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### **Exploring New Markets: A Value-Driven Marketing Model**

How AgricDynamic Common Initiative Group can better market chicken produce in Ndop,

Ngoketunjia Division, North West Province - Cameroon.



### **Exploring New Markets: A Value-Driven Marketing Model:**

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# **FOREWORD**

## **ACKNOWLEDGEMENTS**

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I would like to first acknowledge the kind effort of Mr. Gaston Ngochembo, my company supervisor, for his unrelenting efforts, encouragements and guide during the whole period of conducting this research.

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I cannot forget to express my sincere appreciation to the management of the Kofi Annan Business School which granted me a scholarship to pursue my bachelors in the Netherlands. This acknowledgement does not leave behind Hogeschool Utrecht University of Applied Sciences in which the program is undertaken.

In a special way I thank AgricDynamic Common Initiative Group for the welcome, support and care all the team members accorded me during my stay and research in Cameroon. In this regard I thank Mr. Forbah Gilbert, the Manager, Mr. Linus Benghansi, The Marketing Officer and Mr. Philemon Kwei, Farm manager and all other team members who made my stay and work a resounding success.

## **EXECUTIVE SUMMARY**

This research paper examines the root causes of the marketing challenges facing AgricDynamic Common Initiative Group with main focus of recommending a marketing plan that could better solve the challenges studied.

AgricDynamic Common Initiative Group deals in broiler production as well as training low educated and interested individuals on broiler production and marketing. However, the group has faced challenges in finding adequate market for the chicken produce. In addition, the farmers who have undergone training experience problems when their chickens are mature and they need to market. There occurs a situation where AgricDynamic group and the farmers compete for the limited market in Ndop Sub-division.

The available literature was also reviewed to keep the researcher up to date with the pertinent issues in marketing, trends in poultry marketing and earlier researches done on poultry production and marketing.

The research is carried out through administering questionnaires and interviews. The data collected is analyzed and presented on tables and speculative narratives. The data was then interpreted to derive meaning through discussion involving researcher's speculative thoughts and opinions.

The literature review and the findings were objectively thought of and resultant relevant views and opinions put into consideration by the researcher in his attempt to come up with a viable and sustainable recommendation of the marketing plan.

The researcher came up with two major advisory recommendations; short term and long term. As a short term measure the researcher recommends that trained farmers at ACIG be integrated into AgriDynamic poultry production system through contract farming and further at marketing sell as one entity. Suggestions on a wide range of target markets is also provided in addition to visual marketing model. As a long term recommendation, the researcher recommends that Agric-dynamic Common Initiative Group, allied trained farmers and those farmers under Project D'Amelioration de la Competitivite Agricole (World Bank Agricultural Competitiveness Project – PACA) sponsorship all come together to form one strong cooperative union that would ensure a strong brand name, increase production capacity and bargaining power.

The researcher finally recommends further research to be done on productivity improvement and cost reduction.

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## **ACRONYMS**

ACIG	AgriDynamic Common Initiative Group
CIG	Common Initiative Group
PACA	Project D'Amelioration de la Competitivite Agricole
MINEPIA	Ministry of Livestock, Fisheries and Animal Industries
MINADER	Ministere de L'Agriculture et du Developement Rural
CP :	Commercial Poultry
FP:	Family Poultry
FAO:	Food and Agricultural Organization
WTO:	World Trade Organization
EU:	European Union
UN:	United Nations



# CHAPTER ONE

## 1.0 Introduction

This chapter tells of the expectations of this research by giving insight into the whole research idea.

## 1.1 Background Information

AgriDynamic Foundation was formed in 2007 as a nonprofit social entrepreneurial organization that aims at demonstrating sustainable agricultural innovations to rural communities. With headquarters in Culemborg, The Netherlands, its agricultural operations are based in Bamessing Ndop, Ngoketunjia Division of Northwest Cameroon. Registered as AgriDynamic Common Initiative Group (ACIG) in Cameroon, the foundation runs the following programs:

1. Broiler production and training program
2. The seed research and development program
3. The Fair Education program
4. The soybean value chain program.

Throughout this research work, the researcher was attached to the department of broiler production and training because of the direct link it had with the research objectives. Gueye (2008) in the World's Poultry Science Association on contributions of FAO to MDGs writes that 85 percent (85%) of rural households in sub-Saharan Africa keep chicken or other types of poultry. He continues to assert that in West and Central Africa on average Commercial poultry (CP) accounts for only 20% of poultry population whereas 80 percent (80%) exists as family poultry (FP)<sup>1</sup>. This tells us of how chicken is highly regarded in these countries but given it is mostly carried out in small scale by families, its rightful potential to impact on the economy of the rural population has not been realized. In Cameroon however till the year 2005, the commercial chicken sector was flooded with highly subsidized frozen chicken from the EU, mainly from France, Belgium, Holland and Spain. As a result, the local chicken industry was crippled. In addition, because of improper technology in handling the imported frozen chicken, contamination was inevitable and this resulted into food poisoning and other

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<sup>1</sup> Nigerian Poultry Science Journal 5 (4): 164-172, 2008 © World's Poultry Science Association Nigeria Branch on the FAO Contributions Towards MDGs through POULTRY Production In Western and Central Africa.

health risks<sup>2</sup>. As a result, the government imposed a partial ban on chicken meat imports in 2007 by limiting the amount of tons of imported chicken into Cameroon. Consequently, an acute shortage of chicken resulted and this prompted local production to be emphasized to meet the demand. However till present, local producers have not been able to produce enough for the market. Massive commercialization of poultry farming would be key to ultimately meeting the demand.

## **1.2 Statement of the problem**

In Ndop Sub-division of North-West Region of Cameroon commercial chicken farming is still not well organized, thus the chicken market in the whole North West is under more control from Bafoussam, located to the opposite end of North West, and whose supply is still inadequate to serve the whole market as this research would reveal. ACIG, which is the largest producer of chicken in Ngoketunjia division, stands a better chance of filling in the market gap if proper marketing plan is formulated. Marketing has been cited as a major challenge by ACIG and it is against this background that this research is conducted.

## **1.3 Research Objective**

The objective of this research is to determine what ACIG can do to better market chicken produce in the Ndop Sub-division of Cameroon. To realize this objective a number of research questions were formulated.

## **1.4 Research Questions**

1. What are the main marketing challenges faced by ACIG and her trained poultry farmers?
2. What was the nature of the ban on frozen chicken import imposed by the government in the year 2007?
3. What are the views of major stakeholders in the chicken sub-sector and in government on how marketing of chicken should be better done?
4. What factors are mostly considered by customers when buying chicken?
5. What sales and delivery channels are most favored by buyers?
6. Are you presently engaged in chicken production after the training at ACIG?

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<sup>2</sup> [http://aprodev.eu/files/Trade/071203\\_chicken\\_e\\_final.pdf](http://aprodev.eu/files/Trade/071203_chicken_e_final.pdf)

### **1.5 Purpose of Research**

This research is a policy making type, it is therefore my sincere hope that the advice it shall result in would be implemented by the company to better their marketing of chicken produce.

### **1.6 Arrangement of Research Content**

Chapter One tells the reader basically what to expect in the report and includes elements like the background information, the problem statement, the research objective and questions, the target audience and the purpose of research.

Chapter Two reviews the existing literature that concern marketing theories, ideas and models and as they relate to marketing of chicken.

Chapter Three describes the design of the research and the methods and strategy the researcher has employed in collection and analysis of the data.

Chapter Four explores the findings of the research, states and explains the facts found.

Chapter Five gives the conclusions and discussions of the thoughts and speculative opinions in the findings. Chapter Six, the final chapter provides the recommendations.

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.0. Introduction**

This chapter will look at the related literature on this research topic, sources of the information are from books, journal and unpublished dissertations. It focuses on the underlying pertinent issues on marketing and the various regulations by UN agencies regarding food and trade.

### **2.1 Marketing**

This research would be aimed at developing a marketing plan that can best serve ACIG and collaborating poultry farmers. It is therefore pertinent to discuss marketing as a business function at the onset.

Marketing more than any other business function, deals with customers. Phillip Kotler et al (2008) in their book Principles of Marketing define a market as the set of actual and potential buyers of a market offering<sup>3</sup>. This in essence reveals that a market is the final target of any production activity and thus cannot be ignored. If ACIG and poultry farmers put in a strong focus and heavy commitment to marketing and change, success would be more than assured.

In fact, according to management guru Peter Drucker (1973), the aim of marketing is to make selling unnecessary.<sup>4</sup> Essentially he meant that the aim of marketing is to know and understand the customer so well that the product or service sells itself.

### **2.2: Cameroon poultry Market and existing regulations**

At the September 24<sup>th</sup> 2012 WTO conference on Trade and Africa's agricultural policy by 2025, Mr Bernard Njonga, a civil society activist for agricultural policy, presented a chronology of how the poultry market was and still is to date. In the report, Cameroon became a WTO member in 1995, it immediately opened up its borders – including that for agricultural products. Almost 90 per cent of chicken are raised by small farmers with very few animals and land. They were seriously hit by the opening of borders as the domestic

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<sup>3</sup> Phillip Kottler, John Saunders, Veronic Wong, Gay Armstrong (2008) Principles of Marketing; 5<sup>th</sup> Edition. Pearson Education Publishers; London.

<sup>4</sup> Peter F. Drucker (1973), Management: Tasks, Responsibilities, Practices ; Harpers and Row, New York ; Page 64-5.

market was swamped by thousands of tonnes of cheap frozen chicken from the EU mainly France, Belgium, Holland and Spain. Notably, from 1999 to 2004, poultry meat imports to Cameroon increased by nearly 300 percent as contained in FAO briefs on Import Surges<sup>5</sup>.

It took more than ten years and pressure from civil society, led by Mr Njonga's civil society and non-governmental organizations, to succeed in an interdiction of the importation of frozen chicken, which formally came into effect in 2007 and is still valid today<sup>6</sup>. The glaring reality however is that WTO in its efforts comes out to be a consistent proponent of Free Trade with no or as limited barriers as possible. In fact WTO agreement on Technical Barriers to Trade (TBA) urges that the Members enter into mutual recognition agreements for the acceptance of conformity assessment procedures. WTO further affirms that sanitary and phytosanitary measures shall not be applied in a manner which would constitute a disguised restriction on international trade (Art. 2.3)<sup>7</sup>.

The researcher was therefore interested in investigating the length of time this restriction on poultry meat export is likely to take with the WTO and FAO regulations in mind and practice.

### **2.3 Marketing Management.**

Phillip Kotler et al (2008) define marketing management as the act and science of choosing target markets and building profitable relationships with them<sup>8</sup>. It was the researcher's intention to research on who were the target markets for ACIG and FP currently and explore about who could potentially be. In addition it would be important to observe and inquire

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<sup>5</sup> [http://www.fao.org/ag/againfo/themes/en/infpd/econf\\_scope.html](http://www.fao.org/ag/againfo/themes/en/infpd/econf_scope.html)

<sup>6</sup> <http://www.fao.org/documents/>

<sup>7</sup> G/L/244. WTO Trade Facilitation Symposium (9-10) March 1998: WTO Rules relevant to Trade Facilitation Symposium (9-10) March 1998). <http://www.wto.org/>

<sup>8</sup> Phillip Kotler, John Saunders, Veronic Wong, Gay Armstrong (2008) Principles of Marketing; 5<sup>th</sup> Edition. Pearson Education Publishers; London

where appropriate to know the nature of customer relationships, short or long term relationships that's currently in place and determine the kind of relationship that would be sustainable in future.

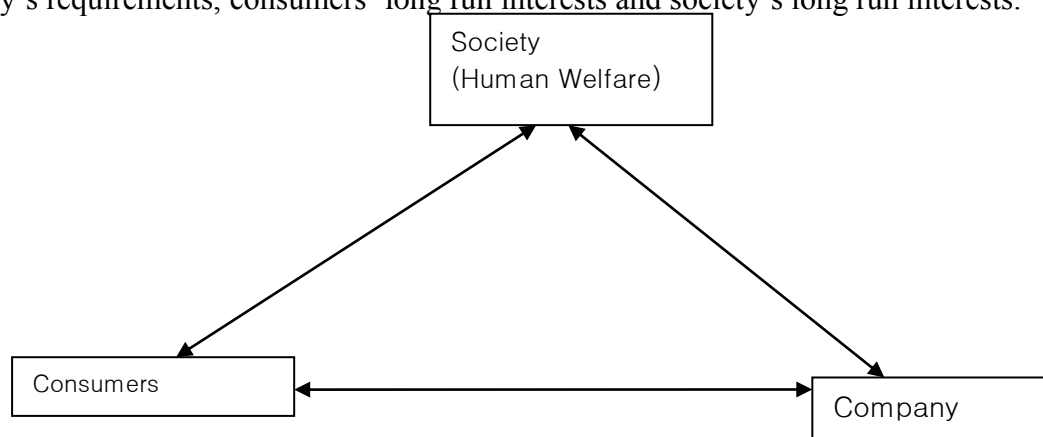
Mary Long and Leon G. Schiffman in their journal on 'Consumer Marketing' suggests that the operating principal is to build a good network of relationships with key stakeholders and returns will follow<sup>9</sup>. It is therefore important to build and maintain desirable exchange relationships with target audiences involving a product or service. Special focus on keeping your existing customers loyal by indeed offering them superior quality service and product over competitors<sup>10</sup>.

## 2.4: Societal & Sustainable Marketing Concept

As the world spins on, dramatic changes are occurring in the marketing arena, sustainability of business activities and actions of consumers is of increasing importance<sup>11</sup>.

ACIG has a particular social objective of improving the lives of the residents in Ndop sub-division. A societal marketing concept would therefore need to be included within the marketing plan.

Kotler et al (2008) defines societal as a principle of enlightened marketing which holds that the organisation should make good marketing decisions by considering consumers' wants, the company's requirements, consumers' long run interests and society's long run interests.



<sup>9</sup> Mary M. Long & Leon G. Schiffman; Consumption Values & Relationships, Journal of Consumer Marketing. Page 241.

<sup>10</sup> Navas V. Echambadi; Keeping your existing customers Loyal: Interactive Solutions (Feb 2002)

<sup>11</sup> Phillip Kotler, John Saunders, Veronic Wong, Gay Armstrong (2008) Principles of Marketing; 5<sup>th</sup> Edition. Pearson Education Publishers; London

The World Commission on Environment Brundtland Report (1987) says that Sustainable Development meets the needs of the present without compromising the ability of future generations to meet their own need<sup>12</sup>.

## 2.5: Market Mix

An issue that would also become pertinent in this research would be analyzing the market mix comprising of the 4ps of marketing comprising of<sup>13</sup>:

1. Product: - (variety, quality, Design, Features, Brand name, Packaging, Services)
2. Price: - (List Price, Discounts, Allowances, Payment period, Credit terms)
3. Promotion: - (Advertising, Promotion, Personal Selling, Publicity)
4. Place :- (Channels, Coverage, Assortments, Locations, Inventory, Transport).

Researching on the right and balanced combination of the market mix variables would be help in developing a good marketing plan.

Robert Lauterborn 1990, a marketing expert, suggests that companies should view four Ps as the customer 4Cs as follows:

Four Ps	Four Cs
Product	Customer needs and wants
Price	Cost to Customer
Promotion	Communication
Place	Convenience

He further asserts that good companies are those that meet customer needs economically and conveniently and with effective communication<sup>14</sup>.

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<sup>12</sup> Brundtland Report : World Commission on Environmental & Development (1987)

<sup>13</sup> Phillip Kotler, John Saunders, Veronic Wong, Gay Armstrong (2008) Principles of Marketing; 5<sup>th</sup> Edition. Pearson Education Publishers; London

## **2.6: Emerging trends in poultry marketing.**

### **2.6.1 Cooperative / Group marketing.**

The nature of the small-scale poultry production sector in general is such that no single poultry farmer is likely to be able to supply the volume demanded in the market. The only realistic way in which small-scale farmers can improve their marketing is through working together, which provides the necessary scale of operation, the organization and the professional marketing skills<sup>15</sup>. In countries where cooperatives have been formed to take on the marketing role on behalf of the farmers, it has increased the chances of small farms remaining viable as the market becomes more developed and demanding<sup>16</sup>. As such the small scale farmers manage to survive in the face of harsh economic conditions and competition.

### **2.6.2 Poultry Contract Farming**

Contract farming is a means to assist small growers in gaining market access and reducing price risk, and as such it has attracted attention from development agencies and governments in developing countries. Contract farming has been instrumental in providing growers access to supply chains with market and price stability, as well as technical assistance in countries where it has been implemented. For resource-poor growers, production input and farm investment on credit are often provided by firms. In return, contractors expect delivery of goods in specified quantities, quality and set prices. Market and price certainty for both parties and integrated farm-processing enhances competitiveness via improved quality products and an efficient supply chain. Coordinated contract farming systems assist development in less privileged farming sectors<sup>17</sup>.

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<sup>14</sup> Robert Lauterborn, New Marketing Litany: Four Ps Passe'; C – Words take over. Advertising Age (1 October 1990)Page 26.

<sup>15</sup> Southern African Poultry Association (SAPA) chicken book: Hand out from NAFU – IRC livestock Barneveld College.

<sup>16</sup> Agric-dynamic Foundation marketing training handbook: The marketing guide for farmers by Gaston G. Ngochembo.

<sup>17</sup> Sriboonchitta, Songsak and Aree Wiboonpoongse. 2008. Overview of Contract Farming in Thailand: Lessons learned. ADBI Discussion Paper 112. Tokyo: Asian Development Bank Institute. Available: <http://www.adbi.org/discussion-paper/2008/07/16/2660.contract.farming.thailand/>



### **2.6.3 Business to Business (B2B) Marketing.**

B<sub>2</sub>B marketing is the marketing of products and services to companies, government bodies, institutions and other organizations that use them to produce their own products or services or sell them to other B<sub>2</sub>B customers. Examples include schools, hospitals, court houses, ministries, zoos: they buy products either by using them to manufacture their own products or to support their business processes. Although these B<sub>2</sub>B customers are mostly not for profit, it is amazing how gigantic the purchases they make generally are. B2B morphed from industrial marketing as people began to realize that it compasses not just for-profit industrial firms, but all kinds of business customers<sup>18</sup>.

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<sup>18</sup> Wim G. Biemans (2010). Business to Business Marketing: A Value Driven Approach; McGraw – Hill Education Publishers, New York.

## **CHAPTER 3**

### **RESEARCH METHOD STRATEGY**

#### **3.0 Introduction**

This chapter reveals the research design and methods that the researcher has used in collecting and analyzing data.

#### **3.1. Research Orientation**

To ensure the validity and reliability of data (Saunders et al, 2003)<sup>19</sup> both qualitative and quantitative methods were used to collect data.

The researcher formulated the following sub questions that needed to be addressed to answer the main research questions.

1. What are the main marketing challenges faced by ACIG and her trained poultry farmers?
2. What was the nature of the ban on frozen chicken import imposed by the government in the year 2007?
3. What are the views of major stakeholders in the chicken sub-sector and in government on how marketing of chicken should be better done?
4. What factors are mostly considered by customers when buying chicken?
5. What sales and delivery channels are most favored by buyers?
6. Are you presently engaged in chicken production after the training at ACIG?

The first research sub question will be answered through the written questionnaires administered to the ACIG team members (questionnaire A), by reviewing ACIG documents and through the day to day observation of the ACIG's marketing activities.

Second sub question would be answered through desk research where literature from the ministry of livestock (MINEPIA), and from the questionnaires administered to the respective ministry delegates in Ngoketunjia division (questionnaire C).

Third sub question will be dealt with through survey (Questionnaire C) administered to the various stakeholders from both within government and outside government regarding their expert opinions on how through experience or personal environment scan they feel marketing of chicken should be done.

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<sup>19</sup> Saunders, M., Lewis, P. and Thornhill, A.(2003) Research Methods for Business Students, Third Edition, Pretince Hall, Financial Times, England

Fourth sub question will be answered by the survey to consumers (questionnaire B) to get their views of the factors and elements they do in order of importance considered before making purchases of chicken.

Fifth sub question will be dealt with through survey administered to consumers (questionnaire B) and this would gather data on consumer priorities as regards delivery and communication channels.

Sixth sub question is a question to the former trainees of ACIG on broiler production, the data will be gathered through conducting oral interviews so as to get the feeling and emotion they have about the activity and skills they learnt.

### **3.2 Data Collection**

Data collection was done by use of questionnaires and interviews. Three types of groups were targeted by questionnaires: ACIG team members, the consumers and stakeholders in questionnaires labelled A, B and C respectively. Structured and semi structured interviews were made to 20 former trainees of ACIG.

Two people were involved in the whole process of data collection, the researcher and one ACIG team member in charge of marketing and who has formally trained in the marketing field.

Data was collected in four major areas in the North West Region of Cameroon, this included Ndop, Bambili, Bambui and Bamenda. This process took two months May and June 2013.

Data collection was generally an interesting process because most of the respondents were receptive and happily answered our questions. In Bamenda where the respondents were mostly mixed up between Anglophones and Francophones, my counterpart in data collection helped in translation of French to English.

### **3.3 Data analysis**

Questionnaires were designed in a way to facilitate analysis. Four-point and five-point scales, multiple choices and open ended questions were used to tap more information from respondents. The closed ended questions on four-point and five point scales were coded and analyzed through computer software for the computing of data (SPSS). The frequency distribution tables were used to group and show the data. Open ended and structured interview responded questions were analyzed through “narrative analysis” (Saunders, et al,

2003 p.401)<sup>20</sup>. Narrative analysis involve the description of an experience that is told in a sequential way, indicating the flow of event related to each other and which were taken together and convey meaning to the researcher (Saunders, et al. ,2003 p.401). Responses from open ended questions in each questionnaire were therefore combined in a way that conveys meaning.

### **3.4. Population and sampling**

#### **3.4.1 Population**

Population targeted by the researcher was from four separate locations with four equally-sized sub samples from each location. These were in the inner city locality of Bamenda, nearby small towns Bambili and Bambui and an outer suburb Ndop. Researcher's specific targets were consumers and vendors of chicken, the stakeholders in the livestock sector, former trainees of ACIG and the team of ACIG. Basically, its consumers and stakeholders that were derived equally from the four regions mentioned while the other two mainly originated from Ndop where the ACIG is located and most trainees come from.

#### **3.4.2. Sampling techniques**

The sampling frame included 50 consumers, 20 stakeholders, 20 former ACIG trainees and 10 ACIG team members making a total of 100 respondents in this research.

Cluster sampling and purposive sampling techniques were employed.

Cluster sampling was used in the sense that the researcher started sampling process not with the names of respondents but with the names of geographical locations selected at random (Davies 2007)<sup>21</sup> that is the four towns already mentioned. These were the settings in which the researcher could realistically have access to.

Purposive sampling then came in handy after the identification of the locations where individuals believed to be typical of the population being studied were chosen for survey. These included vendors of chicken in main markets in the locations, managers of restaurants and stakeholders such as chicken feed suppliers, day old chicken suppliers, and stakeholders from the ministries of livestock and agriculture and those from NGOs like PACA.

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<sup>20</sup> Saunders, M., Lewis, P. and Thornhill, A.(2003) Research Methods for Business Students, Third Edition, Pretince Hall, Financial Times, England

<sup>21</sup> Martin Brett Davies (2007) Doing a Successful Research Project: Using Qualitative or Quantitative Methods. Palgrave Macmillan,England.

### **3.5 Limitations**

The research was constraint by time, finance and to a very small extent language barrier. However, the strategic selection of the four locations of survey ensured the researcher in the limited time and resources covered well and obtained relevant information for the research. In addition, the presence of the counterpart of the researcher especially in Bamenda town where instances of language barrier were common enabled the researcher to get information from the Francophone respondents.

### **3.6 Ethics**

The researcher in collecting data strictly employed the non-disclosure and confidentiality agreements with the respondents. Assurance of confidentiality was emphasized during the start of the interviews and questionnaire answering and was actually practiced afterwards.

## CHAPTER FOUR

### FINDINGS

#### 4.0 Introduction

In this chapter, the researcher reveals the findings of the research task derived from the three questionnaires used A, B and C and the reflective interviews administered to ACIG trainees. For ease of understanding, the researcher has outlined the findings in groups of four familiar marketing tools/variables: Products and services, sales and delivery channels, Communication, Pricing. The presentation starts with a statistical outline of the sample.

#### 4.1 Sample Outline

A sample size of 100 respondents was used in this research comprising of 50 consumers, 20 stakeholders, 20 ACIG trainees and 10 ACIG team members.

##### 4.1.1 Consumers

Table 1

SEX	Most Recent study completed				C	Age bracket at present					C %	Income					
	Pri ma ry	Hi gh	Voca tiona l	Poly/ Univ		18- 29	30- 39	40- 49	50- 59	Ov er 60		>3 0K	30001 - 100000	100001 - 500000	<500001	Prefer not to ans	
MA LE	6	12	0	5		4	13	2	0	4		6	9	5	0	3	
% 46	26.1	52.2	0	21.7	100	17.4	56.5	8.7	0	17.4	100	26.1	39.1	21.7	0	13	99.9
FE MA LE	11	9	0	7		3	7	8	8	1		7	9	6	0	5	
% 54	40.7	33.3	0	25.9	99.9	11.1	25.9	29.6	29.6	3.7	99.9	25.9	33.3	22.2	0	18.5	99.9

From the above table, the sample was made up of 27 women (54 percent) and 23 men (46 percent). A greater part of the men were aged between 30 to 39 years old (56 per cent) whereas the women ages were relatively evenly distributed between 30 to 60 years at 22 percent to 29 percent. The greater part of both men and women had an average household

income of between 30000 CFA to 100000 CFA, that's 39 percent and 33 percent respectively.

#### **4.1.2 Team members, stakeholders and trainees**

Out of 10 team members involved nine (90 percent) were men and one female (10 percent). The stakeholders were not asked personal identification details since they represented institutions in their responses. The twenty trainees interviewed included 12 men (60 percent) and 8 female (40 per cent). In a stakeholder economic partnership forum held on the 16<sup>th</sup> of June 2013 organized by PACA, a key stakeholder of ACIG, and bringing together various farming groups in Ngoketunjia division all supported by PACA, challenges currently facing ACIG and other poultry farmers were discussed, main challenges included:

- i) Non standardized prices,
- ii) standard quality for sale,
- iii) scarcity of day old chicken,
- iv) Cost of marketing and production.
- v) Poor bargaining power.

#### **4.0 Products and Services**

When consumers were asked how often they bought chicken products, and what volume and the kind of product they bought, the following finding in the tables emerged.

##### **I. Responses from Consumers (Questionnaire B)**

Table 2: How often consumers bought chicken products.

Responses	Frequency	Percentage (%)	Cumulative Percentage
Once a week	24	48	48
2-3 times per month	13	26	74
Once a month	9	18	92
Less than once per month	4	8	100

Table 3 : Volume the consumers bought at each buy

Responses		Frequency	Percentage (%)	Cumulative Percentage
1 - 10	Once a week or more	11	22	22
	2-3 times a month	9	18	40
	Once a month	7	14	54
	Less than once per month	3	6	<b>60</b>
11 - 20	Once a week or more	4	8	68
	2-3 times a month	1	2	70
	Once a month	0	0	70
	Less than once per month	1	2	72
21 - 50	Once a week or more	4	8	80
	2-3 times a month	0	0	80
	Once a month	2	4	84
	Less than once a month	1	2	86
Above 50	Once a week	7	14	100
	2-3 times a month	0	0	100
	Once a month	0	0	100
	Less than once per month	0	0	100

Table 4: Kind of products the consumers buy

Responses	Frequency	Percentage (%)	Cumulative Percentage (%)
Live mature birds	31	62	62
Live 3 weeks old	14	28	90
Frozen	2	4	94
Prepared (roasted, deep fried)	3	6	100



## 4.2 Sales and delivery channels

Under the variable sales, the researcher presents finding derived from questions that asked about the place, consumers' views on how marketing ought to be done.

Table 5: Where the consumers buy

Responses	Frequency	Percentage (%)	Cumulative Percentage (%)
Open market or supermarket	16	32	32
Always from same person	6	12	44
From farmers	26	52	96
Restaurants	2	4	100

The ACIG team members and allied poultry farmers in questionnaire A were asked to cite the marketing challenges they faced, the following responses emerged:

- i) Prices are non-standardized.
- ii) Scarcity of day-old chicken.
- iii) Lack of willingness for people to join trade unions
- iv) Cost of international marketing, marketing research and production costs

## 4.3 Products and Services

When asked about their opinions on what they felt should be done by chicken farmers to market and improve sales, the following responses were obtained:

- i) Emphasize on quality
- ii) They should use vast media such as radio, television or sign boards.
- iii) They should stabilize prices and lower them enough to entice customers to buy.
- iv) Farmers of chicken to organize themselves in groups such as unions and do group marketing for their products.
- v) Provide prompt services.

- vi) Producers to form network of contacts with large scale chicken vendors and big hotels in the cities such as Douala, Bamenda, Yaounde, Buea among others.
- vii) From time to time carry out market survey to stay alert on what customers demand.
- viii) Farmers to create mobile units and sale points in different locations.
- ix) Farmers to set up cold stores where they can slaughter and sell their products.
- x) Farmers to reduce their costs of production so as to be able to sell at relatively low prices.
- xi) Farmers to emphasize on selling their chicken at three week old, when they are most profitable

When the stakeholders were asked the same question as above, the following responses were obtained:

- Producers should provide transportation means/delivery to their customers.
- Market survey should be carried out periodically to improve market awareness.
- The population should be sensitized on the need of alternative sources of protein such a Chicken.
- Farmers should emphasize on quality and good feeding.
- Creating of contracts with hotels/restaurants and cold stores'
- Carry out extensive consultations on competitive prices demanded by buyers or that is offered by most competitors.

On delivery, it would be important to note that asked about their dissatisfaction in the market today, 4 chicken vendors (8 percent) raised complaints about lack of proper and in-time delivery mechanisms by farmers.

Responses on the consumer dissatisfaction in the market currently:

- i) Price is not standardized, not enticing and highly fluctuates.
- ii) Quality is at times low in terms of weight and sizes.

- iii) Lack of continuity in production/supply of chicken e.g. inadequate supply in some months.
- iv) Delivery of chicken by farmers to the vendors is not well organized.
- v) Dishonor of agreements and appointments between customers and suppliers of the product.
- vi) Hygiene in some farms is poor.

When asked about the kind of sales relationships they maintained with their suppliers of chicken the consumers' responses and reasons for their choices were as follows.

Table 6: Sales relationships consumers currently maintain

Responses	Frequency (%)	Percentage (%)	Reasons given for favor
Short term	36	72	<ul style="list-style-type: none"> <li>- Variations in price from vendor to vendor.</li> <li>- Familiarity breeds contempt.</li> <li>- Quality variation from vendor to vendor/access to variety</li> <li>- Those who buy from open market prefer short term</li> <li>- Unreliable supply and lack of continuity in production.</li> <li>- Some who do not buy regularly prefer short term</li> </ul>
Long term	14	28	<ul style="list-style-type: none"> <li>- Credit possibility</li> <li>- Need for continuous supply &amp; reliability</li> <li>- Need for good customer service</li> </ul>

The stakeholders were also asked to suggest marketing and sales models they felt could work best with chicken farmers in the region. The following responses were suggested.

- i) Farmers to organize group marketing/ organize themselves in cooperatives.
- ii) ACIG to provide samples in various markets to showcase their ability.

- iii) Trained farmers having produced should use ACIG as the sole seller of the products and afterwards pay them back for their chicken.

#### 4.4 Communication

Communication is a vital component in any marketing activity. The researcher asked to know how presently the consumers were made aware of the chicken product offering, the responses obtained were that:

- i) Word of mouth & Telephone
- ii) Visiting open market
- iii) Visiting farms.
- iv) Meeting houses (*Njangis*) such as Quarter meetings, work group meetings, churches among others.
- v) Signboards

And later when asked to propose in a ranking order which channels of communications they would favour and hence would recommend to be used by chicken producers like ACIG, the finding below was obtained:

Responses	Frequency					Percentage (%)					Cumulative Percentage (%)				
	5	4	3	2	1	5	4	3	2	1	5	4	3	2	1
Tel / mouth	25	3	1	1	0	37.3	14.3	7.1	14.3	0	37.3	14.3	7.1	14.3	0
Radio	18	5	1	0	1	28.4	23.8	7.1	0	25	65.7	38.1	14.2	14.3	25
Sign boards	19	13	3	0	0	28.4	61.9	21.4	0	0	94.1	100	35.6	14.3	25
television	4	0	8	3	0	5.9	0	57.1	42.9	0	100	100	92.7	57.2	25
Print e.g newspapers/fliers	1	0	1	3	3	1.5	0	7.1	42.9	75	101.5	100	99.8	100.1	100
Column totals	67	21	14	7	4										
other	3 respondents suggested use of SMS through liason with MTN & Orange service providers. A respondent suggested use of Samples.														

37 percent of the respondents favored telephone and by mouth most. A closer percentage of 28 percent suggested they would prefer Radio and Signboards as first in their opinions. A greater percentage of 61 percent said they would go for signboards as second, 57 percent chose television as third and lastly 42 percent settled for print as the least favoured.

#### 4.5 Pricing & Product attributes

Responses	Frequency				Percentage (%)				Cumulative Percentage (%)			
	4	3	2	1	4	3	2	1	4	3	2	1
Quality	43	2	0	5	51.8	6.7	0	33.3	51.8	6.7	0	33.3
Price	7	21	3	2	8.4	70	25	13.3	60.2	76.7	25	46.6
Availability/Reliability	19	4	5	2	22.9	13.3	41.7	13.3	83.1	90	66.7	59.9
Customer Service	14	3	4	6	16.7	10	33.3	40	99.8	100	100	99.9
Column Total	83	30	12	15								
Other	Two respondents (4 percent) cited <b>Distance</b> as another factor that also influenced their behavior to buying											

When the respondents were asked to rank the product characteristics in the order in which consider them before making purchase 43 (51 per cent) said quality came first in their opinion, price was considered second by 70 percent of the respondents, the availability was considered third by 41 percent whereas customer service was considered last by 40 percent of the respondents. It is also pertinent to note that two respondents (4 percent) said distance was another major factor they considered in their decisions to buy.

## **CHAPTER FIVE**

### **CONCLUSIONS AND DISCUSSION**

#### **5.0 Introduction**

In this chapter, the researcher has added concrete thoughts and speculative opinions to the findings revealed in the context of the main research question and sub-questions. The chapter starts with a brief summary of the findings on the topical marketing areas addressed then further discusses how the findings answer the main research questions through each sub-question.

#### **5.1 Summary of Findings**

##### **5.1.1 Sample characteristics**

A scrutiny into the sample revealed that 54 per cent and 46 percent of those engaged actively in chicken business were women and men respectively. This partly affirms the studies by Gueye (1998a)<sup>22</sup> which estimated that in Central and West Africa 70 per cent were women. A reduction in the percentage to 54 per cent could mean that over the years men have actually stepped into poultry farming and hence the decline in women percentage. An even spread of ages of women involved actively in poultry however still reveals the consistency with which women are involved as opposed to men whose age statistics revealed that a greater percentage (56 percent) were between 30-39 years old. The average income of all gender fell between 30000 CFA to 100000 CFA each month.

##### **5.1.2 Products and services**

On the question of knowing how often what volume of chicken products the consumers bought, 48 percent of the respondents said they bought one or more times each week. This sounded encouraging. However when asked the volume which they bought at each buy, a cumulative percentage of 60 percent said they bought a volume of only 1 to 10 chicken. I believe that this is a small percentage of buy since it would not be possible to sell in time all the chicken in the farm. Given the strict timelines during which chicken can be sold at good profits that is, between 3 to 7 weeks, a sound marketing plan and skills are needed in order that all the produce is actually all sold in this bracket. The researcher attributes the problem of marketing to both demand and supply sides. As was evident in the research, the demand

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<sup>22</sup> Gueye (1998a) World's Poultry Science Association Nigeria Branch on the FAO Contributions Towards MDGs through POULTRY Production In Western and Central Africa.

side problems consists of limited diversity of buyers and the low buying capacity whereas the supply side problems comprises inefficiencies in production scheduling as well as inadequate supply of day old chicken for brooding. These weak links in the supply and demand sides considerably restricts ACIG and collaborating farmers access to markets. It's the researchers suggestion that given the high scale of production by ACIG (4000 – 8000 birds per batch), they need to know who needs which products at what price and to diversify target markets. Over and above the traditional market that ACIG is aware of, that is Bamenda town, there is an urgent need to seek other possible markets outside Bamenda. They could scout for new markets in Kumba, Yaounde, Douala and Buea towns or start selling for export to the neighboring Nigeria and Gabon.

About the type of chicken products the consumers liked to purchase, 62 per cent responded they bought mainly live mature birds(7-10 weeks old) whereas 28 per cent said birds at three weeks. In actual sense, this statistic contradicts suggestions by most stakeholders the researcher interviewed, most stakeholders were totally for the idea that emphasis be put to see into it that most chicken, if not all, are sold at three weeks. They suggested that at three weeks selling of chicken was most profitable since the production cost was still low.

### **5.1.3 Sales and delivery Channels**

Researcher enquired to know which place most consumers got their chicken products from. From the statistics collected 52 per cent of the respondents got their products directly from farmers, 32 percent from the open markets whereas 12 per cent obtained theirs from the same vendor each time. Only 4 percent said they got theirs from restaurants. This statistics sounds reassuring for the poultry farmers like ACIG since most of these respondents said from the farms they could be assured of better prices so that when they resold they recouped good profits. It is pertinent to note that most of the consumers who got theirs from the open markets (32 per cent) cited lack of delivery by farmers as their main reason for buying in nearest markets since they lacked the financial means to transport from farmers who are mostly located far from them.

This discussion on the delivery channels answers the research sub-question five that asked about which delivery channels were most favoured by buyers.

### **5.1.4 Communication**

Making consumers aware of your product remains a key tool in any marketing function, therefore in order to gather the opinions of the consumers on how best they (existing and potential consumers) could be reached the researcher first asked to know how at present they get this information, majority said they used telephone and word of mouth, a substantial number said they visited open markets each time they had a need whereas some visited farms. A few said they at times read on signboards about availability of chicken in some place.

When further asked to rank various possible communication channels in order of their priorities, Word of mouth and telephone still emerged the highly favoured means with 37 per cent of the respondents. However, it would be important to note that a closer percentage of 28 percent each suggested Radio and Sign boards respectively as their first choices. It's the researcher's view that a good marketer has to combine virtually all these channels in order to reach a wider market.

Sign boards was selected as the second most favoured means by 61 percent of the respondents followed by television and print media in that order.

However, interesting other suggestions emerged that the researcher felt in his own opinion as requiring an immediate try, that is, the use of Short Message Services (SMS) through liaison with telecommunication providers such as MTN, Orange and CamTel. It is my view that since cell phone penetration is very high, most people will read the message about availability of the products and an interested party will no doubt act upon the message. Carrying samples to the main markets was also suggested by a respondent, this would give the farmer an opportunity to showcase the quality of the product, and of course if it is impressive most vendors would want a supply of the same.

The discussion on communication above partly answers the research sub-question five on channels, this being the communication channels through which customers can be reached.

### **5.1.5 Product attributes and pricing**

Respondents were required to rank product attributes involving quality, price, availability and customer service in the order they treat them during buy, 51 per cent of the respondents contended that they give quality which to them regards the size and weight of the fowl highest rank before they buy. An overwhelming 70 per cent of the respondents considers price second to quality. Concerning availability and reliability 23 per cent considered it as



first whereas 41 percent looks at it as third in the rank after quality and price. Customer service comes fourth in the rank as most of the consumers said they actually do not consider it important so long as the price and quality fits them.

Also pertinent to note is that 4 per cent of the respondents identified Distance as another aspect they consider before deciding to buy, this is particularly important when tied to the point on the delivery problem discussed above.

All the respondents when asked about their opinions about the current prices they are charged registered a complete dissatisfaction, they said they are relatively very high and often fluctuates.

This discussion basically answers the research sub-question four on what factors the consumers consider before making purchase of the chicken products.

## **5.2 Focus on the Research Questions**

So far, the summary above has addressed research sub-questions four and five. In this section focus will be on sub-questions one, two, three and six.

Research sub-question one through questionnaire A for team members revealed challenges currently faced by ACIG and the collaborating farmers who they trained that comprised : prices are non-standardized, scarcity of day-old chicks. Lack of willingness for people to join trade unions, cost of international marketing, marketing research and production costs.

While responding to research question three, stakeholders and consumers suggested various ways which if implemented would solve most, if not all of the challenges above, the suggestions by the stakeholders included the following listed below:

- i) That the poultry farmers in the region carry out group marketing
- ii) Farmers to organize themselves in cooperatives.
- iii) ACIG to provide samples in various markets to showcase their quality
- iv) Trained farmers having produced should use ACIG as the sole seller of the products and afterwards pay them back for their chicken.

The respondents in giving justifications to their suggestions said group marketing or formation of cooperatives would enable them as a team, hence price stability would be

achieved, there would be market certainty, better bargaining power in markets would be achieved as a team and costs such as market research costs would be reduced since the burden would be shared. To solve the problem of lack of willingness by some farmers to join cooperatives, the researcher suggests that workshops and seminars be organized prior to establishing such unions to sensitize the farmers on the operations of a cooperative, the limitations and the benefits they stand to benefit by entering into a cooperative.

Research sub question six enquired about the level of engagement in poultry farming by the former trainees of ACIG. Interviews with the former trainees revealed that most of the trainees (80 per cent) were actually keeping fowls for sale, but just the backyard keeping of free range chicken comprising an average of 5 to 10 chicken. The 20 per cent who actually carried out small scale production of broilers had an average of between 20 to 50 chickens. From the interviews most of the trainees were interested in practicing broiler production but said they lacked the financial muscle to purchase day old chicks, feeds and other inputs such as medicine. In addition, they complained that during the period they tried to produce their own chicks they faced problems in finding adequate markets for their fowls. They believed that if supported, they would willingly get back into production.

It is in the light of this that the researcher believes farmers can be integrated into ACIG through contract farming, where farmers are offered on advanced credit services such as feeds and medicine so that they do not need to have initial financial capability in order to engage in the activity. In this way too, quality and price stability can be closely monitored by ACIG to ensure uniformity and that consumer specifications are adhered to. Also likely to be achieved through contract farming is easy transfer of technology from firms like ACIG to farmers, trust building and human resource development for both the firm and the farmers.

Research sub question 2 intended to tap information about the nature of the poultry meat ban that was imposed by the Cameroonian government in the year 2007. The researcher interviewed the stakeholders in the ministry of Livestock (MINEPIA) and those at the ministry of Agriculture and Rural Development (MINADER) and also reviewed some literature pertaining to the ban. The respondents confirmed that the ban was indeed partial and hence till present any import discovered in the hands of fraudulent businessmen at entry points are seized and destroyed completely.

From 1999 to 2004, poultry meat imports to Cameroon increased by nearly 300 percent. This is despite a drop in 2001 due to the ban by MINEPIA on meat import from Europe because of dioxin contamination. About 99 percent of the poultry meat imported into Cameroon from 1999–2004 was low priced chicken cuts. This made it difficult for the local sector to compete, because consumers' preferred the cheap cuts, while the domestic sector produced only live birds. The Cameroon Government took various measures in response to the surges and injuries. It increased tariffs and taxes, ordered a partial ban on imports, instituted reference prices, created an ad hoc committee to determine the level of production shortages and quotas to be imported, and established regular meetings with stakeholders. MINEPIA restricted the importation of frozen chicken to 5 000 tons per year with effect from September 2005<sup>23</sup>.

The researcher from the analysis of the ban finds out that the partial nature of the ban puts the sector in a precarious situation, especially given that the ban terms it only partial, clearly this leaves loopholes which fraudulent business people still exploit and import frozen chicken as was confirmed by some respondents that it in fact happens. It is even more critical given the fact that the institutional capacity of Cameroon government to strengthen and develop trade surveillance systems is still weak due to vices such as corruption and various institutional voids. The researcher advises that for ACIG and collaborating trained poultry farmers including those under the PACA partial sponsorship to wither this uncertain macroeconomic situation, it is imperative that they come together under one umbrella poultry union in order to function at a bigger capacity to develop a stronger brand with greater economies of scale. As such, the external economic forces would hardly interrupt the production and sales.

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<sup>23</sup> FAO Briefs on Import Surges - Countries No. 4 Cameroon: poultry, rice and vegetable oils 1 November 2006

## **CHAPTER 6**

### **RECOMMENDATIONS**

#### **6.0 Introduction**

In this chapter, two recommendations are provided by the researcher. The first one is the short term recommendation implying that which the ACIG should within the shortest period possible implement, and the second is termed long term since for it to be implemented, there need to be extensive consultations and meetings among different stakeholders in the sector, therefore its establishment depends on how fast these consultations and negotiations finish.

#### **6.1 Short term recommendation**

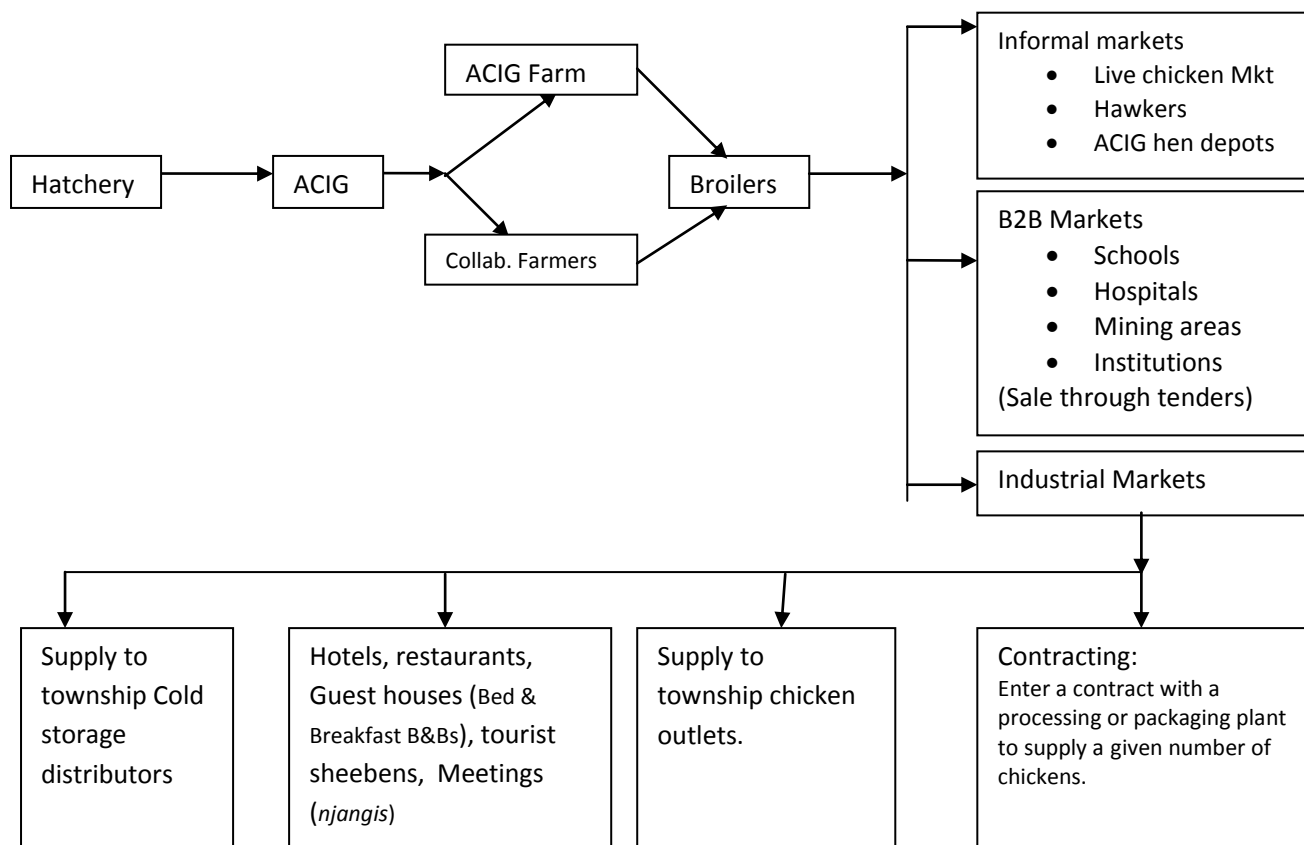
This recommendation aims to benefit ACIG and the collaborating trained poultry farmers. The researcher recommends a market plan that emphasizes on expansion in scope of market targets within and out of Bamenda as shall below be enumerated. In order to integrate the small scale farmers who trained at ACIG, the researcher recommends contract poultry farming engagement at production and sales.

##### **6.1.1 Justification/report of the short term recommendation**

As was evident in the finding, majority of consumers in Ndop, Bambili and Bamenda (60 percent) could buy on weekly basis just up to 10 chicken, this means that if ACIG has to sell all her chicken within a period of between 3 weeks and eight then they would urgently need to explore many and new markets including informal markets such as open markets, industrial buyers and business to business (B2B) buyers. In addition, the social aspect of entrepreneurship by ACIG in uplifting the local economy of inhabitants would greatly be enhanced if they have contractual engagements with farmers they trained. As the research revealed, 80 per cent of those who were trained by ACIG on broiler production are presently not engaged in broiler production due to lack of finance and uncertain market. The researcher suggests that in line with the social goal of ACIG, they can agree to undertake contractual obligations with diligent and honest farmers to supply them with day old chicken or chicken at 3 weeks, drugs and farm inputs such as feed at advance credits. This would mean that a poor farmer does not need to have cash to engage in chicken farming. All the produce by ACIG and the farmers should then be sold in one pool by ACIG. It is the researcher's belief that if ACIG supplies all the inputs it would be easy to monitor and come up with uniform qualities which would sell at stable prices. ACIG and farmers would negotiate the credit payback terms so that farmers are paid from sales after their credit deductions. It is however

important to note that in case of contract engagements with farmers, ACIG must screen to only deal with diligent and honest farmers and possibly legalize the contractual engagements with the government law enforcement agency to avert risks that might arise from dishonest parties.

As part of the marketing strategy, a part from radio, signboards and the SMS services already discussed, ACIG should open ACIG chicken depots in Ndop, Bambili, Bambui and a number of sale points in Bamenda, Douala, Yaounde and Kumba among other towns. These sale point buildings should bear ACIG logo and colour so that they are distinct. ACIG should also, despite the day old chicken shortages, carry out production scheduling so that each week all year round they have chicken on sale, this will create reliability and long term cordial customer relationships. I believe that when proper production scheduling is formulated and the day old chick supplying firms are supplied with copies of the schedule, their compliance with the schedule shall be facilitated . The marketing model explained above is visually illustrated below:



It is pertinent to note that for the model above to work properly, the researcher advises that ACIG has to provide delivery services since the firm is located far from town and most customers are not able to afford the transportation cost. The researcher further acknowledges that ACIG might be obliged to do services such as slaughtering and packaging to some of the customer groups. These services might have to be done free of charge to the buyers. It is likely that the costs of such services will be high, but because of the impressive returns they are poised to result in, they are worth being implemented.

## **6.2 Long term recommendation**

As a long term recommendation, the researcher recommends formation of cooperatives bringing together ACIG poultry, ACIG trained poultry farmers and PACA supported poultry farmers in the region at the initial phase with a possibility of accommodating any willing group or individuals any time after successful startup. As the research established, in Ngoketunjia division where ACIG is based, there already exists approximately 10 chicken farming groups under PACA program. To start a cooperative union, the researcher suggests to ACIG management to sell this idea in one of the PACA economic partnership meetings where all these groups come together, then probably formulate the terms and conditions, do the registrations and possibly start.

### **6.2.1 Justification/report of the long term recommendation**

The researcher is of the view that poultry cooperatives could be a vehicle for penetrating the formal marketing channels. Through cooperatives, the produce of farmers can ensure larger supply of quantities, create a brand name and have the “muscle” to negotiate prices on behalf of farmers. Further, the function of the cooperative could extend into that of scouting for markets for members and also assist in preparing the produce such as slaughtering, grading and packaging and finally marketing. It is also pertinent to note that cooperative formation would ensure market certainty, price stability, and provision of input on credit and provide income opportunity for small growers.

Finally, the researcher, based on his observation recommends further research on productivity improvement and cost reduction.

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[http://www.fao.org/ag/againfo/themes/en/infpd/econf\\_scope.html](http://www.fao.org/ag/againfo/themes/en/infpd/econf_scope.html)

<http://www.fao.org/documents/>

<http://www.wto.org/>

# APPENDIX I

## Questionnaire A –ACIG TEAM MEMBERS

Dear respondent, my name is Okello George Otieno, a final year undergraduate student from Hogeschool Utrecht University of Applied Sciences pursuing a bachelor degree in International Business and Management Studies (IBMS).

I am conducting research for both an academic purpose as well as help AgriDynamic Common Initiative Group by developing a marketing plan that would better serve ACIG & Collaborating Poultry farmers in order to serve the customers better.

So, I ask you to be so kind as to answer the following questions. I assure you that your answers and identity are confidential.

(For this questionnaire, most of the questions are open ended ,please feel free to express all your opinions)

1. What is the current poultry production scale?

2. Which regions are your current targeted markets?

3. Who would u consider your potential customers? And where are they found?

4. What are the marketing challenges you face?

5. How are customers made aware of your product offering to the market currently?

6. What kind of relationship (short or long term?) do you currently maintain with your suppliers of day old chicken?

7. What is the number of competitors in the poultry sub-sector market in Ndop, Bambili and Bamenda regions?

8. In your own opinion of the competitor analysis of the above mentioned competitors, what are their marketing and product strengths relative to ACIG?



9. What's the nature of competition between ACIG and the trained poultry farmers in the ACIG training center?

10. What measures are in place to eliminate the 'in-house' competition above so as to support the ACIG trained farmers in marketing?

11. What marketing model are you currently employing in marketing the chicken produce?

12. What are the plans and/or projections on how you intend to model your marketing?

13. Which firms supply you with Day Old Chicks for brooding and production? (please list)

14. Is the supply by the firms you mentioned above reliable to ensure continuous production?

Yes

No.

15. If No in 14 above, please comment in the box any plans you are perhaps planning to bridge this unreliability?

16. Kindly please below fill in the customer retention analysis table for the two most recent sales of your poultry product.

Metric	Customers Period 1 (2 <sup>nd</sup> most recent)	Retained Customers period 2 (most recent)	DEVIATION (For researcher's use, please don't fill)
Total number of customers			
Average number of orders received			
Average revenues per customer			

**Thank you for your Cooperation and valuable input**

## APPENDIX II

### QUESTIONNAIRE B – CONSUMERS

Dear respondent, My name is Okello George Otieno, a final year undergraduate student from Hogeschool

Utrecht University of Applied Sciences pursuing a bachelor degree in International Business and Management Studies (IBMS).

I am conducting research for both an academic purpose as well as help AgriDynamic Common Initiative Group by developing a marketing plan that would better serve ACIG & Collaborating Poultry farmers in order to serve the customers better.

So, I ask you to be so kind as to answer the following questions. I assure you that your answers and identity are confidential.

1. How often do you buy and use chicken products? (shade the appropriate dot)
  - ☐ Once per week or more
  - ☐ 2 to 3 times per month
  - ☐ Once per month
  - ☐ Less than once per month
2. What volume do you buy at once?
3. What kind of product do you buy? (please shade appropriately)
  - ☐ Live mature birds
  - ☐ Live w3 weeks old
  - ☐ Frozen
  - ☐ Prepared (roasted, deep fried)
4. Where do you buy your poultry products?
  - ☐ Open market or supermarket?
  - ☐ Always at the same person?
  - ☐ From farmers
  - ☐ Restaurants
5. What influences your decision to buy poultry products from one firm and not the other competing firm with similar products?(Please tick in the boxes in a ranking order where 5 is most important and 1 least important as shown?)

	Most important 5	Next more important 4.	Moderately important 3.	Less important 2	Least important 1 .
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability/Reliability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="radio"/> Other (please mention) _____					

6. Through which channel are you currently made aware of availability of chicken products for sale in the market??
7. Generally, through which media in your opinion would you advise poultry production firms such as ACIG to use in conveying information to the market to reach most poultry consumers in Ndop, Bambili and Bamenda? (Tick in the boxes your most favoured 5 to your least favoured 1)

	Most favoured 5	Next favoured 4	Moderately favoured 3	Less Favoured 2	Least 1
Word of Mouth/telephone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Radio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sign Boards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Television	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Print e.g newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please mention: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. What kind of relationship do you currently maintain with your suppliers of chicken poultry products?

- Short term Long term
9. Kindly tell me why you currently favour the kind of relationship above over the other?

10. As their products to meet the market needs?

**11. Questions for identifying the subjects of the interview (Please tick where appropriate)**

a .Sex: Male ☐ Female ☐

b. Which is the most recent type of formal training you concluded?

Primary school ☐  
 High school ☐  
 Polytechnic ☐  
 College/University ☐

c. Your age lies in the interval:

18-29years ☐  
 30-39years ☐  
 40-49years ☐  
 50-59years ☐  
 Over 60 ☐

d. You live...

In a town ☐ In the country ☐

e. Have you formally attended Poultry training?

Yes ☐ No ☐

d. Your current income comprises in between (Per month)?

Less than 30,000 CFA ☐ 30001 - 100000 CFA ☐  
 100,001-500,000 CFA ☐ Above 500001 CFA ☐

**Thank you for your Cooperation and valuable input**

## APPENDIX III

### QUESTIONNAIRE C- STAKEHOLDERS

Dear respondent, my name is Okello George Otieno, a final year undergraduate student from Hogeschool Utrecht University of Applied Sciences pursuing a bachelor degree in International Business and Management Studies (IBMS).

I am conducting research for both an academic purpose as well as help AgriDynamic Common Initiative Group by developing a marketing plan that would better serve ACIG & Collaborating Poultry farmers in order to serve the customers better.

So, I ask you to be so kind as to answer the following questions. I assure you that your answers and identity are confidential.

1. In your own assessment how do you assess the poultry market in Cameroon?

- ☐ ADEQUATE
- ☐ MODERATE
- ☐ SATURATED
- ☐ INADEQUATE

2. Why do you say so in 1 above?

3. In what ways/activities are you involved in poultry activities?

- ☐ Advisory
- ☐ Loan delivery
- ☐ Input provision
- ☐ Marketing

4. What is your opinion on how marketing of chicken produce by poultry farms ought to be marketed so as to reach most existing and potential customers?

5. In a bid to support small scale poultry farmers who have undergone poultry training at ACIG, and in light of the social aspect of entrepreneurship by ACIG; what type of marketing model would you suggest to enable them to sell their produce?

6. What is the nature of the poultry meat import ban imposed by the Government in 2007?

Permanent

☐

Temporary (please specify end)

☐

Uncertain

☐

7. In case of 'temporary' or 'uncertain' in question 6 above, kindly tell me what the livestock sector of the government are putting in place to protect local producers?

8. Questions for identifying the subjects of the interview (Please tick where appropriate)

**Thank you for your Cooperation and valuable input**

## **APPENDIX IV**

### **INTERVIEW FOR TRAINED ACIG TRAINEES**

1. When did you attend poultry training at AgriDynamic Training Centre?
2. After training on broiler production, have you ever tried brooding and producing fowls for sale? (Probe more)
3. If you did in 2 above was it successful? If you haven't tried in 2 above, what was your reason for non-trial?
4. Are you currently producing & keeping fowls at your farm? (Probe more)
5. If yes in 4 above, what sort of challenges do you face from production to the eventual sale of your chicken?
6. If No in 4 above, what caused you to stop production? What f done would trigger you to start again?