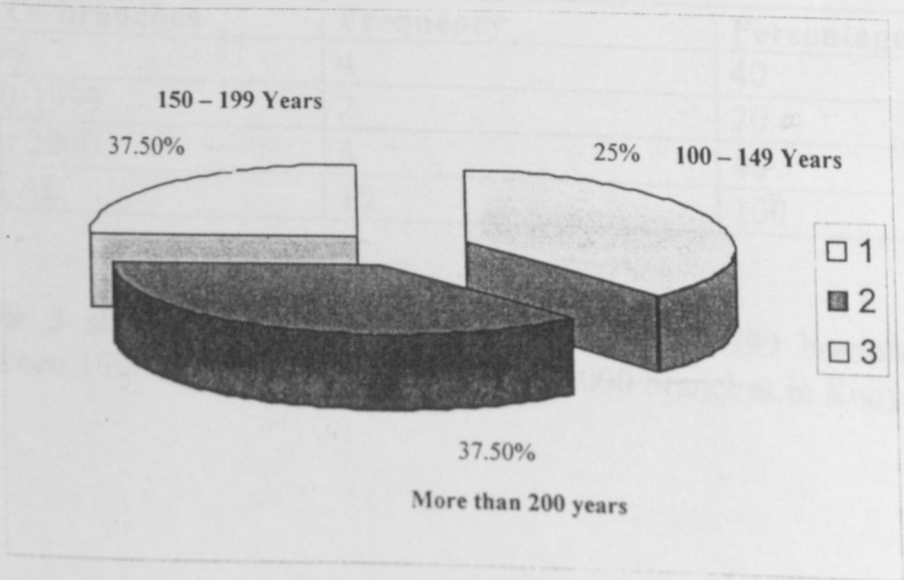
Age in Years	Frequency	Percentage
<50	-	-
50-99	-	-
100-149	2	25
150-199	3	37.5
More than 200	3	37.5
Total	8	100

Table 2: Age of the churches in Kenya

Age in Years		
	Frequency	Percentage
<50	3	30
50 – 99	5	50
100 – 149	2	20
150 – 199	-	-
More than 200	-	-
Total	10	100

Table 1 and 2 shows that of the Churches that responded, 30% have operated for less than 50 years in Kenya, 50% have operated between 50 – 99 years while 20% have operated for between 100 – 149 years in Kenya. Eight churches had their origin outside Kenya. Of these, 25% have operated for between 100 – 149 years, 37.5% have been in operation for 150 – 199 years while 37.5% have been in operation for more than 200 years. This can be presented in the form of pie charts as follows:

Pie Chart 1: Age of the churches in Source country.



Pie chart 2: Age of the churches in Kenya

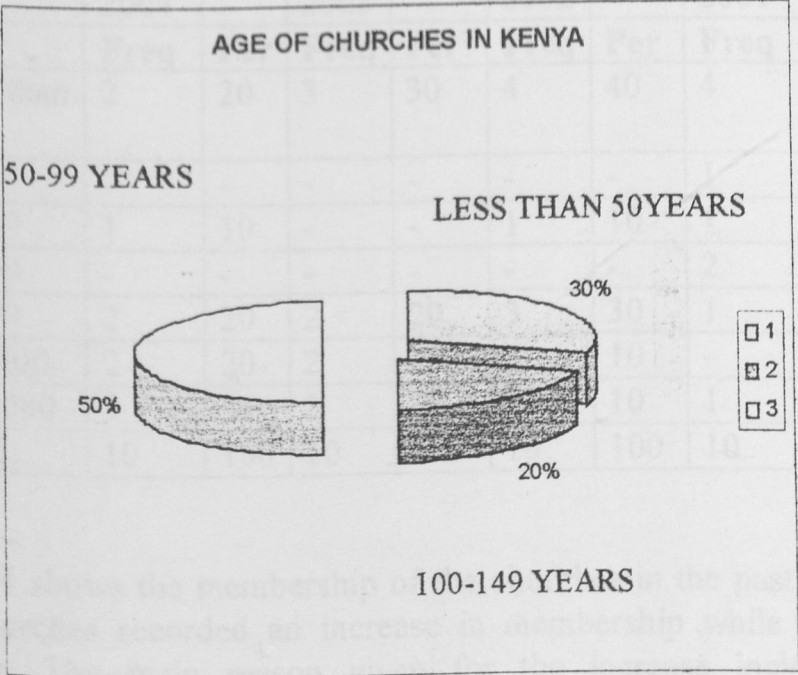


Table 3: Size of the churches in terms of branches

No. Of branches	Frequency	Percentage
0-999	4	40
1000-1999	2	20
Over 2000	4	40
TOTAL	10	100

Table 3 shows that 40% of the churches had 0-999 branches, 20% had between 1000-1999, while 40% had over 2000 branches in Kenya.

Table 4: Church membership

	2004		2003		2002		2001		2000	
	Freq	Per	Freq	Per	Freq	Per	Freq	Per	Freq	Per
Less than 500	2	20	3	30	4	40	4	40	3	30
500-599	-	-	-	-	-	-	1	10	4	40
600-699	1	10	-	-	1	10	1	10	1	10
700-799	-	-	-	-	-	-	2	20	1	10
800-899	2	20	2	20	3	30	1	10	-	-
900-1,000	2	20	2	20	1	10	-	-	-	-
Over 1000	3	30	3	30	1	10	1	10	1	10
TOTAL	10	100	10	100	10	100	10	100	10	100

Table 4 shows the membership of the churches in the past 5 years. 90% of the churches recorded an increase in membership while 10% recorded a decline. The main reason given for the increase included; aggressive preaching, population increase, good leadership, training of evangelists, better church facilities and modern praise and worship. These reasons given were noted to be marketing strategies, although they were unplanned and done informally. The respondents did not consider these as ways of marketing themselves

The 10% that recorded a decline gave some of the reasons for the decline as; internal politics, tribal politics, harsh leadership which led to a split of the church leading to some members forming another church.

Table 5: Indication of whether the churches have a vision and mission

Vision and Mission	Frequency	Percentage
Yes	8	80
No	2	20
TOTAL	10	100

The data presented in table 5 shows that 80% of the churches had a vision and mission statement while 20% did not have. Those without the vision and mission statement explained that although these are not officially stated, they exist in the minds and practice of their members.

Table 6: Existence of objectives

Existence of objectives	Frequency	Percentages
YES	10	100%
NO	-	-
TOTAL	10	100%

Table 6 shows that all the churches studied had objectives. However, it was noted that these objectives were general. The study also found out that majority of the objectives revolved around spreading the gospel to all the people, raising the standards of living of the members and the communities at large and establishing more church branches all over the country.

4.2.0 Marketing Strategies

In order to investigate the marketing strategies various questions were posed on the extent to which the 8 variables of service marketing mix were used. This section covers the findings on this area.

4.2.1 Promotion

Table 7: Promotion strategies

Promotion strategy	Totally Unimportant		Un-important		Fairly Important		Important		Very Important	
	freq	per	fre	per	fre	per	fre	per	Fre	per
Print advertising	2	20%	2	20%	1	10%	1	10%	4	40%
Electronic advertising	1	10%	-	-	4	40%	1	10%	4	40%
Door to door evangelism	1	10%	-	-	3	30%	-	-	6	60%
Public relations	-		2	20%	-	-	4	40%	4	40%
Bill boards and banners	6	60%	1	10%	2	20%	1	10%	-	-
Telephone directories	1	10%	1	10%	3	30%	-	-	5	50%
Posters and leaflets	1	10%	1	10%	3	30%	2	20%	3	30%
Websites	1	10%	-	-	1	10%	4	40%	4	40%

The mean scores were computed and ranked on a 5-point scale, with 1 taken to mean totally unimportant and 5 taken as very important.

Table 8: Promotion strategies ranked according to their means

	Strategy	Mean	Rank
1.	Public relations	4.0	1
2.	Personal selling	4.0	1
3.	Websites	4.0	1
4.	Electronic advertising	3.7	4
5.	Posters and leaflets	3.5	5
6.	Print advertising	3.3	6
7.	Telephone directories	3.2	7
8.	Billboards and road banners	1.8	8

Table seven and eight show that the most common promotion strategies were public relations, personal selling and use of websites, with means of 4.0.

Other promotion strategies that the churches reported to be using included signposts, Stickers on church vehicles and uniforms, church publication, offering social services like schools, hospitals, colleges, special schools and hostels, workshops, audio and visual cassettes, camps, open air meetings, overnight meetings and through choirs.

4.2.2 Product

Table 9: Product strategies

Product strategy		To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Offer a wide range of church services	6	60	4	40	-	-	-	-	-	-
2	Existence of specific programs for	7	70	2	20	-	-	1	10	-	-

	specialized needs.											
3	Clearly defined church values	5	50	5	50	-	-	-	-	-	-	-
4	The church values are consistent	4	40	3	30	3	30	-	-	-	-	-
5	The church values and doctrines are well communicated	5	50	2	20	3	30	-	-	-	-	-
6	Appraisal of other churches member service activities	2	20	1	10	4	40	3	30	-	-	-
7	Effective market segmentation to ensure effective service delivery.	7	70	-	-	1	10	2	20	-	-	-
8	Continuous development of services that suit the needs of those segments	6	60	2	20	-	-	2	20	-	-	-
9	Carry out member surveys to keep on up to date member data base	5	50	1	10	1	10	3	30	-	-	-
10	Existence of Associations for different members	6	60	1	10	1	10	2	20	-	-	-

Table 9 indicates the extent the churches studied employed the product strategies given.

Table 10: Product strategies ranked according to their means

	Strategy	Mean	Rank
1	Offer a wide range of church services	4.6	1
2	Existence of specific programs for specialized needs	4.5	2
3	Clearly defined church values	4.5	2
4	The church values and doctrines are well communicated	4.2	4
5	Effective market segmentation to ensure effective service delivery	4.2	4
6	Continuous development of services that suit the needs of those segments	4.2	4
7	The church values are consistent throughout the organization	4.1	7
8	Existence of Association for different members	4.1	7
9	Carry out member surveys to keep an up to date member data base	3.8	9
10	Appraisal of other churches member service activities	3.2	10

Table 10 shows that most of the churches have developed a wide range of services to cater for different needs. It is notable from the table that the churches do not study their competitors adequately to compare with their services as this strategy was ranked last with a mean of 3.2.

4.2.3 Place

Table 11: Place strategies

	Place strategy	To very large extent		To large extent		To some extent		To small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Easy accessibility in terms of offering transport for members	1	10	-	-	1	10	2	20	6	60
2	Spacious parking for members	3	30	3	30	3	30	1	10	-	-
3	Presence of entertainment facilities	-	-	5	50	4	40	1	10	-	-
4	Existence of cafeterias, drink and snack dispensers	1	10	1	10	5	50	1	10	2	20
5	Have designated areas for different members	4	40	3	30	1	10	2	20	-	-
6	Use of consistent colours for physical environment, vehicles, logo	1	10	3	30	2	20	3	30	1	10

Table 12: Place strategies ranked according to their means

	Strategy	Mean	Rank
1.	Have designated areas for different members	3.9	1
2.	Spacious parking for members	3.8	2
3.	Presence of entertainment facilities	3.4	3
4.	Use of consistent colors for physical environment, vehicles, logo	3.0	4
5.	Existence of cafeterias, drink and snack dispensers	2.8	5
6.	Easy accessibility in terms of offering transport for members	1.8	6

Table eleven and twelve show the adoption of place strategies. While the churches seem to have designated areas for different members and spacious parking for the members to a great extent, they do not seem to have noted the importance of offering transport to members to make easy for them to access the churches. This strategy ranks last with a mean of 1.8.

4.2.4 Physical Evidence

Table 13:Physical Evidence Strategies

	Physical evidence strategy	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Physical environment communicates and positions clearly	4	40	3	30	2	20	1	10	-	-
2	Physical environment influences members choice	4	40	2	20	-	-	2	20	2	20
3	Members perspective sought when designing the physical layout	3	30	5	50	1	10	-	-	1	10
4	Adapted technology optimizes the service delivery	6	60	3	30	1	10	-	-	-	-
5	Adapted technology guarantees the deliverability of services independent of space and time	1	10	2	20	3	30	-	-	4	40

Table 14: Physical evidence strategies ranked according to the means

	Strategy	Mean	Rank
1.	Adapted technology optimizes the service delivery	4.5	1
2.	Physical environment communicates and positions clearly so that members form accurate expectations	4.0	2
3.	Members perspective sought when designing physical layout	3.9	3
4.	Physical environment influences members choice	3.4	4
5.	Adapted technology guarantees the deliverability of service independent of space and time	2.6	5

Table 13 and 14 show that the churches have noted the importance of adapting technology to optimize their service delivery process. This strategy was ranked first with a mean of 4.5.

4.2.5 People

TABLE 14: People strategies

	People strategies	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Recruit people who fit your culture	2	20	3	30	2	20	1	10	2	20
2	Recruitment viewed as a quality process that focuses on skills	5	50	3	30	1	10	1	10	-	-

3	Clearly defined role of every employee	5	50	4	40	1	10	-	-	-	-
4	Performance standards exist throughout the organization	3	30	4	40	1	10	2	20	-	-
5	Existence of internal and external training programs	5	50	5	50	-	-	-	-	-	-
6	Management seeks church council opinions in strategy policy and training	3	30	5	50	-	-	1	10	1	10
7	There is clear evidence that employees are satisfied	5	50	4	40	1	10	-	-	-	-

Table 16: People strategies ranked according to their means

	Strategy	Mean	Rank
1.	Clearly defined role of every employee	4.8	1
2.	Existence of internal and external training programs	4.5	2
3.	Recruitment viewed as a quality process that focuses on skills	4.2	3
4.	Performance standards exist throughout the organization	3.8	4
5.	Management seeks church council opinion on strategy and policy	3.8	4
6.	Recruit people who fit your culture	3.2	6

Table 16 and 17 show the people strategies that the churches have adopted. They have clearly defined role of the employees ranked first with a mean of 4.8. Most of the churches studied recruit people based on skills possessed

and not necessarily a part from the spiritual heads who must conform to the particular faith.

4.2.6 Probe

Table 17: Probe strategies

	Probe strategies	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Conducting of research to determine members' needs, wants and satisfaction level	2	20	4	40	2	20	2	20	-	-
2	Make it easy for members to complain by use of questionnaire, suggestion boxes, member service desk	1	10	6	60	-	-	2	20	1	10
3	Complaints are recorded, solved and learnt from	2	20	6	60	2	20	-	-	-	-

Table 18: Probe strategies ranked according to their means

	Strategy	Mean	Rank
1	Complaints are recorded, solved and learnt from	4.0	1
2	Conducting research to determine members needs, wants and satisfaction levels	3.6	2
3	Make it easy for members to complain by use of questionnaires, suggestion boxes	3.4	3

Tables 17 and 18 indicate the probe strategies with their means. The churches have adopted the strategies that enable them identify members needs and complaints and ways of solving members complaints.

4.2.7 Process

Table 19: Process strategies

	Process strategies	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
1	Existence of clearly defined and documented policies, process and procedures.	7	70	3	30	-	-	-	-	-	-
2	Continuous improvement of process to suit members' and employees' needs	3	30	4	40	1	10	2	20	-	-
3	Consistency of member service activities throughout the organization	2	20	2	20	2	20	2	20	1	10

Table 20: Process strategies ranked according to their means

	Strategy	Mean	Rank
1	Existence of clearly defined and documented policies, process and procedures	4.7	1
2	Continuous improvement of process to suit members and employees needs	3.8	2
3	Consistency of member service activities throughout the organization	2.9	3

Table 19 and 20 indicate the process strategies. Most of the churches have clearly defined and documented policies and procedures with this strategy ranking first with a mean of 4.7.

4.2.8 Price

Table 21: Price strategy

	Price strategy	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Members feel they are asked to contribute more than they can afford financially	4	40	-	-	2	20	2	20	2	20

Table 21 shows the importance of financial contribution to the members. It is shown that 40% of the churches have their members feeling they are asked to contribute more than they can afford to a very great extent. This strategy had a mean of 3.2.

4.3.0 Challenges encountered and response strategies

This area intended to find out the challenges that the churches encounter while making their services known. Several challenges were given and respondents were asked to indicate the extent to which they encounter them. The findings are summarized in this section.

4.3.1 Challenges

Table 22: Challenges encountered.

	Challenge	To a very large extent		To a large extent		To some extent		To a small extent		Not at all	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1	Members feel that the gospel is not relevant to their needs.	3	30	1	10	5	50	1	10	-	-
2	Church leaders have not yet accepted marketing as a solution to some of the problems	1	10	2	20	3	30	2	20	2	20
3	Members feel they are not consulted in policy, strategy and formulation	-	-	1	10	4	40	5	50	-	-
4	The physical environment is not conducive to members	2	20	3	30	2	20	2	20	1	10
5	Leaders are considered to	2	20	1	10	2	20	2	20	1	10

	be harsh and insensitive to the needs of the members										
6	Members consider the church doctrines to be conservative	2	20	1	10	1	10	-	-	5	50

Table 23: Challenges encountered ranked according to their means

	Challenge	Mean	Rank
1.	Church leaders have not accepted marketing as a solution to some of their problems	3.6	1
2.	Members feel they are not consulted in policy, strategy and formulation	3.4	2
3.	Members consider the church doctrines to be conservative	3.2	3
4.	Members feel the physical environment is not conducive for them	2.7	4
5.	Members feel that the gospel is not relevant to their needs	2.4	5
6.	Leaders are considered to be harsh and insensitive to the needs of the members	2.3	6

Table 22 and 23 show the challenges encountered. It is clear that the church leaders have not accepted marketing as a solution to some of their problems with this challenge having a mean of 3.6.

Other challenges noted included lack of resources for marketing activities, lack of enough qualified personnel thus inability to provide individual attention, mushrooming Pentecostal churches and the charismatic

movement, bureaucracy, leadership wrangles, existence of false doctrines and the dependence syndrome where the Kenyans still expect the white missionaries to sustain the churches financially and assist them too:

4.3.2 Response to the challenges

The churches have come up with various strategies to respond to the challenges. 100% of the churches studied have changed the policy on intake for training church pastors to include young people who are spiritually upright, academically viable and mentally suitable. 90% of the churches are hiring qualified managers to manage church activities. 80% of the churches are conducting research to establish the members' needs. 100% of the churches studied are encouraging consultation of the church leaders with the church council to understand the members' needs and try to fulfill them. 100% of the churches are conducting in-service training and seminars for the employees while 80% of the churches are remodeling praise and worship to be more spontaneous and modern.

Other response strategies given included adoption of new curriculum for officers in the training colleges to prepare them for new challenges in the field (20%), recruiting short term contract officers (10%), starting income generating projects (100%), conducting seminars to enlighten members on matters related to giving and church ownership and indigenisation (80%). Finally, 50% of the churches have strategic plans.

CHAPTER FIVE

SUMMARY, DISCUSSIONS AND CONCLUSION

5.1.0 Introduction

This study focused on the marketing strategies adopted by selected Christian churches in Nairobi. This chapter focuses on the summary, discussion and conclusion of the research findings in line with the objectives of study. Recommendations, limitations of the study and suggestions for further research are also discussed.

5.2.0. Summary and discussion

The findings indicate that most of the churches appreciate the need for a vision and a mission statement with 80% of the churches studied having them. All the churches studied indicated having objectives. The objectives were however not specifically stated and therefore offer no targets to be met within a stated time. The churches therefore need to reformulate their objectives to make them more realistic and achievable.

The first objective of the study was to determine the marketing strategies that the selected churches studied adopted. The study was based on the variables of the service marketing mix. On the issue of promotion, the churches have adopted a number of strategies aimed at making their churches known. It was noted that most churches undertake personal selling (door to door evangelism), public relations and social responsibility (schools, hospitals) rather than print and electronic advertising. Other activities like open-air meetings, camps, choirs and workshops were also found to be important avenues for the churches to make their services known.

A wide range of product strategies have also been adopted with all the churches studied offering a wide range of church services to cater for different member needs with a mean of 4.2. Most of the churches have also segmented their markets in order to develop services that effectively serve the needs of each of these segments with this strategy having a mean of 4.2.

On the issue of place, most churches seemed to have noted the importance of making the churches member-friendly. Most churches studied have designated places for different members, they have spacious parking for

members and they have put in place entertainment facilities like music and video especially for the younger worshippers, with these strategies having means of 3.9, 3.8 and 3.4 respectively.

The physical evidence affects the customers' satisfaction with a service. Most churches studied have realized this and they consult the members when designing the physical layout in order to meet the members' needs with this strategy having a mean of 3.9. Most of the churches have adapted technology like use of PA System and overhead projectors to enhance service delivery with this strategy ranking first with a mean of 4.5.

The people component of the service mix is important as interactions between the employees of an organization and the customers influence the satisfaction of the customers. Most of the churches were found to be recruiting people based on skills required (mean of 4.2) and not necessarily those fit the particular church culture (mean of 3.2). All the churches studied offer frequent internal and external training programs for all their employees to enable them respond to the changing needs of the members with a mean of 4.5. The churches studied were found to have clearly defined roles of every employee with a mean of 4.8.

On the issue of probe, most churches have realized the need to conduct research to determine members' needs, wants and satisfaction levels. They have therefore made it easy for members to give their opinions through use of customer care offices and suggestions boxes to some extent with a mean of 3.6. These opinions and complaints are recorded, solved and learnt from to reduce conflict in churches, and this strategy has a mean of 4.0.

Because customers are often involved in the production of services, the flow and progress of the production process is very important for services (Rust, et al, 1996). All the churches studied have clearly defined and documented policies and procedures that guide the service delivery process (mean of 4.7). This process is continuously improved to suit members' and employees' needs in most of the churches studied (mean of 3.8). Those churches that did not continuously change the process gave the reason that the gospel cannot be changed simply to suit the needs of the members. Most of the churches studied were found to have inconsistent service activities throughout the organization (mean 2.9). This is because different congregations would change their service delivery process depending on the location and the type of congregation.

On the issue of price, 40% of the churches studied indicated that their members feel that they are asked to contribute more than they can afford financially to a very large extent. Some churches even indicated that they lose some members to other churches due to this. 20% of the churches however noted that this does not happen at all and these were noted to be the oldest, having been in the country for over one hundred years. This strategy had a mean of 3.2.

On the issue of the challenges that the churches studied face while trying to maintain and attract new members, it was noted that ranked first was the fact that the church leaders have not accepted marketing as a solution to some of the problems they are facing with a mean of 3.6. At the same time, members feel they are not consulted in formulation of strategies (mean of 3.4) and they consider the church doctrines to be conservative (mean of 3.4).

All the churches studied indicated that they lacked enough resources for marketing activities as one of the major challenges. They also indicated that they lacked enough qualified personnel to cater for the increasing number of members. A few churches (30%) indicated that they experienced leadership wrangles as one of the challenges.

The churches have come up with strategies in response to these challenges. Among them, 80% of the churches have changed the curriculum for their training colleges where their officers are now being prepared for the current challenges in the field. This will ensure that they deliver services more appropriately and solve any problems they might encounter. The policy on intake for training the church personnel has also been modified to favor younger people who are academically qualified. This is especially so in order to tap people who can make the gospel more relevant to the young members.

All the churches studied are also recruiting qualified managers to manage the church activities in a professional manner. The church leaders are also under going in-service training and encouraged on the need for consultation with the church council and the members. 80% of the churches studied are also remodeling their praise and worship and making it more spontaneous and modern.

Other response strategies given include conducting seminars to enlighten members on matters related to financial contribution in order to sustain church activities. This will make the members aware that it is their church

and therefore their responsibility to support the church financially. Leaders are embarking on church indigenisation with 80% of the churches indicating they are using this strategy. All churches studied have started income generating projects to raise funds for church activities. 50% of the churches have come up with strategic plans to guide their activities over specified periods of time.

5.3.0 Recommendations for policy and practice

The church in Kenya plays a very important role in shaping the society. There is therefore need for the church to adopt marketing strategies that will enable it to reach out to more people and therefore achieve the positive impact that it intends.

There is therefore need for the churches to have marketing departments headed by professional marketers who will work closely with other departments to formulate marketing strategies that will make the churches more member-friendly. Enough funds should be allocated to this department to enable it perform its duties effectively.

The churches must also embark on promotion of the services, not just through personal selling and public relations, but also through other ways like print and electronic advertising that will reach out to many more people. Some churches are yet to adapt technology and it is recommended that they do so to enhance the service delivery process and keep up with the times.

It is recommended that the churches embark on a campaign to enlighten members on church ownership. The church leaders need to embark on church indigenisation to accommodate modes of worship that are more African and thus more acceptable.

It is also recommended that the churches become more contemporary especially in their doctrines and practices. The delivery process can be modernized and the interpretation made relevant to the current times and needs of the worshippers. The church physical environment, design and layout should also be modernized.

The churches need to recruit and train more personnel to deal with the rising number of members. It is recommended that a marketing course be introduced in the training curriculum of the church personnel. This will

equip them with skills that will enable them deliver their services in a member-friendly manner.

The white missionaries who introduced most churches stopped supporting the churches financially. Most churches now rely on member offerings and tithes, which are not adequate to support the church activities and pay the employees' salaries. All the churches need to initiate income-generating projects. As suggested by Warinda (2002), churches need to formulate sustainable financing strategies.

5.4.0 Limitations of the study

This study focused on those churches affiliated to the NCKK. These churches seem to be more established and therefore more stable. There have been other upcoming churches in recent years that are not affiliated to NCKK and therefore were left out of this study.

The churches studied were only those at the headquarters in Nairobi. The practices could be slightly different from similar churches in other parts of the country especially in the rural areas.

There was also the limitation of the ignorance of the respondents to knowledge on marketing. The researcher had to explain the importance of a marketing study in the churches in order to get the respondents attention for an interview.

5.5.0 Suggestions for further research

This study focused on marketing strategies of selected Christian churches in Nairobi: only those affiliated to NCKK. A study could be carried out focusing on the other churches or even those operating in the rural areas to establish if their strategies and challenges are any different.

It would also be necessary to carry out studies to establish the marketing strategies for other non-profit organizations operating in Kenya.

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LETTER TO RESPONDENTS

P.O BOX 675,
KIKUYU.

Dear sir/madam,

This questionnaire is designed to gather information on: **The marketing strategies of selected Christian churches in Nairobi.** This information will be used to complete a research project, a requirement of Master Of Business Administration, University of Nairobi.

You have been selected to take part in this study. Please assist me by completing the questionnaire as accurately as possible. The information will be used for academic purposes only.

Thank you for your cooperation.

Yours Sincerely,

Cheche R. Itherero

MBA STUDENT

INTERVIEW SCHEDULE

PART A: GENERAL INFORMATION

1. In which country did the church start?

2. Year of Establishment:

(a) In source country

(b) In Kenya

3. What is the size of your Church in terms of branches? (Please tick one)

(a) 0-499 ()

(b) 500-999 ()

(c) 1000-1999 ()

(d) Over 2000 ()

4. Does your church have the following:

a) A vision statement? YES () NO ()

b) A mission statement? YES () NO ()

5. If yes above, state them.

(a) Vision

(b) Mission

6. If No, what has hindered you from having them?

7. (a) Does your church have objectives? YES () NO ()

(b) If Yes, state them

(c) If No, what has hindered you from having them?

8. What has been your membership for the last five years?

a) 2004

b) 2003

c) 2002

d) 2001

e) 2000

9. What do you attribute to the increase or decline indicated in 8 above?

PART B

(I) How important are the following activities in making your services known?

	Totally unimportant	Unimportant	Fairly Important	Important	very Important
(a) Print advertising eg Newspapers Magazines	()	()	()	()	()
(b) Electronic advertising e.g radio TV	()	()	()	()	()
(c) Personal selling e.g door to door Evangelism	()	()	()	()	()
(d) Public relations e.g news conference Newspaper articles	()	()	()	()	()
(e) Bill boards and road banners	()	()	()	()	()
(f) Telephone directories	()	()	()	()	()
(g) Posters and leaflets	()	()	()	()	()
(h) Websites	()	()	()	()	()

Others (Please specify)

(II) Please indicate the extent to which your organization uses the following, on a scale of 1-5, where,

5 is – to a very large extent
4 is –to a large extent

3 is – to some extent

2 is – to a small extent

1 is – Not at all

	5	4	3	2	1
1. Offer a wide range of Church Services	()	()	()	()	()
2. Existence of specific programs for Specialized needs e.g Children's services, women's e.t c	()	()	()	()	()
3. Clearly defined church values that support the mission of your Church	()	()	()	()	()
4. The "Church values" are consistent in all levels of management throughout the organization.	()	()	()	()	()
5. The church values and doctrines are well communicated throughout the organization	()	()	()	()	()
6. Appraisal of other churches' member service activities.	()	()	()	()	()
7. Effective market segmentation to ensure effective service delivery.	()	()	()	()	()
8. Continuous improvement of process to suit members' and employees' needs	()	()	()	()	()
9. Carry out member surveys in order to update member data base.	()	()	()	()	()
10. Existence of associations for members, support groups/referral network for support services	()	()	()	()	()
11. Easy accessibility in terms of offering transport for members.	()	()	()	()	()
12. Spacious parking for members	()	()	()	()	()
13. Presence of entertainment facilities (Music/Radio, TV)	()	()	()	()	()
14. Existence of cafeterias, drink and snack Dispensers	()	()	()	()	()
15. Have designated areas for different members e.g children, youth	()	()	()	()	()
16. Use of consistent colours for physical environment, vehicles, uniform, logo	()	()	()	()	()

17. Physical environment (buildings, layout, communication material, chairs) communicates and positions clearly so that members form accurate expectations. () () () () ()
18. Physical environment influences members' choice. () () () () ()
19. Members' perspective sought when Designing the physical environment/layout. () () () () ()
20. Adapted technology optimizes the service delivery process. () () () () ()
21. Adapted technology guarantees the deliverability of service independent of space and time eg P A, closed circuit TV () () () () ()
22. Recruit people who fit your culture/do things your way. () () () () ()
23. Recruitment viewed as a quality process, that focuses on skills and qualities required. () () () () ()
24. Clearly defined roles of every employee in each department (delegation of authority) () () () () ()
25. Performance standards exist throughout the Church defining required levels of performance. () () () () ()
26. Existence of internal and external training Programs for employees. () () () () ()
27. Management seeks church council opinions in strategy, policy and training. () () () () ()
28. Conducting of research to determine members' needs, wants and satisfaction levels. () () () () ()
29. Make it easy for members to complain by use of questionnaires, suggestion boxes, () () () () ()
30. Member service desk, display of name and telephone number of manager on duty. () () () () ()
31. Complaints are recorded, solved and learnt From. () () () () ()
32. Existence of clearly defined and documented policies, process and procedures. () () () () ()
33. Continuous improvement of process to suit members and employees needs () () () () ()

34. Consistency of member service activities throughout the organization () () () () ()
35. Members feel they are asked to contribute more than they can afford financially () () () () ()

SECTION C

1. Please indicate the extent to which you encounter the following challenges while trying to maintain and attract more members to your church on a scale of 1-5 where

1. Not at all
2. To a small extent
3. To some extent
4. To large extent
5. To a very large extent

1 2 3 4 5

- (a) Members feel that the gospel is not relevant to their needs () () () () ()
- (b) Church leaders have not accepted marketing to be important in Church management () () () () ()
- (c) Members feel they are not consulted in policy and strategy formulation () () () () ()
- (d) The physical environment (buildings, chairs) are not attractive to the members () () () () ()
- (e) Leaders are considered to be harsh and Insensitive to the needs of the members () () () () ()
- (f) Members feel that the church doctrines are Conservative () () () () ()

OTHERS (please specify)

2. How have you responded to these challenges?

2. Coptic Orthodox church
P.O BOX 54161, Nairobi

3. East African Youth Meeting of Friends Quakers
P.O BOX 8321, Nairobi

4. Kenya Assembly of God
P.O Box 62972, Nairobi

5. Kenya Evangelical Lutheran Church
P.O BOX 75772, Nairobi

6. Methodist Church of Kenya
MCK Headquarters
P.O Box 47633
Nairobi

APPENDIX III

LIST OF CHURCHES OPERATING IN NAIROBI AFFILIATED TO NCCCK

1. Anglican Church of Kenya
P.O Box 40502, Nairobi
Tel:0202714755
Fax:2718442
Email:ackenya@insightkenya.com
2. Coptic Orthodox church
P.O BOX 54161, Nairobi
3. East African Yearly Meeting of Friends Quarkers
P.O BOX 8321, Nairobi
4. Kenya Assemblies of God
P.O Box 62922,Nairobi
5. Kenya Evangelical Lutheran Church
P.O BOX 72772, Nairobi
6. Methodist Church of Kenya
MCK Headquarters
P.O Box 47633
Nairobi

7. National Independent Church of Africa
P.O. Box 73051, Nairobi
8. Pentecostal Evangelistic Fellowship Of Africa
P.O. Box 1652, Nairobi
9. Presbyterian Church of East Africa
P.O. Box 48268, Nairobi
020 – 504417/8
10. Salvation Army
P.O. Box 40575, Nairobi
TEL: 020 – 227541/2/9
FAX: 335538