AN INVESTIGATION INTO THE STATE OF THE MARKETING CONCEPT IN THE TELEVISION BROADCAST MEDIA IN KENYA

BY

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DECLARATION

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

31/10/2000

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This Research Project has been submitted for examination with my approval as the University Supervisor.

30-10-2002

MRS. MARGARET OMBOK **DATE**

DEDICATION

Dedicated to my dear parents, Mr. Rabah Onger
and Mrs. Dorka Malala Rabah.

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"I can do all things through Christ Who strengthens me".

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ABSTRACT

This study is concerned with the state of the marketing concept in the television broadcast media in Kenya. The study was aroused by the fact that the liberalization of the industry has brought about an intense and unprecedented competition, which calls for the adoption of better strategies to ensure a Sustainable Competitive Advantage (SCA). Given that intense competion in the industry is a recent phenomenon, the researcher is not aware of any study that has been done to document the state of the marketing concept in the industry.

The objectives of the study were:

(i) To determine whether the media firms had adopted the marketing concept.

(ii) To determine the extent to which the media firms had adopted the marketing concept.

The study was a census survey because of the small number of the television stations in operation as at July 2000. Primary data was collected by the use of questionnaires, which were distributed to the marketing managers and the production managers. The variables investigated were customer orientation, intergrated marketing, target marketing, profitability, and competitor orientation. Data was analyzed using descriptive statistics – percentages, means, frequencies, standard deviations and cross tabulations.

The findings from the two categories of respondents contradicted each other. The marketing managers indicated that 71% of the stations had adopted the marketing concept to a large extent (71.2%). On the other hand, the production managers indicated that 57% of the stations had adopted the marketing concept to a very large extent (76.2%).

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND

Phenomenal growth in competition has been observed in almost every sector of all economies in recent years. These competitive realities have forced firms to abandon their traditional beliefs about gaining a competitive edge in the market place, and instead embrace approaches that can ensure a sustainable competitive edge in this era of globalization.

According to Gachanja (1998), as the markets of the advanced western economies gradually shifted from an endemic condition of undersupply to one of potential oversupply, it was imperative that marketing practises had to change. Intense competition posed great challenges to management, which called for a change in focus. Baker (1992) observes that competition has always existed and that the most successful suppliers have always been those who have best understood and served their customers well. In other words, firms that have adopted the marketing concept have managed to contain competition and be a step ahead of others.

In their study on the attitudes of marketers towards the marketing concept, Barksdale and Darden (1971) found out that they had a positive attitude, and that the marketing orientation is equally valid for large and small firms. They further found out that relatively few companies had implemented the marketing concept and made it operational. One reason could be that a majority of companies did not clearly understand the marketing concept. This view is also supported by Nyagah (1986) whose study on the adoption of the marketing concept by the financial institutions in Kenya found out that the apparent lack of practice of the concept may be because some firms do not have a clear understanding of the marketing orientation.

Keith (1960) notes that the production and selling orientations, which preceded the marketing orientation, are inferior to the marketing orientation. Whereas the marketing concept seeks first to identify the needs and wants of potential customers before developing a product, the selling and production concepts depict an organization that design a product without prior knowledge of the potential consumers needs and wants.

Houston (1986) observes that the sales concept describes an organization that aggresively study and seeks out exchange partners for already established offerings, whereas the production concept is passive with regard to marketing. These prior concepts failed in the face of intense competition. Companies went under, as consumers could not afford to remain loyal to offerings that could not satisfy their needs and preferences. With the rise in costs of production in today's business environment, companies can hardly afford to make something without ensuring that there will be enough buyers.

The marketing concept challenges the earlier concepts. Intensified competition aggravated by homogenous products calls for a thorough understanding and adoption of the marketing concept.

Kotler (1983) and Stanton (1981) observe that many firms are still practicing the earlier orientations (production, sales, and product) and only a few have adopted the managerial philosophies and practises characteristic of the most advanced development period. Cardwell (1998) notes that 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 consistent customer dedication.

Positive outcomes expected from the adoption of the marketing orientation include enhanced customer satisfaction, which ultimately impacts positively on the profitability objective of business organizations, their growth and existence (Bursk, 1966).

In this era of globalization, intense and unprecedented competition calls upon businesses to adopt strategies that can enable them achieve their bottomline. In Kenya, gradual changes have occurred in almost all sectors of the economy. Between independence in 1963 and the repeal of section 2(a) of the Kenyan constitution, the markets were largely monopolistic and the economy was government controlled. Most monopolies were4 government owned. In this kind of environment, demand was guaranteed and consumers were forced to "make do" with whatever was provided. One area where monopolistic tendencies were observed was the television broadcast media, where only the Voice of Kenya (VoK) (which later became Kenya Broadcasting Corporation), was the only player. KBC was a "defacto" monopoly. It had no competitors.

The liberalization of the economy however brought with it competition and many Kenyan companies have been forced to change from a product orientation to a market orientation. The liberalization of the economy heralded a new dawn in the electronic media that has seen many television stations come up to compete in the domestic market. Isaiya Kabira[i] notes that television is, and will always remain a constantly changing medium of communication. He further observes that (quote):

> "A fast growing media scene has meant new challenges … Kenyans are now exposed to more sources of news, both local and international."

Highlighting the critical issue of competition, the Nation Media Group, in their Nation TV launch special[ii], noted that the liberalized domestic market is a market in which their products will have to competer with others.[iii] In order to ensure that they capture a sizeable proportion of the market, they have to prove that their products will offer superior value than those of competitors.

It is clear that in order to beat competition in the sector, these stations have to be customer-driven in their activities. They have to provide maximum utility to their esteemed customers regardless of their age, economic standing, gender, political affiliation, race, religion. social class or community. Stressing on the critical issue of competition, Joe Hamisi, the Managing Director of KBC, observed that the station must operate as a commercial entity and avoid the public sector mentality that has prevailed for long (in a seminar organized for KBC employees – KBC TV 7.00pm News, July 2000). In the same seminar, Titus Naikuni, the Permanent Secretary, Ministry of Information, Transport and Communications, observed that the station must understand its customers in this era of intense competition.

Keener (1960) observes that (quote):

> "the marketing-oriented organizations will be the winners in the exciting risk-filled and opportunity-filled decade ahead."

However, a look at the way things are in the television broadcast media in Kenya strongly suggests that something is amiss. The Daily Nation reported that the Permanent Secretary in the Ministry of Information, Transport and Communication, Titus Naikuni, observed that despite media liberalization, local TV stations had an overwhelming dominance of foreign programming. He urged them to embrace local productions to help improve their quality. In the same event, the Kenya National Film Association Chairperson, Jane Murage-Munene, took issue with local TV stations, accusing them of placing money before Kenya's cultural and social development.

The only way to successfully run a business in today's highly competitive environment is to be customer-oriented. The important man in the emerging business scene, no doubt is the customer.

1.2 DEFINITION OF TERMS

1.2.1 MARKETING CONCEPT

The marketing concept is a strategic orientation whereby an organization aims all its efforts at ensuring its customers' satisfaction – at a profit (McCarthy and Perreault, 1993). Stanton et al (1994) views the marketing concept as emphasizing customer orientation and coordination of marketing activities to achieve the organization's performance goals.

Felton (1959) on his part defines the marketing concept as (quote):

> "A corporate state of mind that insists on the intergration and coordination of all the marketing functions, which in turn, are melded with all other corporate functions, for the basic objective of producing maximum long-range corporate profits."

It is worth noting therefore that the marketing concept is primarily based on two simple notions - customer orientation and sales profits (not sales volume). Other pillars are intergrated marketing, target markets and competitor orientation.

1.2.2 CUSTOMER ORIENTATION

This implies that marketers should try to identify the needs, wants of potential customers, through market research, and meet them, thereby improving the firm's selling effectiveness. According to Peter and Donnelly (1991), effective marketing starts with the recognition of customers' needs and then working backwards to devise products and services to satisfy these needs.

1.2.3 INTEGRATED EFFORT

According to Stanton et al (1991), integrated effort or marketing implies that all marketing activities in an organization should be well coordinated. Marketing efforts (advertising, product planning and pricing) should be combined in a coherent and consistent way and that one executive should have overall authority and responsibility for the complete set of marketing activities.

Dalrymple and Parsons (1990) observe that integrated effort implies that marketing activities should be closely coordinated with other functional areas of the organization, like sales, finance, production, and personnel to satisfy customer needs.

1.2.4 PROFIT DIRECTION

Profitability implies the attainment of organizational objectives, which is a direct result of customer satisfaction. A satisfied customer can be loyal to the company's products and enhance its profit margins.

1.2.5 TARGET MARKETS/SEGMENTATION

Before the marketing concept emerged, companies used to operate under mass marketing. They never subdivided their markets. Wilson and Gilligan (1997) define segmentation as the process of dividing a diverse group of buyers or potential buyers into smaller groups within which broadly similar patterns of buyers' needs exists. These markets can then be targetted and satisfied far more precisely by a tailor-made marketing mix, better suited to the needs and wants of the specified target market.

1.2.6 COMPETITOR ORIENTATION

This implies that the firms should also direct its efforts to its competitors, both current and potential by trying to analyze their tactics and strategies. This is important especially in this era of globalization.

1.2.7 MARKETING ORIENTATION

This implies that an organization adopts and practises the marketing concept, in that it directs all its efforts at trying to understand and act on its customers' needs and wants at a profit.

1.2.8 MEDIA

This is a channel of communication used to transmit a message to a target audience.

1.2.9 TELEVISION BROADCAST MEDIA

This is a channel of communication that reaches its audience by transmitting electronic waves through the air across some geographic territory.

1.2.10 ELECTRONIC MEDIA

This refers to broadcast and cable television and radio forms of communication (Arens and Bovee, 1994). Cable television reaches its audience through wires, either strung from telephone poles or laid underground.

1.2.11 ADOPTION

This refers to the use of the variables constituting the marketing concept to a greater extent by the TV stations.

1.2.11 THE EXTENT OF ADOPTION

The extent of adoption of the marketing concept refers to how much the variables defined as constituting the marketing concept are utilized by the stations.

1.3 STATEMENT OF THE PROBLEM

The phenomenon of intense and unprecedented competition aggravated by products that are more homogeneous and services and mature markets, calls upon businesses to adopt strategies that can enable them achieve their bottomline. Various strategies can be used to succeed in this competitive environment. For example, Kuria (1999) notes that relationship marketing can be used as a basis of differentiation, which can lead to better sales growth and hence, profitability over time. Relationship marketing emphasizes the creation of customer value.

Another strategy that businesses can adopt is the marketing concept. The marketing concept attempts to direct a company's activities towards its customers – at a profit (McCarthy and Perreault, 1993). There is need for businesses to relate their abilities to the needs of the customers to survive the competition.

Considerable research has been done in the developed countries on the marketing concept. For example, Narver and Slater (1990) in their study on the effect of a marketing orientation on business profitability, found out that indeed there was positive effect on profitability as a result of the marketing concept. However, the researches conducted in the developed countries may not be applicable here because of the differences in the environments – culturally, technologically, and many more.

Locally, Gachanja (1998) conducted a study on the relationship between the marketing orientation and sales growth in the large manufacturing firms in the food industry in Nairobi. She found out that firms that had more marketing orientation programmes had better sales growth. Also, Nyagah (1986) conducted a study on the adoption of the marketing concept in the financial institutions in Kenya. He found out that a majority of the institutions (93.3%) had adopted the marketing concept. However, he further observes that long queues, unnecessary delays, irritated customers, and and so on characterized banks during that time. This contradicts the finding that a majority of these institutions had adopted the concept. Such institutions could not have adopted the concept if that was the state of affairs.

This finding by Nyagah is an assumption that can be wrongly extended to other sectors of the economy; for example, the television broadcast media industry. This is a growing industry that has seen the emergence of many stations. As observed in the background to this study, complaints have been raised regarding the performance of the industry. The Daily Nation observed that (quote):

> "Many films and what goes by the misnomer of comedy boarder on pornography.
> Having only yesterday emerged from a bucolic gentile way of life, our minds are still
> Too fragile to withstand some frivolities which pass as entertainment."

Calls have been made for the strict regulation of the industry through legislation. The situation holding in the industry suggests that the consumers are being given a raw deal. The researcher intends to conduct a study to determine the state of the marketing concept in the television broadcast media in Kenya. The study will attempt to answer the following research questions:

1. Do the television stations practise the marketing concept?
2. If so, to what extent have the television stations adopted the marketing concept?

1.4 OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To determine whether the television media firms have adopted the marketing concept.
2. To determine the extent to which the firms have adopted the marketing concept.

1.5 IMPORTANCE OF THE STUDY

The findings of this study may be useful to:

i) Marketing practioners through enhancing their understanding of the marketing concept strategy, which will help them in the proper application of the marketing orientation, programmes in their activities.

ii) The service sector, through helping it come up with products that have more consumer acceptance and hence, increase the profitability of the companies.

iii) The marketing consultants who will be able to better understand the needs of the service sector as reflected in the study, and come up with programmes better suited to meet the needs.

iv) Other scholars and researchers who might have an interest in developing the findings further or taking other related fields of the marketing concept as sources of reference.

v) The researcher, who's researching skills will be sharpened.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, a review of the various aspects of the marketing concept is presented. It consists of an overview of the five company orientations towards the marketplace, an overview of the marketing concept and a discussion of the principal tenets of the concept. The review also covers factors that have hampered the effective implementation of the marketing concept and an overview of the Kenyan television industry.

2.2 STRATEGIC ORIENTATIONS TOWARDS THE MARKETPLACE

Kotler (1984) observes that marketing management has evolved through five major stages, each characterized by distinct managerial philosophies and practises. He highlights them as the production concept, the product concept, the selling concept, the marketing concept, and the societal marketing concept.

According to Lazer and Culley (1983), these orientations were observed in different years as follows:

i) The Product Concept (1900 till 1920)

ii) The Production Concept (1920 till 1930)

iii) The Selling Concept (1930 till 1945)

iv) The Marketing Concept (1945 till 1965)

v) The Societal Marketing Concept (1965 to date).

The Production Concept equates marketing with distribution and the critical issue is one of ensuring that factory output is available in widely dispersed markets (Oliver, 1995). He further observes that business is conceived to be about production with the hope that demand will be sufficient to absorb all that is produced. The low cost producer beats competition. Churchill and Peter (1995) note that businesses under this concept search for customers after production. However, this concept has been criticized for being both outdated and inapplicable to today's hostile and unpredictable environment, where the costs of production are just too high to justify making something without first ensuring that there will be enough demand. Houston (1986) notes that the production concept is passive with regard to marketing.

The product concept holds that products offering the most quality, performance and features are highly demanded by consumers (Kotler and Armstrong, 1996). However, it leads to "Marketing Myopia" – excessive and unwarranted concentration on the product rather than the needs of the consumer. Merely providing consumers with quality products and services can no longer suffice in today's highly competitive environment. Quality must be perceived from the perspective of the final user of the product – the consumer.

The selling concept asserts that the need for the firm is to sell its produce. The products have to be sold and if a situation of insufficient demand exists, then "aggressive marketing" should be resorted to in order to coerce the consumer to use the product. Effective customer needs are only considered during the selling process (Oliver, 1995). It lays emphasis on sales volume. It too suffers from the weakness of ignoring the customers' desires. The customer is only viewed as target of sales effort and as a means to satisfy the production needs. It gives little attention to the quality of sales and pursues the small customers with the same vigor as the large customers (Schnaars, 1991). This beats the logic of today's business practises, where companies have realised that it is better to have few large and highly profitable customers than have many small customers who may contribute very little to the bottomline, when compared to the few large customers.

The marketing concept arose to challenge the earlier concepts, which suffered from one major weakness of ignoring the consumers's desires. As competition intensified, (coupled with a maturing of many industries) companies realized that they had to revise ways of doing business and allow all activities to start and end with the customer. Pride and Ferrel (1980) assert the critical importance of the consumer and propose that marketing activities should start and end with him. The marketing concept espouses the importance of the consumer and proposes the need to properly define the requirements of the customers and then deliver them. Consumer satisfaction has a direct bearing on profitability.

Lastly, the societal marketing concept postulates that organizations in their efforts to practse the marketing concept, should ensure that the consumers' and the society's general well being are preserved and enhanced. It blends the long-term quality of life goals of society with the short-term profit and sales goals of the organization. It emphasizes company profits, consumer satisfaction, and the society's interest.

This overview of the different strategic orientations establishes the fact that the marketing concept reigns supreme in comparison to those concepts that preceded it. Marketing strategists, in their efforts to counter competition, should move closer to the consumer.

2.3 OVERVIEW OF THE MARKETING CONCEPT

According to Drucker (1989), the purpose of business is to create a customer. The marketing orientation is a strategic orientation that focusses on the customer as the principal means of achieving the corporate goals. All the activities are intergrated and coordinated with the purpose of generating customer satisfaction.

Cravens et al (1996) define the marketing concept as follows (quote):

> "...a customer – oriented philosophy that is implemented and intergrated throughout an organization to serve customers better than competitors and achieve specified goals."

This definition highlights the importance of a customer focus as a yardstick for success. Of crucial importance to the marketing concept is the realization of the pivotal role played by the consumer in an organization's efforts to achieve the bottomline (Nyagah, 1986).

Stanton et al (1994) note that the main emphasis of the marketing orientation is the customer and coordination of all marketing activities to achieve the organization's stated goals. They futher observe that sometimes the marketing concept is simply stated as "the customer is the boss". Narver ans Slater (1990) and Slater and Narver (1994) observe that the marketing orientation, controlling for the marketing environment, positively impacts on return on investments (ROI). They highlight the importance of the environment, which as Gachanja (1989) points out, either facilitate or hinder the activities of marketers. Kibera and Waruingi (1980) also note that the environment influences, either positively or negatively an individual marketer's prerogative in making decisions regarding the product, place, price and promotion variables.

Bell and Emory (1971) state that the marketing concept has three crucial elements. These are:

a) Customer Orientation

b) Intergrated Effort

c) Profit Direction

On the other hand, Kotler (1997) defines the marketing concept as follows:

> "The marketing concept holds that the key to achieving organizational goals consists of being more effective than competition in intergrating marketing activities towards determining and satisfying the needs and wants of target markets."

In his definition, Kotler identifies four pillars upon which the marketing concept rests. These are:

i) Target Markets

ii) Customer needs

iii) Intergrated Marketing

iv) Profitability.

His definition shows that the marketing concept adopts an "outside – in" perspective starting with the determination of a well defined target market, focussing on customer needs, intergrating all those activities that have a bearing on customer satisfaction and finally producing profits to the organization.

2.4 PRINCIPAL PILLARS OF THE MARKETING CONCEPT

Most of the researchers assert that the marketing concept rests upon three fundamental tenets or pillars. These are customer orientation, integrated marketing, and profit direction (Bell and Emory (1971); Stanton et al (1994); Cravens et al (1996). Nyagah (1986), on the other hand, adds customer satisfaction to the first three principal pillars. On her part, Gachanja (1998) adopts Kotler's (1997) view, which identifies the pillars as follows:

i) Target markets

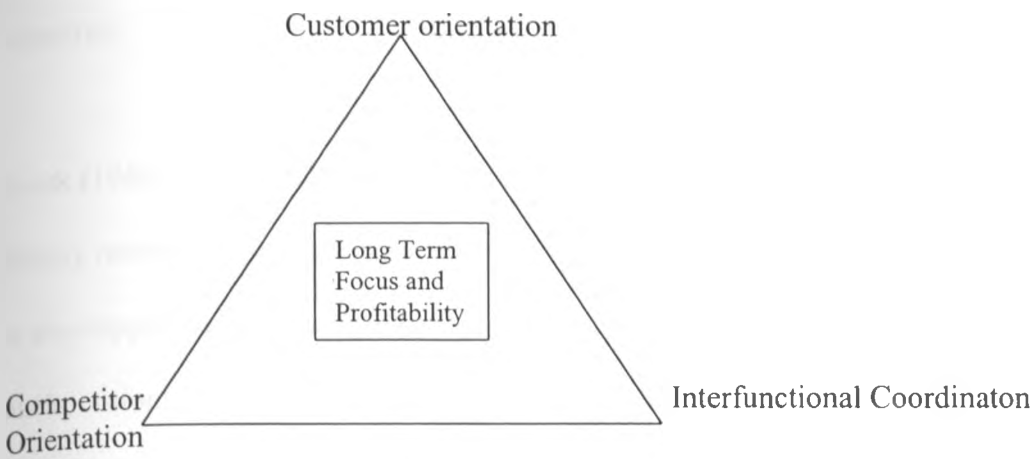
ii) Customer orientation

iii) Integrated marketing

iv) Profit direction.

To these four pillars of the marketing concept can be added competitor orientation, as suggested by Narver and Slater (1990), who note that market orientation consists of three behavioural components – customer orientation, competitor orientation and interfunctional coordination – and two decision criteria – long term focus and profitability.

Figure 1: Market Orientation



Source: Narver and Slater (1990).

This research adopts Narver and Slater's (1990) view and identifies the principal pillars of the marketing concept as follows:

i) Customer Orientation

ii) Integrated Marketing

iii) Target Markets

iv) Profit Direction

v) Competitor Orientation

i) CUSTOMER ORIENTATION

According to Kotler (1983), the marketing concept is a management philosophy based on a customer focus, backed by integrated marketing aimed at enhancing customer satisfaction, which ultimately impacts positively on corporate profit objectives. Customer focus implies that marketers should try to identify the needs and preferences of consumersthrough market research, and meet them thereby improving the firms selling effectiveness. Providing customer satisfaction is a key to a company's profitability objective.

Bursk (1966) observes that focussing on one's customer through customer investment, is closely related to the company's growth, existence and profitability over time. This view is also supported by Kuria (1999), who observes that developing strong relationships with one's customers leads to customer satisfaction, loyalty, improved product quality and increased profitability, as a result of better sales performance.

A satisfied customer is an indispensable tool for creating a Sustainable Competitive Advantage (SCA) in today's highly competitive environment. Anderson and Sullivan (1993) note that investing in customer satisfaction is synonymous with taking an insurance policy as a hedge against "stormy weather," because customers will be more likely to remain loyal even in such times. In their study, Patterson et al (1997) found out that consumer satisfaction or disatisfaction is the crucial link in establishing longer time client relationship and thus, the strategic well being of an organization. The growing interest in the customers is primarily a search for competitive advantage. Marketers have realized that better serving of customers leads to numerous business benefits. A satisfied customer is more likely to remain loyal and come for repeat purchase unlike an unsatisfied one. The goal is to gain a competitive edge. Today, as never before, strategy must be customer- driven if it is to succeed.

Schnaars (1991) observes that investments in customer satisfaction add nothing to the immediate bottomline, but they are long term investments aimed at building customer loyalty. Traditionally, marketing has been emphatic on attraction of new customers. But a well-managed organization will work hard to retain and enhance its exesting customers' welfare by developing the strategy of relationship marketing. Kuria (1999), citing Croess et al (1995), observes that it costs approximately six to nine times more to attract a new customer than to implement strategies to retain the existing ones. Service providers especially need to be very close to their customers by forming valued partnerships with them. A valued relationship is one in which the costs involved in acquiring the service are less than the benefits accruing to the customer. For the firm, it is a relationship that is financially viable and the benefits may extend beyond the revenues to include learning obtained from serving the customer over time (Lovelock, 1994).

DeBruicker and Summe (1985) observe that a product's evolution toward maturity affects the buyer-seller relationship in that as customers continue to purchase a product, they inevitably change from inexperienced generalists to experienced specialists. They hence seek fresh benefits. This points to the fact that sellers need to understand and anticipate the customer experience factor and develop strategies to counter any negative effects. This can be a source of competitive advantage. The following table provides the marketing strategies that recognize customer experience.

Table 1 : Marketing Strategies and Customer Experience

CUSTOMERS

Market Entry	Inexperienced Generalists	Experienced Specialists
High	Emphasis on account management through new product technology and use focussed account management programmes.	Augment the product and keep the decision-maker dependent on the original vendor for product and systems development.
Low	Concentrate on service and realize that customers perceive products as similar.	Price it right, after assuring acceptable quality and availability.

Source: DeBruicker and Summe (1985).

Freemantle (1997), highlighting the critical importance of the customer, notes that (quote):

> "Customer service is the final test. You can get everything else right in terms of product, price and marketing, but unless you complete the process with incredibly good customer service, you run the risk of losing business or even going out of business."

Instead of viewing the customer solely as a sales prospect, businesses need to take a broader perspective of the consumer and assess his diverse needs and desires (Hopkinson, 1964). Customers need incredible service that takes into account their preferences. Customer service has a direct impact on a company's profit objective.

Hutchinson and Stolle (1968) highlight six step criteria that can be used to successfully implement a customer service programme:

(i) Definition of the elements of service

(ii) Determination of the customer's viewpoint

(iii) Designing of a competitive service "package"

(iv) Development of a programme to sell service

(v) Market testing of the programme

(vi) Establishment of performance controls.

Incredible customer service can lead to customer satisfaction and loyalty, which can generate superior long-term financial performance. The key is to delight your customers. A delighted customers believes that the company excels in understanding and addressing his or her personal preferences, values, needs and complaints. This necessitates excelling at listening to customers and interpreting what they are saying (Jones and Sasser, 1995).

Freemantle (1997) further observes that customer service should be an overriding commitment at the top. Without this, the actual service provided will at best be mediocre. This view is also supported by Gareth George, the outgoing Managing Director of Barclays Bank of Kenya Limited, who observes that emotional commitment from the customer is hard to comeby unless there is first emotional commitment from the organizational team.

A market oriented firm's greater understanding of its key customers' needs leads it to design products with great value for money for those customers, which ultimately leads to greater sales, growth and market share. Such a firm also strives to produce products with zero or lower defects levels, which in turn lead to reduced costs.

According to Levitt (1975), for companies to continue growing, they must be able to understand and act on their customers' needs and desires. Shapiro (1974) notes that the customer is the final determinant of the success or failure of the company's marketing approach, and proposes that every aspect of an organization's marketing must focus on the customer.

Ngahu (1987) notes that due to the changing nature of consumer needs and desires, the marketing cncept calls for the earlier identification of the needs and direction of the company's resources to meet them profitably. Oliver (1995), in emphasizing the importance of the customer, notes that the crucial position of customer service and customer care, implies that they are playing an increasingly important role in an organization's plans in three ways:

i) They can assist in the establishment and maintainance of a differentiated position in the market.

ii) They can lead to customer loyalty

iii) They can cement a long-term relationship between an organization and its customers.

A satisfied customer can attract new customers through positive word of mouth, which can enhance the organization's client base, and hence, profitability.

Lovelock (1994) notes that loyal customers become less expensive to serve over time as they become more efficient in their dealings with the supplier and increase their spending both in volume purchases and premium payments. Defining quality as conformance to specifications leaves out an essential decision-maker – the customer. It is not the wish of the engineering department, but those of the customers that must be met for the service to satisfy the customer and enhance the goals of the organization.

Schnaars (1991) notes that the paths to consumer satisfaction inlude:

i) Building relationships with the customers

ii) Superior customer service

iii) Unconditional guarantees

iv) Efficient complaint handling.

ii) INTEGRATED MARKETING

Gachanja (1998) observes that integrated marketing implies that marketing functions (sales, purchasing, products management, market research, e.t.c.) must be coordinatedamong themselves and well coordinated with the other departments within the company, such as finance, production, sales and administration. These departments should co-exist harmoniously to satisfy the customer and hence, achieve the organizational goals. All activities should be well integrated and coordinated from the customer's perspective.

The key to successful customer focus is teamwork in organizations. Teamwork is the sum of individual effort working co-operatively toward a common goal. According to Cespedes et al (1998) (quote):

> "Until teamwork becomes a daily point of operations, the occassional pitch for it is only lip service."

Integrated effort should centre on building a kind of teamwork approach that will develop a strong commitment to the common approach, that is, how they will work together to deliver customer satisfaction, loyalty and commitment. For companies to deliver customer satisfaction, it is important to draw people from different departments (both within the marketing department and also other departments), in order to form a team whose sole objective will be to work towards addressing the needs, desires and preferences of the customers. Effective teamwork and good performance go hand in hand.

Katzenbach and Smith (1993) observe that teamwork represent a set of values that help teams perform and in the process enhance individual and organizational performance. It is also important that the organizational team understands not only their role in serving the customer, but also the role played by the customer in the welfare of the organization. This can only be possible through the development of programmes that will educate and inform the organization's members about these diverse roles. Documents (e.g. reports and newsletters) should be circulated periodically to provide information on the customers throughout the organization.

Hanan (1974) notes that the only way to ensure being market oriented is to put a company's organizational structure together, so that its major markets become the centres around which its divisions are built. He emphasizes that companies need to be market centered and ensure that their markets become the focal points of everyone of the company's major operations.

Guiltinan et al (1997) observe that effective coordination requires that information on buyers need to be known throughout the organization and that each functional department appreciates the constraints faced by the other units. They further observe that there must be a strong commitment to the goals of customer satisfaction and profitability throughout the organization.

However, Guiltinan et al (1997) note that achieving the interfunctinal coordination necessary to implement the marketing concept is not an easy task. Nyagah (1986) who observes that many organizations have failed to take the necessary organizational steps to implement the marketing concept also supports this view.

Nyagah (1986), quoting McNamara (1972), highlight three requirements necessary for companies to succesfully carry out integrated marketing:

i) Top executives should be people from a marketing background.

ii) The marketing department should play an active role in the coordination of the efforts of the other deparments.

iii) There should be smooth flow of information in the entire organization.

Oliver (1995) observes that there is need for an integration and coordination of effort in order to:

i) Take advantage of possible synergy.

ii) Ensure consistency.

iii) Anticipate mutual dependency.

iv) Coordinate timing.

iii) PROFIT DIRECTION

Bell and Emory (1971) observe that a company that adopts the marketing concept ultimately increases its sales profits rather than its sales volume. Christopher and McDonald (1995) note that the search for long-term profitability must focus as much upon the customer as it does on the product. The customer is the reason why the business exists, hence, all the activities must be directed at him.

Kotler observes that the key to achieving the gorporate goals of profitability is to ensure that the customers are delighted. A delighted customer can be the best sales person for a company because he or she will spread positive word of mouth to other people about the company's offerings. Research has proved that communications as a result of word of mouth influence are considered the most credible by potential consumers (Assael, 1998).

A delighted customer will tend to be loyal to the company's offerings and this loyalty in the long run leads to higher profit returns to the company. It is therefore important that companies conduct customer surveys to determine their satisfaction and loyalty to their products and/or services.

Nyagah (1986) points out that profits per se cannot make a business compatible with the requirements of the marketing concept. Profits should be viewed only in relation to customer satisfaction. A maximum level of satisfaction leads to increased profits for the company.

iv) MARKET SEGMENTATION/TARGET MARKETS

For an organization to be successful, it must have a specific market to serve. It cannot be "everything to everybody." An organization must determine who its potential customers are. It is only after this is done that it can develop a marketing mix to meet the needs and wants of this market. Market segmentation and diversity are in natural harmony. Without a diverse marketplace composed of many different people with different backgrounds, interests, needs and wants, there would be little reason to segment markets.

Market segmentation precedes targeting. According to Smith (quote),

> "Segmentation is based upon developments on the demand side of the market and represents a rational and more precise adjustment of product and market effort to consumer or user requirements."

Stanton et al (1994) observes that within a total market, there is always some diversity among the buyers. In other words, within a general market, there are groups of customers with different needs, buying preferences or product-use behaviour. According to Berkowitz et al (1994), market segmentation involves aggregating prospective buyers into groups that have common needs and will respond similarly to a marketing action. They further highlight the criteria to use in forming the segments. A marketing manager should develop segments for a market that meet five basic criteria:

a) Potential for increased profit and ROI.

b) Similarity of needs of potential buyers within a segment.

c) Difference of needs of buyers among segments.

d) Feasibility of a marketing action to reach a segment.

e) Simplicity in cost of assigning potential buyers to segments.

Aaker (1998) observes that segmentation is often the key to developing a Sustainable Competitive Advantage, based on differentiation, low cost or focus strategy. Kotler (1976) defines three criteria that a potential segment must meet in order to qualify as a target for a distinct marketing mix. These are:

1) It must be measurable

2) It must be substantial

3) It must be accessible.

Various bases have been used to segment markets. Historically, geographic variables were used to segment markets. However, as more brands came into the market, demographic variables began to be used.

Highlighting the importance of industrial segmentation, Shapiro and Bonoma (1984) observe that this analysis can assist companies in several ways:

i) Analysis of the market – better understanding of the total market place, including how and why customers buy.

ii) Selection of key markets – rational choice of market segments that best fit the company' s capabilities.

iii) Management of marketing – the development of strategies, plans and programmes to profitably meet the needs of different segments and to give the company a distinct competitive advantage.

THE TARGET MARKET DECISION

Once the market has been segmented into homogeneous units, the next decision to be made relates to the target market toward which the marketing mix elements will be directed. Engel et al (1991) outline the three basic options that the firm can choose from, namely;

a) Undifferentiated Marketing

In this strategy, segments do not count or play any role, and one marketing mix is availed to everyone. All efforts are geared toward building a superior and distinct image that will overcome these demand variations. However, this strategy fails in the face of today's competitive environment, where companies have realized that it is important to position themselves in a way that will give them a competitive edge over the rest. A company needs to differentiate itself and strive to provide the desired options.

b) Differentiated Marketing

In this strategy, a firm operates in two or more segments and offers a unique marketing mix for each. It offers the advantage of recognizing the demand variations that exist and capitalizes on them.

c) Concentrated Marketing

In this case, the strategy is to concentrate on one segment. The objective is to establish a large market share and direct resources on excellence in a more limited market. The major disadvantage is that a market may dry up rapidly, leaving the company with no one to serve. In cases of high rates of product change, some diversification may be a wise policy.

iv) COMPETITOR ORIENTATION

In this era of globalization, it is imperative that businesses take note of the activities of their competitors lest they be found unawares by competitive realities and swept off their feet. Competitive realities can force a company to go under if it doesn't come up with defensive strategies to protect its customers from its rivals and offensive strategies to steal its rivals' customers because of its competitive edge in the market.

According to Ansoff (quote);

> "... if the environment is expected to be turbulent with probable discontinuities in the economic, competitive, technological, or socio- political conditions, sticking to the historical "strategic knitting" becomes dangerous."

According to Wall (1974), to be successful, a company not only must know what its own resources are and how to marshall them effectively, but it must also know what the competition is doing. Business executives today need a lot of information concerning the competitive environment to make sound and timely decisions.

The development of the information superhighway concept has brought a new dimension to competition between companies. Computer based technologies offer new competitive opportunities (McFarlan, 1984). He observees that a company can use this technology to build a barrier to entry, to build-in switching costs, and even sometimes to completely change the basis of competition.

Aaker (1998) 0bserves that the goal of competitor analysis should be to provide insights that will influence the product-market investment decision or the effort to obtain or maintain a Sustainable Competitive Advantage. A company needs to identify both its current and potential competitors with a view to analyzing their strenthgs and weaknesses, which can help it devise suitable strategic moves. The logic behind all these is to obtain, maintain or protect a company's market share and hence, profitability.

On the other hand, there are occassions when collaborating with one's competitors can ensure success for both firms. This has become a reality in the contemporary competitive scenario. Startegic alliances have become the order of the day. Joint ventures, outsourcing agreements, product licensing, and cooperative research is in fashion. Here in Kenya, the recent signing of a joint venture agreement between Sameer Group and

Vivendi Telecom of France in the telecommunications industry is still fresh in our memory. This agreement culminated in the establisment of the Kencell Communications Company Ltd.

Hamel et al (1989) notes that a strategic alliance can strengthen both companies against outsiders, even as it weakens one partner vis-à-vis the other. Collaboration preempts the disadvantage of using a lot of money that is needed to develop a new product. An alliance with a competitor can ensure the acquisition of new technologies or skills.

According to Stalk (1988), competitive advantage is a constant moving target. It is important that companies don't get stuck with one source of competitive edge. They should know when and how to change and adapt to new sources that deliver competitive advantage. This understanding will enable companies to always keep ahead of others ans reap benefits associated with the specific sources of advantage.

Porter (1979) notes that awareness of the competitive forces can help a company stake out a position in its industry that is abit safe from attacks. He further observes that the state of competition in an industry depends on five basic forces, namely;

i) Threat of new entrants

ii) Bargaining power of customers

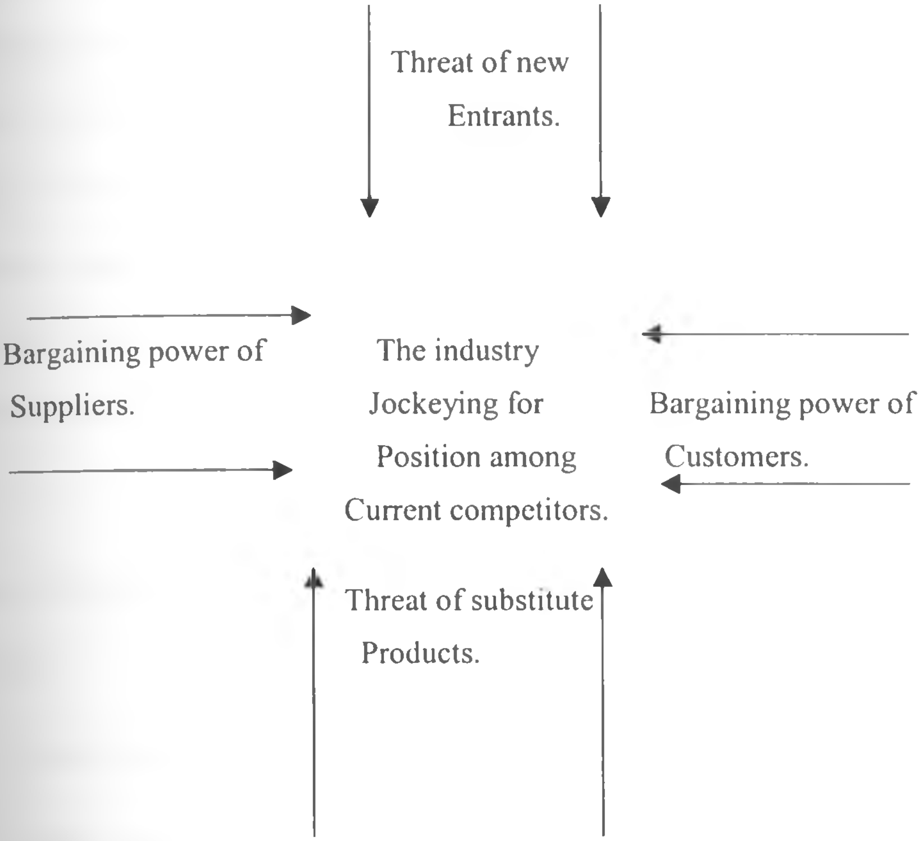
iii) Bargaining power of suppliers

iv) Threat of substitute products and services

v) The jockeying among current contestants.

The diagram below depicts these various forces.

Figure 2: Forces Depicting Competition in an industry



Source: Porter, M.E. (1979).

2.5 FACTORS CONSTRAINING THE ADOPTION AND IMPLEMENTATION OF THE MARKETING CONCEPT.

Nyagah (1986) notes that the believers in free enterprise system tend to feel that it is not the marketing concept that has failed the consumer, but it is the adoption or implementation of the concept. He further observes that many companies which claim to be marketing oriented are frequently under attack, such as chemical industries, tobacco manufacturing industries, and financial institutions.

Gachanja (1998) observes that the marketing concept and stages of adoption as noted by Kotler may not apply to the local situation due to the differences in the environments. She further observes that another problem that management may face in implementing the concept is the reorganization of the firm. Some departments may have to go and new executives appointed to head newly created operations. All these tasks can involve substantial resources. Also, bureaucracy in organizations can offer resistance to the implementation of these changes.

Felton (1959) identified seven pit falls that face a firm embracing the marketing concept. These are;

i) Inexperienced executives

ii) Errors in promotion of executives

iii) Demands of the job on the part of the executives

iv) Incomplete integration

v) Personality clashes in executing duties

vi) Autocratic management style

vii) Illogical diversification in investment opportunities.

He observed that companies intending to integrate their marketing effort profitably must efect the following:

i) A proper state of mind on the part of the executives

ii) Proper organization

iii) Proper balance of professional talent

iv) Adequate direct and indirect control.

Kotler identified three hurdles that companies face in the process of adopting the marketing concept. These are;

i) Organized resistance-that is, some departments view the marketing department as a threat to their powers in the organization.

ii) Slow learning- companies take a long time to grasp the necessary principles required to organize and run marketing functions in organizations.

iii) Fast forgetting-that is, even after strong marketing has been installed in the organization, management must fight a strong tendency to forget basic marketing principles.

Nyagah (1986) observes that conflict between consumer orientation and profit as objectives of a business is another problem hindering the adoption of the marketing concept. Many busineses view the attempt to provide maximum consumer satisfaction as a stumbling block to the achievement of satisfactory returns on investment (ROI).

Advocates of the societal marketing concept have also come to criticize the marketing concept as being inadequate and likely to overlook potential conflicts between consumer wants, consumer interests, and long run societal welfare (Dawson, 1969). Gachanja (1998) observes that implementing marketing concept needs the establishment of an elaborate information system that allows the firm to learn about customers' needs and to use the information internally to create satisfying products and services. This can mean spending huge amounts of resources. Chepyegon (1996) observes that implementing the marketing concept requires the support of not only top management, but also managers and staff at all levels in the organization.

2.6 HISTORY OF THE TELEVISION BROADCAST MEDIA IN KENYA

Television, a marvel of the electronic age (Engel et al, 1991), is a dynamic broadcast media. The first radio and television station in Kenya was the Voice of Kenya (VOK), which later became the Kenya Broadcasting Corporation (KBC). For a very long time, VOK enjoyed a total monopoly of the television broadcast media in Kenya. Under such circumstances, demand was guaranteed, as consumers had no alternative to turn to. This situation prevailed until around 1990 when the industry was liberalized and a new dawn heralded, which has seen many stations come up to compete in the marketplace. KBC is the national broadcaster and was established over forty years ago.

The KTN-Baraza Limited took advantage of this new scenario to come up with the Kenya Television Network (KTN) almost immediately after the liberalization of the sector. Other players also came up, for example, the Cable Television Network (CTN), which majorly targets the Asian population living in Kenya, Stellagraphics Limited (TV

Africa), Kitambo Communications Limited (Family TV), which exclusively broadcasts inspirational Christian programmes, Royal Media Services (Citizen TV), Multichoice, and the African Broadcasting Limited (Nation TV), which is the latest addition to the list of operating service providers.

Apart from these, also other stations have already received their licenses but are yet to start transmission. These include Pete Aviation and Electronics Limited, IQRA Broadcasting Network, East Africa Television Network, Sunrise Transmission Limited, and the Nairobi Pentecostal Church, Valley Road. Personal interviews conducted indicated that some of these "yet to take off" stations might commence their transmissions later this year or early next year.

The communications sector is under the control of the Communication Commission of Kenya (CCK), which regulates the sector and grants licenses to the various participants in the sector. As observed, the television broadcast media market is rapidly changing as more players join the market. A close scrutiny of the industry reveals that truly a new dawn has emerged, as a result of the rejuvination that is witnessed in the kind of products and services provided. The intense and unprecedented competition for television audiences and hence, business from advertisers, is defining the way the stations conduct their activities. For a company to achieve a sustainable competitive edge, it must ensure that its products and services offer maximum utility to the customers.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This was an exploratory study meant to elicit information on the status of the marketing concept. The objective of the research was to gain insight and ideas as well as clarify concepts, and as such an exploratory research suffices (Churchill, 1991). The case study design was adoptd in order to allow an in-depth and exhaustive study.

3.2 THE POPULATION

The population of interest in this study consisted of all the television broadcast stations in full operation in Kenya as at July 2000. A list of these stations was obtained from the Communications Commission of Kenya. This list contains six stations. However, there are eight TV stations in full operation in Kenya. Therefore, the names of the other two stations are included in the list provided by the CCK, which is compiled in the appendix section. This list also contains the names of those stations yet to commence operations.

3.3 THE SURVEY METHOD

The study was a census survey since the number of stations was small. Ogutu (1983) observes that for an exploratory study such as this one, a census survey provides a more accurate picture. The sudy intended to cover all the eight television stations in full operation in Kenya. However, only seven out of the eight stations targetted participated in the sudy. This represents 87.5% of the total population of study, which is adequate to base conclusions on. Kuria (1999) analyzed his data using a 64% response rate.

The researcher intended to interview the Marketing head and the Production manager in each of the stations in order to get a picture of how activities are conducted in these stations. However, this was only possible in five (71%) out of the seven stations that took part in the study. In the two remaining stations, only the marketing manager was interviewed as he performed both roles. Therefore, the total number of respondents was fourteen (100%).

The marketing manager advises a station on its marketing activities and strategies whereas the production manager is concernd with the acquisition and scheduling of programmes. Hence, they were deemed to possess sufficient information on the area of study.

3.4 DATA COLLECTION METHOD

For the purpose of this study, both primary and secondary data was collected. Secondary data was used to give a conceptual framework to the study and to help in operationalizing the variables. Primary data was collected using a questionnaire through "drop and pick later" method. But where there was need for clarification, the researcher personally administered the interview. Both open-ended and close-ended questions were used in the questionnaire.

Operational Definitions of the Variables

In order to respond to the study objectives, certain variables were used, which were operationalized as follows:

1. Customer Orientation

It appeared from the literature that customer orientation had various attributes. Guiltinan et al (1997) observed that customer focus has attributes like market research to gain insight into the customers' needs, education of the organization team on the critical importance of the customer, opinion surveys to assess the view of the customers on the quality of the products and services offered to them, complaints, and many more. For the purpose of this research, these attributes suffice. Part B of the questionnaire specifically addresses customer orientation. It is divided into two sections, with section one intended to capture attributes like market research, customer complaints, market segmentation, and the importance placed on profitability relative to the customers' welfare. It has ten activities and a three-point scale was used to assess the level of importance the organizations placed on these activities. The highest score was thirty and the lowest was ten.

Section two asked respondents to indicate their level of agreement with various statements that dealt with aspects like customer surveys to determine their satisfaction or disatisfaction with the products or services offered, meetings with customers to give them a forum to express their views directly concerning the organization, and also the education of the organization team on the role played by the customer in the organization's welfare. A five point Likert scale was used, having eight questions. The highest score was forty. Similarly, the lowest score was eight.

2. Integrated Marketing

Guiltinan et al (1997) further observe that integrated marketing is characterized by smooth flow of information in the entire organization, periodic circulation of reports and newsletters that provide information on customers in the organization, dissemination of data on customer satisfaction at all levels in the organization, communication between marketing and other departments, periodic meetings of several departments to plan response to changes taking place in the business environment, marketing personnel spending time discussing customers' future needs with other functional departments and holding of interdepartmental meetings at least once a quarter to discuss market trnds and developments. Added to these, McNamara (1972) observes that the top executives must be drawn from the marketing department. Apart from these, extensive training programmes should be availed to the organization team.

Part C of the questionnaire attempted to capture these attributes. It has seven statements, where again respondents wee asked to indicate their level of agreement or disagreement with each of the statements. A five point Likert scale was used to measure these. The maximum score was thirty five and the minimum score was seven.

3. Target Market

Before directing their offerings to their target markets, companies must segment their markets using various bases. Part D of the questionnaire attempted to capture this component of the marketing concept. It has four sections. Section One captures the various attributes of target marketing like customer surveys to divide markets into homogeneous units, definition of the basic need category of various customer groups and tailor-made promotional messages to target different customer groups' needs. A three point Likert scale was used to indicate the frequency with which the organizations consider the above attributdes in developing new product. Seven activities were highlighted. Therefore, the highest score was twenty one, while the lowest was seven.

Section two asked respondents whether they segmented their markets, as segmentation precedes targetting. A "No" response indicated lack of targetting. A "Yes" response qualified the respondents to proceed to section three, which asked them to indicate the extent to which they used various variables to segment their markets. Section four had three options which the respondents picked from to denote the approach that they used to select the specific segment(s) toward which promotional activity was directed.

4. Profit Direction

Part E of the questionnaire dealt with the aspect of profitability. It has two sections. Section one asked respondents whether they were profit oriented or not. Section tworequired them to indicate from a list of activities the level of importance they placed to each of them, using a three point scale. Nine activities were highlighted, touching on issues like profitability from high volume sales, growth by sales profits, customer satisfaction surveys, and ability of customers to buy the products. The highest score was twenty seven; similarly, the lowest was nine.

5. Competitor Orientation

This variable was operationalized using attributes like surveys of customers in the target market to delineate direct competitors, surveys to determine industry growth, review of competitors' tactics, review of the market demand for competitors' products and/or services and also reaction to an aggressive campaign by a competitor targetted to an organization's customers. Part F dealt with this variable. A five point Likert scale was used. Eight statements were used to elicit information on the respondents level of agreement or disagreement with each of the statements. The maximum score was therefore forty and the minimum was eight.

3.5 DATA ANALYSIS METHOD

The data collected was analyzed using descriptive statistics. This entailed frequency distributions, percentages, means, standard deviations, and cross tabulations. Karemu (1993) observes that such measures are adequate for an investigative study of this type.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 INTRODUCTION

The analysis in this chapter is presented in three phases. The first phase presents findings on the products and/or services that the stations deal in, ownership of the stations and their length of operation. Phase two deals with the adoption of the marketing concept in relation to the various tenets of the concept, and lastly, the third phase presents findings on the extent of implementation of the marketing concept by the organizations.

Products and/or services that the stations deal in.

This section presents findings on the products and/or services that the stations deal in. It was necessary to determine this in order to find out whether the stations deal in similar or different products and/or services. The names of these stations have been kept confidential.

Appendix 3 presents thes findings in tabular form. As observed in the table, the stations provide different products and/or services. Station one provides information, entertainment, advertising, and news dissemination. Station two provides broadcast services. Station three provides pay TV and subscriber management services to its audience. Together with station six they do't produce programmes of their own. Station four produces and transmits various programmes. Station five provides airtime, produces various programmes, and offers technical facilities to its clients. Station six relays various channels, full of advertisements and entertainment to its audience. Station seven provides inspirational and wholesome Christian programmes.

From the table, it is clear that the statons provide both similar and different products and services to their audiences.

Ownership of the Stations

It was again felt that it was important to determine the ownership of the stations that operate in Kenya. The table below highlights the findings.

Table 2: Classification of Ownership of the stations

Ownership	Number	Percentage
Locally Owned	0	0
Foreign Owned	0	0
Fully Government Owned	1	14
Joint Foregn & Locally	6	86
Others	0	0
Total	7	100

The table indicates that foreign and local investors (86%) jointly owned a majority of the stations. One of the stations wasfully owned by the government of Kenya. The rest of the categories had no responses. The fimding that a majority of the stations are jointly owned by foreign and loca investors suggests that setting up a station is a costly affair, hence, investors have to mobilize resources from various sources. The government provided heavy funding to set up the only station that it fully owned.

Length of Period in Operation

This section attempts to find out the length of period these stations have been operating in the market in order to determine whether there were differences in the number of years in operation among the stations. The table below portrays the findings.

Table 3: Length of Period in Operation

Years in Operation	Number
0-5	4
6-10	1
11-15	1
16-20	0
21-25	0
26-30	0

31-35	0
36-40	1
Total	7

As the table indicates, a majority of the stations were established within the last five years. This shows that the intense competition that has characterized this industry is a recent phenomenon, although the liberalization of the industry occurred earlier (early '90s). One station was established in the period between 6 to 10 years ago. Also, one was established in the next period (11-15 years). These two stations are those that took advantage of the liberalization of the airwaves. One station has been in the market for a very long time.

Mission Statements of the Organizations

It was important to determine the mission statements of the organizations because the determination would indicate the guiding principles of these organizations. The table below shows the mission statements.

Table 4: Mission Statements of the Organizations

Mission Statement	Frequency
Leading broadcaster providing quality programmes.	1
Entertain and educate our audience	1
To celebrate the spirit of the Kenyan People.	1
Offer quality entertainment to all for free.	1
Broadcast wholesome and inspirational family programmes.	1

Kenya's leading independent TV station offering the most upto date news and entertainment.	1
Missing system.	1
Total	7

There was considerable diversity in the mission statements of the stations as highlighted in the table. However, one fact permeated all of them, that is, they were all geared towards their respective audiences. They all attempted to address the needs of their customers. A look at the table also reveals that one station seemed not to have a mission statement or its respondents seemed not to be aware of the mission statement of their organizations. Still, it could be due to the respondents indifference that they failed to highlight their stations' mission statement.

4.1 ADOPTION OF THE MARKETING CONCEPT IN RELATION TO THE VARIOUS TENETS OF THE CONCEPT

Various attributes were used to identify firms that had adopted the marketing concept from those that had not done so. These attributes, as identified in Part B (section 1) of the questionnaire are; defining the basic needs of the customers (through market research), defining the basic need category of the various customer groups, and developing different customer services suitable to each group.

These are attributes identified by Nyagah (1986) to find out whether financial institutions in Kenya had adopted the marketing concept. He further observed that the third attribute, that is, development of different customer services suitable to each group, was one activity that was very crucial, and that respondents who did not check off the first two attributes but checked off this third attribute, were still considered to represent firms that had adopted the marketing concept.

Part B (section 2) to part F of the questionnaire highlights the adoption of the marketing concept in relation to the various tenets of the concept. It is important to note that the analysis in this section was based on the responses of the marketing managers as separate from those of the production managers in order to give a clear picture of the aoption of the marketing concept in relation to the various pillars of the concept. A look at the responses indicates that in a majority of cases, even for a single station, the responses of the marketing manager tended to differ with those of the production managers, indicating some discrepancies.

(i) Customer Orientation

To show the adoption of the concept in relation to customer orientation for marketing managers, percentages were computed and presented in table 5(a). The aoption index in the last column of the table was calculated by substracting from each statement the percentage of respondents who disagreed with a statement from the percentage of those who agreed. The neutral or uncertain score was ignored for the purpose of this calculation. A positive adoption index indicated a preponderance of agreement, while a negative index indicated disagreement. The same procedure was followed for table 5(b).

Table 5(a): **Adoption of the marketing concept and customer orientation for marketing managers**

N = 7

Statements	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree(3)	Disagree (2)	Strongly Disagree(1)	Adoption Index*
a. Meeting with our customers even once a year adds to our costs of serving them, hence, fall in profits	14%	0	0	0	86%	-72%
b. Surveys of our customers is the only way in which we cn determine what services they will need in future	43%	29%	14%	14%	0	58%
c. We poll end-user at least once a year to assess the quality of our new products and services.	43%	29%	14%	14%	0	58%
d. Consumer complaint centres add to our cost of production, which we would rather avoid, in order to share the savings with our customers.	0	0	14%	14%	72%	-86%
e. We educate our organizational team on the critical importance of our customers through seminars, workshops, and other.	57%	29%	14%	0	0	86%
f. We allow our customers to express their views through interactive communication.	86%	14%	0	0	0	100%
g. We have several customers that we cannot afford to modify our products/services to their tastes /specifications.	0	43%	29%	14%	14%	15%
h. Rather than serve a fresh customer, we would rather serve a complaining customer first.	0	43%	43%	0	14%	29%

Index* = % of respondents strongly or slightly agreeing with a statement minus the % strongly or slightly disagreeing.

Overall, the firms were found to be very positive with regard to the adoption of the marketing concept in relation to customer orientation. The adoption indices were ranging from 58% to 100%. The respondents were in overwhelming agreement that they allowed their customers to express their views through interactive communication (index =100); that they educated their organizational teams on the critical importance of their customers through seminars, workshops and others (index =100); that they polled end users at leas once a year to assess the quality of their new products and services (index = 58); and that surveys of their customers was the only way through which they could determine what products/services they'd need in future (index = 58). They were less positive with regard to the attribute that rather than serve a fresh customer, they would rather serve a complaining customer first (index = 29), and that they had several customers that they could not afford to modify their products to their tastes (index = 15).

On the other hand, they were found to be negative with regard to the attributes that meeting with their customers even once a year added to their costs of serving them and hence, fall in profits (index = -72), and that consumer complaint centresadded to their costs of production which they would rather avoid and share the savings with their customers (index = -86).

Table 5(b): Adoption of the marketing concept and customer orientation for Production managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Neither agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	Adoptio index*
a. Meeting with our customers even once a year adds to our costs of serving them, hence falls in profits.	14%	0	0	43%	43%	-72%
b. Surveys of our customers are the only way through which we can determine what services they will need in future.	29%	57%	14%	0	0	86%
c. We poll end-users at least once a year to assess the quality of our new products and services.	14%	72%	0	14%	0	72%
d. Consumer compaint centres add to our costs of production, which we would rather avoid in order to share the savings with our customers.	0	0	0	29%	71%	-100%
e. We educate our organizational team on the critical importance of our customers, through workshops, seminars, and others.	57%	43%	0	0	0	100%
f. We allow our customers to express their views through interactive communication.	57%	43%	0	0	0	100%
g. We have several customers that we cannot afford to modify our products/services to their tastes/specifications.	0	57%	29%	14%	0	43%
h. Rather than serve a fresh customer, we would rather serve a complaining customer first.	0	43%	29%	29%	0	14%

Index* = % of respondents strongly or slightly agreeing with a statement minus the % strongly or slightly disagreeing.

With regard to the production managers, the firms were again found to be very positive, which was indicated by the high positive adoption indices. Foe example, there was overwhelming agreement with the statements that they educated their organizational teams on the critical importance of their customers (index = 100), and that they allowed their customers to express their views through interactive communication (index = 100). These indices tallied with those of the marketing managers for the same attributes, which confirmed that these organizations placed emphasis on these attributes. Again, high indices were observed for the statements that surveys of their customers were the only way through which they could determine what products and services they would need in future (index = 86), and that they polled end-users at least once a year to assess the quality of their new products and services (index = 72). These indices were much higher than those observed for the marketing managers, which indicated a divergence of views on the adoption of customer orientation.

Positive indices were also observed for the statement that they had several customers that they could not afford to modify their products to their tastes (index = 43). This again did not tally with the observation of the marketing managers (index = 15). Also, they were positive with regard to the statement that rather than serve a fresh customer, they would rather serve a complaining customer first (index = 14). This again failed to agree with the index observed by the marketing managers (index = 29). These low indices did not augur well with the observation in the literature review for the attributes.

There was overwhelming disagreement with the statement that consumer complaint centres added to the cost of production (index = -100). This showed that the firms emphasized the setting up of these centres. This did not agree with the responses of the marketing managers (index = -86). They also disagreed with the statement that meeting with their customers even once a year added to their costs of serving them (index = -72). This agreed with the index observed for the marketing managers.

(ii) **Integrated Marketing**

To show the adoption of this orientation, percentages of respondents agreeing or disagreeing with each of the statements were computed and presented in table 6(a) and 6(b), for the marketing managers and the production managers, respectively. The adoption index was calculated by substracting from each statement the percentage of respondents who disagreed with a statement from the percentage of those who agreed. Again, the neutral scores were ignored. Positive indices denoted agreement, while negative indices indicated disagreement.

Table 6(a): Adoption of the marketing concept in relation to Integrated Marketing for marketing managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	Adoption Index*
a. It is important that our organization team understand their role in serving our customers.	86%	14%	0	0	0	100%
b. Our top executives are mainly drawn from the marketing	14%	14%	44%	14%	14%	0

discipline.						
c. We provide periodic circulation of documents (e.g. reports, newsletters, etc) that provide information on the customers throughout the organization.	14%	43%	19%	14%	0	43%
d. There is smooth flow of information in the entire organization.	43%	28%	29%	0	0	71%
e. In our opinion, spending on employee training puts too much strain on our organization resources.	0	29%	0	43%	29%	-43%
f. All employees must take instructions from their superiors before they act.	57%	43%	0	0	0	100%
g. Training our sales force in pushing sales should be the most stressed aspect of their training.	0	43%	28%	14%	14%	15%

Index* = % of respondents strongly or slightly agreeing with a statement minus the % strongly or slightly disagreeing.

There was overwhelming agreement with the statement that it was important that the organizational team understood their role in serving the ir customers (index = 100); that there was smooth flow of information in the entire organization (index = 71); that they provided periodic circulation of documents providing information on the customers throughout the organization (index = 43), and that training their sales force in pushing sales should be the most stressed aspect of their training (index = 15). These positive indices proved that the firms took this orientation seriously.

There was overwhelming disagreement with the statement that spending on employee training put too much strain on their resources (index = -100), which showed that they emphasized employee training. Also they disagreed with the statement that all employees must take instructions from their superiors before acting (index = -43). This contradicted the observation in the literature. The statement that their top executives were mainly drawn from the marketing discipline had a neutral index, indicating that the respondents did not confirm the observations in the literature. By and large, the firms laid a lot of emphasis on this orientation.

Table 6(b): Adoption of the marketing concept in relation to Integrated marketing for Production managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	Adoption Index*
a. It is important that our organization team understand their role in serving our customers.	100%	0	0	0	0	100%
b. Our top executives are mainly drawn from the marketing discipline.	0	29%	14%	57%	0	-28%
c. We provide periodic circulation of documents (e.g. reports, newsletters, etc) that provide information on the customers throughout the organization.	0	86%	0	14%	0	72%
d. There is smooth flow of information in the entire organization.	14%	86%	0	0	0	100%
e. In our opinion, spending on employee training puts too much strain on our organization resources.	0	0	0	71%	29%	-100%
f. All employees must take instructions from their superiors before they act.	0	0	0	86%	14%	-100%

g. Training our sales force in pushing sales should be the most stressed aspect of their training.	14%	43%	14%	29%	0	28%

Index* = % of respondents strongly or slightly agreeing with a statement minus the % strongly or slightly disagreeing.

Again there was overwhelming agreement with the statement that it was important that the organization team understood their role in serving the customers (index = 100), which agreed with the response of the marketing managers. They were also positive with the statement that they provided periodic circulation of documents providing information on the customers in the entire organization (index = 72). Again there was overwhelming agreement with the observation that there was smooth flow of information in the entire organization (index = 100), which again failed to match the index observed for the marketing managers (71).

There was overwhelming disagreement with the statements that spending on employee training strained their resources, and that all employees must take instructions from their superiors before taking any action (indices = -100). Overall, the firms wereagain found to be positive with regard to the integrated marketing aspect. However, it can be observed from the two tables that there were some differences in opinions of the two groups. These differences show that the stations had not fully adopted the marketing concept because integrated marketing is the starting point of the orientation. It reveals whether the organizations have actually set up the right atmosphere for the enhancement of the welfare of the customers.

(iii) Competitor Orientation

The adoption of the marketing concept in relation to competition followed the same procedure as the preceding pillars. The findings are shown in tables 7(a) and 7(b) for the marketing managers and production managers respectively.

Table 7(a): Adoption of the marketing concept in relation to Competitor Orientation for Marketing managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	Adoption Index*
a. We closely monitor our competitors' strategies.	43%	43%	0	0	14%	72%
b. We carry out surveys to determine our current and potential competitors.	43%	43%	0	14%	0	72%
c. Our customers are the best sources of information on our direct competitors.	14%	43%	28%	0	14%	43%
d. We closely watch the new entrants into our industry.	57%	43%	0	0	0	100%
e. Information on our competitors is generated independently by several departments.	28%	43%	0	29%	0	42%
f. A lot of informal chats in our organization concern our competitors tactics or strategies.	14%	43%	14%	29%	0	28%
g. We regularly review the market demand for our competitors' products/services.	14%	58%	14%	0	14%	58%
h. If a major competitor were to launch an intensive campaign targetted at our customers, we would respond swiftly.	58%	28%	14%	0	0	86%

Index* = % of respondents strongly or slightly agreeing with a statement minus the % strongly or slightly disagreeing.

From the responses of the marketing managers, it is clear that the firms took competition seriously – a fact confirmed by the relatively high number of adoption indices. The respondents absolutely agreed that they closely watched the new entrants into their industry (index = 100); that they closely monitored their competitors' strategies (index = 72); that they carried out surveys to determine both their current and potential competitors (index = 72) and that they regularly reviewed the market demand for their competitors' products (index = 58). These responses indicate that the practices were in line with the suggestions of the literature.

Table 7(b): Adoption of the marketing concept in relation to competitor orientation for Production managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	Adoption Index*
a. We closely monitor our competitors' strategies.	86%	14%	0	0	0	100%
b. We carry out surveys to determine our current and potential competitors.	72%	28%	0	0	0	100%
c. Our customers are the best sources of information on our direct competitors.	29%	57%	14%	0	0	86%
d. We closely watch the new entrants into our industry.	72%	28%	0	0	0	100%
e. Information on our competitors is generated independently by several departments.	14%	43%	14%	29%	0	28%
f. A lot of informal chats in our organization concern our competitors tactics or strategies.	0	43%	29%	29%	0	14%
g. We regularly review the market demand for our competitors' products/services.	14%	72%	0	14%	0	72%

h. If a major competitor were to launch an intensive campaign targetted at our customers, we would respond swiftly.	57%	43%	0	0	0	100%

It is clear that the respondents were again very positive with regard to the issue of competition. They overwhelmingly agreed that they closely watched the new entrants into their industry (index = 100); that they closely monitored their competitors' strategies (index = 100) and that they responded swiftly to an intensive campaign targetted at their customers by their rivals (index = 100), among other positive observations.

Again, it can be clearly observed that these firms took competition seriously as suggested by the literature reviewed. However, there are differences in the opinions of the marketing managers and the production managers, which again emphasizes the fact that these stations had not fully adopted the marketing concept.

(iv) **Target Marketing**

This section highlights the findings of the study on the adoption of the marketing concept in relation to target marketing. This is done by only analyzing the responses in the first column of the table below, for both the prduction and marketing managers.

Table 8(a): **Adoption of the marketing concept in relation to Target Marketing for the marketing managers**

N=7

Statement	Frequently (3)	Sometimes (2)	Never (1)
a. Customer surveys to divide our markets into homogeneous units.	43%	57%	0
b. Customer needs first.	86%	14%	0
c. Target group first.	86%	14%	0
d. Definition of the basic needs category of various customer groups.	43%	57%	0
e. Development of different customer services suitable to each group.	43%	57%	0
f. Ensuring that promotional messages are tailor-made to target different customer needs.	72%	28%	0
g. Principles of market segmentation drive product development efforts in the organization.	57%	43%	0

From the table, it is clear that the firms highly targetted their offerings to their respective audiences. This is connfirmed by the high percentages of responses observed in the "frequency" column. The other columns are ignored. The respondents indicated that they conducted surveys to divide their markets into homogeneous units (43%); that they considered the needs of their customers first (86%); that they considered their target groups first (86%), and that they ensured that promotional messages were tailor-made to target different customer needs (72%). Overall, these findings showed that these firms placed a lot of emphasis on the identification of target markets to serve.

Table 8(b): Adoption of the marketing concept in relation to Target marketing for Production managers

N=7

Statement	Frequently (3)	Sometimes (2)	Never (1)
a. Customer surveys to divide our markets into homogeneous units.	43%	57%	0
b. Customer needs first.	100%	0	0
c. Target group first.	86%	14%	0
d. Definition of the basic needs category of various customer groups.	43%	57%	0
e. Development of different customer services suitable to each group.	72%	28%	0
f. Ensuring that promotional messages are tailor-made to target different customer needs.	86%	14%	0
g. Principles of market segmentation drive product development efforts in the organization.	28%	72%	0

The production managers also had high percentage scores for this variable. They indicated that they conducted surveys to divide their markets into homogeneous units (43%); that they considered the needs of their customers (100%), and that they considered their target groups first (86%), among other responses. These findings again supported the findings from the marketing managers that these firms had adopted this variable, even though the findings were not in absolute agreement for both groups of managers. This further proves that the firms had not fully adopted the marketing concept.

Bases of segmentation Adopted by the Organizations

With regard to the bases of segmentation adopted by the organizations, only the views of the marketing managers were taken into consideration in the analysis. Appendix 6 summarizes the findings. Under the geographic variables, region was used to a great extent (71%), followed by population (42%) in segmenting their markets. Climate was not used at all.

Under the demographic variables, age was used to the greatest extent (100%). Income (71%), stage in the family life style (57%), sex, and education (42%), and occupation and family size (42%) followed this.

Under the behavioural variables, benefits sought by customers and the loyalty of customers were widely used (71%). Social class variables were also used. In this regard, it appeared that most of the products and services were directed at the middle class (86%) followed by theupper class (57%). Lifestyle variables were also widely used. For example, interests accounted for the largest percentage (86%) followed by both activities and opinions (57%). Most of the products were directed to individual customers (86%), followed by institutional customers (57%).

(v) Profitability

This analysis presents the findings of the profit direction variable. The findings are shown in tabular form, and they show a leaning towards profitability.

Table 9(a): Adoption of the marketing concept in relation to Profitability for the marketing managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not at all important (1)	Score x/7
a. Profit obtained through high volume sales.	57% 4	29% 2	14% 1	1/7 14%
b. Profit maximization.	57% 4	29% 2	14% 1	6/7 86%
c. Growth by sales profits.	57% 4	43% 3	0 0	7/7 100%
d. Surveys to determine customer satisfaction.	86% 6	14% 1	0 0	7/7 100%
e. Increase of prices when profits decline.	14% 1	0 0	86% 6	6/7 86%
f. Ability of our customers to buy our products.	43% 3	57% 4	0 0	7/7 100%
g. Insistence on improving annual profits.	14% 1	72% 5	14% 1	6/7 86%
h. A fresh customer is better than a complaining customer.	0 0	14% 1	86% 6	6/7 86%
i. Recalling a launched product because of customer complaints about its performance.	29% 2	57% 4	14% 1	6/7 86%

As indicated in the table, the overall findings show that the firms took profitability seriously. There was overwhelming agreement that the firms took growth by sales profits seriously (100%); that they conducted customer surveys to determine their satisfaction with the offerings (100%), and that they laid emphasis on the ability of the customers to buy their products (100%). The fact that profits from high volume sales had a very low score (14%) is highly in agreement with the profit direction variable of the marketing concept.

Table 9(b): Adoption of the marketing concept in relation to Profitability for the Production managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not at all Important (1)	Score x/7
a. Profit obtained through high volume sales.	44% 3	28% 2	28% 2	2/7 28%
b. Profit maximization.	57% 4	28% 2	14% 1	6/7 86%
c. Growth by sales profits.	71% 5	29% 2	0 0	7/7 100%
d. Surveys to determine customer satisfaction.	71% 5	29% 2	0 0	7/7 100%
e. Increase of prices when profits decline.	14% 1	0 0	86% 6	6/7 86%
f. Ability of our customers to buy our products.	29% 2	57% 4	14% 1	6/7 86%
g. Insistence on improving annual profits.	29% 2	57% 4	14% 1	6/7 86%
h. A fresh customer is better than a complaining customer.	0 0	29% 2	71% 5	5/7 71%
i. Recalling a launched product because of customer complaints about its performance.	29% 2	57% 4	14% 1	6/7 86%

As the table shows, the production managers were highly in agreement that their firms took profitability seriously. For example, they emphasized growth by sales profits (100%) and conducted surveys to determine customer satisfaction (100%). They also regarded the increase in prices when sales declined as not important at all (86%).

4.1 ADOPTION OF THE MARKETING CONCEPT BY THE TELEVISION BROADCAST MEDIA IN KENYA

As observed earlier, various attributes were used to identify firms that had adopted the marketing concept from those that had not done so. Part B (section one) of the questionnaire contains these attributes. These were measured on a three-point scale, ranging from extremely important to not important at all. This scaling enabled the researcher to discriminate between firms that had adopted the concept from those that had not. Those firms that checked off these activities as being extremely important to them were taken to have fully adopted the marketing concept. The emphasis of the first objective of this research is on this category of the measurement scale.

Respondents who checked off these activities as being just important were taken to represent firms that were somewhat marketing oriented. In other words, these had not fully adopted the concept. Those respondents checking off these activities in the column "not important at all" were considered to represent firms that had not adopted the marketing concept in any way.

These activities were; defining the basic needs of the customers, defining the basic need category of the various customer groups, and developing different customer services suitable to each group. Nyagah (1986) identified these attributes in his study, which sought to find out whether the financial institutions in Kenya had adopted the marketing concept. He further observed that the third attribute, that is, developing different customer services suitable to each customer group, was one attribute that was very crucial, and that respondents who did not check off the first two attributes but checked off this third attribute, were still considered to represent firms that had adopted the marketing concept. This researc, therefore, took this third attribute as the major determinant of adoption of the marketing concept.

The analysis is done separately for the marketing managers and for the production managers, in order to bring it out more clearly. The tables below present the findings.

Table 10(a): Percentages of Adopters and Non-Adopters of the marketing concept-marketing managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not important at all (1)
a. Does a lot of market research to gain insight into the needs of our customers.	57%	43%	0
b. Define the basic need category of various customer groups.	57%	43%	0
c. Develop different services suitable to each group.	71%	29%	0

As the table indicates, a majority (71%) of the respondents checked off the third activity as being extremely important to their organizations. This figure represents five stations. In other words, this represents firms that had adopted the marketing concept to a very great extent. Under the same attribute, some respondents (29%) noted that their organizations regarded the attribute as just important, but not extremely important. These represented stations that were somewhat marketing oriented. The third attribute © was taken to be the factor that determines whether a station had adopted the concept or not.

Table 10(b): Percentage of Adopters and Non-Adopters of the marketing concept – Production managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not important at all (1)
a. Does a lot of market research to gain insight into the needs of our customers.	71%	29%	0
b. Define the basic need category of various customer groups.	71%	29%	0
c. Develop different services suitable to each group.	57%	43%	0

The table shows that 57% of the respondents in this category checked off the third activity as being extremely important to their organizations. This implies that their stations had adopted the marketing concept to a very great extent. This contradicts the finding in the category of the marketing managers, which indicated that 71% of the firms had adopted the marketing concept. There was no clear agreement in the views of the two categories of respondents, which suggests a lot still needs to be done to ensure that the stations adopt the concept.

Ownership of the stations and adoption of the marketing concept

This section represents the findings of the adoption of the concept with regad to the ownership of these stations. The table below represents the findings.

Table 11: Ownership of the stations and adoption of the marketing concept

N=7

Adoption	Locally Owned	Foreign Owned	Fully government owned	Joint foreign & locally owned	Others
Adopters	0	0	1	5	0
Somewhat Adopters	0	0	0	1	0
Non Adopters	0	0	0	0	0

As the table indicates, a majority of the stations in the joint foreign and locally owned category had adopted the marketing concept to a very large extent. The only fully government owned station had also highly adopted the marketing concept. One station in the joint foreign and locally owned category had adopted the concept to a lesser extent.

Various reasons could account for the phenomenon of very high adption rate in the joint foregn and locally owned category. One reason could be the foreign investment aspect. The foreign investors, as observed by Kuria (1999), emulate the strategic practices found in their home countries, where operations are more developed, and hence, competitive marketing tactics are resorted to.

4.2 IMPLEMENTATION OF THE MARKETING CONCEPT BY THE TELEVISION BROADCAST MEDIA IN KENYA

This section represents the finding on the extent of adoption of the marketing concept by the stations. Percentge score of 100 is the highest and zero (0) is the least. The column labelled score shows the number of respondents that had a predisposition toward the marketing concept, as indicated by the statements. The score column was calculated using the sum of scores that showed a leaning towards the marketing concept. It was this sum that was calculated as a percentage of the total respondents for each statement and from which the mean percentage was calculated. The standard deviation, which shows the degree of variability of adoption from the percentage mean score, was then calculated. This analysis was done for all the variables constituting the marketing concept as highlighted in the questionnaire.

(i)(a): Extent of implementation of the marketing concept in relation to customer orientation

This analysis follows the procedure highlighted in the preceding section. The analysis is presented in the tables below, both for marketing and production managers.

Table 12(a): Extent of implementation of the marketing concept in relation to customer orientation – marketing managers

N=7

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. Meeting with our customers even once a year adds to our costs of serving them and hence, fall in profits.	1	0	0	0	6	6/7	86
b. Surveys of our customers are the only way through which we can determine what services they will need in future.	3	2	1	1	0	5/7	71
c. We poll end-users at least once a year to assess the quality of our new products and services.	3	2	1	1	0	5/7	71

d. Consumer complaint centres add to our cost of production, which we would rather avoid, in order to share the savings with our customers.	0	0	1	1	5	6/7	86
e. We educate our organization team on the critical importance of our customers through seminars, workshops, and others.	4	2	1	0	0	6/7	86
f. We allow our customers to express their views through interactive communication.	6	1	0	0	0	7/7	100
g. We have several customers that we cannot afford to modify our products/services to their tastes/specifications.	0	3	2	1	1	2/7	29
h. Rather than serve a fresh customer, we would rather serve a complaining customer first.	0	3	3	0	1	3/7	43
Percentage mean							72
Standard deviation.							23

Initially, the firms were found to be very positive with regard to the adoption of the marketing concept in relation to the customer orientation. This positivity can still be observed by the high percentage mean scores for the same variable (72%), implying that the firms performed way above average in their extent of use of the customer orientation variable. The standard deviation about the mean was very low (23), which implies that the degree of variability for this variable was low. This implies that firms had adopted to a large extent the attributes identified under customer orientation. This analysis is based on the responses of the marketing managers.

(i)(b): Extent of Adoption of the marketing concept in relation to Customer orientation – Production managers

This section presents findings on the extent of use of the customer orientation variable with regard to the views of the production managers. This is important in order to give a comparison with the findings from the views of the marketing managers. The table below presents the findings.

Table 12(b): Extent of implementation of the marketing concept in relation to customer orientation – Production managers

N=7

Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. Meeting with our customers even once a year adds to our costs of serving them and hence, fall in profits.	1	0	3	3	6	6/7	86
b. Surveys of our customers are the only way through which we can determine what services they will need in future.	2	4	1	0	0	6/7	86
c. We poll end-users at least once a year to assess the quality of our new products and services.	1	5	0	0	0	6/7	86
d. Consumer complaint centres add to our cost of production, which we would rather avoid, in order to share the savings with our customers.	0	0	0	2	5	7/7	100
e. We educate our organization team on the critical importance of our customers through seminars, workshops, and others.	4	3	0	0	0	7/7	100
f. We allow our customers to express their views through interactive communication.	4	3	0	0	0	7/7	100
g. We have several customers that we	0	4	2	0	1	7/7	100

cannot afford to modify our products/services to their tastes/specifications.							
h. Rather than serve a fresh customer, we would rather serve a complaining customer first.	0	3	2	0	1	3/7	43
Percentage mean							88
Standard deviation.							18

As indicated in the table, there was a very high percentage mean score (88%) for this variable. This differed to some extent with the observations from the marketing managers. The standard deviation was also very low (18), implying that there was very little variability from the observed percentage mean score. These differences in the observations from the marketing and production managers highlights the fact that these firms had not yet fully put the right mechanisms necessary for the operation of the marketing concept.

(ii)(a): Extent of the adoption of the marketing concept in relation to integrated marketing – marketing managers

This analysis presents findings from the responses of the marketing managers on the extent of adoption of the marketing concept with regard to the integrated marketing variable. This is a very important variable of the marketing orientation. The following table shows the findings.

Table 13(a): Extent of implementation of the marketing concept in relation to integrated marketing for marketing managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Indiferent (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. It is important that our organization team understand their role in serving our customers.	6	1	0	0	0	7/7	100
b. Our top executives are mainly drawn from the marketing discipline.	1	1	3	1	1	2/7	29
c. We provide periodic circulation of documents (e.g. reports, newsletters, etc) providing information on our customers throughout the organization.	1	3	2	1	0	4/7	57
d. There is smooth flow of information in the entire organization.	1	4	2	0	0	5/7	71
e. In our opinion, spending on employee training puts too much strain on our organization resources.	0	0	0	4	3	7/7	100
f. All employees must take instructions from their superiors before they act.	0	2	0	3	2	2/7	29
g. Training our sales force in pushing sales should be the most stressed aspect of their training.	0	3	2	1	1	2/7	29
Percentage mean score							59
Standard Deviation							30

The average percentage mean score was slightly above average (59%). Also, the standard deviation about the mean was not very low (30), when compared with the observed average score. These observations suggest that the firms did not perform highly in their use of the integrated marketing variable. They had implemented to a lesser extent the various attributed identified as constituting the integrated marketing variable. However, some of the attributes identified had very high individual averages. For example, the respondents overwhelmingly agreed with the statement that it was important that their organization team understood their role in serving their customers (100%).

(ii)(b): Extent of adoption of the marketing concept in relation to integrated marketing – Production managers

The following table highlights the findings of the responses from the production managers with regard to the implementation of the integrated marketing component of the concept.

Table 13(b): Extent of implementation of the marketing concept in relation to integrated marketing for production managers

N=7

Statements	Strongly Agree (5)	Agree (4)	Indifferent (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. It is important that our organization team understand their role in serving our customers.	7	0	0	0	0	7/7	100
b. Our top executives are mainly drawn from the marketing discipline.	0	2	1	4	0	2/7	29
c. We provide periodic circulation of documents (e.g. reports, newsletters, etc) providing information on our customers throughout the organization.	0	6	0	1	0	6/7	86
d. There is smooth flow of information in the entire	1	6	0	0	0	7/7	100

organization.							
e. In our opinion, spending on employee training puts too much strain on our organization resources.	0	0	0	5	2	7/7	100
f. All employees must take instructions from their superiors before they act.	0	0	0	6	1	0/7	0
g. Training our sales force in pushing sales should be the most stressed aspect of their training.	1	3	1	2	0	2/7	29
Percentage mean score							63
Standard Deviation							40

In this case, the observed percentage mean score was way above average (63%) and slightly above the average score for the marketing managers (59%). The degree of variability about the observed mean (40) was again not very low as compared to the observed average (63%). These findings imply that the adoption of the marketing concept in relation to this variable was not to a very great extent. This is a very important variable and for an organization to adopt the marketing concept, it must take it great consideration.

(iii)(a): Extent of Adoption of the marketing concept in relation to Target Marketing – Marketing managers

This section attempts to establish the findings on the above taking into consideration the responses of the marketing managers. The findings are presented in the following table.

Table 14(a): Extent of Adoption of the marketing concept in relation to target marketing – marketing managers

N=7

Statements	Frequently (3)	Sometimes (2)	Never (1)	Score x/7	(%)
a. Customer surveys to divide our markets into homogeneous units.	3	4	0	3/7	43
b. Customer needs first.	6	1	0	6/7	86
c. Target group first.	6	1	0	6/7	86
d. Definition of the basic needs category of various customer groups.	3	4	0	3/7	43
e. Development of different customer services suitable to each group.	5	2	0	5/7	71
f. Ensuring that promotional messages are tailor-made to target different customer needs.	5	2	0	5/7	71
g. Principles of market segmentation drive product development efforts in the organization.	4	3	0	4/7	57
Percentage mean score					65
Standard Deviation					17

From the findings, it is clear that the firms took target marketing very seriously, a fact supported by the high average score (65%), and a relatively low degree of variability (17). The responses seemed to augur well with the suggestions of literature. The individual scores were also very high. For example, the respondents indicated that they considered the needs of their customers and hence, target group first (86%). These findings show that the firms had target markets to serve.

(iii)(b): Extent of Adoption of the marketing concept in relation to Target marketing – production managers.

In order to allow a comparison with the responses from the marketing managers, this analysis presents findings from the production managers on the target-marketing variable. These findings are shown in the table below.

Table 14(b): Extent of Adoption of the marketing concept in relation to target marketing – Production managers

N=7

Statements	Frequently (3)	Sometimes (2)	Never (1)	Score x/7	%
a. Customer surveys to divide our markets into homogeneous units.	3	4	0	3/7	43
b. Customer needs first.	7	0	0	7/7	100
c. Target group first.	6	1	0	6/7	86
d. Definition of the basic needs category of various customer groups.	3	4	0	3/7	43
e. Development of different customer services suitable to each group.	5	2	0	5/7	71
f. Ensuring that promotional messages are tailor-made to target different customer needs.	6	1	0	6/7	86
g. Principles of market segmentation drive product development efforts in the organization.	2	5	0	2/7	29
Percentage mean score					65
Standard Deviation					25

From the foregoing observations in the table, it is clear that the firms had adopted to a large extent the target market variable. This fact is manifested by the way above average score (65). This tallied with the average score for the marketing managers, implying that the managers agreed as far as this variable was concerned. The firms had target markets to serve. The very low standard deviation observed (25) suggests that the degree of variability was not very significant; again implying that the firms took this variable seriously.

(iv)(a): Extent of adoption of the marketing concept in relation to profitability – Marketing manager

The following table highlights the findings from the marketing managers on the implementation of the profitability variable of the concept.

Table 15(a): Extent of Adoption of the marketing concept in relation to profitability – marketing managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not at all Important (1)	Score x/7	%
a. Profit obtained through high volume sales.	4	2	1	1/7	14
b. Profit maximization.	4	2	1	6/7	86
c. Growth by sales profits.	4	3	0	7/7	100
d. Surveys to determine customers satisfaction.	6	1	0	7/7	100
e. Increase of prices when profits decline.	1	0	0	6/7	86
f. Ability of our customers to buy our products.	3	4	0	7/7	100
g. Insistence on improving annual profits.	1	5	1	6/7	86
h. A fresh customer is better than a complaining one.	0	1	5	6/7	86
i. Recalling a launched product because of customer complaints about its performance.	2	4	1	6/7	86
Percentage mean score					83
Standard Deviation					25

The table shows that these firms had a profit direction. The average score was very high (83%), in comparison to a very low standard deviation (25). The individual attributes also had very high scores. For example, the respondents indicated that they laid emphasis on growth by sales profits and surveys to determine customer satisfaction (100%). Hence, it can be concluded that the firms had a profit direction.

(iv)(b): Extent of Adoption of the marketing concept in relation to profitability – production managers

The table highlights the findings on the extent of adoption of the concept with regard to profitability. The responses from the production managers allow a comparison to be made with those of the marketing managers already analyzed.

Table 15(b): Extent of Adoption of the marketing concept in relation to Profitability – Production managers

N=7

Attributes	Extremely Important (3)	Important (2)	Not at all Important (1)	Score x/7	%
a. Profit obtained through high volume sales.	3	2	2	2/7	29
b. Profit maximization.	4	2	1	6/7	86
c. Growth by sales profits.	5	2	0	7/7	100
d. Surveys to determine customers satisfaction.	5	2	0	7/7	100
e. Increase of prices when profits decline.	1	0	6	6/7	86
f. Ability of our customers to buy our products.	2	4	1	6/7	86
g. Insistence on improving annual profits.	1	5	1	6/7	86
h. A fresh customer is better than a complaining one.	0	2	5	5/7	71
i. Recalling a launched product because of customer complaints about its performance.	2	4	1	6/7	86
Percentage mean score					81
Standard Deviation					20

Again the average score was high (81%) against a relatively low degree of variability (20), suggesting that the firms had adopted profitability to a very large extent. The very high average scores for the various attributes constituting this variable confirm this. For example, there was overwhelming agreement with the statements that they conducted surveys to determine customer satisfaction and that they laid a lot of emphasis on growth by sales profits (100%). These observations are in agreement with the observations from the marketing managers.

(v) (a): Extent of Adoption of the marketing concept in relation to the competitor orientation – marketing managers

This analysis is about the extent of use of the competitor orientation variable of the marketing concept. The responses were from the marketing managers. The table below shows the findings.

Table 16(a): Extent of adoption of the marketing concept in relation to the competitor orientation – marketing managers

N=7

Statement	Strongly Agree (5)	Agree (4)	Uncertain (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. We closely monitor our competitors' strategies.	3	3	0	0	1	6/7	86
b. We carry out surveys to determine our current and potential competitors.	3	3	0	1	0	6/7	86
c. Our customers are the best sources of information on our	1	3	2	0	1	4/7	57

direct competitors.							
d. We closely watch the new entrants into our industry.	4	3	0	0	0	7/7	100
e. Information on our competitors is generated independently by several departments.	2	2	1	2	0	4/7	57
f. A lot of informal chats in our organization concerns our competitors' tactics or strategies.	1	4	0	2	0	5/7	71
g. We regularly review the market demand for our competitor products/services.	1	4	1	0	1	5/7	71
h. If a major competitor were to launch an intensive campaign targetted at our customers, we would respond swiftly.	4	2	1	0	0	6/7	86
Percentage mean score.							77
Standard Deviation.							14

The responses were in clear agreement that competition was taken seriously by the firms. The average score (77%) and relatively very low standard deviation (14) support the finding. This agrees with the suggestions of the literature reviewed. The individual scores were also very high, ranging from 57% to 100%. The respondents indicated that they closely watched their competitors strategies (86%); that they closely watched the new entrants into the industry (100%) and that if a major competitor were to launch an intensive campaign targetted at their customers, they would respond swiftly (86%). By and large, competition was taken seriously by the firms.

(v)(b): Extent of Adoption of the marketing concept in relation to competitor orientation – Production managers.

In order to give a clear picture of the adoption of the competitor orientation variable, a comparison was made between the responses from the marketing managers and those from the production managers. This section presents findings from the production managers, as highlighted in the following table.

Table 16(b): Extent of Adoption of the marketing concept in relation to competitor orientation – production managers

N=7

Statement	Strongly Agree (5)	Agree (4)	Uncertain (3)	Disagree (2)	Strongly Disagree (1)	Score x/7	%
a. We closely monitor our competitors' strategies.	6	1	0	0	0	7/7	100
b. We carry out surveys to determine our current and potential competitors.	5	2	0	0	0	7/7	100
c. Our customers are the best sources of information on our direct competitors.	2	4	1	0	0	6/7	86
d. We closely watch the new entrants into our industry.	5	2	0	0	0	7/7	100
e. Information on our competitors is generated independently by several departments.	1	3	1	2	0	4/7	57
f. A lot of informal chats in our organization concerns our competitors' tactics or strategies.	0	3	2	2	0	3/7	43
g. We regularly review the market demand for our competitor products/services.	1	5	0	1	0	6/7	86
h. If a major competitor were to launch an intensive campaign targetted at our customers, we would respond swiftly.	4	3	0	0	0	7/7	100
Percentage mean score.							84
Standard Deviation.							21

As the table shows, the average score was very high (84%) against a relatively very low degree of variability (21). This findings were slightly different from those observed for the marketing managers (77% and 14 respectively), which again suggests a divergence in views regarding adoption and use of this variable between the two categories of respondents. However, a look at both tables clearly points to the fact that the firms took competition seriously and used the various attributes to a very large extent.

In order to get the overall extent of adoption of the marketing concept, the total of the percentage mean scores for all the parts constituting the marketing concept was divided by the total number of parts. This formula is given in the appendix section. This computation gives the overall extent of adoption for the marketing managers as 71.2%, whereas for the production managers 76.2%. This clearly shows that the television stations had adopted the marketing concept to a large extent. However, there are slight differences in the extent of adoption between the two categories of respondents, which clearly shows that there seems to be lack of proper coordination between them.

CHAPTER FIVE

5.0 DISCUSSION AND RECOMMENDATIONS

This chapter will focus on the following; discussion of the findings of the study, conclusion, recommendations, limitations of the study and suggestions for further research.

5.1 DISCUSSION AND CONCLUSION

From the findings, the adoption of the marketing concept in relation to the various tents of the marketing concept differe between the rersponses of the marketing managers and the production managers. The production managers performed better with respect to the customer orientation variable in comparison to the marketing managers. However, it was clear that the organizations took the customer orientation variable highly into consideration. They tried to focus on the customers as much as they could, despite the criticism that have been labelled against the industry, as observed in the background to this study. This finding was consistent with the findings of Ngahu (1987) who found out that the organizations had positive attitudes towards customers, a fact that was supported by the high positive indices observed in this study for the variable. Nyagah (1986) also supports the findings.

Differences were again observed with regard to the integrated marketing variable. However, they absolutely agreed that it was important that the organizations teams clearly understood their roles in serving their customers, and they did not mind spending huge resources to achieve this. These differences clearly suggest that the adoption and use of the concept is still not very clear because this is a very important variable. For an organization to be marketing oriented, there must be a proper coordinnation between the departments and each must know what the other is doing. These differences were manifested again in the extent of the use of this variable, where the production managers performed better than the marketing managers. This finding are supported Felton (1959) who identified seven pitfalls facing a firm embracing the marketing concept, one of which was incomplete integration.

On the issue of competition, it was clear that these firms took it seriously. They closely monitored their competitors' strategies, which supports Wall's (1974) observation that to be successful, a company must know what the competition is doing. However, differences were still observed in the adoption of this variable between the marketing managers and the production managers. The production departments seemed to do more with respect to competition than their counterparts, which again points to the lack of proper coordination between the departments. This supports Guiltinan et al (1997) who note that achieving the interfunctional coordination necessary to implement the marketing concept is not an easy task.

It also appears that these firms had clear target markets, which again supports the literature reviewed (Stanton et al, 1994). They segmented their markets along various bases and tried to position their offerings to appeal to their respective target markets. The organizations also took profitability seriously and emphasized surveys to determine customer satisfaction with their products and services.

It appeared that the category of marketing managers indicated that 71% of these firms had adopted the marketing concept to a large extent (71.2%). This contradicted the findind from the category of production managers, which indicated that 57% of these firms had adopted the marketing concept to a very large extent (76.2%). These findings still point to the lack of clear coordination between the departments, which contradicts Guiltinan et al (1997) contention.

From the discussion, it can be concluded that effective coordination still lacks in these organizations. The two most important deparments seem not to be clearly aware of what the other is doing, which can give a clue as to why criticism has been labelled on the stations.

5.2 RECOMMENDATIONS

On the basis of the findings of this study, a factor that needs consideration by these stations is effective coordination between the two most important departments, which currently seems to be lacking. Interfunctional coordination is necessary to achieve a marketing orientation.

It is only this aspect that can bring a true customer orientation. All activities start in the organization. This involves setting up the proper mechanism to bring about the customer orientation, which ultimately can lead to huge payoffs to these organizations.

5.3 LIMITATIONS OF THE STUDY

This study has some limitations as given below;

(i) This was a census survey. An exhaustive study of all the television stations, as initially thought, would probably have produced results that are more reliable. Lack of cooperation from one of the stations frustrated this effort. Faced with lack of time the researcher was forced to omit this station from the study.

(ii) The researcher initially intended to interview two people from every station. These were the marketing manager and the production manager. However, in some stations, only one person carried out all these responsibilities. The results would have been more meaningful if in every station these two people were interviewed.

(iii) The study focussed specifically on the adoption of the marketing concept from the perspective of the sellers. A study that also incorporates the views of the buyers (consumers) on the performance of the stations claiming to have adopted the concept would have shed more light. In other words, a comparative study investigating the adoption of the marketing concept by these firms and the views of the consumers on the performance of these stations would have come up with findings that are more reliable.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

From the findings of this study, it is evident that further research would be necessary. The following areas could be studied;

(i) A comparative study could be conducted on the views of the customers with regard to the performance of these television stations. This will reveal whether the firms have adopted the marketing orientation, and if so, to what extent.

(i) The current study was conducted in the television broadcasting media. A similar study could be conducted in the radio broadcast media find out if it has its own unique findings. The radio broadcast media is also experiencing stiff competition because of the liberalization of the airwaves, which has led to the emergence of many diverse radio stations.

(ii) A study could be conducted to examine the perceptions and attitudes of the marketers in the television broadcast media towards the marketing concept.

APPENDICES

DIX 1A

UNIVERSITY OF NAIROBI
FACULTY OF COMMERCE
MBA PROGRAMME - LOWER KABETE CAMPUS

2160 /5
Varsity", Nairobi
2095 Varsity

P.O. Box 30197
Nairobi, Kenya

2000

TO WHOM IT MAY CONCERN

er of this letter , MAXWELL OBONYO RABAH, Registration No. D61/7107/97 is a Master of
ess and Administration student of the University of Nairobi.

uired to submit as part of his coursework assessment a research project report on some
ent problem. We would like the students to do their projects on real problems affecting firms
. We would, therefore, appreciate if you assist him by allowing him to collect data in your
tion for the research.

ou.

TIN OGUTU
LECTURER & COORDINATOR, MBA PROGRAMME

APPENDIX 1B

Maxwell Obonyo Rabah
University of Nairobi
Faculty of Commerce
Department of Business Administration
P.O. Box 30197
Nairobi

July 2000

Dear Respondent,

I am a postgraduate student at the Faculty of Commerce, University of Nairobi. In partial fulfillment of the requirements for the award of the Masters of Business and Administration (MBA) degree, I am conducting a research project entitled **"An Investigation into the state of the Marketing Concept in the Television Broadcast Media in Kenya."**

Your organization, which falls within the population of interest, has therefore been selected to form part of this study. To this end, I kindly request your assistance in filling in the attached questionnaire.

The information provided will be used exclusively for academic purposes and will be treated in strict confidence. A copy of the research will be availed to your organization upon request.

Your cooperation will be highly appreciated.

Yours faithfully,

RABAH MAXWELL OBONYO
MBA STUDENT

MRS. MARGARET OMBOK
SUPERVISOR/LECTURER
DEPARTMENT OF BUSINESS & ADMINISTRATION

APPENDIX 1C

QUESTIONNAIRE

PART A

1. Name of the television station ....

2. What products/services does the organization deal with?

   ....

3. How would you classify your organization as to ownership? (Please tick as appropriate)

i)	Locally owned	( )
(ii)	Foreign Owned	( )
(iii)	Fully Government Owned	( )
(iv)	Joint foreign and locally owned	( )
(v)	Others (specify)	( )

   ....

4. How long have you been in operation? .... years.

5. State the mission statement of your organization (if any).

   ....
   ....

6. State the objectives of your organization (if any), in order of importance and starting from the most important.

   (i) ....
   (ii) ....
   (iii) ....
   (iv) ....
   (v) ....

2. Indicate with a tick in the appropriate bracket the extent to which you agree or disagree with each of the following statements.

	Strongly Agree (5)	Agree (4)	Neither Agree Nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
a) Meeting with our customers even once a year adds to our costs of serving them hence, fall in profits.	( )	( )	( )	( )	( )
b) Surveys of our customers is the only way through which we can determine what products/ services they will need in future.	( )	( )	( )	( )	( )
c) We poll end-users at least once a year to assess the quality of our new products and services.	( )	( )	( )	( )	( )
d) Consumer complaint centres add to our cost of production which we would rather avoid in order to share the savings with our customers.	( )	( )	( )	( )	( )
e) We educate our organization team on the critical importanc of our customers through seminars, workshops and others.	( )	( )	( )	( )	( )
f) We allow our customers to express themselves through interactive communication.	( )	( )	( )	( )	( )
g) We have several customers that we cannot afford to modify our products/services to their tastes /specifications.	( )	( )	( )	( )	( )
h) Rather than serve a fresh customer, we would rather serve a complaining customer first.	( )	( )	( )	( )	( )

PART B

1. How important are the following activities to your organization in its endeavour to offer services to your customers? (Please tick in the appropriate brackets).

	Extremely Important (3)	Important (2)	Not Important at all (1)
a) Does a lot of market research to gain insight Into the needs of our customers.	( )	( )	( )
b) Define the basic need category of various Customer groups.	( )	( )	( )
c) Develop different customers services suitable to each group.	( )	( )	( )
d) Provide different customer services suitable to each group.	( )	( )	( )
e) Provide a channel for consumer complaints.	( )	( )	( )
f) Respond to consumer complaints.	( )	( )	( )
g) Proactive in our dealings with our customers.	( )	( )	( )
h) Producing a good product/programme which will automatically appeal to our customers.	( )	( )	( )
i) Ensure that our production department comes up with products/services that we consider important.	( )	( )	( )
j) Increase prices when profits decline.	( )	( )	( )

PART C

1. Indicate with a tick in the appropriate brackets the extent to which you agree or disagree with each of the following statements.

	Strongly Agree (5)	Agree (4)	Indifferent (3)	Disagree (2)	Strongly Disagree (1)
a) It is important that our organization team understand their role in serving our customers.	( )	( )	( )	( )	( )
b) Our top executives are mainly drawn from the marketing department.	( )	( )	( )	( )	( )
c) We provide periodic circulation of documents (e.g. reports, newsletters, etc.) that provide information on our customers throughout the organization.	( )	( )	( )	( )	( )
d) There is smooth flow of information throughout the organization.	( )	( )	( )	( )	( )
e) In our opinion, spending on employee training puts too much strain our our resources.	( )	( )	( )	( )	( )
f) All employees must take instructions from their superiors before they take act.	( )	( )	( )	( )	( )
g) Training our sales force in pushing sales should be the most stressed aspect of their training.	( )	( )	( )	( )	( )

PART D

1. How frequently do you consider the following factors in deciding new product development efforts? (Place a tick in the appropriate brackets).

	Frequently (3)	Sometimes (2)	Never (1)
a) Customer surveys to divide our markets into homogeneous units.	( )	( )	( )
b) Customer needs first.	( )	( )	( )
c) Target group first.	( )	( )	( )
d) Definition of the basic need category of various customer groups.	( )	( )	( )
e) Development of different customer services suitable to each group.	( )	( )	( )
f) Ensuring that promotional messages are tailor-made to target different customer needs.	( )	( )	( )
g) Principles of market segmentation drive new product development efforts in the organization.	( )	( )	( )

2. Do you segment your markets? (Please tick as may apply to you).
   a) Yes ( )
   b) No ( )

3. If yes, to what extent has your firm used the following variables to segment your market? (Please tick as many as may apply to you).

Elements/ Indicators	To a great extent (3)	To a moderate Extent (2)	To no extent (1)
a) Geographic:			
i) Region	( )	( )	( )
ii) Climate	( )	( )	( )

iii)	Population density	( )	( )	( )
b) Demographic:				
i)	Age	( )	( )	( )
ii)	Stage in family life cycle	( )	( )	( )
iii)	Income	( )	( )	( )
iv)	Sex	( )	( )	( )
v)	Education	( )	( )	( )
vi)	Occupation	( )	( )	( )
vii)	Family size	( )	( )	( )
c) Behavioural:				
i)	Benefits sought by customers	( )	( )	( )
ii)	Loyalty of customers	( )	( )	( )
iii)	User status of customers (heavy or light users)	( )	( )	( )
d) Social class:				
i)	Upper	( )	( )	( )
ii)	Middle	( )	( )	( )
iii)	Lower	( )	( )	( )
e) Lifestyles:				
i)	Activities	( )	( )	( )
ii)	Opinions	( )	( )	( )
iii)	Interests	( )	( )	( )
f)	Product quality	( )	( )	( )
g) Customer:				
i)	Institutional	( )	( )	( )
ii)	Individual	( )	( )	( )

4. Which of the following option(s) does your firm use to select the specific segment(s) toward which promotional activity will be directed? (Please tick as many as apply to you).

a) Undifferentiated marketing	( )	( )	( )
b) Differentiated marketing	( )	( )	( )
c) Concentrated marketing	( )	( )	( )

PART E

1. Is your organization profit oriented? (Please tick as may apply to you).

a) Yes ( )
b) No ( )

2. How important are the following activities to your organization? (Tick in the appropriate brackets).

	Extremely Important (3)	Important (2)	Not at all Important (1)
a) Profit obtained through high volume sales.	( )	( )	( )
b) Profit maximization.	( )	( )	( )
c) Growth by sales profits.	( )	( )	( )
d) Surveys to determine customer satisfaction.	( )	( )	( )
e) Increase of prices when profits decline.	( )	( )	( )
f) Ability of our customers to buy our products.	( )	( )	( )
g) Insistence on improving annual profits.	( )	( )	( )
h) A fresh customer is better than a complaining one.	( )	( )	( )
i) Recalling a launched product Because of consumer complaints about its performance.	( )	( )	( )

PART F

Please fill by placing a tick in the appropriate brackets, to indicate your level of agreement or disagreement with the following statements.

	Strongly Agree (5)	Agree (4)	Uncertain (3)	Disagree (2)	Strongly Disagree (1)
a) We closely monitor our competitors'					

strategies.	( )	( )	( )	( )	( )
b) We carry out surveys to determine our current and potential competitors.	( )	( )	( )	( )	( )
c) Our customers are the best sources of information on our direct competitors.	( )	( )	( )	( )	( )
d) We closely watch the new entrants into our industry.	( )	( )	( )	( )	( )
e) Information on our competitors is generated independently by several departments.	( )	( )	( )	( )	( )
f) A lot of informal chats in our organization our competitors tactics or strategies.	( )	( )	( )	( )	( )
g) We regularly review the market demand for our competitors' products/ services.	( )	( )	( )	( )	( )
h) If a major competitor were to launch an aggressive campaign targetted at our customers, we would respond swiftly.	( )	( )	( )	( )	( )

THANK YOU FOR YOUR COOPERATION

APPENDIX 3

Percentage Mean Score ($\bar{x}$) = $\frac{\sum x}{N}$

Where:

X is the population mean

$\sum$ is the symbol meaning "the sum of"

x is the observation

N is the total number of elements in the population.

Population Standard Deviation:

$$\sigma = \sqrt{\sigma^2} = \sqrt{\Sigma(x-\mu)^2/N} = \sqrt{\Sigma x^2/N - \mu^2}$$

Where:

x = the observation

μ = the population mean

N = the total number of elements in the population

Σ = the sum of all the values $(x - \mu)^2$, or all the values x^2

σ = the population standard deviation

σ^2 = the population variance

Source: Levin, R. I. & Rubin, D. S.: **Statistics for Management**.

Prentice-Hall of India Private Limited,

Twelfth Printing, 5th edition.

APPENDIX 2: COMMUNICATION COMMISION OF KENYA (CCK)

Waiyaki Way, Opposite Kianda School
P.O. Box 14448
Nairobi, Kenya.
Tel: 254-2-49111
Fax: 254-2-48204

TV AND SOUND FM BROADCASTING STATIONS IN KENYA

1. PRIVATE BROADCASTERS

NO.	NAME OF BROADCASTER	LOCATION	TV CHANNEL	FM SOUND FREQUENCY (MHz)
1	KTN Baraza Ltd. P.O. Box 56985 Nairobi. Tel: 227122, 339380 Fax:,214467	Nyayo House 22nd Floor Nairobi.	Nairobi: 59 Nairobi: 62 Timboroa: 57 Mazeras: 12	NIL
2	Maritime Media Services P.O. Box 62967 Nairobi Tel: 763963, 600560, 608964 Fax: 763963	Nairobi	NIL	Mombasa
3	Sauti ya Rehema RTV Network P.O. Box 4139 Eldoret Tel: 0321-62130 Fax: 0321-62130	Eldoret	NIL	Eldoret: 98.800
4	Kitambo Communications Ltd. (Family FM & TV) P.O. Box 56155	NSSF Building 22nd Floor	Nairobi 45	Nairobi: 105.200 Mombasa: 100.800

	Nairobi Tel: 331770 Fax: 212847	Nairobi.		Kisumu: 87.800
5.	East Africa TV Network Ltd. P.O. Box 40467 Nairobi Tel: 337884, 240453 Fax: 241770	Bank Plaza Building, Nairobi	Nairobi: 12* Mombasa: 50* Nakuru: 22* Maru: 7* Nyeri: 40* *= 'withhold and not withdraw' in abeyance of court injunction 400.1998	Nairobi: 94.200* Mombasa: 87.700* Nyambene: 107.100* Nakuru: 103.200* Nyeri: 90.700* Timboroa: 88.600* *= 'withhold and not withdraw' in abeyance of court injunction 400/1998
6.	Capital Group Ltd. (Capital FM) P.O. Box 74933 Nairobi Tel: 210020 Fax: 332349	Lonhro House Nairobi.	NIL	Nairobi: 98.400 Mombasa: 94.700
7.	Radio One Ltd.* P.O. Box 4374 Dar-es-salaam Tanzania Tel: 051-75914/75916 Fax: 051-119373 *=License eligibility unclear.	Dar-es-salaam	Nairobi: 69	Mombasa: 92.300 Kisumu: 98.200
8.	IQRA Broadcasting Network P.O. Box 45163 Nairobi Tel: 243109 Fax: 243109	Biashara Street Islamia Building Nairobi.	Garissa: 41 Marsabit: 30 Wajir: 23	Nairobi: 95.100 Mombasa: 90.700 Garissa: 98.800 Marsabit: 98.800 Wajir: 102.900

9.	Universal Entertainment P.O. Box 39023 Nairobi Tel: 748594	Nairobi, Opposite Presidential Flats.	NIL	Nairobi: 98.900 Mombasa: 91.500 Kisumu: 104.500
10.	Regional Reach Broadcasting Ltd. (Kameme) P.O. Box 49640 Nairobi Tel: 217963/332543 Fax: 33129	Longonot Place 3rd Floor Kijabe Street, Nairobi.	NIL	Nairobi: 98.900 Nyambene: 88.400 Nakuru: 94.400 Nyeri: 92.300
11.	Stellagraphica Ltd. P.O. Box 42271 Nairobi Tel: 718739/40, 218043 Fax: 222555	NSSF Building 22nd Floor Nairobi	Nairobi: 56 Mombasa: 53 Kisumu: 30 Nakuru: 54 Meru: 37 Nyeri: 43 Eldoret: 37	NIL
12.	Feba Radio P.O. Box 49262 Nairobi Tel: 718283	Opposite Kenyatta Market, Sunview Estate, Hse. No. 13, Nairobi.	NIL	Mombasa: 95.500
13	African Broadcasting Ltd. (Nation Media Group) P.O. Box 49010 Nairobi Tel: 337710, 221222 Fax: 217112, 215611	Nation House, Nairobi.	Nairobi: 42	Nairobi: 96.400

14.	Stangy Boyz Promotionz P.O. Box 12505 Nairobi Tel: 219220 Fax; 216160	View Park Towers 21st Floor, Nairobi	NIL	Nairobi: 88.000 Mombasa: 89.900
15.	Royal Media Services (Citizen Radio & TV) P.O. Box 7468 Nairobi Tel: 249120	Ambank House. University Way 19th Floor Nairobi	Nairobi: 39 Mombasa: 56* Rongai:25* Nyahururu: 50* Meru: 31* Nanyuki West: 58* North Kinangop: 21* Saba Saba: 32* Nyeri: 46* *=allocation withdrawn pending court proceedings.	Nairobi: 106.700 Mombasa: 97.300* Nyambene: 94.300* Rongai: 100.500* Nyeri: 104/300* *=allocation withdrawn pending court proceedings.
16.	Biblia Husema Studios P.O. Box 75 Kijabe Tel: 0154-64414, 64486	Kijabe	NIL	Nairobi: 90.900
17.	Sirwo Enterprises Ltd. (Radio Africa Ltd.) P.O. Box 45897 Nairobi Tel: 245368 Fax: 245565	Safina Towers, 16th Floor University Way Nairobi.	NIL	Nairobi: 100.300
18.	BBC World service P.O. Box 58621 Nairobi Tel: 214437, 2229110	Longonot Place Kijabe street Nairobi	NIL	Nairobi: 93.700 Mombasa: 93.900

	Fax: 214435			
19.	Pete Aviation & Electronics Ltd. P.O. Box 30357 Nairobi Tel: 604588/604923 Fax: 607249	Wilson Airport	Nairobi: %0 Garisa: 44 Narok: 39 Voi: 30 Kitui: 25 Kabarnet: 36 Mombasa: 34 Kisumu: 36	Mombasa: 98.400 Kisumu: 97.400 Nakuru: 98.900 Eldoret: 91.600 Machakos: 100.200 Nairobi: 102.700
20.	Sunrise Transmission Ltd. P.O. Box 76529 Nairobi Tel: 716447/8 Fax: 716625	Capitol Hill Towers	Nairobi: 34	Nairobi: 94.700
21.	Nairobi Pentecostal Church P.O. Box 42254 Nairobi Tel: 722092/727608/723208 Fax: 722418	Valley Road Nairobi	Nairobi: 37	Nairobi: 104.400
22	Worldspace Kenya Ltd. P.O. Box 43417 Nairobi Tel: 713717 Fax: 713703	Rahimtulla Trust Towers 2nd Floor Upper Hill Nairobi	NIL	Digital Audio Broadcasting signals from AFRIBSS satellite in the frequency band 1467-1492 MHz (downlink), 7031.052/7063.174 MHz (satellite uplink).

2. KENYA BROADCASTING CORPORATION (NATIONAL BROADCASTER)

Harry Thuku Road
P.O. Box 30456
Nairobi

Tel: 334567
Fax: 220675

* = accuracy of the information captured on KBC is yet to be confirmed.

LOCATION	MEDIUM WAVE FREQUENCY (Khz)	FM SOUND FREQUENCY (MHz)	VHF/UHF TV CHANNEL
Nairobi	612 747 1269	91.9 92.9 95.6 101.9	4 23 26 29 31
Mombasa	NIL	89.1 104.4	6 22 25 28
Voi	540 981	90.5 103.6	NIL
Lamu	NIL	93.1 96.3 103.1	NIL
Nyeri	NIL	87.6 97.0 100.7	10
Kisumu	NIL	100.2 100.9	49 52 55
Kitale	882	NIL	NIL

	1134		
Meru	702 900	90.4 93.5 103.5	11 34
Maralal	1107 1386	96.5 93.3 99.8	NIL
Marsabit	675 1233	89.2 95.5	3
Moyale	NIL	92.6 95.8 99.1	NIL
Mandera	NIL	97.9 101.4 105.0	NIL
Wajir	1152 1305	92.9 96.1	8
Malindi	927 1044	90.3 93.4 96.6	5 41 44
Garissa	567 639	89.9 96.2	9
Rhamu	NIL	NIL	5
Liboi	NIL	NIL	5
Lodwar	NIL	NIL	5
Nakuru	NIL	96.4 106.8	6
Rongai	NIl	NIl	28
Yala	846	NIL	NIL

	954		
Nanyuki West	NIL	NIL	58 61 64
Timboroa	NIL	87.5 91.5 98.0	2
Kitui	NIL	88.7 98.3 101.8	10
Kapenguria	NIL	97.8 101.3 104.9	NIL
Kisii	NIL	89.7 96.0 99.3	8 41 44
Hola	NIL	NIL	11
Cherangani	NIL	NIL	12
Kabarnet	NIL	NIL	5
Kakamega	NIL	NIL	32 35 38
Kericho	NIL	NIL	60 63
Webuye	NIL	NIL	9

NB: Other stations currently in operation:

1) **Cable Television Network (CTN)**
2) **Multi choice**

APPENDIX 4

N=7

Stations	Products and /or services
Station 1	Information, entertainment, advertising and news dissemination.
Station 2	Broadcast
Station 3	Pay TV and subscriber management service
Station 4	Production and transmission of programmes.
Station 5	Airtime, programmes and technical facilities.
Station 6	Relaying of various channels (entertainment and advertisements).
Station 7	Inspirational and wholesome Christian programmes.

NB: The names of the various stations that took part in the study have been kept Confidential.

APPENDIX 5

Bases of segmentation Adopted by the Stations

Elements/Indicators	To a great extent (3)	To a moderate extent (2)	To no extent (1)
a) Geographic:			
i. Region	72%	14%	14%
ii. Climate	0	0	100%
iii. Population	42%	29%	29%
b) Demographic:			
i.Age	100%	0	0
ii. Stage in the family life cycle.	57%	43%	0
iii.Income	71%	29%	0
iv.Sex	42%	29%	29%
v. Education	42%	29%	29%
vi. Occupation	29%	57%	14%
vii. Family size	29%	14%	57%
c) Behavioural:			
i.Benefits sought by customers.	71%	29%	0
ii. Loyalty of customers.	71%	29%	0
iii. User status of customers (heavy/light).	43%	43%	14%
d) Social class:			
i. Upper	57%	43%	0
ii. Middle	86%	14%	0
iii. Lower	29%	57%	14%
e) Lifestyle:			
i. Activities	59%	43%	0
ii. Opinions	57%	43%	0
iii. Interests	86%	15%	0
f) Product Quality	53%	29%	14%
g) Customer:			
i. Institutional	57%	29%	14%
ii. Individual	86%	14%	0

APPENDIX 6

Formula for the Overall Extent of Adoption of the Marketing Concept

Overall Extent of Adoption of the Marketing Concept =

$$\frac{\text{Total of the Percentage Mean scores for all the parts of the questionnaire Constituting the Marketing Concept}}{\text{Total Number of Parts}}$$

For the Marketing Managers:

$$\frac{72 + 59 + 65 + 83 + 77}{5}$$

$$= \frac{356}{5} = \underline{71.2\%}$$

For the Production Managers:

$$\frac{88 + 63 + 65 + 81 + 84}{5}$$

$$= \frac{381}{5} = \underline{76.2\%}$$

APPENDIX 7

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